CITY OF BURLINGAME and

TOWN OF HILLSBOROUGH

EMERGENCY OPERATIONS PLAN

BASIC PLAN

JUNE 2024

City of Burlingame

501 Primrose Road
Burlingame, CA 94010
650-558-7200
www.burlingame.org

Town of Hillsborough

1600 Floribunda Avenue
Hillsborough, CA 94010
650-375-7400
www.hillsborough.net

Emergency Services provided by

Central County Fire Department

1399 Rollins Road
Burlingame, CA 94010
650-558-7600
www.ccfd.org

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PREFACE

The City of Burlingame (Burlingame) and Town of Hillsborough (Hillsborough) are continuously working to protect both jurisdictions from the range of natural and human-made hazards that threaten residents, visitors, businesses, and the environment. Responding to emergencies resulting from these hazards poses challenges that cannot be adequately addressed within the routine operations of government.

The Emergency Operations Plan (EOP) for Burlingame and Hillsborough outlines how these jurisdictions comply with and implement the requirements of the California Emergency Services Act, the U.S. Department of Homeland Security's (DHS) National Response Framework (NRF) and State of California Emergency Plan (SEP) to protect the lives, property and environment of the communities of Burlingame and Hillsborough. Burlingame and Hillsborough participate in a Joint Powers Authority (JPA). The Central County Fire Department (CCFD), provides fire, emergency services and emergency management to each jurisdiction. These jurisdictions also share a Joint Emergency Operation Center which has been approved and recognized by the Governor's Office of Emergency Services (Cal OES).

This EOP has been developed to provide emergency response actions for an "all hazards" approach to emergencies and disasters within Burlingame and Hillsborough and surrounding communities. The EOP is a functions-based plan that outlines the tasks that support emergency response in the field and provides a framework for coordinating the response across city/town, county, state, and federal agencies.

This basic plan provides an overview of Burlingame and Hillsborough's approach to emergency operations; 18 Emergency Support Function annexes that describe critical operational functions typical to most emergency incidents, who is responsible for implementing these functions; and hazard-specific annexes that contain unique response details.

The EOP is intended to be an evolving, dynamic document. The policies and procedures outlined herein are a result of lessons learned at the local, state, and national levels. The ultimate goal is to protect the public, respond efficiently and effectively to significant emergency incidents and events that may threaten life, property, public safety, the economy, and the environment in Burlingame and Hillsborough.

This edition of the EOP builds upon the design and concepts of the previous EOP, which incorporated the concepts and processes of the National Incident Management System (NIMS), the Standardized Emergency Management System (SEMS), the National Response Framework (NRF), and the National Disaster Recovery Framework (NDRF).

> The EOP includes: planning assumptions, policies, and concepts of operations that guide the responsibilities for mitigation, planning, preparedness, response and recovery for Burlingame and Hillsborough.

Supporting documents:
- Countywide Hazard Mitigation Plan (2016) - http://planning.smcgov.org/local-hazard-mitigation-plan
- San Mateo County EOP Communication Plan Annex (January 2018) [For official use only]

References:

- State of California Emergency Plan
- CA-Emergency Support Functions (CA-ESF)

- Standardized Emergency Management System (SEMS)
- National Incident Management System (NIMS)
- FEMA Developing and Maintaining Emergency Operations Plans - Comprehensive Planning Guide (CPG 101), Version 3
- FEMA Planning Considerations: Evacuation and Shelter-in-Place
- State of California Alert and Warning Guidelines
- State of California Planning Best Practices for County Emergency Plans
- Integrating Access and Functional Needs within the Emergency Planning Process: Best Practices for Stakeholder Inclusion

- Electric Power Disruption Toolkit for Local Government

PROMULGATION

This Emergency Operations Plan is sanctioned under the authority of the Burlingame Municipal Code Chapter 3.36 Emergency Services and the Hillsborough Municipal Code Chapter 2.24 Emergency Organization and promulgated under the authority of the respective City Managers as Director of Emergency Services. State Authority is to be found, in part, in the California Emergency Services Act and various other codes and regulations. Federal Authority is found in The Robert T. Stafford Act, Homeland Security Presidential Directive 5 and 8. The system used nationally is National Incident Management System (NIMS).

This EOP is designed to comply with all applicable City of Burlingame, Town of Hillsborough, county, state, and federal regulations and provides the policies and procedures to be followed in response to human-caused and natural emergencies and disasters. This plan is approved by the Burlingame City Manager and the Town of Hillsborough City Manager and ratified by the respective city councils. Copies of the plan will be distributed to each jurisdiction, the Emergency Operations Center (EOC), EOC Section Coordinators, and Central County Fire Department.

City of Burlingame

_____   _____

Lisa K. Goldman, City Manager   Date

Town of Hillsborough

_____   _____

Doug Davis, City Manager   Date

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APPROVAL AND DISTRIBUTION

This EOP supersedes the previous National Incident Management System (NIMS)/Standardized Emergency Management System (SEMS) plan promulgated by the City of Burlingame (Burlingame) and Town of Hillsborough (Hillsborough). It provides a framework for the departments and agencies of Burlingame and Hillsborough to plan and perform their respective Emergency Support Functions (ESFs) during an emergency or disaster. This EOP recognizes the need for ongoing emergency operations planning by all departments and agencies within Burlingame and Hillsborough.

In accordance with Homeland Security Presidential Directive (HSPD)-5 Management of Domestic Incidents, all departments, agencies, and organizations with responsibilities delineated in this EOP will use NIMS. The California Emergency Services Act (ESA) requires the use of SEMS. This system unifies all elements of California's emergency management community into a single integrated system and standardizes key elements. Both SEMS and NIMS allow for efficient coordination between local, state, and federal organizations.

As part of SEMS and NIMS, the Incident Command System (ICS) will enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure. All on-scene incident management will be conducted using ICS.

In accordance with the SEMS, all local governments must use SEMS in order to participate in disaster response. The Preparedness and Prevention Division of the Central County Fire Department (CCFD) will remain compliant by using SEMS as an organizational framework that incorporates ICS, multi-agency or interagency coordination, the state's master mutual aid agreement and mutual aid program, and the Operational Area concept. By using SEMS, CCFD ensures that all response agencies are functioning in an integrated fashion across jurisdictions at multiple levels of government.

This EOP complies with existing federal, state, and local statutes. It has been approved by Burlingame and Hillsborough City Managers and the City Councils and will be revised and updated as required. All recipients are requested to advise the Community Risk and Resiliency Specialist in the Central County Fire Department of any changes that might improve or increase the usefulness of this EOP.

DOCUMENT MANAGEMENT

The Central County Fire Department (CCFD) Preparedness and Prevention Division is responsible for the review, revision, management and distribution of the EOP.

The EOP is subject to periodic formal approval by the respective City Councils, whereas the Emergency Support Functions (ESFs) and incident-specific Annexes are revised as needed and are not subject to formal review and City Councils approval. The ESF Annexes are considered an extension of the EOP.

The EOP Basic Plan will be reviewed on a biennial basis by CCFD Preparedness and Prevention Division. The EOP may be modified at any time as a result of a post-incident or post-exercise evaluation, or changes in responsibilities, laws or regulations.

ESFs and incident-specific Annexes will be reviewed biennially or as conditions, responsibilities, guidelines and the like warrant or require. Additional annexes may be added following review by CCFD Preparedness and Prevention Division.

CITY OF BURLIGAME ACCEPTED BY:

_____   _____
Donna Colson, Mayor   Date

_____   _____
Peter Stevenson, Vice-Mayor   Date

_____   _____
Lisa K. Golman, City Manager   Date

_____   _____
Michael Guina, City Attorney   Date

_____   _____
Meaghan Hassel-Shearer, City Clerk   Date

_____   _____
Mike Mateucci, Chief of Police   Date

_____   _____
Syed Murtuza, Director Public Works   Date

_____   _____
Helen Yu-Scott, Finance Director   Date

CITY OF BURLIGAME ACCEPTED BY:

Margaret Glomstad, Director Parks and Recreation	Date

Brad McCulley, City Librarian	Date

Maria Saguisig-Sid, Human Resources Director	Date

Kevin Gardiner, Community Development Director	Date

, Information Technology Analyst	Date

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Doug Davis, City Manager	Date

William Li, Senior Management Analyst	Date

Christopher Diaz, City Attorney	Date

Lisa Natusch, City Clerk	Date

Nelson Corteway, Chief of Police	Date

TOWN OF HILLSBOROUGH ACCEPTED BY:

_____   _____
Paul Willis, Director Public Works   Date

_____   _____
Jan Cooke, Finance Director   Date

_____   _____
Anca Stratianu, Human Resources Manager   Date

_____   _____
Tim Anderson, Director of Building & Planning   Date

RECORD OF CHANGES

The Burlingame/Hillsborough Emergency Operation Plan (EOP) will be strengthened and enhanced over time as it is activated for actual emergency incidents or tested during exercise and training activities. In concert with the plan maintenance section and planning efforts with surrounding jurisdictions, the City of Burlingame, Town of Hillsborough and Central County Fire Department will review this EOP as necessary or following an incident. Revisions to this EOP will be implemented as needed as the result of post review recommendations or a post incident corrective action plan.

Each revision to this plan will be numbered and documented. As new versions are created, they will be distributed to participants and will supersede all previous versions. The table below will be used to record revisions made to the EOP after the final draft is published.

Record of Changes

Change Number	Date of Change	Summary and Section Changed	Recorded By
1 (5-year revision)	06/13/2024	Distribution List	Dena Gunning
	09/30/2024	Emergency Support Functions Updated	Dena Gunning

RECORD OF DISTRIBUTION

Record of Distribution

Name/Group	Agency/Department	Title of Recipient	Number and Type (Electronic or Hard Copy)	Date of Receipt
City of Burlingame	All Departments	EOC Staff	Electronic	
Town of Hillsborough	All Departments	EOC Staff	Electronic	

JUNE 2024

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EXECUTIVE SUMMARY

Overview of Plan Purpose and Structure

The City of Burlingame and Town of Hillsborough EOP provides for the effective mobilization of all jurisdictional resources to meet any condition constituting a local emergency, state of emergency, or state of war emergency. It provides for the organization, powers and duties, services, and staff of each jurisdiction's emergency organization and describes how both jurisdictions will prepare for, prevent, respond to, recover from and mitigate the effects of all types of hazards and threats.

In accordance with the California Emergency Services Act (ESA) and Comprehensive Preparedness Guide 101 Version 2: Developing and Maintaining Emergency Operations Plans, the Burlingame and Hillsborough EOP describes methods for carrying out emergency operations, how resources are mobilized, provisions to support emergency management programs/projects, the process for obtaining and rendering mutual aid, and how the public will be informed.

The concepts presented in this EOP are fully compliant with California's Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS). The concepts presented in this EOP support operational area plans, regional plans, the State of California Emergency Plan, and the National Response Framework. The Burlingame and Hillsborough EOP is a management document intended to be read and understood by City officials, departments and agencies prior to an emergency.

There are several supporting documents to the Burlingame and Hillsborough EOP:

- **Basic Plan:** This part of the EOP describes fundamental systems, strategies, policies, assumptions, responsibilities, and operational priorities that both jurisdictions will follow to guide and support emergency management efforts.

- **Appendixes -** Appendixes to the EOP include the EOC checklists, EOC Communications Directory, OES Resource Manual and Hazard Identification and Risk Assessment (HIRA). Appendixes provide the detailed instructions that an organization or an individual need to fulfill responsibilities and perform tasks assigned in the EOC. They may be appended to the end of the basic plan or referenced as deemed appropriate.

- **Emergency Support Functions (ESFs):** Functional annexes are plans organized around the performance of a broad task. Each annex focuses on one of the critical Emergency Support Functions that the jurisdictions will perform in response to an emergency. The functional annexes were developed separately from the basic plan. Functional annexes are discipline-specific emergency goals, objectives, capabilities, and responsibilities. ESFs include reafferences to both jurisdictional departments plans and procedures and external cross sector supporting agencies.

- **Hazard Specific Incident Annexes:** There are several supporting incident annexes that highlight unique planning assumptions, policies, procedures, and emergency preparedness, response, and recovery actions specific to a particular hazard or threat. These include but are not limited to earthquake, severe weather, wildland fire, tsunami, terrorism, energy disruption, plane crash and civil unrest.

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Purpose and Scope

The EOP establishes the framework for the effective and comprehensive integration and coordination of the emergency response and initial recovery actions of all levels of government, volunteer organizations, and the private sector within the City of Burlingame and Town of Hillsborough.

The purpose of this EOP is as follows:

■ Assign responsibilities to organizations and individuals for carrying out specific actions that exceed routine responsibility at projected times and places during an emergency.

■ Establish lines of authority and organizational relationships and show how all actions will be coordinated in accordance with the City of Burlingame and Town of Hillsborough's Emergency Ordinances, SEMS, and NIMS.

■ Outline critical support services and provide a management structure for coordinating and deploying essential resources.

■ Describe the hazards and threats that may affect the City of Burlingame and Town of Hillsborough.

■ Describe authorities, policies, and procedures that govern the City of Burlingame and Town of Hillsborough, its employees, and its residents during a disaster.

This EOP applies to all City of Burlingame and Town of Hillsborough's agencies and departments and is intended to be used for all applicable hazards.

Hazards and Vulnerabilities

Preventing damage and losses from disaster includes those efforts known as mitigation activities. Mitigation efforts occur both before and following disastrous events. Post-disaster mitigation is part of the recovery process. Preventing, eliminating, or reducing the impact of hazards that exist within Burlingame and Hillsborough and that are a threat to life, property and the environment are part of the mitigation efforts.

The Countywide Local Hazard Mitigation Plan (2016) includes Annexes for Burlingame and Hillsborough which identify mitigation action items. These documents identify which department is responsible as the lead managing these actions. The Mitigation Plan is reviewed annually and updated every five years.

A number of mitigation activities may include the implementation, augmentation or promotion of the following:

▪ Local ordinances and statutes (zoning ordinance, building codes, ordinances and enforcement)
▪ San Mateo County Hazard Mitigation Plan (2016)
▪ State of California Emergency Plan
▪ State of California Catastrophic Earthquake Plan
▪ Disaster, earthquake or flood insurance
▪ Public information, Mass Notification Alert and Warning Guidelines and SMCAlert *(San Mateo County Emergency Notification System)*
▪ Risk mapping
▪ Seismic Strengthening or Retrofitting Structural measures
▪ Monitoring and inspection
▪ Land use planning
▪ General Plan
▪ Public Outreach, Education and Community Relations

Concept of Operations

The City of Burlingame and the Town of Hillsborough and the State of California respond to emergencies and disasters using SEMS, NIMS, and ICS. These management systems have been established to provide a standardized and effective response to multiagency and multijurisdictional emergencies in California. By standardizing key elements of the emergency management system, NIMS and SEMS facilitate the flow of information within and between levels of the system and facilitate coordination among all responding agencies.

NIMS, SEMS, and ICS consist of several levels which are activated, as necessary, starting with the field response level and then graduating as more resources or assistance are necessary to support the local government level, the Operational Area level,[1] the regional level, and finally to the state level. This "bottom up" system supports the responsibility of local government to protect their citizens while permitting "top down" sharing of resources, alerts, warnings, and intelligence. **Figure ES-1** shows the relationship between SEMS levels in an organizational structure.

Multi-Agency Coordination System (MACS)

MACS are part of ICS and provide the basic architecture for facilitating the allocation of resources, incident prioritization, coordination and integration of multiple agencies for large-scale incidents and emergencies. A MAC group is made up of administrators or designees authorized to represent or commit agency resources and funds. MAC groups do not have direct involvement in the incident(s) and may function virtually. The principle functions and responsibilities associated with MACS include:

- Situation awareness / assessment
- Incident priority determination
- Critical resource acquisition and allocation
- Anticipating / identifying future resource requirements
- Coordinating policy issues
- Providing strategic coordination
- Joint Information Systems

EOC Organizational Structure

The City of Burlingame and Town of Hillsborough EOC follows SEMS, NIMS, and ICS when activating its EOC. There are five sections within the City of Burlingame and Town of Hillsborough EOC: Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration. **Table ES-2** describes the responsibilities of each section both in the field and in the EOC. **Figure ES-1** shows the organizational structure that both jurisdictions will follow to manage and coordinate information and resources for emergencies.

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[1] The Operational Area is managed by San Mateo County.

Table ES-1: SEMS Organizational Levels

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│          Cal OES            │
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              │
┌─────────────────────────────┐
│     Cal OES Coastal Region  │
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              │
┌─────────────────────────────┐
│      San Mateo County       │
│      Operational Area       │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│   City of Burlingame/Town   │
│      of Hillsborough        │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│            Field            │
└─────────────────────────────┘
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Table ES-2: Field and EOC SEMS ICS Functions

SEMS/ICS Section	Field Response Level	EOC
Command/ Management	Field commanders are responsible for directing, ordering and controlling resources, assets, and personnel.	In the EOC, the Policy Group provides guidance and advice to EOC management and EOC sections. The Policy Group addresses policy issues associated with the incident (for example, establishing a curfew) as well as prepares and executes mayoral directives, orders, resolutions, and/or ordinances as necessary. EOC management is responsible for facilitation and execution of overall policy, coordination and directing support to first responders in the field.
Operations	Implement tactical field operations as specified by the Incident Action Plan in a coordinated manner.	Coordinate and/or support all emergency response operations in accordance with the EOC Action Plan.
Planning and Intelligence	Collect, evaluate, and document intelligence and situational understanding of the emergency.	Collect, evaluate, and disseminate information and maintain documentation related to the jurisdiction's emergency response activities.
Logistics	Provide facilities, services, personnel, equipment, and materials to support the emergency.	Provide facilities, services, personnel, equipment, and materials to support the emergency.
Finance and Administration	Provide financial and cost analysis and administrative support not handled by the other sections.	Coordinate and support administrative and fiscal responsibilities for the overall emergency.

EOP and EOC Activation

The philosophy of City of Burlingame and the Town of Hillsborough is that the EOP is always activated to reflect a constant state of readiness. The response and recovery portions of this plan will be implemented when an incident or event is considered imminent or probable and the implementation of this plan and the activation of the City of Burlingame and the Town of Hillsborough EOC is considered a prudent, proactive measure. The EOP will be implemented at the appropriate response levels during the following conditions:

- An incident occurs or is imminent

- As directed by either City Manager or their authorized designee

- A Local Emergency is proclaimed

- A Local Public Health Emergency is proclaimed

The EOC will be activated and staffed at a level to meet emergency response needs

- **Level Three — Decentralized Coordination and Direction (Standby, Monitoring, and Alert):** Minor to moderate emergency where local resources are adequate and available. A local emergency may or may not be declared. The City of Burlingame and the Town of Hillsborough Joint EOC may or may not be activated. Off-duty personnel may be recalled.

- **Level Two — Centralized Coordination and Decentralized Direction (Partial or Full Activation):** Moderate to severe emergency where local resources are not adequate and mutual aid or operational area resource coordination may be required on a regional or even statewide basis. Management-level personnel from agencies involved should co-locate in a central location to provide jurisdictional or multijurisdictional coordination. Activation of the Joint EOC will be necessary when anticipating operational area activation or resource coordination. Off-duty personnel may be recalled. A local emergency will likely be proclaimed, and a state of emergency may be proclaimed.

- **Level One — Centralized Coordination and Direction (Full Activation):** Major local or regional disaster where resources in or near the affected area are overwhelmed and extensive state and/or federal resources are required. A local emergency will be proclaimed and a state of emergency proclamation and a presidential declaration of an emergency or major disaster will be requested. All response and early recovery activities will be conducted from the Joint EOC. All key off-duty personnel will be recalled.

Operational Priorities

The City of Burlingame and the Town of Hillsborough have established the following general priorities for establishing response goals, prioritizing actions, and developing operational strategies.

- **Saving Lives:** The preservation of life is the top priority for the City of Burlingame and the Town of Hillsborough and takes precedence over all other considerations.

- **Addressing Human Needs:** Beyond the simple preservation of human life, all possible efforts should be made to provide for basic human needs, including food, water, shelter, and security.

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■ **Caring for People with Disabilities and Others with Access or Functional Needs[2]:** People with disabilities and others with access and functional needs may require assistance to provide for time-sensitive needs or support services to maintain health and safety and maximize independence. The needs of this population should be considered and addressed as a high priority.

■ **Protecting Property:** All feasible efforts must be made to protect public and private property and resources (including critical infrastructure) from damage during and after an emergency.

■ **Protect the Environment:** All possible efforts must be made to preserve the City of Burlingame and the Town of Hillsborough's environment and protect it from damage during and after an emergency.

■ **Restore Basic Services:** Power, water, sanitation, transportation, and other essential services must be restored as rapidly as possible to enable residents and businesses to resume their normal activities.

■ **Continuity of Government:** To ensure continuity of government and continuity of operations, the City of Burlingame and Town of Hillsborough must plan for the preservation, maintenance, or reconstitution of government.

■ **Support Community and Economic Recovery:** City of Burlingame and the Town of Hillsborough representatives must work with the community to ensure that recovery operations are conducted efficiently, effectively, and equitably, promoting expeditious recovery of the affected areas.

Sequence of Events

Figure ES-3 shows the general sequence of events prior to and following an emergency, including the emergency proclamation process.[3]

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[2] The Americans with Disabilities Act (ADA) defines persons with functional needs as persons who have: (1) a physical or mental impairment that substantially limits one or more of the major life activities of such individual; (2) a record of such an impairment; or (3) being regarded as having such impairment; inclusive of individuals with temporary and permanent limitations and those who may function independently without the presence of an emergency but who may need assistance during an incident. The City of Oakland uses this Definition.

[3] The following exhibit is adapted from the California State Emergency Plan, July 2009.

Figure ES-3: Emergency Proclamation Process and Response Phase Sequence
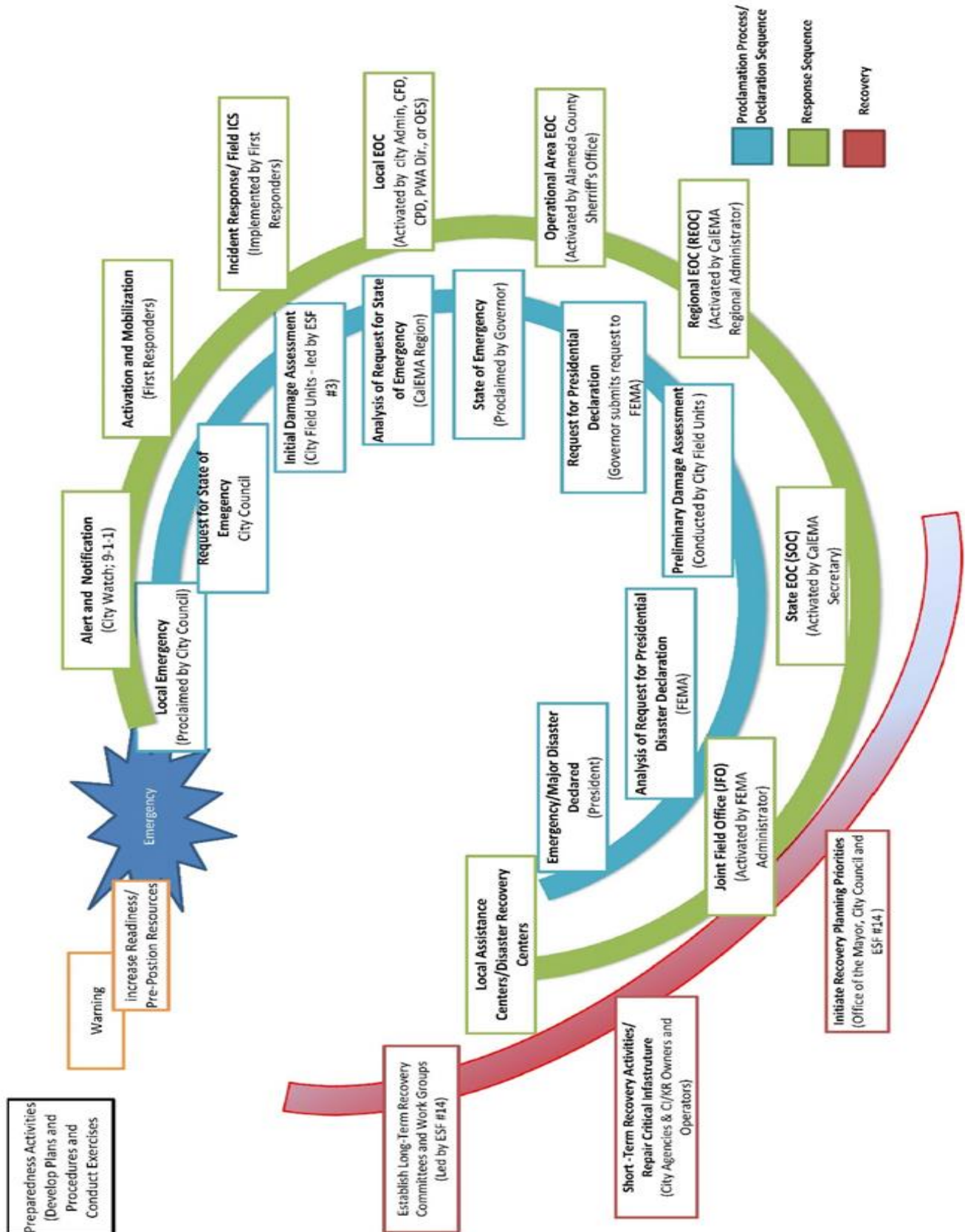
Emergency Support Function Annexes

This EOP organizes various departments and agencies into 18 Emergency Support Functions (ESFs) to facilitate planning and coordination prior to an incident and to achieve an effective emergency response and recovery. Details of each ESF will be included in ESF Annexes to this plan which will be published separately. Each ESF has an assigned ESF Coordinating Agency, Primary Agencies and Supporting Agencies. The ESF Coordinator is designated because they either have statutory responsibility or the prerequisite expertise and resources due to their programmatic or regulatory responsibilities. The ESF Coordinator is responsible for all pre-incident planning and coordination to ensure that all ESF agencies are prepared to provide resources and perform operational roles. ESFs will be activated as needed to support actual or anticipated requirements and will provide representatives to the Operational Area or City EOC as needed upon activation. **Table ES-4** provides an overview of each ESF and the primary agencies/departments responsible for coordinating and executing the ESF.

Table ES-4: Description of ESF Responsibilities and Primary Agency or Department

ESF	Primary Agencies/ Departments	Description
ESF #1: Transportation	Burlingame/Hillsborough Public Works Department	Traffic restrictions Civilian transportation support Transportation safety Coordination with the transportation industry (federal, state, and local, including private and public)
ESF #2: Communications	Burlingame/Hillsborough Information Technology Department	Restoration/repair of telecommunications infrastructure Coordination with the communications industry (federal, state, and local, including private and public)
ESF #3: Public Works and Engineering	Burlingame/Hillsborough Public Works Department	Infrastructure protection and emergency repair Infrastructure restoration Engineering services, construction management, and damage assessment Coordination with the public works and engineering industry (federal, state, and local, including private and public)
ESF #4: Firefighting	Central County Fire Department	Firefighting activities Coordination with the firefighting industry (federal, state, and local, including private and public)

ESF #5: Management Information and Planning	Central County Fire Department Emergency Management Division Burlingame/Hillsborough City Manager's Office	Coordination of event management activities Coordination with the emergency management industry (federal, state, and local, including private and public) Information and Planning Annex
ESF #6: Mass Care and Emergency Assistance, Housing and Human Services	Burlingame Parks and Recreation Department	Mass care Disaster sheltering and housing
ESF #7: Logistics/**Resources**	Burlingame/Hillsborough City Manager's Office	General resource support (facility space, office equipment and supplies, contracting, and services)
ESF #8: Public Health and Medical Services	Central County Fire Department San Mateo County Human Services Agency San Mateo County Public Health	Public health Medical services Mental health Food safety and security
ESF #9: Search and Rescue	Central County Fire Department	Urban search and rescue activities, including but not limited to heavy rescue, collapsed structure rescue, confined space rescue, and high- and low-angle rescue
ESF #10: Oil and **Hazardous Materials**	Central County Fire Department	Oil and hazardous materials (chemical, biological, radiological, etc.) response
ESF #11: Agriculture and Natural Resources	San Mateo County Human Services Agency Peninsula Humane Society Animal Services	Food assistance Coordination with the agriculture industry Domestic animal services

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ESF #12: **Energy/Utilities**	Burlingame/Hillsborough Public Works Department	Infrastructure assessment, repair, and restoration Coordination with the energy industry (federal, state, and local, including private and public) Tagging/approval of electrical and gas industry connection
ESF #13: Public Safety and Security/ Law Enforcement	Burlingame/Hillsborough Police Department	Public safety/security support for access, traffic control, and crowd control issues Coordination with the law enforcement industry (federal, state, and local, including private and public)
ESF #14: Cross-sector Business and Infrastructure/ Recovery	Burlingame/Hillsborough City Manager's Office Central County Fire Department Emergency Management Division	Information coordination and collection in support of the local emergency proclamation process and requests for assistance Coordination and management of initial recovery Efforts to ensure recovery needs are identified and addressed for survivors, businesses, nongovernmental agencies, and City departments within the City of Burlingame and Town of Hillsborough Support the transition to a Long Term Recovery Organization, if needed, to lead the City's long term recovery Efforts, as provided for in the City's Disaster Recovery Framework and Recovery Support Functions
ESF #15: External Affairs/Public Information	Burlingame City Manager's Office City Clerk Hillsborough Police Department PIO Central County Fire Department Emergency Preparedness and Prevention Division	Conduct media relations Gather and disseminate public information Work with the Joint Information Center
ESF #16: Evacuation	Burlingame/ Hillsborough Police Department Central County Fire Department	Authorization, direction, routing, and relocation of people from their homes, schools, and places of business

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ESF #17: Volunteer and Donations Management	Burlingame/ Hillsborough Human Resources Management Department Central County Fire Department Emergency Management Division Burlingame/ Hillsborough Finance Department	Coordinating processes used to ensure the most effficient and effective utilization of unaffiliated volunteers and unsolicited donated goods during disasters Receiving, accounting and distributing donations Register, train, assign and track volunteers
ESF #18: Cyber Security	Burlingame/Hillsborough Information Technology Department	Restoration/repair of telecommunications infrastructure Coordination with the communications industry (federal, state, and local, including private and public)

Coordination, Communication and Resource Flow

Figure ES-4 shows the coordination, communication, and resource flow of information and resources between all levels of government.
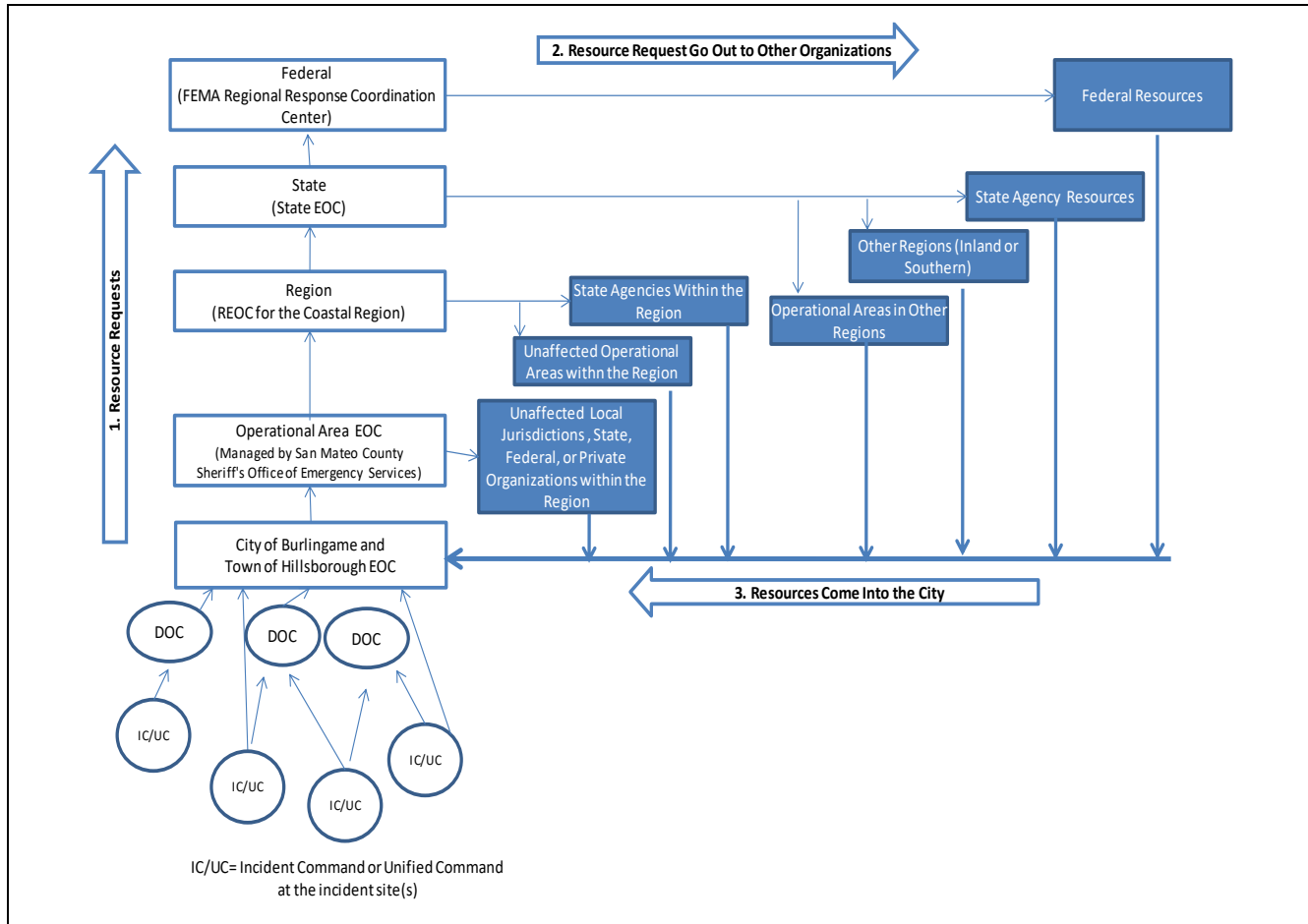
Figure ES-4: Coordination, Communication, and Resource Flow

Plan Review and Maintenance

The Central County Fire Department Preparedness and Prevention Division will revise and update the Burlingame/Hillsborough EOP on a regular basis or following an emergency or exercise. The EOP will be updated based on deficiencies identified in simulated or actual use or due to organizational or technological changes.

SECTION 1 INTRODUCTION

1.1 Introduction

The Emergency Operations Plan (EOP) for the City of Burlingame and Town of Hillsborough outlines authorities, organizational structures, and procedures used to coordinate activities related to local and area disasters.

1.2 Purpose

The purpose of the EOP is to:

1. Identify roles and responsibilities for various departments as they pertain to preparedness, response, recovery, and mitigation activities
2. Serve as a foundational document for additional plans, as well as a reference document for other government and non-government organizations and other entities
3. Comply with state and federal laws and regulations

1.3 Scope

The EOP serves as a significant document for Burlingame and Hillsborough's emergency management activities. While resources may be called upon as needed, responsibilities are outlined in the EOP Basic Plan and associated annexes. To ensure adequate preparedness, city departments should actively participate in preparedness and planning activities including the development of departmental plans, policies and procedures as necessary to fulfill assigned roles and obligations.

The EOP embraces the Federal Emergency Management Agency's (FEMA) "whole community" approach to emergency management and, in addition to Burlingame and Hillsborough's resources, recognizes the role of non-governmental organizations (NGOs), community-based organizations, faith-based organizations, private-sector businesses, educational institutions, and other stakeholders. Additionally, the EOP is intended to reflect the wide variety of support that may be required by residents, visitors, and businesses, including people with disabilities and others with access or functional needs. Consideration for people with disabilities, access or functional needs will be given in emergency planning.

Certain groups and organizations will need to interface with the City's Emergency Operations Center (EOC) and among each other, including in circumstances where normal telecommunications may be impaired. By understanding the elements of this plan, the City and such organizations can facilitate that process.

Members of the community should be aware of the potential risks and hazards we face and the responsibility to prepare personally, at a family level, and in one's organization.

1.3.1 Emergency Support Function Annexes (ESFs)

A listing and description of the ESF Annexes can be found in **Section 4.1**.

1.3.2 Incident Annexes

The following Incident Annexes address preparedness, response, and recovery concepts for incident-specific conditions:

Earthquake

Wildland Fire

Severe Weather *(Extreme Heat/Cold, Flooding, High Winds)*

Energy Disruption

Hazardous Materials Emergency

Tsunami

Terrorism

Plane Crash

Civil Unrest

DAM Failures

Access and Functional Needs (AFN)

Climate Adaptation

Post Incident Annexes

Disaster Debris Management Plan (DDMP) Recovery

Continuity of Operations Plan (CCOP) Crisis Communications Plan

1.4 Jurisdictions and Assumptions

1.4.1 Jurisdictions

CITY OF BURLINGAME

The following is a summary of key information about the jurisdiction and its history:

- Date of Incorporation – June 6, 1908

- Current Population – 30, 294 (CA Department of Finance 2018 estimate)

- Population Growth— Based on the data tracked by the state DOF, Burlingame has experienced a relatively flat rate of growth. The overall population has increased only 0.6% since 2014 and experienced a 2.3% growth rate from 2000-2010. The current projections anticipate that the City will reach a population of 36,600 by 2040.

- Location and Description— The City of Burlingame is on the San Francisco Peninsula, located 16 miles south of San Francisco. The City covers approximately 5.8 square miles. Three-quarters of the land is developable, and the remaining area consists of the San Francisco Bay and the Mills Canyon Preserve. The City is mature and a largely built-out community with well-established residential neighborhoods. The City borders the City of Millbrae to the north, the Town of Hillsborough to the west, the City of San Mateo to the south, and San Francisco Bay to the east.

- Brief History— Burlingame is on the Mexican land grant Rancho San Mateo. The City was named after Anson Burlingame, a US Minister to China that was a friend of William C. Ralston, the owner of the land. After the 1906 San Francisco Earthquake, many people looking to escape the hardships of a city in ruins flocked south. Hundreds of lots in Burlingame were sold in 1906 and 1907. The town of Burlingame was incorporated June 6, 1908. Burlingame is known as the "City of Trees" due to the 18,000 public trees that were planted throughout the city. Historic buildings include the Burlingame Avenue Train Station and Kohl Mansion.

- Climate— The City of Burlingame is sheltered by hills from strong winds and heavy fog. The city temperatures range from a low of 54 degrees to a high of 82 degrees in July and a low of 39 degrees and a high of 57 degrees in January. The average annual precipitation is 20 inches.

- Governing Body Format— The City of Burlingame is governed by a five-member city council. The City consists of nine departments: Administration, City Clerk, City Council, Community Development, Finance/Utility Billing, Human Resources, Library, Parks and Recreation, Police, and Public Works. The City has five committees and commissions, which report to the City Council.

- Development Trends— The City of Burlingame has experienced a strong regional economy, with a tight housing market, and limited available development sites. Demand for housing has generated greater interest in multi-family and office spaces near transit-oriented areas.

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TOWN OF HILLSBOROUGH

The following is a summary of key information about the jurisdiction and its history:

- Date of Incorporation – May 5, 1910

- Current Population – 11,543 (CA DOF Department of Finance 2018 estimate)

- Population Growth— Since the 1980 census (10,451) there has been minimal growth in population. 2010 census list the population at 10,825 (US census)

- Location and Description— The Town of Hillsborough is a residential community located in San Mateo County, California. It is west of U.S. Highway 101 and El Camino Real and east of Interstate 280. The Town is bordered on the north and east by the City of Burlingame, to the east and south by the City of San Mateo, and to the west by the San Francisco Peninsula watershed. The Town maintains about 250 acres of open space.

- Brief History— William Davis Merry Howard, son of a wealthy Hillsboro, New Hampshire shipping magnate, sailed on one of his father's ships from Boston around Cape Horn to the West Coast. Upon returning home, he convinced his father of the fortunes to be made in the West and returned to California some 15 years later. In 1846, he purchased "Rancho San Mateo" from the Mexican governor, Pio Pico. The Rancho was a tract of land that became the city of San Mateo. Here his family built a fine home which they called "El Cerrito" and made San Mateo a successful working ranch. Hillsborough became incorporated in 1910. Historic structures include The Carolands, Hofmann, Arthur & Mona House, and the Newhall Estate. The Police Station has ties to early railroad days.

- Climate— Hillsborough has a Mediterranean climate with the vast majority of the precipitation from the months of November to April. On average, Hillsborough receives 17 inches of rain. With coastal mountains to the west of Hillsborough, it is blocked in the winter from much of the rainfall and in the summer, it is blocked from virtually all the fog of the coast. Hillsborough receives an average of 307 days of sunshine annually, with 52 days of recordable precipitation per year.

- Governing Body Format— The Town is a general law city operating with a Council / Manager form of government. Policy-making and legislative authority are vested in and governed by a five-member city council. The City Manager is responsible for carrying out the policies and ordinances of the City Council.

- Development Trends -- There are no plans for development since the Town has no commercial zoning and no businesses within the town limits. The only non-residential properties are area schools, town and county government facilities, a golf course, a country club, and a small park. With the Town having only non-business structures, any future development would be the renovations to existing structures.

1.4.2 Assumptions

Emergency management coordination for the Central County Fire Department, City of Burlingame and Town of Hillsborough is based on a bottom-up approach to response and recovery resource allocation. Local response efforts precede county response efforts, then state response efforts, and finally federal government assistance with each level exhausting its own resources prior to elevation to the next level of government.

Homeland security statutes or regulations may govern certain response activities that fall under federal jurisdiction. The recovery of losses or reimbursements of costs from federal resources will require preparation and compliance with certain processes in accordance with the Stafford Act and California Disaster Assistance Act. The following assumptions were considered during the development of this plan:

- The City of Burlingame and The Town of Hillsborough are primarily responsible for emergency action within their respective municipality and will commit all available resources to save lives, minimize injuries to persons, and minimize damage to property and the environment.
- Burlingame and Hillsborough are susceptible to a number of hazards and risks that may result in critical incidents which may include natural, technological, or human caused.
- City and Town departments will participate; however, personnel may be unavailable or unable to report to work.
- CCFD provides fire, rescue, and emergency services to the Cities of Burlingame and Millbrae and Town of Hillsborough; CCFD provides emergency preparedness services to Burlingame and Hillsborough.
- Burlingame and Hillsborough are primarily responsible for emergency actions and will commit all available resources to save lives, minimize injury to persons, and minimize damage to property and the environment.
- Burlingame and Hillsborough operate a joint EOC which is staffed by members from both Burlingame and Hillsborough.
- Burlingame and Hillsborough will utilize SEMS, ICS, and NIMS in emergency response and management of operations.
- Burlingame and Hillsborough will commit their resources to a reasonable degree before requesting mutual aid assistance.
- Mutual aid assistance will be requested when resource requirements exceed Burlingame & Hillsborough's ability to meet them.
- Non-essential City operations may be reduced or cancelled in order to prioritize resources.
- Burlingame and Hillsborough are signatories to and participants in the San Mateo County Operational Area Emergency Services Organization Authority (OES JPA).
- Following a major disaster or catastrophic incident, Burlingame and Hillsborough may have to rely on their own resources to be self-sustaining until mutual aid is available.
- San Mateo County is responsible for management and delivery of emergency medical services (EMS).
- All San Mateo County fire agencies and EMS are dispatched from a centralized Public Safety Communications (PSC) Center.
- Effective preparedness requires ongoing public awareness and education programs so that citizens will be prepared, when possible, and understand their own responsibilities should a major disaster or emergency event occur.
- Residents living within the City of Burlingame and Town of Hillsborough boundaries are encouraged to develop a family disaster plan and maintain the essential supplies to be self-sufficient for a minimum of 72 hours and up to 2 weeks.
- Disaster relief from agencies outside the City of Burlingame and Town of Hillsborough may take 72 hours or more to arrive.
- Time of occurrence, severity of impact, weather conditions, population density, building construction, and secondary events such as fires, explosions, structural collapse, contamination issues, loss of critical infrastructure, and floods are a few of the significant factors that will affect casualties and damage.

- Damages to infrastructure will likely be manifested in direct physical and economic damages to facilities and systems, will diminish emergency response abilities due to inaccessible locales, will cause inconvenience or overwhelming distress due to temporary or protracted service interruptions, and will result in long-term economic losses due to the economic and physical limitations of recovery operations.
- During an emergency, the City of Burlingame and Town of Hillsborough may be required to coordinate operations and resources that meet the following criteria:
  - Span the spectrum of emergency management, including mitigation, preparedness, response, and recovery
  - Address incidents that result in numerous casualties, fatalities, displaced people, property loss, disruption of normal life-support systems and critical infrastructure, essential public services or basic infrastructure, and significant damage to the environment
  - Require prolonged, sustained emergency management operations and support activities

The top priorities for emergency management are as follows:

1. Saving lives and protecting the health and safety of City of Burlingame and Town of Hillsborough residents, visitors, first responders, and employees

2. Addressing human needs

3. Caring for People with Disabilities and others with Access and Functional Needs (AFN)

4. Protecting property

5. Protecting the environment

6. Restoring basic services

7. Encouraging timely and Effective community and economic recovery

Resource management (including mission assignment, coordination of mutual aid via the Operational Area, deployment, and demobilization) is coordinated from the City of Burlingame and Town of Hillsborough EOC during emergencies or disasters.

Emergencies or disasters that affect the City of Burlingame and Town of Hillsborough may affect the surrounding jurisdictions; therefore, it may be necessary for the City of Burlingame and Town of Hillsborough to prepare for and carry out emergency or disaster response and short-term recovery operations in coordination with other regional entities.

SECTION 2 HAZARD ANALYSIS

2.1 Methods Used to Develop Hazard Analysis

The 2016 – 2021 LHMP was adopted on June 7, 2016. Refer to the 2016 – 2021 LHMP for further information on hazards, risk assessment, and mitigation strategies.

San Mateo County and 28 local government planning partners from within the San Mateo County Operational area collaborated on the development of a multijurisdictional hazard mitigation plan pursuant to the Disaster Mitigation Act of 2000 (Public Law 106-390) from November of 2015 to September of 2016. The plan was approved by FEMA Region IX for compliance with Section 201.6, Chapter 44 of the Code of Federal Regulations on September 14, 2016. This plan details the planning partnership's vision for reducing risk from all hazards, identifying resources, information, and strategies for risk reduction. By completing this process, all planning partners to this plan complied with the Disaster Mitigation Act and maintained eligibility for hazard mitigation grant funding opportunities afforded under the Robert T. Stafford Act. The plan is available to the public through the San Mateo County Hazard Mitigation Plan website at:

2.2 San Mateo County Local Hazard Mitigation Plan (LHMP) http://planning.smcgov.org/local-hazard-mitigation-plan

The City of Burlingame and the Town of Hillsborough participate in the preparation of the Local Hazard Mitigation Plan (LHMP), which is intended to assess the risks to residents and assets within the City. The LHMP identifies and analyzes hazards applicable to the City of Burlingame and the Town of Hillsborough, provides a risk and vulnerability assessment, and provides mitigation strategies and actions toward risk reduction. The LHMP functions as an appendix to the Safety Element of the City of Burlingame and the Town of Hillsborough's General Plans.

Benefits of Mitigation Planning

Maintenance of this plan enables the San Mateo County planning partnership to pursue hazard mitigation grant funding administered by FEMA under the Robert T Stafford Act. A FEMA-approved Hazard Mitigation Plan is a principal prerequisite for this funding. Many of the planning partners to this plan have leveraged funding from this program in the past to significantly reduce the planning area's risk associated with natural hazards.

SECTION 3 CONCEPT OF OPERATIONS

The concept of operations (CONOPS) of the City of Burlingame and the Town of Hillsborough Emergency Operations Plan (EOP) addresses how the City of Burlingame and the Town of Hillsborough will work together with nongovernmental and private entities to promptly and effectively respond to any emergency. This section details how the jurisdiction's departments and agencies accomplish a mission or set of objectives to reach a desired end-state. It offers clear methodology to realize the goals and objectives to execute the plan.

The concept of operations defines the organization of the response, the roles and responsibilities of the responding departments, the outline for operations, and the manner in which Burlingame and Hillsborough will integrate out-of-jurisdiction resources. This section also describes how Burlingame and Hillsborough integrates the National Incident Management System (NIMS) and California Standardized Emergency Management System (SEMS).

3.1 National Incident Management System and Standardized Emergency Management System

The City of Burlingame, the Town of Hillsborough and the State of California respond to emergencies and disasters using NIMS and SEMS. NIMS and SEMS provide a standardized and Effective response to multi-agency and multi-jurisdiction emergencies. By standardizing key elements of the emergency management system, NIMS and SEMS facilitate the flow of information within and between levels of the system and facilitate coordination among all responding agencies.

NIMS and SEMS consist of several levels which are activated, as necessary, starting with the lowest response level (field) and graduating as resources or assistance are necessary to the local government (city, county, or special district) level, the Operational Area level, the regional level, and finally to the state level. This "bottom up" system supports the responsibility of local government to protect their citizens while permitting "top down" sharing of resources, alerts, warnings, and intelligence.

One of the most important best practices incorporated into NIMS is the Incident Command System (ICS), a standard, on-scene, all-hazards incident management system already in use by firefighters, hazardous materials teams, rescuers, and emergency medical teams.

ICS has been established by NIMS as the standardized incident organizational structure for the management of all incidents.

ICS is based on proven management tools that contribute to the strength and efficiency of the overall system. The following ICS management characteristics are taught by the Department of Homeland Security (DHS) in its ICS training programs:

Table 3-1 provides a description and key activities of SEMS organizational levels and **Figure 3-1** diagrams the coordination and flow of resource requests and resources that occurs in accordance with SEMS.

Table 3-1: SEMS Organizational Levels

Level	Description	Key Activities
Field	The field level is where emergency response personnel and resources, under the command of responsible officials, carry out tactical decisions and activities in direct response to an incident.	• First responders arrive at incident and assess the situation • Set up incident command
Local	The local level includes cities, counties, and special districts (for example, City of Burlingame/Town of Hillsborough, Utility Districts). Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their Emergency Operations Center (EOC) is activated or a local emergency is proclaimed in order to be eligible for state reimbursement of response-related costs.	• Activate the EOC • Receive information from first responders • Determine resource needs • Coordinate with the San Mateo County Operational Area for resources • Coordinate and communicate with field resources
Operational Area	An Operational Area is the intermediate level of the emergency management organization which encompasses a county's boundaries and all political subdivisions located within those boundaries, including special districts. The Operational Area facilitates and/or coordinates information, resources, and decisions regarding priorities among local governments within the Operational Area. The Operational Area serves as the coordination and communication link between the local level and regional level. State, federal, and tribal jurisdictions in the Operational Area may have statutory authorities for response similar to that at the local level. For the City of Burlingame and the Town of Hillsborough, San Mateo County serves as the Operational Area.	• Activate Operational Area EOC • Receive request from Burlingame/Hillsborough EOC • Activate memoranda of understanding (MOU)/memoranda of agreement (MOAs) • Determine resource gaps • Initiate requests for assistance to the region • Continue coordination with Burlingame/Hillsborough and the region

Level	Description	Key Activities
Region	The regional level manages and coordinates information and resources among Operational Areas within the mutual aid region and between the Operational Area and the state level. The regional level also coordinates overall state agency support for emergency response activities within the region. California is divided into three Administrative Regions – Coastal, Inland, and Southern – which are further divided into six mutual aid regions. The regional level operates out of the Regional Emergency Operations Center (REOC). The City of Burlingame and the Town of Hillsborough are part of Mutual Aid Region II and the California Governor's Office of Emergency Services (Cal OES) Coastal Region.	• Activate the REOC • Activate regional MOU/MOAs • Initiate requests for assistance to the state • Continue coordination with the Operational Area and the state level
State	Cal OES prioritizes tasks and coordinates state resources in response to the requests from the regional level and coordinates mutual aid among the mutual aid regions and between the regional level and state level. The state level also serves as the coordination and communication link between the state and the federal emergency response system. The state level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate compacts/agreements and coordinates with the Federal Emergency Management Agency (FEMA) when federal assistance is requested. The state level operates out of the state operations center (SOC).	• Activate the SOC • Receive request from the Operational Area or regional level • Prioritize resources and activate MOU/MOAs with other states • Identify gaps and communicate to FEMA • Continue coordination with county, region, other states and FEMA
Federal	FEMA coordinates the federal response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities. Unless the disaster occurs on federal property, the Governor must declare a State of Emergency and formally request from the President that FEMA and the federal government respond to the disaster. FEMA provides specialized expertise, equipment, and funding for disaster response and recovery efforts as requested through the state.	• Implement the National Response Framework (NRF) • Implement the National Disaster Recovery Framework (NDRF) • Organize the federal response • Coordinate with all federal and state partners

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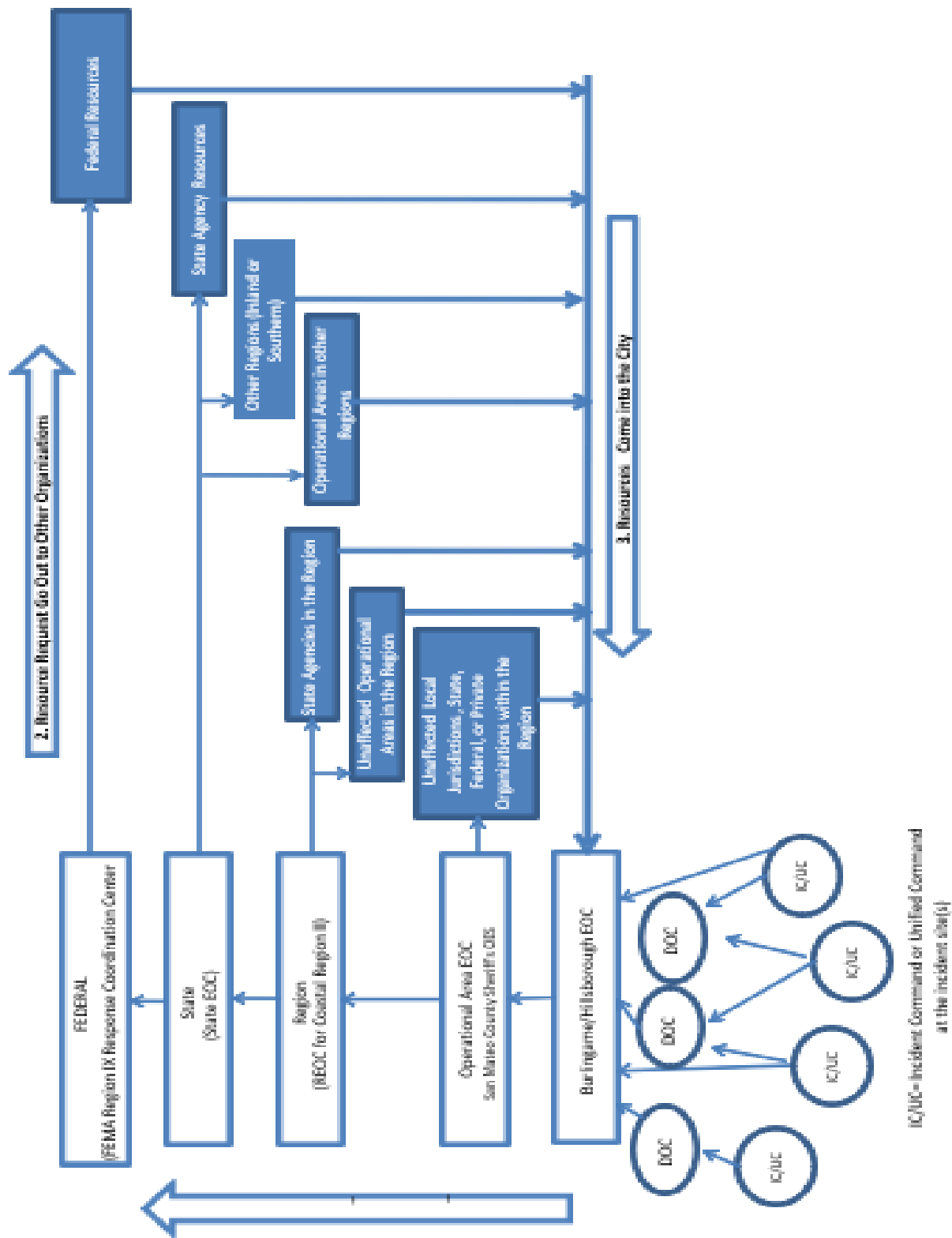
3.2 Normal Operations

Normal operations for the City of Burlingame and the Town of Hillsborough reflect a constant state of readiness. The three levels of readiness conditions that apply to City of Burlingame and the Town of Hillsborough's emergency operations prior to activation are preparedness, increased readiness, and alert. Although these levels are described progressively, conditions may require escalating and de-escalating, or skipping from one level directly to another without passing through each level. Commencement of each level will be made by the EOC Director (City Manager) or EOC Manager (Emergency Manager). The decision is frequently based on a recommendation from either Burlingame or Hillsborough Police Department, Central County Fire Department (CCFD), or either Burlingame or Hillsborough Department of Public Works.

In the absence of a declared disaster or State of Emergency, the Preparedness and Prevention Division of the Central County Fire Department and first responders (emergency medical services [EMS], fire, law enforcement, and public works) will respond to emergencies within the respective jurisdictions with the authorities vested in them by law and local policy. Mutual aid and shared response jurisdictions are addressed through local agreements and do not require a Local Emergency proclamation or a declaration of a State of Emergency to enable them.

3.3 Proclaiming a Local Emergency

California Government Code 8630(a), which is part of the California Emergency Services Act (ESA), and City of Burlingame Municipal Code Chapter 3.36 Emergency Services (Ord. 930) and Town of Hillsborough Municipal Code Chapter 2.24 Emergency Organization (Ord. 586), authorizes a local government body to proclaim a state of local emergency and to authorize interim succession and emergency powers be established in the City of Burlingame and Town of Hillsborough as a disaster(s) occurs. The purpose of the ordinance is to enable the City of Burlingame and Town of Hillsborough to respond quickly and Effectively to emergencies threatening lives, property, public health, welfare, and/or safety within the City of Burlingame and Town of Hillsborough's jurisdiction. This ordinance establishes the process of proclaiming a local emergency and the responsibilities that lay therein for the City of Burlingame and Town of Hillsborough.

3.3.1 Emergency Proclamation Process

Emergency proclamations expand the emergency powers and authorities of the City of Burlingame and Town of Hillsborough to facilitate the process for flow of resources and obtaining support from unaffected jurisdictions, the county, the state, and the federal government.

If the incident exceeds the state's capabilities, the Governor may request assistance from the federal government through a presidential declaration.

Appendix A of this EOP provides a sample Proclamation of Local Emergency and a City Council resolution ratifying the proclamation.

Appendix B provides a reference guide for the emergency proclamation process developed by Cal OES for local governments.

The following describes the emergency proclamation process from the local level to federal level. **Figure 3-2** shows the proclamation process and the response phase sequence.

Local Emergency Proclamation

The City of Burlingame and Town of Hillsborough City Councils may proclaim a Local Emergency if there is extreme peril to the safety of persons and property within the territorial limits of the affected jurisdiction when it is overwhelmed and unable to abate an existing or potential emergency and requires resources from other

unaffected political subdivisions and jurisdictions. In situations where the Local Emergency Proclamation is made by the City Manager, as designated by the Municipal Code, the local emergency shall not remain in effect for a period in excess of seven days unless it has been ratified by the governing body. The governing body shall review the need for continuing the local emergency at least once every 60 days until the governing body terminates the local emergency. The governing body shall proclaim the termination of the local emergency at the earliest possible date that conditions warrant. *(Amended by Stats. 2018, Ch. 395, Sec. 1. (AB 2898) Effective January 1, 2019.)*

A Local Emergency provides the City of Burlingame and Town of Hillsborough with expanded emergency police powers and authorities, which include:

> Authorization to promulgate and suspend local orders and regulations necessary to provide for the protection of life and property

> Authority to acquire or commandeer supplies and equipment for public use

> Power to conduct and perform emergency response activities under emergency conditions with broadened immunities from legal liability for performance or failure of performance

Operational Area Notification: When conditions and time allow, the Council or authorized official drafts and signs a Local Emergency Proclamation. The Burlingame/Hillsborough EOC advises the Operational Area EOC, if activated, or San Mateo County Office of Emergency Services (OES) of the proclamation and, in turn, the Operational Area EOC advises the Cal OES Regional Administrator.

Request for Cal OES Director's Concurrence: Local governments can request cost reimbursement from the state for costs related to the permanent repair, restoration, or replacement of City owned or operated facilities under the California Disaster Assistance Act (CDAA)[4] following the proclamation of a Local Emergency. To qualify for CDAA assistance, the local proclamation must be made within 10 days of incident occurrence, and an application for assistance must be submitted within 60 days of the date of the local emergency proclamation.

Request for the Governor to Proclaim a State of Emergency: When emergency conditions exceed, or have the potential to exceed, local resources and capabilities, local government may request state assistance under the California ESA. The formal request may be included in the original emergency proclamation, or as a separate resolution. As with the Cal OES Director's Concurrence for CDAA assistance, the local emergency proclamation must be made within 10 days of incident occurrence to qualify for CDAA assistance and an application for CDAA assistance must be filed within 60 days of date of the emergency proclamation. CDAA assistance may be used to fund debris removal, emergency protective measures, and permanent work to repair, restore, and replace jurisdiction's facilities.

Initial Damage Estimate: The request should include a copy of the proclamation document and an Initial Damage Estimate (IDE) that estimates the severity and extent of the damage caused by the emergency. An IDE may not be required for sudden emergencies with widespread impacts, emergencies of significant magnitude, or during fast moving emergencies where immediate response assistance is necessary.

Analysis of Request: The Cal OES Region reviews the request and the IDE and makes recommendations to the Governor through the Director of Cal OES.

Proclamation of a State of Emergency: The Governor proclaims a State of Emergency based on conditions of extreme peril, when requested to do so by a local governing body, or if a local authority is unable to cope with the effects of an emergency. The proclamation will be in writing and signed by the Governor and will

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[4] More information on CDAA, including a comparison chart of CDAA and federal assistance programs, can be found at: http://www.caloes.ca.gov/cal-oes-divisions/recovery/public-assistance/california-disaster-assistance-act

take effect immediately upon issuance. Under a proclamation of a State of Emergency, the Governor assumes expanded powers. The Governor:

- Has the right to exercise police power, as deemed necessary, vested in the State Constitution and the laws of California within the designated area.
- Is vested with the power to use and commandeer public and private property and personnel, to ensure all resources within California are available and dedicated to the emergency when requested.
- Can direct all state agencies to utilize and employ personnel, equipment, and facilities for the performance of any activities designed to prevent or alleviate actual and threatened damage due to the emergency and can direct state agencies to provide supplemental services and equipment to political subdivisions to restore any services in order to provide for the health and safety of the residents of the affected area.
- May make, amend, or rescind orders and regulations during an emergency and temporarily suspend any non-safety-related statutes, ordinances, regulations, or rules that impose restrictions on the emergency response activities.

Governor's Proclamation without a Local Request: A request from the local governing body is not always necessary for the Governor to proclaim a State of Emergency. The Governor can proclaim a State of Emergency if the safety of persons and property in California are threatened by conditions of extreme peril or if the emergency conditions are beyond the emergency response capacity and capabilities of the local authorities.

Proclamation of a State of War Emergency: In addition to a State of Emergency, the Governor can proclaim a State of War Emergency whenever California or the nation is attacked by an enemy of the United States, or upon receipt by California of a warning from the federal government indicating that such an enemy attack is probable or imminent. The powers of the Governor granted under a State of War Emergency are commensurate with those granted under a State of Emergency.

State Request for a Presidential Declaration: When it is clear that state capabilities will be exceeded, the Governor can request federal assistance, including assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), as amended. The Stafford Act authorizes the President to provide financial and other assistance to state and local governments, certain private nonprofit organizations, and individuals to support response, recovery, and mitigation efforts following presidential emergency or major disaster declarations.

Small Business Administration (SBA) Disaster Declaration: Because the State does not provide for individual assistance, aside from the State Supplemental Grant Program that provides assistance in conjunction with FEMA's Individual and Households Program, a declaration from SBA may be sought to provide relief to homeowners, renters, and businesses. There are two potential types of SBA declarations:

- Physical Disaster Declaration: Applicable when there are at least 25 homes and/or businesses or other eligible institutions, each sustaining uninsured losses of at least 40 percent or more of the estimated fair replacement value or pre-disaster fair market value of the damaged property. Local jurisdictions have 30 days to submit the appropriate damage assessment information and forms to the state to apply for this type of assistance. The damage assessment must be confirmed through an Individual Assistance Preliminary Damage Assessment (PDA) prior to a request moving forward. If warranted, a request for an SBA disaster declaration will be submitted by the Cal OES Director. *Note: homes and businesses can include renters and home-based businesses; a rental property can be counted as a business and as a renter; when assessing apartments, each unit with at least 40 percent of uninsured personal property losses will be counted as one.*

- Economic Injury Disaster Declaration: Applicable when at least five small businesses in a disaster area have suffered substantial economic injury as a result of the disaster. Cal OES Individual

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Assistance will work with the local government to survey businesses in the affected area for economic losses by completing an Economic Injury Disaster Loan (EIDL) worksheet. A local jurisdiction has 60 days to request this type of assistance.

Preliminary Damage Assessment: Upon submission of the request, FEMA coordinates with the state to conduct a PDA and determine if the incident is of sufficient severity to require federal assistance under the Stafford Act. This process could take a few days to a week depending on the magnitude of the incident. FEMA uses the results of the PDA to determine if the situation is beyond the combined capabilities of the state and local resources and to verify the need for supplemental federal assistance. The PDA also identifies any unmet needs that may require immediate attention. Similar to the IDE, the PDA may not be required if immediate response assistance is necessary.

Federal Analysis of the State's Request: The FEMA Administrator assesses the situation and the request and makes a recommendation to the President through the Federal Department of Homeland Security. The decision to approve the request is based on such factors as the amount and type of damage, the potential needs of the affected jurisdiction and the state, availability of state and local government resources, the extent and type of insurance in effect, recent disaster history, and the state's hazard mitigation history.

Figure 3-2 shows the proclamation process and the response phase sequence of events.
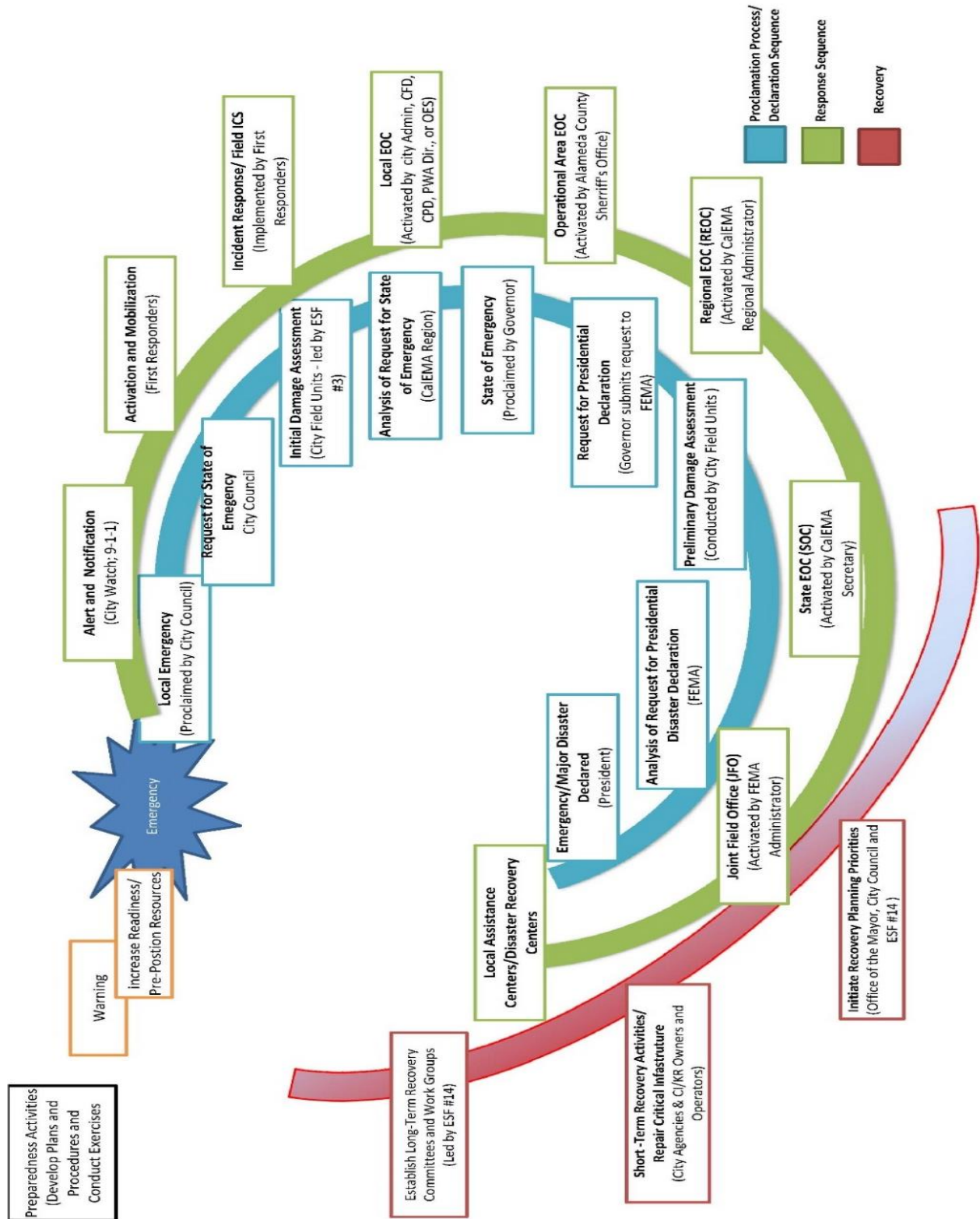
Figure 3.2 Emergency Proclamation Process and Response Phase Sequence of Event

3.4 Emergency Operations Center Activation

An incident may start out small and escalate quickly or a major incident may occur at any time. In the event of any significant incident police, fire or public works incident commander will make recommendations if EOC activation is needed. City Managers or their alternates will be contacted and recommendation for EOC activation will be based upon the severity of the incident and the resource needs of the affected jurisdiction/s. Escalating or intensifying incidents may warrant partial of full EOC activation.

The EOC will operate under the following policies during an emergency or disaster:

- NIMS/SEMS/ICS will be established and/or maintained throughout the duration of the event.
- All existing City of Burlingame and Town of Hillsborough and departmental operating procedures will be adhered to unless modified by a local proclamation of a local emergency.
- All on-duty personnel are expected to remain on duty until officially relieved of duty. Off-duty personnel will be expected to return to work in accordance with departmental policies.
- During the disaster response, operational periods (shifts) will be determined by the incident commander and/or EOC Management. Personnel should anticipate initial operational periods lasting 12 hours, for example, from 8:00 a.m. to 8:00 p.m. and 8:00 p.m. to 8:00 a.m., or as required by the situation.
- City of Burlingame and Town of Hillsborough emergency response and recovery operations will be managed at one of three levels, based on the magnitude of the emergency.

Level Three — Decentralized Coordination and Direction (Standby, Monitoring, and Alert)

Minor to moderate emergency or incident where local resources are adequate and available. A Local Emergency may or may not be proclaimed. The Burlingame/Hillsborough Joint EOC may or may not be activated. Off-duty personnel may be recalled.

Level Two — Centralized Coordination and Decentralized Direction (Partial or Full Activation)

Moderate to severe emergency incident where local resources are not adequate and mutual aid or Operational Area resource coordination may be required on a regional or even statewide basis. Management-level personnel from agencies involved should co-locate in a central location to provide jurisdictional or multi-jurisdictional coordination. Activation of the Joint EOC will be necessary when anticipating Operational Area activation or resource coordination. Off-duty personnel may be recalled. A local emergency will likely be proclaimed, and a state of emergency may be proclaimed.

Level One — Centralized Coordination and Direction (Full Activation)

Major local or regional disaster where resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required. A local emergency will be proclaimed, a state of emergency proclamation and a presidential declaration of an emergency or major disaster will be requested. All response and early recovery activities will be conducted from the Joint EOC. All key off-duty personnel will be recalled.

The EOC will be activated with the positions and staffing to reflect the level of the city response required, as described in **Table 3-2**.

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Table 3-2: EOC Minimum Staffing Guide

Activation Level	Event/Situation	Minimum Staffing
III	• Unusual occurrences with potential to adversely impact the City • Impacts on the health and safety of the public and/or environment • Severe weather issuances from the National Weather Service • Significant incidents involving two or more agencies or departments • Earthquake Advisory/Prediction Level One	EOC Director Other designees Note: May be limited to Department Operations Center (DOC) activation.
II	• Earthquake with damage reported • Earthquake Advisory/Prediction Level Two or Three • Major wind or rainstorm • Two or more large incidents involving two or more agencies/departments • Wildfire affecting developed area • Major scheduled event • Severe hazardous materials incident involving large-scale or possible large-scale evacuations • Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment	EOC Director Section Chiefs, Branch Directors, Unit Leaders, and/or other staff as appropriate Liaison Officer/Agency Representatives as appropriate
I	• Major jurisdiction or regional emergency • Multiple agencies/departments with heavy resource involvement • Earthquake (with damage) • Unusual occurrences with severe potential impacts of the health and safety of the public and/or environment	All EOC positions

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3.4.1 Emergency Operations Center Locations

The City of Burlingame and Town of Hillsborough have a primary and an alternate EOC.

The primary EOC location for the City of Burlingame and Town of Hillsborough is Burlingame's Public Works Corporation Yard, 1361 N Carolan Ave., Burlingame.

Use of alternate locations would be when use of the primary EOC would be or potentially be unsafe or unusable.

Primary EOC	**Burlingame Public Works Corporation Yard** **1361 N Carolan Ave** **Burlingame, CA 94010** The primary EOC location for the City of Burlingame and Town of Hillsborough is Burlingame's Public Works Corporation Yard. This facility includes an operations area, radio room, kitchen, conference rooms, bathrooms with shower facilities, and office areas. Emergency power is provided by a diesel generator. The emergency fuel reserve is 750 gallons which is sufficient for 1-2 days. Resupply of emergency fuel will be obtained through the Logistics Section. Power will provide for lighting panels, selected wall circuits, telephones, and radios. The EOC has on-site services that include kitchen, bathrooms, food supply, and sleeping cots for 10 persons. Refer to EOC Annex for a diagram of the EOC.
Alternate EOC	**Burlingame Police Department** **1111 Trousdale Dr** **Burlingame, CA 94010** The alternate EOC is activated if the primary EOC is inoperable or needs to close (due to damage or inaccessibility) and/or if the evacuation of EOC staff becomes necessary. Alternate EOCs may activate simultaneously if needed during a catastrophic incident. The City of Burlingame and Town of Hillsborough may divide the response to separate sections, for instance in case of a significant earthquake that may leave sections of the City of Burlingame or Town of Hillsborough isolated.
Alternate EOC	**Hillsborough Town Hall Council Chambers** **1600 Floribunda Ave** **Hillsborough, CA 94010** This alternate EOC may be activated if the primary and secondary alternate EOCs are inoperable or need to close (due to damage or inaccessibility) and/or if the evacuation of EOC staff becomes necessary. Alternate EOCs may activate simultaneously if needed during a catastrophic incident. The City of Burlingame and Town of Hillsborough may divide the response to separate sections, for instance in case of a significant earthquake that may leave sections of the City of Burlingame or Town of Hillsborough isolated

Burlingame/Hillsborough's EOCs provide a central location for emergency management coordination among City of Burlingame and Town of Hillsborough, nongovernmental, and private sector entities engaged in responding to an emergency. The following functions are performed in the EOC:

- Manage and coordinate emergency operations

- Receive and disseminate warning information

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■ Develop emergency policies and procedures

■ Collect intelligence from and disseminate information to the various EOC representatives, and, as appropriate, to county and state agencies, military, and federal agencies

■ Prepare intelligence/information summaries, situation reports, operational reports, and other reports as required

■ Maintain general and specific maps, information display boards, and other data pertaining to emergency operations

■ Continue analysis and evaluation of all data pertaining to emergency operations

■ Control and coordinate, within established policy, the operational and logistical support of departmental resources committed to the emergency

■ Maintain contact and coordination with support DOCs, other local government EOCs, and the San Mateo County Operational Area

■ Provide emergency information and instructions to the public, making official releases to the news media, and scheduling press conferences as necessary

3.4.2 Individuals Authorized to Activate the EOC

The following individuals, either acting as the EOC Director or on behalf of the EOC Director or their appointed representatives (per continuity of government lines of succession), are authorized to activate the EOC:

■ City Manager

■ Fire Chief

■ Chief of Police

■ Director of Public Works

■ Emergency Manager

3.4.3 How to Activate and Deactivate the EOC

The following is the process for <u>activating</u> the EOC:

1. Contact the Central County Fire Department Emergency Manager. *(Refer to EOC Activation Procedures Annex).*

2. Identify yourself and provide a callback confirmation phone number if requested.

3. Indicate your authority to activate the EOC.

4. Designate or request designation of appropriate personnel to set up the EOC.

5. Briefly describe the disaster or emergency situation causing this request.

6. Request EOC Level I, II, or III activation.

7. If not the Emergency Manager, request notification of the Emergency Manager and other appropriate personnel, including EOC Level I, II, or III staff as required for activation.

For further details, refer to the EOC Manual. CCFD maintains and updates the EOC Manual. Hard copies can be found in the EOC Management supplies room. Requests for copies will be considered by submitting a written request on department or agency letterhead to the Emergency Manager for approval to release. CCFD requires

a current (within 1 year) nondisclosure form to be on file prior to release of any For Official Use Only (FOUO) document.

Deactivation generally occurs when coordination and monitoring of response activities are no longer necessary.

The following steps outline the process for <u>deactivating</u> the EOC:

The EOC Director should develop and submit a written memo to the Incident Commander and the Policy Group recommending deactivation of the EOC.

The EOC may be deactivated when authorized by the Incident Commander in concert with the Policy Group.

Phone messages and SMCAlert internal notifications used for the response should be changed and sent to reflect that the EOC has been deactivated and how the caller can reach key emergency management personnel for further assistance or information utilizing SMCAlert.

3.5 Emergency Operations Plan Implementation/Activation

The philosophy of City of Burlingame, Town of Hillsborough and Central County Fire Department is that the EOP is always activated to reflect a constant state of readiness. The response and recovery portions of this plan will be implemented when an incident or event is considered imminent or probable and the implementation of this plan and the activation of the Burlingame/Hillsborough EOC is considered a prudent, proactive measure. The EOP will be implemented at the appropriate response level when the City Manager or the City Councils have proclaimed a local emergency, or at the discretion of the City Manager as the Director of Emergency Services or his or her designee.

3.6 Emergency Operations Center Structure

The EOC is organized following NIMS, SEMS, and ICS principles and structure, using the Emergency Support Function (ESF) concept. ESFs are assigned to the five EOC sections, as appropriate: Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration. **Figure 3-3** shows the City of Burlingame, Town of Hillsborough's EOC structure.

Figure 3-3: Burlingame/Hillsborough EOC Organization Chart
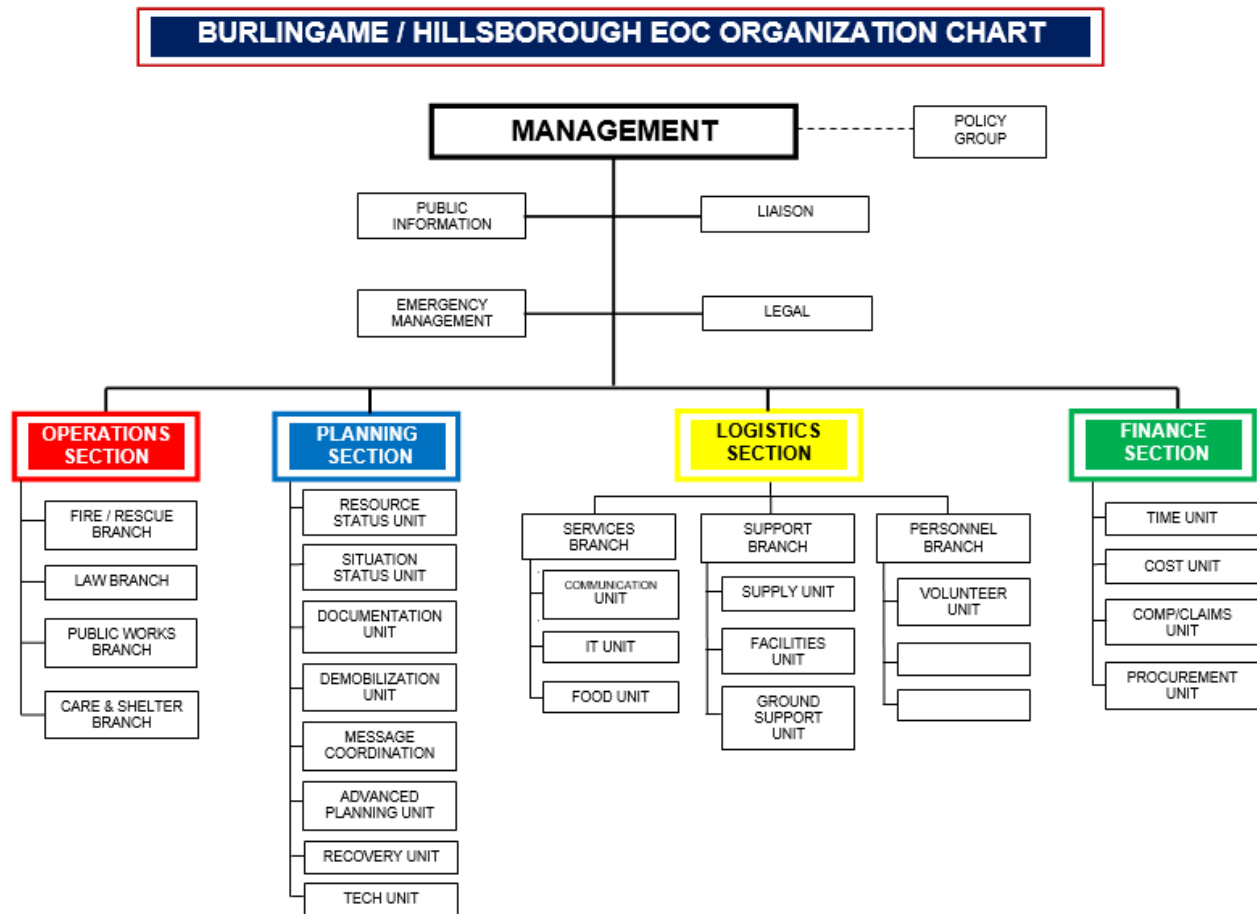
3.6.1 Emergency Operations Center Coordination

The primary purpose of activating the EOC is to develop and maintain emergency situational awareness, to provide timely and verified emergency public information, and to coordinate resources/logistical support for emergency responders. Maintaining situational awareness and developing a common operational picture is critical for Effective coordination of field resources, good decision-making, and timely and accurate release of information to the public. This section describes the process by which the EOC will coordinate with other entities.

Table 3-3 demonstrates the coordination between all levels of government and the flow of resource requests and resources and provides a comparison to the coordination that occurs in the field. **Sections 3.6.2 – 3.6.5** further explain the nature of this coordination.

Table 3-3: Comparison of Field and EOC SEMS ICS Functions

SEMS/ICS Section	Field Response Level	EOC
Command/ Management	Field commanders are responsible for directing, ordering, and controlling resources, assets, and personnel.	In the EOC, the Policy Group provides guidance and advice to EOC Management and EOC sections. The Policy Group addresses policy issues associated with the incident (for example, establishing a curfew) and prepares and executes mayoral directives, orders, resolutions, and/or ordinances, as necessary. EOC Management is responsible for the facilitation and execution of overall emergency policy, coordination through the joint efforts of government agencies and private organization and directing support to first responders in the field.
Operations	Implement tactical field operations as specified by the Incident Action Plan (IAP) in a coordinated manner.	Coordinate and/or support all jurisdictional emergency response operations through the implementation of the EOC Action Plan.
Planning and Intelligence	Collect, evaluate, and document intelligence and situational understanding of the emergency.	Collect, evaluate, and disseminate information and maintain documentation related to the City of Burlingame and/ or the Town of Hillsborough's emergency response activities. Develop the EOC Action Plan and After-Action Report in coordination with other functions.
Logistics	Provide facilities, services, personnel, equipment, and materials to support the emergency response and recovery efforts.	Provide facilities, services, personnel, equipment, and materials to support the emergency response and recovery efforts.
Finance and Administration	Provide financial and cost analysis and administrative support not handled by the other sections, including documentation support for reimbursement efforts.	Coordinate and support fiscal and administrative responsibilities for the overall emergency and coordinate disaster assistance as appropriate, including documentation support for reimbursement efforts.

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3.7 Operational Priorities

The City of Burlingame and Town of Hillsborough have established the following general priorities for establishing response goals, prioritizing actions, and developing operational strategies.

Save Lives: The preservation of life is the top priority for the City of Burlingame and Town of Hillsborough and takes precedence over all other considerations.

Address Human Needs: Beyond the simple preservation of human life, all possible efforts should be made to provide for basic human needs, including food, water, shelter and security.

Care for People with Disabilities and others with Access or Functional Needs:[5] People with disabilities and others with access and functional needs may require assistance in providing time-sensitive needs or support services to maintain health and safety and maximize independence. The needs of this population should be considered and addressed as a high priority.

Protect Property: All feasible efforts must be made to protect public and private property and resources (including critical infrastructure) from damage during and after an emergency.

Protect the Environment: All possible efforts must be made to preserve the City of Burlingame and Town of Hillsborough's environment and protect it from damage during and after an emergency.

Restore Basic Services: Power, water, sanitation, transportation and other essential services must be restored as rapidly as possible to enable residents and businesses to resume their normal activities.

Support Community and Economic Recovery: City of Burlingame and Town of Hillsborough representatives must work with the community to ensure that recovery operations are conducted efficiently, effectively, and equitably, promoting expeditious recovery of the affected areas.

3.8 Sequence of Events

The following is a general sequence of events prior to and following an emergency incident.

3.8.1 Prior to Incident

1. **Routine Monitoring for Alerts, Watches, and Warnings:** The City of Burlingame and Town of Hillsborough constantly monitor events and the environment to identify specific threats that may affect their jurisdiction and increase the awareness level of emergency personnel and the community when a threat is approaching or imminent. In addition to Fire and Police Dispatch, both jurisdictions also receive alerts from the National Weather Service (NWS) and the California State Warning Center (CSWC) on various hazards and threats, including earthquakes, tsunamis, severe weather, energy power grid, hazardous materials, and oil spills.

2. **Increased Readiness:** Sufficient warning provides the opportunity for response agencies to increase readiness, which are actions designed to increase an agency's ability to effectively respond once the emergency occurs. This includes but is not limited to the following:

   - ✓ Briefing government officials
   - ✓ Reviewing plans and procedures

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[5] The Americans with Disabilities Act (AD) defines persons with functional needs as persons who have: (1) a physical or mental impairment that substantially limits one or more of the major life activities of such individual; (2) a record of such an impairment; or (3) being regarded as having such impairment; inclusive of individuals with temporary and permanent limitations and those who may function independently without the presence of an emergency but who may need assistance during an incident. Burlingame and Hillsborough both use this definition.

      ✓ Preparing and disseminating information to the community
      ✓ Updating resource lists
      ✓ Testing systems such as warning and communications systems
      ✓ Precautionary activation of EOC/DOCs

3. **Pre-Impact:** When a disaster is foreseen as highly likely, action is taken to save lives and protect property. During this phase, warning systems are activated, evacuation begins, and resources are mobilized. During this phase, emphasis is placed on control of the situation, saving lives, and minimizing the effects of the disaster.

3.8.2 Immediately Following or During the Incident

Immediately after a disaster has occurred and during the initial response, emphasis is placed on saving lives, controlling the situation, and minimizing the impact of the disaster. The following actions will take place:

1. **Alert and Notification**: Response agencies are alerted about an incident by the public through 9-1-1, CSWC, another response agency, or other method. City of Burlingame and Town of Hillsborough employees are then notified of the incident using the SMC Alert internal communications system.

2. **Resource Mobilization**: The City of Burlingame and Town of Hillsborough activate personnel and mobilize response assets to support the incident response. As the event escalates and expands, additional resources are activated and mobilized to support the response. Activation and mobilization continue for the duration of the emergency as additional resources are needed to support the response. This includes resources from within the affected jurisdiction, or, when resources are exhausted, from unaffected jurisdictions.

3. **Incident Response**: First responders arrive on-scene and function within their established field level plans and procedures. The responding agencies will manage all incidents in accordance with ICS organizational structures, doctrine, and procedures.

4. **Establishing Field Level Incident Command**: Incident Command is established to direct, order, or control resources by virtue of some explicit legal, agency, or delegated authority. Initial actions are coordinated through the on-scene Incident Commander (IC). The IC develops an initial IAP, which sets priorities for the incident, assigns resources, and includes a common communications plan. If multiple jurisdictions or agencies are involved, the first responders will establish a Unified Command (UC) to facilitate multi-jurisdictional and multi-agency strategies and tactical decisions. The IC may implement an Area Command to oversee multiple incidents that are handled by separate ICS organizations or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged.

5. **Activation of the Multi-Agency Coordination System**: Responding agencies will coordinate and support emergency management and incident response objectives through the development and use of integrated Multi-Agency Coordination Systems (MACS) and MAC Groups. MAC groups and MACS facilitate coordinated decision-making and resource allocation among cooperating agencies. Representatives of a MAC group establish priorities among incidents and harmonize policies and provide strategic direction to help support response activities.

6. **Department Operation Center (DOC) Activation**: Individual City of Burlingame and Town of Hillsborough departments may activate their DOCs to manage information and resources assigned to the incident. If a DOC is activated, communication between the City of Burlingame and Town of Hillsborough EOC and DOCs will occur through the use of liaisons or respective ESF representatives.

7. **EOC Activation**: The City of Burlingame and Town of Hillsborough will activate the EOC based on the magnitude or need for more coordinated management of the emergency. When activated, the Burlingame/Hillsborough EOC helps form a common operating picture of the incident by collecting, analyzing, and disseminating emergency information. When activated, the local EOC notifies the Operational

Area EOC, which is run by the San Mateo County Sherriff's Office OES, that the Burlingame/Hillsborough EOC has been activated.

8. **Communications between Field and the EOC**: When the Burlingame/Hillsborough EOC is activated, communications and coordination are established between incident command and DOCs to the EOC, or between incident command and the EOC, if a DOC has not been activated.

9. **Operational Area EOC Activation**: If one or more local EOCs are activated, or if the event requires resources outside the affected jurisdiction, the San Mateo County Operational Area EOC is activated. The Operational Area EOC may also be activated if either jurisdiction proclaims a Local Emergency. The Operational Area EOC will then coordinate resource requests from the affected jurisdiction to the unaffected jurisdiction, or if resources are not available within the Operational Area, forward the resource request to the REOC and mutual aid coordinators.

10. **Regional EOC Activation**: If the Operational Area EOC is activated, the Cal OES Regional Administrator will activate the REOC within the affected region and notify Cal OES Headquarters. The Coastal Region REOC will then coordinate resource requests with the San Mateo County Operational Area to unaffected Operational Areas within the affected region, or, if resources are not available within the affected region, resource requests are forwarded to the SOC for coordination.

11. **State Operations Center Activation**: The SOC is activated when the REOC activates in order to monitor the situation, process resource requests for state, EMAC, or federal assistance.

12. **FEMA Regional Response Coordination Center Activation**: The FEMA Regional Response Coordination Center (RRCC) may deploy a liaison or Incident Management Assistance Team (IMAT) to the SOC to monitor the situation and provide situational awareness to federal officials.

3.8.3 Sustained Operations

As the emergency continues, additional assistance is provided to survivors of the disaster and efforts are made to reduce the likelihood of additional damage. During this time, the Burlingame/Hillsborough EOC continues to:

1. **Gather Intelligence and Maintain Situational Awareness**: The Burlingame/Hillsborough EOC is responsible for gathering and disseminating timely and accurate information on the incident to create a common operational picture that can be used to develop and adjust operational goals and objectives and prioritize actions. The Planning and Intelligence Section of the EOC is responsible for collecting and disseminating information within the EOC.

2. **Develop and Implement Operational Goals and Objectives**: Burlingame/Hillsborough, in coordination with response teams, continues to provide emergency assistance to the public in accordance with established operational priorities. Responders try to reduce any additional secondary impacts.

3. **Engage in Resource Mission Tasking**: The Operations Section of the EOC will identify personnel, resources, and equipment needed to fulfill an operational objective. The Logistics Section will coordinate identification of, mobilization, tracking, and demobilization of the resources. Resource requests should first be filled using local resources. If local resources are not available (including local Burlingame/Hillsborough inventories or private vendors), then a resource request may be made to the Operational Area, who can either fill it, submit the request to the REOC, or attempt to fill it through mutual aid. Discipline-specific mutual aid (fire, law enforcement, and medical health) will be handled through the assigned departments/disciplines.

4. **Provide Emergency Public Information**: Burlingame/Hillsborough will establish an Emergency Public Information Team to provide immediate and critical emergency public information. The Public Information Officers (PIOs) designated by Burlingame and Hillsborough will serve as the lead Emergency PIOs (EPIOs).

Upon notification, the lead PIO will report to the EOC and receive a briefing. The primary location for the dissemination of information will be determined by the Emergency Public Information Team. The Emergency Public Information Team will provide news releases, coordinate media Briefings, and arrange tours of the incident sites. The lead EPIO will coordinate all information releases with EOC Management prior to dissemination. All Public Information will be approved by the EOC Director prior to release.

3.8.4   Transition to Recovery

As the initial and sustained response operational priorities are met, Burlingame/Hillsborough will engage in recovery activities which include short-term, intermediate, and long-term recovery activities as described below:

Short-term recovery refers to the early days and weeks after an incident. This phase of recovery addresses health and safety needs beyond rescue and includes assessing the scope of damage and community needs, the restoration of basic infrastructure, the activation of recovery organizations, and community engagement and mobilization of resources.

Intermediate recovery refers to the weeks and months after an incident. This phase involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional state. These actions bridge to future, permanent measures.

Long-term recovery refers to the months and years after an incident. This phase addresses the complete redevelopment and revitalization of impacted areas of Burlingame/Hillsborough and includes the rebuilding or relocation of damaged or destroyed social, economic, natural, and built resources toward restoring self-sufficiency, sustainability, and resilience.

Short-Term Recovery Phase

Short-term recovery activities will be coordinated in the Burlingame/Hillsborough EOC by a designated Recovery Coordinator, who will act as the lead for the Recovery Unit of the Planning and Intelligence Section, as indicated in the EOC organization chart in **Figure 3-3**. Recovery activities during EOC operations will be principally supported by ESF #14 – Recovery, which is led by the City Manager's Office and CCFD Emergency Preparedness and Prevention Division, in close coordination Burlingame and/or Hillsborough City Councils.

Intermediate and Long-Term Recovery Phases

Early in the post-disaster period, the operations of the Burlingame/Hillsborough EOC and a Post-Disaster Recovery Structure, as described below, may run in parallel. Some short-term recovery operations will occur in the EOC as part of various ESFs, including ESF #14 – Recovery, while long-term recovery needs are assessed. The Recovery Coordinator will be responsible for making a recommendation to the EOC Director and the Emergency Manager if long-term recovery needs require activation of the Post-Disaster Recovery Structure, including appointment of a Local Disaster Recovery Manager (LDRM), activation of the appropriate Recovery Support Functions (RSFs), and formation of a Long-term Recovery Organization (LTRO). The Recovery Coordinator will then begin the transition to recovery operations led by the LDRM, if one is appointed, and will work with the EOC Director and the Emergency Manager to maintain synergy and a smooth coordination and transition of decision-making responsibilities and action planning between the EOC emergency response structure and the long-term recovery structure.

Post-Disaster Recovery Structure

Figure 3-4 shows the Post-Disaster Recovery Structure as described in the City of Burlingame's and Town of Hillsborough's Disaster Recovery Framework (DRF). The organization of the Post-Disaster Recovery Structure may vary depending on the size and type of disaster and resulting issues, and at the discretion of the LDRM, in consultation with the City Managers.

An LTRO will be established, as needed, after a disaster to lead recovery efforts. The scope and scale of the LTRO can vary significantly based on the incident and which RSFs are activated, with differing tasks and authorities depending on specific recovery needs. The LTRO may range from a small, coordination-focused committee overseeing execution of a few RSFs in a smaller disaster, to a more structured organization overseeing both planning and implementation of jurisdiction-led recovery activities, coordination with state and federal agencies involved in recovery, and active engagement and collaboration with Burlingame/Hillsborough residents and businesses, local agencies, nonprofits, and other stakeholders in recovery.

Recovery Support Functions

RSFs identify Coordinating Agencies, Primary Agencies, and Supporting Agencies with responsibilities for coordinating and executing recovery functions. The RSF structure coexists with and builds on the Burlingame/Hillsborough EOP and ESFs. RSFs differ from ESFs in that they have different recovery objectives, staff expertise, partnerships, approaches, time spans, and organization structure. Regardless, the RSFs do not replace ESF #14 – Recovery, but, rather, augment or continue the efforts undertaken during EOC operations into the LTRO. Specific information on the Burlingame/Hillsborough's RSFs can be found in the RSF Annex to the Burlingame/Hillsborough DRF.

Deactivating the Post-Disaster Recovery Structure

The point at which recovery operations cease and normal local management processes resume never occurs at one distinct point in time. Recovery operations can take many years but, eventually, the recovery issues begin to look more like "business as usual". Deactivation considerations should include whether the goals and benchmarks of the DRF, as well as the benchmarks and operations of the RSFs, have largely been achieved. Other considerations include whether the community has reached an acceptable level of normalcy, and whether temporary regulations and provisions related to recovery operations are still needed.

The LDRM will be responsible for making a deactivation recommendation to the City Manager. A formal dissolution of the LTRO may need to be made by the City Manager or City Council/s, depending on the formality of its organizational structure. The LDRM will ensure a smooth deactivation of the LTRO and transition of staff and operations back to other City/Town agencies and departments, as appropriate.

Figure 3-4: Post-Disaster Recovery Structure

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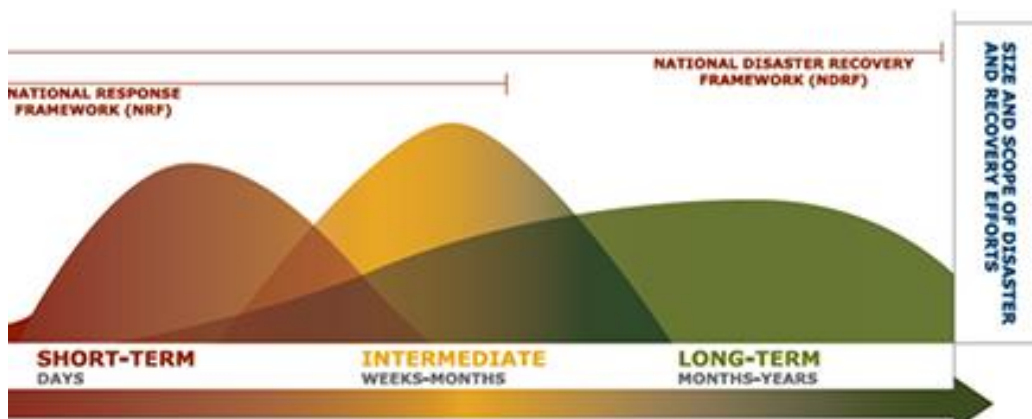
3.9 Resource Management

The City of Burlingame and Town of Hillsborough shall use their own resources first in an emergency or disaster situation and may call for assistance from San Mateo County during incidents that overwhelm or threaten to overwhelm their own response and recovery resources.

County, state, and federal relief will likely only be provided when damage is widespread and severe. Therefore, the City of Burlingame and Town of Hillsborough will be developing a system for ordering, tracking, mobilizing, and demobilizing resources.

The City of Burlingame and Town of Hillsborough use standard ICS forms. When requesting resources, individuals should complete ICS 215 forms (see **Appendix D**). All resource requests must include the following:

- Describe the current situation clearly.
- Describe the requested resources.
- Specify the type or nature of the service the resource(s) will provide.
- Provide delivery location with a common map reference.
- Provide local contact at delivery location with primary and secondary means of contact.
- Provide the name of the requesting agency and/or Operational Area Coordinator contact.
- Indicate time frame needed and an estimate of duration.
- Resource requests involving personnel and/or equipment with operators will need to indicate if logistical support is required (that is, food, shelter, fuel, and reasonable maintenance).
- The Resource Management Unit of the Logistics Section is responsible for managing and tracking resource requests.

3.10 Resolution of Legal Questions/Issues

As required by SEMS, the City Attorney and staff will serve as the Legal Advisor and provide legal advice to the Mayor, City Councils, the City Manager, and/or the EOC Manager in all legal matters relative to the emergency, including resolution of legal questions and issues. The City Attorney and staff also assist in the proclamation and ratification of emergency and emergency continuances.

3.10.1 Legislative Liaison Role

In addition to the Legal Advisor, the City Attorney and staff also work with the Mayor and City Councils to adequately fill the Legislative Liaison position(s).

The Legislative Liaison ensures that a link has been established between the City of Burlingame and Town of Hillsborough and the legislative body to share information and requests and to lobby for the filling of requests when the established request channels are overloaded and not responsive. The Legislative Liaison should also communicate local needs to the community's legislative officers and establish a continued link between the jurisdiction and all other potential entities as needed and identify issues that should be forwarded to the proper political entities to ensure the best possible response to your community. The Mayor/Vice Mayor or designated City Council member may fill this position in accordance with the Office of the Mayor Continuity of Operations Plan (COOP). If the Mayor or City Council member is not available, other City elected officials may fill this position.

Although this is not a position described in ICS or SEMS, it is an EOC management level function that has demonstrated its necessity during past disasters. The Legislative Liaison is a part of the EOC management staff

and may be a singular person or a group who, as an incident dictates, establishes and maintains personal contact with the elected officials representing the impacted area at the county, state, and federal levels.

3.11 Compliance with Americans with Disabilities Act: Addressing the Needs of Individuals with Disabilities and Others with Access and Functional Needs

The City of Burlingame and Town of Hillsborough are committed to ensuring that considerations are made for those with disabilities or access and functional needs at every stage of the emergency management process.

The City of Burlingame and Town of Hillsborough are developing a Functional Needs Annex to ESF #6 – Mass Care and Shelter, an annex to this EOP, that is intended to serve the needs of Burlingame/Hillsborough residents during a small-scale, localized emergency or until ARC is able to take responsibility during more significant events. The City of Burlingame and Town of Hillsborough recognize that this section and all identified resources will not adequately serve the needs of the City of Burlingame and Town of Hillsborough during a large-scale incident. In the event of an incident that overwhelms local resources, mutual aid resources may be requested through the Operational Area possibly requiring the activation of regional, state, and federal emergency plans and resources.

Policies, practices, and procedures are currently being developed in the following areas:

Communication

Specific information during times of emergency, including locations of open shelters, will be accessible via voice telephone and Text Telephone (TTY) through the United Way of the Bay Area 2-1-1 program.

In addition to the audible warning system, the existing emergency notification system used by the City of Burlingame and Town of Hillsborough has the ability to interface with electronic mail, facsimile machines, text message service and short message service (SMS), text pager, landline, registered TTY, and cellular and wireless devices. This system automatically detects TTY machines and sends messages in the appropriate format. It further has the option for all recipients to repeat emergency messages.

Medical

Upon request, the City of Burlingame and Town of Hillsborough will work with identified vendors to bring backup power generators on-site to general shelters for individual use with life-saving medical equipment, such as ventilators, power wheelchairs, power scooters, etc. Receipt of backup power generators is not guaranteed.

Privacy areas shall be provided at general shelters upon request for individuals with functional needs who require a quiet or private area for completing activities of daily living.

Independence (Maintenance)

City of Burlingame and Town of Hillsborough shelter policies shall permit personal caregivers of persons with disabilities and others with access or functional needs to enter and exit the shelter site, regardless of whether they are a registered shelter resident, during extended hours. The City of Burlingame and Town of Hillsborough will not be responsible for providing or coordinating personal caregivers to shelter residents to complete activities of daily living.

The City of Burlingame and Town of Hillsborough shall work with all designated agencies to locate transitional and permanent housing for shelter residents following an emergency incident. Individuals with disabilities and others with access or functional needs shall be provided priority access to accessible and affordable housing.

Supervision

When the EOC is activated and City of Burlingame and Town of Hillsborough operated shelter locations are opened, a Functional Needs Coordinator (FNC) shall be designated in the EOC.

The FNC shall have in-depth knowledge of diverse functional needs populations, including people with vision and hearing loss, physical disabilities, mental health disabilities, developmental and other cognitive disabilities, substance abuse issues, and older adults. The FNC shall be responsible for coordinating requests and distribution of resources to all City of Burlingame and Town of Hillsborough operated shelter locations for persons with functional needs, coordinating transportation needs, and designating a Shelter Functional Needs Coordinator (S-FNC) at each shelter.

City of Burlingame and Town of Hillsborough shelter management shall permit entrance by government and community-based organizations assisting persons with disabilities during emergencies, including the State Functional Assessment Service Teams (FAST).

Transportation

The Burlingame Police Department Special Needs Registry is a tool that allows the police department to better serve our community members with special needs. The Special Needs Registry has been created to assist City of Burlingame first responders with identifying the location of persons with disabilities and others with access or functional needs who may require special assistance or potentially accessible transportation services during day to day emergencies. The Special Needs Registry has been populated with individuals who have voluntarily registered and residential care facilities for the elderly and nursing homes.

3.12 Addressing the Needs of Children

The Functional Needs Annex described above addresses the access and functional needs of children with disabilities. The RECP Mass Care and Sheltering Annex addresses the needs of unaccompanied minors.

According to 2015 Census data estimates, there are more than 160,000 children under the age of 18 residing in San Mateo County. There are approximately 1,172 state licensed childcare sites with 39,528 slots in 546 licensed centers and 6,663 slots in licensed family childcare homes, and additional 2000 children in some form of out of home placement or other protective care. There are 23 public school districts within the county serving 95,155 students. There are also over 20 private schools serving various ages. Children represent a significant portion of emergency room visits in San Mateo County. All children are vulnerable in disasters and their safety, medical, physical and psychological needs must be consciously addressed in disaster preparedness plans.

Children's services must be restored as quickly as possible following a disaster. The lack of safe quality childcare following a disaster may hamper economic recovery as parents and other caregivers are unable to return to work and therefore additional stress is placed on the safety net system to support families. If children's medical needs are not addressed, then families will be unable to return to work.

Prior to and during a disaster, the City of Burlingame and Town of Hillsborough will work with Public, Private and, charter schools, and recreational centers to address the needs of children in a disaster.

Various public and nonprofit organizations throughout the City of Burlingame, Town of Hillsborough and San Mateo County have a legally mandated responsibility to care for children, identify processes for family reunification, and describe protocols for public communications in an emergency. In addition to the responsibility for coordinating the provision of emergency childcare services within the community, San Mateo County has a statutory responsibility for the care of children in the foster care system and in juvenile justice institutional facilities.

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San Mateo County has determined that children in disasters are a special needs population and addressing their needs requires extensive advance planning and coordination between governmental agencies, the community, and school districts. Ideally the needs of children will be addressed in an integrated manner in all plans.

FEMA has recognized the importance of providing for childcare services and adjusted the Public Assistance program requirements allowing reimbursement to state and local governments for the provision of emergency childcare services.

3.13 Addressing the Needs of Household Pets, Domestic Animals, Emotional Support Animals, and Therapy Animals

The City of Burlingame and Town of Hillsborough are developing an Animal Care Annex which identifies the Peninsula Humane Society (PHS) to serve as the lead liaison agency for the Animal Care and Shelter Group before, during and after an incident.

The goals of an Animal Care and Shelter Group are as follows:

- Assess and respond to the incident.
- Rescue animals.
- Establish temporary emergency shelters to care for and house animals during an incident.
- Reunite people with their pets during the recovery phase.
- Create public education campaigns before disasters.
- The Animal Care and Shelter Group shall collect information from all shelter sites and provide the data to the Planning and Intelligence Section of the EOC.
- The Animal Care and Shelter Group Manager/Supervisor is responsible for managing and coordinating all tactical support for sheltering, feeding, emergency supply distribution, and animal welfare inquiries as guided by the operational objectives, procedures, and policies established by the EOC. The Manager/Supervisor shall report to the Animal Care and Shelter Group Liaison at the EOC.
- The Animal Care and Shelter Group Manager/Supervisor will also be responsible for the following:
  - Coordinating all field services divisions responsible for law enforcement and public safety functions
  - Assessing the status of the animal shelters and establishing the locations for additional temporary shelters in conjunction with the Mass Care and Shelter operations and Red Cross evacuation centers
  - Managing coordination with EOC personnel
  - Determining the need for animal care and veterinary services

3.14 Other Response Plans and Guidelines

This EOP is supported by the City of Burlingame and the Town of Hillsborough's Continuity of Operations Plan (COOP), DRF and RSFs, and other individual City/Town agency/department emergency operations plans and procedures.

3.15 Lines of Succession: Officials Responsible for Emergency Response Coordination in the EOC

Article 15, Section 8637 of the ESA authorizes political subdivisions to provide for the succession of officers (department heads) who have duties related to law and order and/or health and safety. Article 15, Section 8644 of the ESA establishes a method for reconstituting the governing body. It stipulates that when all members, including standbys are unavailable, temporary officers shall be appointed as follows:

- By the Chairman of the Board of the county in which the political subdivision is located. If the chairman of the board is unavailable or unable to make the appointment, then:

- By the Chairman of the Board of any other county within 150 miles (from the nearest and most populated down to the farthest and least populated). If the Chairman of the Board is unavailable or unable to make the appointment, then:

- By the Mayor of any city within 150 miles (from the nearest and most populated down to the farthest and least populated).

Article 15, Section 8642 of the ESA authorizes local governing bodies to convene as soon as possible whenever a State of War Emergency, State of Emergency, or Local Emergency exists, and at a place not necessarily within the political subdivision.

Article 15, Section 8643 of the ESA describes the duties of a governing body during emergencies as follows:

- Assess the damage to the jurisdiction, its personnel, and property.

- Reconstitute itself and any subdivisions.

- Perform functions in preserving law and order and furnishing local services.

The line of succession established for the emergency services organization in the City of Burlingame and Town of Hillsborough is as follows;

Burlingame Municipal Code:

3.36.050 Director and assistant director of emergency services.

    (a) There is hereby created the office of director of emergency services. The city manager shall be the director of emergency services.
    (b) There is hereby created the office of assistant director of emergency services, who shall be appointed by the director.
    (c) In the event that the director or assistant director of emergency services is not available to perform the director's duties, the Police Chief or Director of Public Works, or the senior officer present from the fire, police, or public works department, shall assume the duties until relieved by an officer of higher precedence under the order of succession for director. (Ord. 930 § 1, (1971); Ord. 1507 § 2, (1994); Ord. 1637 § 28, (2000))

Hillsborough: Municipal Code:

2.24.030 - Director and assistant director of emergency services—Offices created.

    A. There is created the office of director of emergency services. The city manager shall be the director of emergency services.

    B. There is created the office of assistant director of emergency services, who shall be appointed by the director.

     (Ord. 586 § 1 (part), 1999)

3.15.1 Line of Succession: Duration and Authority

In accordance with the City of Burlingame and Town of Hillsborough's COOP, departments and agencies have designated lines of succession to ensure continuity of operations in an emergency. The alternate shall only be empowered to exercise the powers and authorities of the position if the primary person serving in that position is absent or otherwise unable to serve.

The alternate shall have all of the authorities of the position unless otherwise designated by law or regulation.

The alternate will serve until the primary can resume his/her responsibilities or until the Mayor or City Council can appoint a person to serve in that position.

Table 3-4 provides a line of succession for key departments and agencies. Additional lines of succession for other City agencies and departments have been identified as part of the COOP and may be found in departmental annexes, if available.

Table 3-4: Line of Succession for Key Government Officials: BURLINGAME

Agency/Department	Title/Position
City Manager's Office	1. City Manager
	2. Public Works Director
	3. Parks and Recreation Director
Burlingame Police Department	1. Chief of Police
	2. Police Captain Designee
	3. Lieutenant Designee
Central County Fire Department	1. Fire Chief
	2. Deputy Fire Chief
	3. Fire Marshal
Burlingame Public Works Department	1. Director
	2. Assistant Director
	3. Deputy Director of Operations

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Table 3-4: Line of Succession for Key Government Officials: HILLSBOROUGH

Agency/Department	Title/Position
City Manager's Office	1. City Manager
	2. Assistant City Manager
	3. Planning Director
Hillsborough Police Department	1. Chief of Police
	2. Police Captain Designee
	3. Lieutenant Designee
Central County Fire Department	1. Fire Chief
	2. Deputy Fire Chief
	3.. Fire Marshal
Hillsborough Public Works Department	1. Public Works Director
	2. Public Works Deputy Director –
	3. Public Works Superintendent

3.16 Alternate Seat of Government

As required by SEMS and in accordance with Section 23600 of the California Government Code, the City of Burlingame and Town of Hillsborough have designated alternate locations to serve as government offices for performing day-to-day functions. In the event the primary location (City/Town Hall) is not usable because of emergency conditions, the temporary seat of city government will be as follows:

BURLINGAME:

1st Alternate: Hillsborough Town Hall **2nd Alternate:**   TBD

HILLSBOROUGH:

1st Alternate: Burlingame Public Works EOC

2nd Alternate: TBD

3.17 Preservation of Vital Records

In the City of Burlingame and Town of Hillsborough, the following individuals are responsible for the preservation and maintenance of vital records:

- City Clerk

- Finance Director

- Human Resources Director or Manager

- City Auditor

Vital records are those that are essential to governmental operations and general functions:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include vital statistics, land and tax records, license registers, and articles of incorporation.

- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc.

- Reestablish normal governmental functions and protect the rights and interests of government. Examples include constitutions and charters, statutes and ordinances, court records, official proceedings and financial records (CPG-110).

Vital records of the City of Burlingame and the Town of Hillsborough, including City Council actions and other formal functions, are routinely stored in the City Clerk's office. Backup data systems are stored off-site using data storage systems: Data Safe, Laser Fiche and SIRE. Each department and agency are responsible for gathering and securing their records.

Record depositories should be located well away from known danger zones and/or housed in facilities designed to withstand blast, fire, water, and other destructive forces. This will ensure that essential records would be available following disaster.

Each department within the City of Burlingame and the Town of Hillsborough should identify, maintain, and protect its own essential records.

References

- Judicial System, Article VI, Section 1, 4, 5, and 10, of the Constitution of California.

- Local Government, Article XI, of the Constitution of California.

- Preservation of Local Government, Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).

- Temporary County Seats, Section 23600, Article 1 of Chapter 4 of Division 1 of Title 3 of the Government Code.

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SECTION 4 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

It is the philosophy that all employees of the City of Burlingame and the Town of Hillsborough have a role to play during a disaster. All employees are designated by both state law and City/Town ordinances as Disaster Service Workers (DSWs). In the event of a proclaimed and/or declared emergency, all public employees are obligated to serve as DSWs and may be assigned to perform activities which promote the protection of public health and safety or the preservation of lives and property. All employees are required to complete DSW training.

Employees may be designated as having a lead or initial response role either in their department emergency operations plans or procedures or they may be called upon to provide backup support or to fill-in, where needed.[6] Typical duties and roles may also vary depending on the severity of impact, size of the incident, and availability of local resources. Therefore, it is particularly important that the City of Burlingame and the Town of Hillsborough command structure utilized for response and recovery efforts is able to expand and contract as the situation changes. Accordingly, it is imperative to develop and maintain depth within the command structure and local response community.

As discussed, and summarized in **Section 3.6.1** of this Emergency Operations Plan (EOP), the Emergency Operations Center (EOC) is organized into five sections: Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration. This section describes the responsibilities of each of these sections and City of Burlingame and the Town of Hillsborough's agencies/departments that will be called upon to support these sections.

The EOC Annex contains checklists of activities/responsibilities for each position in the EOC.

4.1 Emergency Support Functions (ESF) Annexes

This EOP organizes various departments and agencies into 18 Emergency Support Functions (ESFs) to facilitate planning and coordination prior to an incident and to achieve an effective emergency response and recovery. Details of each ESF will be included in the ESF Annexes to this plan which will be published separately. An ESF Coordinator may be designated because they either have statutory responsibility or the prerequisite expertise, authority, resources and responsibility for pre-incident planning and coordination to ensure that agencies are prepared to perform operational roles. ESFs will be activated as needed to support actual or anticipated requirements and will provide representatives to the City EOC as needed upon activation. ESFs identify Primary and Supporting Agencies as well as external agencies and entities (e.g., other levels of government, nongovernmental, private, nonprofit, and special district partners) that may contribute to and support ESFs. Primary Agencies have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Certain ESFs that require multiple Primary Agencies may also have a Coordinating Lead, who is responsible for the overall coordination of the ESF. Supporting Agencies are those entities with specific capabilities or resources that support the Primary Agency in executing the mission of the ESF. Additional external entities may provide support, services, situation reports, information, and/or resources to the City of

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[6] The process for notifying and providing on-going status reports to employees is incident specific. In general, agencies and departments use a wide variety of communication mechanisms to share and request information from employees including email, telephone trees, pagers, and commercial radio and television. Both jurisdictions formal alert and warning notification system is called SMC Alert. Burlingame and Hillsborough will be revising their continuity of operations plans which will provide a formal process for city leaders to communicate with all employees.

Burlingame and the Town of Hillsborough, based on their expected roles and responsibilities and availability, through coordination with the San Mateo County Operational Area. Specific roles and responsibilities for each agency and external entity are described in the ESF Annexes.

Each ESF has been assigned to one of the five EOC sections: Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration. The full title of each ESF is as follows:

- ESF #1 – Transportation
- ESF #2 – Communications
- ESF #3 – Public Works and Engineering
- ESF #4 – Firefighting
- ESF #5 – Management/Information and Planning
- ESF #6 – Mass Care , Emergency Assistance, Housing, and Human Services
- ESF #7 – Logistics/Resources
- ESF #8 – Public Health & Medical Services
- ESF #9 – Search and Rescue
- ESF #10 – Oil and Hazardous Materials

- ESF #11 –Agriculture and Natural Resources
- ESF #12 – Energy/Utilities
- ESF #13 – Public Safety and Security/Law Enforcement
- ESF #14 – Cross-sector Business and Infrastructure
- ESF #15 – External Affairs/Public Information
- ESF #16 – Evacuation
- ESF #17 – Volunteer and Donations Management
- ESF #18 - Cybersecurity

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Table 4-1: Provides a matrix of primary (P) and supporting (S) responsibilities

Function	City Attorney	City Council	City Manager	Finance	Fire (CCFD)	Community Development / Planning	Human Resources	Information Technology	Parks & Recreation	Police	Public Works
Access Control										P	S
Alert & Warning			S3		S1					P	S2
Care & Shelter							S		P(B)		P(H)
Communications					S			P		S	
Construction & Engineering						P					P
Damage Assessment					S	S			S	S	S
Debris Clearance			S						S		P
Emergency Medical					P						
Evacuation & Movement					S					P	S
Finance & Administration			S	P							
Fire Suppression					P						
Law Enforcement										P	
Legal	P		S								
Management	S		P		S					S	
Personnel				S			P				
Public Information		S	P		S					S	
Recovery Planning		S	P	S	S	P	S	S	S	S	S
Rescue					P					S	
Search & Rescue					S					P	
Situation Analysis		S	S	S	P	S		S	S	P	P
Supply & Procurement	S		S	P					S		
Transportation											P
Utilities											P

4.2 Management (Includes ESF #5 – Management)

The management of overall response activities will be the responsibility of the EOC Director (City Manager) under the direction of the Mayor. The City Council, Mayor, City Manager, and Agency Directors will be responsible for setting any policy that may affect overall operations and recovery. The City/Town Attorney will provide legal advice to the City of Burlingame and the Town of Hillsborough's response operations and recovery.

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Figure 4-1 displays the EOC management positions.
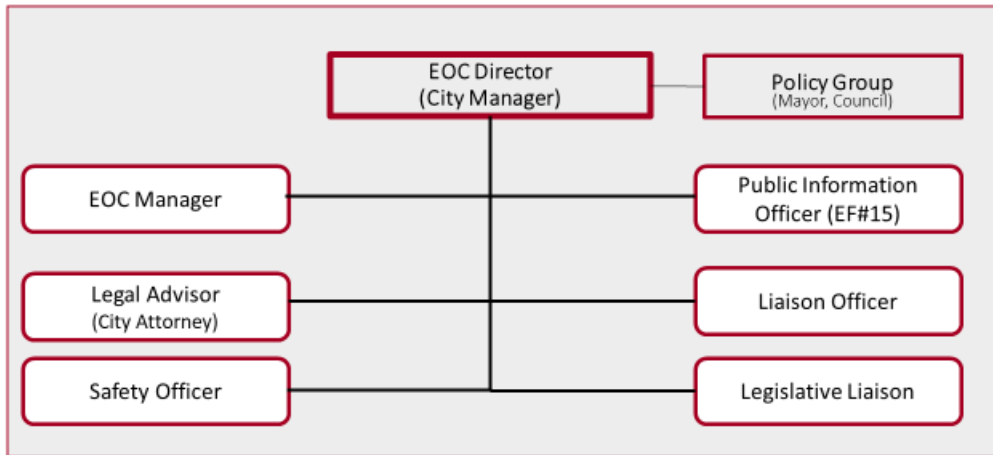
Figure 4-1: EOC Management Positions

4.2.1 Office of the Mayor

☐ Serve as an official spokesperson for the City or Town.

☐ Responsible for oversight of overall City or Town's response.

☐ Serve as the liaison to the Governor.

☐ Serve as the liaison to the President.

☐ Serve as liaison to State Representatives.

☐ Serve as liaison to Federal Representatives.

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4.2.2 City Manager

☐ Serve as Director of Emergency Services.

☐ Proclaim a Local Emergency.

☐ Authorize evacuations.

☐ Direct all departments and resources.

☐ Recommend policy to Mayor and City Council.

☐ Chair all situation briefings and action planning sessions.

☐ Serve as a liaison to other local governments and special districts.

4.2.3 City Attorney

☐ Review all local emergency ordinances.

☐ Review or recommend any necessary new legislation.

☐ Provide legal advice to the Mayor, City Council, City Manager, Emergency Manager, and others.

☐ Participate in all situation briefings and action planning sessions.

4.2.4 Emergency Manager

☐ Advise the City Manager on the proclamation of a Local Emergency.

☐ Activate the EOC.

☐ Manage all EOC facility operations.

☐ Coordinate briefings and action planning sessions.

☐ Oversee the implementation of NIMS/SEMS.

☐ Direct the establishment of EOC staffing patterns.

☐ Provide for EOC support services.

☐ Deactivate the EOC.

4.2.5 Public Information Officer (Includes ESF #15 External Affairs/Public Information)

The City Burlingame or Town of Hillsborough's designated Public Information Officers (PIOs) will serve as the Emergency PIOs (EPIOs).

☐ Ensure that information support is provided on request and that the information released is consistent, accurate, and timely, and appropriate. Ensure information is provided to all required agencies and the

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                      media in multiple formats where available, including audio and text format.

☐ Activate the Emergency Public Information Team (EPIT).

☐ Provide news releases, answer questions the media may have and arrange for tours or photo opportunities of the incident.

☐ Coordinate all information releases and media contacts with the EOC Director.

☐ Coordinate visits from dignitaries to tour areas affected by emergency.

4.2.6 Liaison Officer

Emergency Manager will appoint an individual to serve in this role.

☐ Serve as the point of contact for Agency Representatives from assisting organizations and agencies outside the City of Burlingame or Town of Hillsborough's government structure.

☐ Coordinate the efforts of these outside agencies to reduce the risk of their operating independently.

4.2.7 Legislative Liaison

The Office of the Mayor or a designated City Council member or designee will fill this position.

☐ Ensure that a link has been established between the City of Burlingame the Town of Hillsborough and the legislative body to pass on information and requests and to lobby for the filling of requests.

☐ Communicate local needs of Burlingame and Hillsborough's legislative officers and establish a continued link between the jurisdiction/s and all other potential entities as needed.

☐ Identify issues that should be forwarded to the proper political entities to ensure the best possible response to the entire community.

☐ Although this is not a position described in ICS or SEMS, it is a management level function that has demonstrated its necessity during recent disasters. The Legislative Liaison is a part of the management staff and may be a singular person or a group who, as an incident dictates, establishes and maintains personal contact with the elected officials representing the impacted area at the county, state, and federal levels.

4.2.8 Safety/Security Officer

Central County Fire Department or Burlingame or Hillsborough Police Department Personnel will fill this role.

- ☐ Identify and mitigate safety hazards and situations of potential liability during EOC operations and ensure a safe working environment in the EOC.

- ☐ Provide security for all EOC facilities and personnel access.

4.3 Operations Section

The Operations Section enhances the capability of Burlingame/Hillsborough to respond to emergencies by carrying out coordinated tactical operations based upon the EOC Action Plan. The Operations Section's primary responsibility is to manage and/or support the tactical operation of various response elements involved in the disaster or emergency. **Figure 4-2** shows the organizational structure of the Operations Section.

The Operations Section Chief position will be filled by either Burlingame/Hillsborough Police Department, Central County Fire Department (CCFD) or Public Works Agency Representative depending on the nature of the hazard or threat. The Operations Section Chief will determine, based on present and projected requirements, the need for establishing specific or specialized branches and units. The highest-ranking PD and/or CCFD Agency Representative present will fill the position. First alternate and second alternate to the Operations Section Chief will be assigned by the Chief of each agency. The Operations Section Chief also may be designated by the EOC Director.
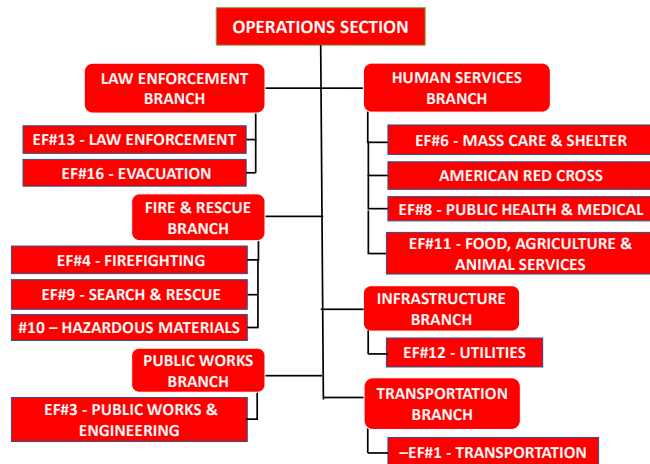
Figure 4-2: Operations Section

4.3.1 Operations Section Chief

The Operations Section Chief, a member of the EOC General Staff, is responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the EOC Action Plan and for coordinating all requests for mutual aid and other operational resources. The Operations Section Chief is responsible for:

☐ Understanding the current situation

☐ Understanding field tactical operations status

☐ Awareness of location and assignments of currently deployed resources

☐ Predicting probable resource needs

☐ Preparing alternative strategies for procurement and resources management

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4.3.2 Law Enforcement Branch (includes ESF #13 – Public Safety and Security /Law Enforcement and ESF #16 – Evacuation)

The Law Enforcement Branch is responsible for alerting and warning the public, coordinating evacuations, enforcing laws and emergency orders, establishing safe traffic routes, ensuring that security is provided at incident facilities, ensuring access control to damaged areas, ordering and coordinating appropriate mutual aid resources, and providing support to the San Mateo County Coroner. BPD and HPD will provide representatives to the EOC. **Figure 4-3** shows the organizational structure of the Law Enforcement Branch. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).
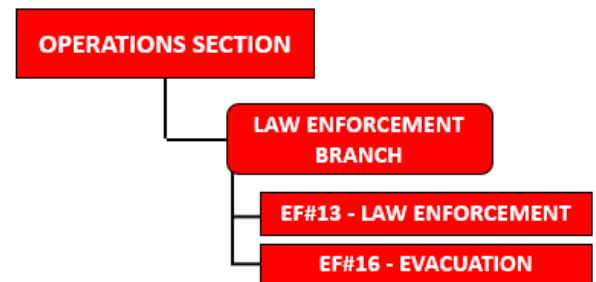
Figure 4-3: Law Enforcement Branch

4.3.2.1 ESF#13 – Public Safety and Security /Law Enforcement

☐ Monitor the status of law enforcement activities and ongoing law enforcement-related events in the City of Burlingame and Town of Hillsborough.

☐ Monitor the status of law enforcement mutual aid activities.

☐ Provide law enforcement support to other branches.

☐ Analyze law enforcement needs and develop status reports of committed resources and future needs.

☐ Maintain contact with counterpart Law Enforcement Mutual Aid Regional Coordinators.

4.3.2.2 ESF #16 – Evacuation

☐ Provide guidance and analysis to help city leadership make the decision to evacuate.

☐ Identify actions that are required to implement an evacuation order.

☐ Provide information to ESF #15 – External Affairs/Public Information for notification to the public.

☐ Coordinate transportation support for evacuated population.

☐ Provide evacuation support for populations with disabilities and others with access or functional needs.

☐ Coordinate access control to the area being evacuated.

☐ Coordinate with ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF #8 –

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Public Health and Medical Services on the opening and announcement of reception centers and shelters.

☐ Coordinate the orderly and timely return/reentry of evacuees.

4.3.3 Fire and Rescue Branch (Includes ESF #4 – Firefighting, ESF #9 – Search and Rescue and ESF #10 – Oil and Hazardous Materials)

The Fire and Rescue Branch is responsible for coordinating personnel, equipment, and resources committed to the fire, field medical, search and rescue, and hazardous materials elements of the incident. CCFD is the lead for ESF #4 – Firefighting, ESF #9 – Search and Rescue, and ESF #10 – Oil and Hazardous Materials. **Figure 4-4** shows the organizational structure of the Fire and Rescue Branch. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).

4.3.3.1 ESF #4 – Firefighting
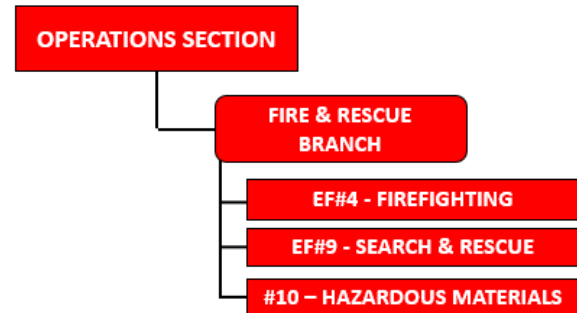
Figure 4-4: Fire and Rescue Branch

☐ Monitor the status of fire activities and ongoing fire-related events in the City of Burlingame and Town of Hillsborough.

☐ Monitor the status of fire mutual aid activities.

☐ Provide support to urban search and rescue Effort

☐ Provide non-fire support to other branches.

☐ Obtain information on fire incidents.

☐ Analyze fire and rescue needs and develop status reports of committed resources and future needs.

☐ Maintain contact with counterpart Fire Mutual Aid Regional Coordinators.

4.3.3.2 ESF #9 – Search and Rescue

☐ Direct and coordinate the overall search and rescue response effort in the affected area.

☐ Coordinate with police, emergency management, and other government officials to assist in locating missing or trapped victims.

☐ Establish a protocol for prioritizing response activities in coordination with activities of other ESFs.

☐ Develop and maintain a roster of personnel to staff ESF #9 – Search and Rescue with sufficient staffing for 24-hour operations as appropriate.

4.3.3.3 ESF #10 – Oil and Hazardous Materials

☐ Direct, coordinate, and integrate the overall city hazardous materials response in the affected areas(s).

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☐ Assess if there is a need to evacuate and coordinate with other ESFs regarding evacuation needs.

☐ Dispatch all requests for mutual aid. Requests for fire or police mutual aid are already contained within existing agreements as part of the State Master Mutual Aid Agreement (MMAA).

☐ Recommend specific areas for evacuation in order to avoid duplication or missed areas.

4.3.4 Human Services Branch (Includes ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services, ESF# 8 – Public Health and Medical Services, and ESF # 11 –Agriculture and Natural Resources)

The Human Services Branch is responsible for providing mass care and shelter for disaster survivors and coordinating the provision of food, water, and other basic resources. The Human Services Branch serves as a liaison to the San Mateo County Operational Area for appropriate medical/health response, including personnel, equipment, and resources needed to provide the best patient care possible, and the coordination of public health and sanitation. The Human Services Branch will coordinate efforts with the American Red Cross and other volunteer agencies. Burlingame Parks and Recreation Department is the lead for the Human Services Branch and will provide a Branch Director. **Figure 4-5** shows the organizational structure of the Human Services Branch. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).
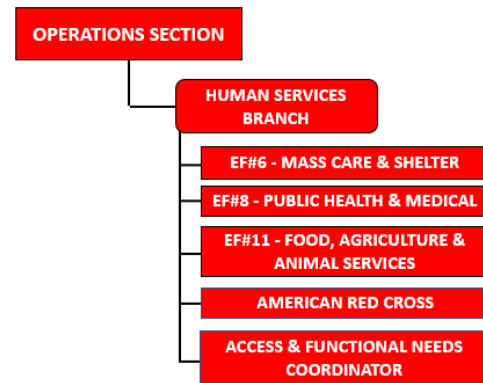

Figure 4-5: Human Services Branch

4.3.4.1 ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services

☐ Identify basic needs and requirements (e.g., food, water, shelter) of disaster survivors.

☐ Identify locations to open mass care shelters using jurisdictions' primary and secondary shelter list(s).

☐ Coordinate with American Red Cross, Salvation Army, and other nonprofit care providers to provide personnel, food, and care for disaster survivors.

☐ Monitor and provide status reports on available shelter space and needs.

☐ Coordinate with the Emergency Support Functional Needs Coordinator (E-FNC) to identify and provide for a full spectrum of services and accommodations for populations with disabilities and others with access or functional needs.

4.3.4.2 Emergency Support Functional Needs Coordinator (Access and Functional Needs (AFN) Coordinator)

The City Manager will appoint individual(s) to serve as the E-FNC.

☐ Appoint a Shelter Access and Functional Needs (AFN) Coordinator (S-FNC) to identify the needs of individuals

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☐ with disabilities and others with access or functional needs. Provide technical assistance to support S-FNC.

☐ Provide advice on known and potential needs impacting people with disabilities and others with access or functional needs and how the jurisdiction may meet the needs of this population.

☐ Coordinate with responders to provide support to functional needs populations, such as providing technical assistance to ensure shelter sites meet access requirements, coordinating transportation for individuals who require paratransit services, advising on types of durable medical equipment (DME) and consumable medical supplies (CMS) available, vendors who may be able to supply requested DME and CMS, and potential alternate accommodations, and ensuring policies and procedures meet ADA requirements.

4.3.4.3 ESF #8 – Public Health and Medical Services

☐ Coordinate and communicate with San Mateo County Operational Area to coordinate medical and health issues of the City of Burlingame and Town of Hillsborough.

☐ Communicate and coordinate with hospitals in the City of Burlingame on non-medical issues.

☐ Coordinate with ESF #6 – Mass Care and Shelter on support for shelters.

4.3.4.4 ESF #11 –Agriculture and Natural Resources

☐ Determine the availability of foods safe for human consumption within the disaster area.

☐ Secure and deliver food supplies suitable for household distribution or for congregate meal service as appropriate for the incident.

☐ Develop a plan of operation that will ensure timely distribution of food supplies to mass care locations.

☐ Deploy potable water supply tankers or bottled water to locations identified by ESF #6 – Mass Care and Shelter and ESF #5 – Management.

☐ Monitor the number of mass feeding sites, including community and nonprofit food pantries and vendors, providing food to disaster survivors.

☐ Provide information and assistance to help prevent or minimize injury to and to preserve, protect, conserve, stabilize rehabilitate, or restore natural resources.

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☐ Provide protection of historical properties located on state parks prior to, during, and/or after a disaster/emergency.

☐ Maintain ongoing agriculture surveillance of affected communities in order to rapidly identify and address agriculture-related problems.

☐ Assist with agriculture assessments at the disaster site to determine agriculture needs and priorities.

☐ Assist with agricultural emergency response and recovery.

☐ Coordinate the response to animal-related issues, including disposal services.

☐ Coordinate with volunteer organizations and agencies to provide volunteer services for animal care upon request.

☐ Identify sites/facilities for boarding and/or quarantining pets and other domestic animals, if possible.

☐ Expand animal sheltering capacity, as needed. Refer to the Animal Care Annex for specific policies/procedures/guidelines.

☐ Expand field animal search and rescue, as needed.

4.3.5 Transportation Branch (Includes ESF #1 – Transportation)

The Transportation Branch is responsible for maintaining and restoring damaged or destroyed public roadways and right-of-way and assisting other functions with traffic issues as needed. The Public Works Department is the lead agency identified for the Transportation Branch. The Transportation Branch includes ESF #1 – Transportation. **Figure 4-6** shows the organizational structure of the Transportation Branch. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).

4.3.5.1 ESF #1 – Transportation

Figure 4-6: Transportation Branch

☐ Coordinate general traffic and access control.

☐ Conduct damage assessments of roads and other transportation infrastructure.

☐ Coordinate response operations to restore and maintain normal transportation and transit operations.

☐ Coordinate with ESF #13 – Public Safety and Security/Law Enforcement and ESF #4 – Firefighting to identify evacuation routes and provide transportation assets to support evacuation clearance.

☐ Identify and coordinate transportation to support emergency response efforts, evacuation orders, and to support mass care shelters and disaster survivors.

☐ Provide or coordinate transportation assets for clearance, maintenance, or repair of roads.

☐ Coordinate field resources for debris removal for roadways and other transportation infrastructure.

4.3.6 Public Works Branch (Includes ESF #3 – Public Works and Engineering)

The Public Works Branch is responsible for maintaining and restoring damaged or destroyed public facilities, evaluating City of Burlingame and Town of Hillsborough-owned and structures. Managing/coordinating disaster debris operations and providing public works and engineering support as needed to make facilities available to populations with disabilities and others with access or functional needs. The Burlingame and Hillsborough Public Works Departments are the lead agencies identified for the Public Works Branch and will coordinate and maintain contact with all private public works contractors to support their mission. The Public Works Branch includes ESF #3 – Public Works and Engineering. **Figure 4-7** shows the organizational structure of the Public Works Branch. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).
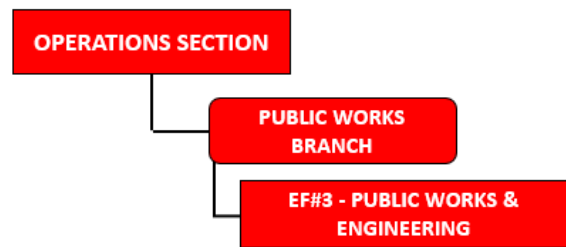
Figure 4-7: Public Works Branch

4.3.6.1 ESF # 3 – Public Works and Engineering

☐ Initiate and coordinate safety and damage assessments of City's and Town's infrastructure.

☐ Manage/coordinate the collection and disposal of disaster debris.

☐ Provide or coordinate the acquisition of equipment and personnel to support disaster response and recovery operations such as debris removal, route recovery, repair, and construction, including through contracts.

☐ Coordinate the provision of services and resources through contracts, including fuel, custodial services, and public works resources.

4.3.7 Infrastructure Branch (Includes ESF #12 – Energey/Utilities)

The Infrastructure Branch is responsible for establishing repair priorities, maintaining and restoring infrastructure such as utilities, and assisting other functions with infrastructure issues (including the management of infrastructure for search and rescue operations). Public Works will coordinate and maintain contact with all private and municipal utilities (e.g., electric, gas, pipeline, fuel supply), and the Information Technology Department (ITD) will coordinate and maintain contact with emergency and standard telecommunications services. The Infrastructure Branch includes ESF #12 – Utilities. **Figure 4-8** shows the organizational structure of the Infrastructure Branch. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).
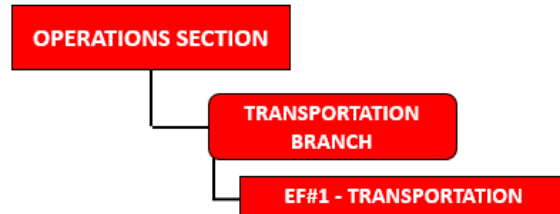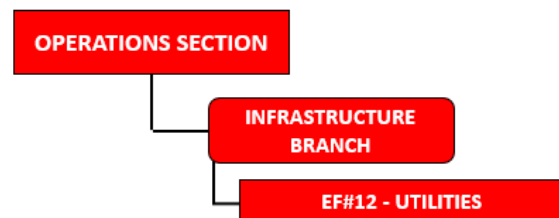
Figure 4-8: Infrastructure Branch

4.3.7.1 ESF #12 – Energy/Utilities

☐ Coordinate as necessary with county and state agencies with utilities involvement, such as the California Energy Commission (electric, gas, fuel supply), Public Utilities Commission (electric, gas, water/wastewater, transportation, telecommunications), General Services Administration (telecommunications), State Water Resources Control Board (water/wastewater), Department of Water Resources and utility districts (dams), Department of Health Services (water quality), State Fire Marshall (pipelines), etc.

☐ Coordinate directly with utilities and other critical infrastructure owners and operators on operational status and restoration priority to support overall emergency response efforts.

☐ Coordinate field resources to conduct damage assessments of utilities.

☐ Coordinate field resources for debris removal in coordination with other ESFs.

4.4 Planning and Intelligence Section (Includes ESF #14 – Cross-sector Business and Infrastructure)

The activities of the Planning and Intelligence Section will be coordinated by the designated lead department based on the nature of the incident. The Field Incident Commander and the EOC Director will determine the most appropriate designation for the Planning Section ChiESF and Staff assignments. **Figure 4-9** shows the organizational structure of the Planning and Intelligence Section.

The Planning and Intelligence Section's primary responsibility is to collect, evaluate, display, and disseminate incident information and status of resources. The Planning and Intelligence Section functions as the primary support for decision-making to the overall emergency organization. The Planning and Intelligence Section also provides anticipatory appraisals and develops plans necessary to cope with changing field events. During a disaster or emergency, other agency/department leadership will advise the Planning and Intelligence Section Chief on various courses of action from their departmental level perspective.

Figure 4-9: Planning and Intelligence Section

The Planning and Intelligence Section ensures that safety/damage assessment information is compiled, assembled, and reported in an expeditious manner to the various EOC sections, City of Burlingame and Town of Hillsborough departments, and the San Mateo County

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Operational Area EOC or Watch Commander. This assessment information is communicated via pre-established channels (including phone/fax/email). The Documentation Unit of the Planning and Intelligence Section is responsible for the detailed recording of the entire response effort and the preservation of these records during and following the disaster. The Planning and Intelligence Section will accomplish the following specific objectives during a disaster or emergency:

☐ Collect initial situation and safety/damage assessment information.

☐ Display situation and operational information in the EOC using maps and visual aids.

☐ Disseminate intelligence information to the EOC Director, EOC Coordinator, EPIO, General Staff, and the San Mateo County Operational Area EOC or Watch Commander via pre-determined method of communication (including phone/fax/email).

☐ Conduct mapping operations.

☐ Prepare summary safety/damage assessment reports for dissemination to other sections, City of Burlingame and Town of Hillsborough departments, the California Governor's Office of Emergency Services (Cal OES), the Federal Emergency Management Agency (FEMA), and the San Mateo County Operational Area via the County Sheriff's EOC or Watch Commander or other pre-established channels.

☐ Prepare required reports identifying the extent of damage and financial losses.

☐ Determine the City's and Town's post-event condition.

☐ Provide planning and intelligence support to other sections.

☐ Ensure accurate recording and documentation of the incident.

☐ Prepare EOC Action Plan(s) by Operational Period or more frequently when situations are changing.

☐ Prepare the After-Action Report.

☐ Prepare a post-disaster recovery plan as appropriate in accordance with ESF #14 – Recovery.

☐ Maintain proper and accurate documentation of all actions taken to ensure that all required records are preserved for future use and Cal OES and FEMA filing requirements

☐ Acquire technical experts for special interest topics or special technical knowledge subjects.

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□ Particular sectors and disciplines are areas key to any disaster response. It will be the responsibility of the Planning and Intelligence Section to locate the required information and make it available to the response community.

4.4.1 Planning and Intelligence Section Chief

The Planning and Intelligence Section Chief is a member of the General Staff responsible for the collection, evaluation, forecasting, dissemination, and use of information about the development of the incident and status of resources. The Planning and Intelligence Chief is responsible for:

□ Ensuring that the Planning and Intelligence function is performed consistent with NIMS/SEMS guidelines

□ Collecting, analyzing, and displaying situation information

□ Preparing periodic situation reports

□ Providing Geographic Information Services (GIS) and other technical support services to the various organizational elements within the EOC

□ Initiating and documenting the EOC Action Plans and After-Action Report

□ Completing Incident briefing form (ICS-201), and conducting Incident briefings

□ Advance planning

□ Planning for demobilization

□ Establishing the appropriate level of organization within the section, continuously monitoring the Effectiveness of that organization, and making changes as required

□ Exercising overall responsibility for the coordination of unit activities within the section

□ Reporting to the EOC Director on all matters pertaining to section activities

4.4.2 Situation Status Unit

The Situation Status Unit is responsible for the collection and organization of incident status and situation information. The Situation Status Unit is also responsible for the evaluation, analysis, and display of information for use by EOC staff. Unit responsibilities are summarized below.

□ Collect, organize, and analyze situation information from EOC sources. Ensure orderly flow of information within the EOC.

□ Seek available information from any verifiable source that may be useful in the development of current situation assessments of the affected area.

☐ Develop situation status reports for dissemination to Planning and Intelligence Section Chief, EOC Director, and other Section Chiefs to initiate the action planning process

☐ Coordinate with the Liaison Officer to transmit approved reports to the San Mateo County Operational Area EOC via pre-established channels and/or the Watch Commander.

☐ Evaluate the content of all incoming field situation and major incident reports to develop and maintain current maps and other displays (including the locations and types of incidents).

☐ Assess, verify, and prioritize situation information for situation intelligence briefings and situation status reports.

4.4.3 Documentation Unit

The Documentation Unit is responsible for initiating and preparing EOC Action Plans and After-Action Reports, maintaining accurate and complete incident files, establishing and operating an EOC message center, providing copying services to EOC personnel, and preserving incident files for legal, analytical, and historical purposes. Unit responsibilities are summarized below.

☐ Maintain an accurate and complete record of significant disaster events.

☐ Assist other parts of the EOC organization in setting up and maintaining files, journals, and special reports.

☐ Collect and organize all written forms, logs, journals, and reports at completion of each shift from all sections.

☐ Establish and operate a message center at the EOC and assign appropriate internal and external message routing.

☐ Provide documentation and copying services to EOC staff.

☐ Compile, copy, and distribute EOC Action Plans as directed by the Section Chiefs.

☐ Compile, copy, and distribute After Action Report with input from other sections/units.

4.4.4 Damage Assessment Unit

The Damage Assessment Unit is responsible for maintaining detailed records of safety/damage assessment information and supporting the documentation process. Unit responsibilities are summarized below.

☐ Collect safety/damage assessment information from the Operations Section and other verifiable sources and

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    prepare appropriate reports and provide them to the Planning and Intelligence Section Chief.

☐ Coordinate with the Public Works and Infrastructure Branches of the Operations Section for exchange of information.

☐ Coordinate with San Mateo County Public Works representative when assigned to the City of Burlingame or Town of Hillsborough.

☐ Utilize the San Mateo County Operational Area safety/damage assessment procedures and forms via pre-established channels.

4.4.5 Advance Planning/Recovery Unit

The Advance Planning/Recovery Unit is responsible for developing reports and recommendations for future time periods, for preparing reports and briefings for use in strategy and/or planning meetings including EOC Action Plans, and for ensuring that Burlingame/Hillsborough requests all emergency assistance and disaster recovery costs for which it is eligible. The Advance Planning/Recovery Planning Unit is also responsible for conducting all initial recovery operations and preparing the EOC organization for transition to a recovery operations organization to restore the City of Burlingame and the Town of Hillsborough to pre-disaster condition as quickly and Effectively as possible. Unit responsibilities are summarized below.

☐ Develop issues and requirements related to a time period, normally 12 to 72 hours in advance.

☐ Prepare special reports and briefings as necessary for use in strategy and/or planning meetings.

☐ Monitor action planning activity to determine the shift in operational objectives from response to recovery.

☐ Ensure that the City of Burlingame and Town of Hillsborough receives all emergency assistance and disaster recovery costs for which they are eligible.

☐ Ensure that the City of Burlingame and Town of Hillsborough are prepared to participate jointly with FEMA, Cal OES, San Mateo County Operational Area, and nonprofit organizations to expedite disaster assistance for individuals, families, businesses, public entities, and others entitled to disaster assistance.

☐ Ensure that required and/or approved mitigation measures are carried out.

☐ Consider taking advantage of disaster-caused opportunities to correct past poor land-use practices while ensuring that legal safeguards for property owners and the jurisdiction are observed.

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4.4.5.1 ESF #14 – Cross-sector Business and Infrastructure

ESF #14 – Cross-sector Business and Infrastructure is responsible for coordinating initial recovery efforts, including identifying, developing, and implementing recovery priorities, coordinating damage and recovery needs assessments, implementing financial disaster recovery measures, restoring government services, and transitioning activities and responsibilities for long-term recovery to a Long-Term Recovery Organization, as necessary. ESF #14 is supported by a Recovery Planning Unit in the Planning and Intelligence Section.

4.4.6 Technical Specialists

Technical Specialists are advisors with special skills needed to support a field or function not addressed elsewhere or by any other discipline. Technical Specialists (who may or may not be employees of public or private agencies) may report to the Planning and Intelligence Section Chief, function within an existing unit such as the Situation Status Unit, form a separate unit if required or be reassigned to other parts of the organization (Operations, Logistics, or Finance and Administration).

4.5 Logistics Section

The Logistics Section's primary responsibility is to ensure the acquisition, transportation, and mobilization of resources to support the response effort at the disaster sites, public shelters, EOCs, etc. Logistics provides all necessary personnel, supplies, and equipment procurement support. Methods for obtaining and using facilities, equipment, supplies, services, and other resources to support emergency response at all operational sites during disaster or emergency conditions will be the same as that used during normal operations unless authorized by the EOC Director or emergency orders of the City Councils. The Burlingame Parks and Recreation Director serves as the Logistics Section Chief and the Burlingame Recreational Supervisor and Public Works Assistant Director serves as alternates to the Logistics Section Chief. Burlingame and Hillsborough IT Analyst serves as the IT Unit Leader. **Figure 4-10** shows the organizational structure of the Logistics Section.

Figure 4-10: Logistics Section

The Logistics Section will accomplish the following specific objectives during a disaster or emergency:

☐ Collect information from other sections to determine needs and prepare for expected operations.

☐ Coordinate provision of logistical support with the EOC Director.

☐ Prepare required reports identifying the activities performed by the Logistics Section.

☐ Determine the logistical support needs and plan for both immediate and long-term requirements.

Maintain proper and accurate documentation of all actions taken and all items procured to ensure that all required records are preserved for future use and Cal OES and FEMA filing requirements.

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4.5.1 Logistics Section Chief

The Logistics Section Chief is responsible for supporting the response effort and the acquisition, transportation, and mobilization of resources. The Logistics Section Chief is responsible for:

- ☐ Managing and tracking assessments
- ☐ Managing all radio, data, and telephone needs of the EOC
- ☐ Coordinating transportation resources and supporting transportation needs for law enforcement and other first responders
- ☐ Managing personnel issues and registering volunteers as Disaster Services Workers (DSW)
- ☐ Obtaining all materials, equipment, and supplies to support emergency operations
- ☐ Coordinating management of facilities used during disaster response and recovery
- ☐ Establishing the appropriate level of organization within the section, continuously monitoring the Effectiveness of that organization, and making changes as required
- ☐ Forming additional units as dictated by the situation
- ☐ Exercising overall responsibility for the coordination of branch, group, and unit activities within the Logistics Section
- ☐ Coordinating the provision of logistical support for the EOC
- ☐ Reporting to the EOC Director on all matters pertaining to Logistics Section activities

4.5.2 Personnel Unit

The Personnel Unit is responsible for obtaining, coordinating, and allocating all non-fire and non-law enforcement mutual aid personnel support requests received. Unit responsibilities are summarized below.

- ☐ Coordinate all personnel support requests received at or within the EOC, including any category of personnel support requested from the EOC functional elements or from City of Burlingame or Town of Hillsborough response elements in the field.
- ☐ Identify sources and maintain an inventory of personnel support and volunteer resources. Request personnel resources from those agencies as needed.
- ☐ Assign personnel within the EOC as needs are identified.

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☐ Coordinate Emergency Management Mutual Aid (EMMA) as necessary through the San Mateo County Operational Area via the San Mateo County Operational Area EOC or Watch Commander.

4.5.3 Facilities Unit

The Facilities Unit is responsible for ensuring that adequate facilities are provided for the response effort, including securing access to the facility and providing staff, furniture, supplies, and materials necessary to configure the facility in a manner adequate to accomplish the mission. Unit responsibilities are summarized below.

☐ Coordinate and oversee the management of and support to the EOC and other essential facilities and sites used during disaster operations.

☐ Coordinate with other EOC branches, groups, and units for support required for facilities.

☐ Support activities for restoration of disrupted services and utilities to facilities.

☐ Coordinate with Finance and Administration Section on any claims or fiscal matters relating to facilities operations.

☐ Close out each facility when no longer needed.

4.5.4 Resource Management Unit (Includes ESF #7 – Logistics/Resources)

The Resource Management Unit includes ESF #7 – Logistics/Resources and is responsible for maintaining detailed tracking records of resources allocation and use (resources already in place, resources requested but not yet on scene, and estimates of future resource needs), for maintaining logs and invoices to support the documentation process, and for resources information displays in the EOC. It cooperates closely with the Operations Section (to determine resources currently in place and resources needed) and with the Planning and Intelligence Section (to provide resources information to the EOC Action Plan). Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).

☐ Receive, analyze, and process resource request.

☐ Identify, mobilize, track, and demobilize resources needed to support response operations.

☐ Coordinate and oversee the allocation and distribution of resources not normally obtained through existing mutual aid sources, such as food, potable water, petroleum fuels, heavy and special equipment, and other supplies and consumables.

☐ Provide supplies for the EOC, field operations, and other necessary facilities.

☐ Coordinate and arrange for food for EOC, field operations, and necessary facilities (in coordination with ESF # 11 – Agriculture and Natural Resources).

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☐ Determine if the required items exist within the City of Burlingame and Town of Hillsborough supply systems.

☐ Determine the appropriate supply houses, vendors, or contractors who can supply the item, product, or commodity if City of Burlingame and Town of Hillsborough stocks do not exist.

☐ Purchase items within limits of delegated authority from Finance and Administration Section.

☐ Coordinate with the Finance and Administration Section on actions necessary to purchase or contract for items exceeding delegated authority.

☐ Arrange for the delivery of the items requisitioned, contracted for, or purchased.

☐ Maintain records to ensure a complete accounting of supplies procured and monies expended.

☐ Support activities for restoration of disrupted services and utilities.

☐ Prepare and maintain displays, charts, and lists that reflect the current status and location of controlled resources, transportation, and support vehicles.

☐ Establish resources reporting system for field and EOC units.

☐ Prepare and process resource status change information.

☐ Provide information to assist the Situation Status and Documentation Units of the Planning and Intelligence Section in strategy planning and briefing presentations.

4.5.5 Volunteer and Donations Management Unit (Includes ESF # 17 – Volunteer and Donations)

ESF #17 – Volunteer and Donations Management provides guidance for the engagement and coordination of volunteers, volunteer services, and donations management in an emergency and establishes a consistent framework for coordinating with volunteer organizations supporting a response. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).

Volunteers

☐ Ensure that all DSWs and volunteers are registered and integrated into the emergency response system.

☐ Identify the type of volunteers needed based on the priorities for provision of critical needs (food, water, shelter, healthcare, and urban search and rescue).

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☐ Coordinate with the volunteer agencies for volunteer involvement, activation, and the management of spontaneous volunteers.

☐ Coordinate with ESF #15 – External Affairs/Public Information to develop clear communication strategies with the local news media for the types of volunteers needed.

☐ Coordinate with ESF #7 – Logistics/Resources to create the volunteer staging areas or emergency volunteer centers within the emergency area.

☐ Track the number of volunteers, agencies involved in volunteer efforts, issues that arise, hours worked, and the location for all volunteer staging areas.

☐ Provide status updates and other information to ESF #5 – Management.

Donations

☐ Determine the initial needs assessment for donated goods.

☐ Identify operating facilities suitable as donation warehouses and distribution sites.

☐ Coordinate with ESF #15 – External Affairs/Public Information on developing the messages for the types and amount of donations needed, as well as the donations drop-off location.

☐ Coordinate with ESF #7 – Logistics/Resources when receiving and sorting unsolicited items to be transferred to distribution sites for distribution to disaster victims. Distribution sites should be established as close to the disaster area as safely possible for disaster victims to obtain needed items that may be available.

☐ Direct inquiries concerning donations for a specified organization to that organization. Once a donation has been accepted by a specific agency, it becomes the property of that agency.

☐ Direct unsolicited and undesignated donations to an agency that has agreed to accept such goods and services. If a donation arrives unsolicited, but can be used, it will be accepted and directed to the appropriate location/agency. Donations that cannot be used or that are deemed a health hazard may be rejected.

☐ Coordinate with ESF #1 – Transportation for the transport of donations from the collection and warehouse sites to the distribution sites, if necessary.

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☐ Establish proper procedures or policies for any cash, credit, or check donations.

☐ Provide status updates and other information to ESF #5 – Management.

4.5.6 Information Technology/Communications Unit (Includes ESF #2 – Communications)

The Information Technology/Communications Unit includes ESF# 2 – Communications and is responsible for managing all radio, data, and telephone needs to support the response. Specific ESF responsibilities are summarized below (see ESF annexes for full list of responsibilities).

☐ Notify support agencies and oversee the installation, activation, and maintenance of all radio, data, and telephone communications services inside of the EOC and between the EOC and outside agencies.

☐ Determine the appropriate placement of all radio transmitting equipment brought to the EOC to support operations. Approve all radio frequencies to minimize interference conditions.

☐ Provide necessary communication system operators and ensure Effective continuous 24-hour operation of all communications services.

☐ Copy and log incoming radio, data, and telephone reports on situation reports, major incident reports, resource requests, and general messages.

☐ Make special assignment of radio, data, and telephone services as directed by the EOC Director.

☐ Organize, place, and oversee the operation of amateur radio services working in support of the EOC.

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4.6 Finance and Administration Section

The Finance and Administration Section at the EOC is responsible for tracking and approval of all expenditures and costs associated with the activation and operations of the EOC. It is anticipated that any citywide emergency response may require some complex purchasing arrangements not common to other disasters. Any authority for purchases or costs not expressly conveyed to the activated EOC are to be coordinated through and approved by the Finance and Administration staff at the EOC.

The Director of Finance serves as the Finance and Administration Section Chief. Oversight by the City Manager's and City Auditor's Offices will also provide assistance. **Figure 4-11** shows the organizational structure of the Finance and Administration Section.
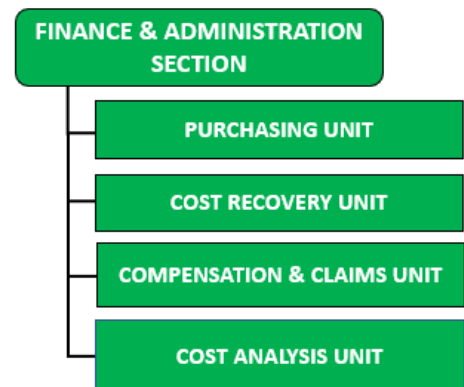
Figure 4-11: Finance and Administration Section

The Finance and Administration Sections responsibilities are:

☐ Maintain
to the greatest extent possible the financial systems necessary to keep the City of Burlingame and Town of Hillsborough functioning during a disaster or emergency.

These systems include:

- ✓ Payroll
- ✓ Payments
- ✓ Revenue collection
- ✓ Claim processing
- ✓ Cost recovery documentation

☐ Supervise the negotiation and administration of vendor and supply contracts and procedures.

☐ Preserve all required records for future use and Cal OES and FEMA filing requirements through maintenance of proper and accurate documentation of all actions taken.

4.6.1 Finance and Administration Section Chief

The Finance and Administration Section Chief supervises the financial support, response, and recovery for the disaster or emergency; ensures that the payroll and revenue collection process continue; and activates the Disaster Accounting System. The Finance and Administration Section Chief will:

☐ Implement a Disaster Accounting System

☐ Maintain financial records of the emergency

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☐ Track and record all agency staff time

☐ Process purchase orders and contracts in coordination with Logistics Section

☐ Process worker's compensation claims received at the EOC

☐ Handle travel and expense claims

☐ Provide administrative support to the EOC

☐ Establish the appropriate level of organization within the section, continuously monitor the Effectiveness of that organization, and make changes as required

☐ Exercise overall responsibility for the coordination and supervision of all unit activities within the section

☐ Ensure that the section is supporting other EOC sections consistent with priorities established in the EOC Action Plan

☐ Keep the EOC Director updated on all significant financial developments

4.6.2 Purchasing Unit

The Purchasing Unit is responsible for administering all financial matters pertaining to purchases, vendor contracts, leases, fiscal agreements and tracking expenditures. The Purchasing Unit is responsible for coordinating with the Resources Management Unit in the Logistics Section to identify sources of equipment, prepare and sign equipment rental agreements, and process all administrative paperwork associated with equipment rental and supply contracts, including incoming and outgoing mutual aid resources. The Purchasing Unit is also responsible for ensuring that all records identify scope of work and site-specific work location. Unit responsibilities are summarized below.

☐ Coordinate with ESF #7 – Logistics/Resources to identify sources for equipment, expendable materials, and resources.

☐ Manage all equipment rental agreements.

☐ Initiate vendor contracts associated with EOC activities within purchase authority limits established by City Council or EOC Director.

☐ Process all administrative paperwork associated with equipment rental and supply contracts.

4.6.3 Cost Recovery Unit

The Cost Recovery Unit should be activated at the onset of any disaster or emergency and is responsible for maintaining the Disaster Accounting System and procedures to capture and document costs relating to a disaster or emergency in coordination with other sections and departments. The Cost Recovery Unit also acts as liaison with the disaster assistance agencies and coordinates the recovery of costs as allowed by law.

Maintenance of records in such a manner that will pass audit is also an extremely important task of this Unit. Unit responsibilities are summarized below.

☐ Document information for reimbursement from the state and federal governments.

☐ Activate and maintain Disaster Accounting System.

☐ Coordinate documentation of costs with other sections and departments.

☐ Coordinate cost recovery with disaster assistance agencies.

4.6.4   Compensation and Claims Unit

The Compensation and Claims Unit is responsible for managing the investigation and compensation of physical injuries and property damage claims involving the City of Burlingame and Town of Hillsborough arising out of a disaster or emergency, including completing all forms required by worker's compensation programs and local agencies, maintaining a file of injuries and illnesses associated with the incident, and providing investigative support of claims and for issuing checks upon settlement of claims. Unit responsibilities are summarized below.

☐ Accept as agent for the City of Burlingame or Town of Hillsborough claims resulting from a disaster or emergency.

☐ Collect information for all forms required by worker's compensation and local agencies.

☐ Maintain a file of injuries and illnesses associated with the personnel activity at the EOC and maintain a file of written witness statements on injuries.

☐ Manage and direct all compensation for injury specialists and claims specialists assigned to the disaster or emergency.

☐ Provide investigative support in areas of claims for bodily injury and property damage compensation presented to the City of Burlingame or Town of Hillsborough.

4.6.5   Cost Analysis Unit

The Cost Analysis Unit is responsible for providing cost analysis data for the incident to help the planning and recovery efforts. The Cost Analysis Unit must ensure that all pieces of equipment and personnel that require payment are properly identified, obtain and record all cost data, analyze and prepare estimates of incident costs and maintain accurate records of incident costs.

The Cost Analysis Unit will be increasingly tasked to support the planning function in terms of cost estimates of resources used. The Cost Analysis Unit must maintain accurate information on the actual costs for the use of all assigned resources. Unit responsibilities are summarized below.

☐ Provide all cost analysis activity associated with EOC operation.

☐ Obtain and record all cost data for the disaster or emergency.

☐ Ensure the proper identification of all equipment and personnel requiring payment.

☐ Analyze and prepare estimates of EOC costs.

☐ Maintain accurate record of EOC costs.

4.7 City Department and Agency Requirements for Emergency Preparedness

Each City department and agency is responsible for ensuring that critical staff are identified and trained at levels that enable Effective execution of existing response plans, procedures, and policies. Departments and agencies tasked by this EOP with specific emergency management responsibilities should complete the following actions:

☐ Maintain current internal personnel notification rosters and standard operating procedures to perform assigned tasks (notifications, staffing, etc.) and provide all relevant information to CCFD for planning purposes.

☐ Provide CCFD with your department or agency's current contacts, including primary and alternate phone numbers and email addresses for primary and alternate contacts.

☐ Analyze need and determine specific communications and information sharing resource needs and requirements.

☐ Identify potential sources of additional equipment and supplies.

☐ Ensure continuous leadership and authority for emergency actions and decisions in emergency conditions.

☐ Protect records, facilities, and organizational equipment deemed essential for sustaining government functions and conducting emergency operations.

☐ Identify and ensure that alternate operating locations are available if the primary location suffers damage, becomes inaccessible, or requires evacuation.

☐ Protect emergency response staff by obtaining personal protective equipment for responders. And encouraging staff to prepare family disaster plans, including arrangements for the safety and welfare of emergency worker's families if sheltering is required.

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4.8 Operational Area, State, and Federal Assistance

In accordance with NIMS and SEMS, if the City of Burlingame or the Town of Hillsborough is overwhelmed, assistance may be requested from the Operational Area, managed by San Mateo County. If the Operational Area is unable to supply the requested support, it may direct the request to the state via the Regional Emergency Operations Center (REOC). If federal assistance is required, a request for federal assistance is generated by the REOC, submitted to the State Operations Center (SOC) for approval, and transmitted to FEMA.

The responsibilities of the Operational Area, state, and federal organizations can be found in the San Mateo County Emergency Operations Plan, the State of California Emergency Plan, and the National Response Framework.

4.9 Prevention Roles and Responsibilities

The City of Burlingame and the Town of Hillsborough Police Departments in close coordination with San Mateo County Sheriff works with the Northern California Regional Intelligence Center (NCRIC) to obtain, analyze, and disseminate intelligence information to prevent crimes and terrorist threats of all sizes and magnitude.

4.10 Protection and Restoration of Critical Infrastructure and Key Resource

Prior to a disaster, the City of Burlingame and Town of Hillsborough Police Departments and the San Mateo County Sheriff work in close coordination with critical infrastructure owners and operators to protect and prevent damage to infrastructure.

4.11 Managing and Incorporating Unaffiliated Volunteers in Emergency Operations

ESF #17 – Volunteer and Donations Management provides guidance for the engagement and coordination of volunteers, volunteer services and donations management in an emergency, and establishes a consistent framework for coordinating volunteers (affiliated and unaffiliated). The Human Resources Management Department is identified as the lead for ESF #17 – Volunteer and Donations Management.

4.12 Public Safety Enforcement

ESF #13 – Law Enforcement provides for the safety of citizens and security of property during public emergencies. ESF #13 – Law Enforcement prescribes the procedures for the command, control, and coordination of citywide law enforcement personnel to support emergency operations. ESF #13 – Law Enforcement also provides for the coordination between city and county agencies.

4.13 Credentialing

Each jurisdiction's Human Resources Department maintains a list of all personnel who have taken and passed the required SEMS and NIMS training required for EOC positions.

Individual departments are required to maintain a roster of training and credentials required for their personnel. All lists are to be updated quarterly and provided to CCFD.

4.14 Resources Management

The City of Burlingame and Town of Hillsborough manage and maintain their own resources.

Jurisdictions are responsible for developing a comprehensive resource management tracking system to inventory and type resources owned. Each jurisdiction will be responsible for following reimbursement procedures for proclaimed and/or declared events.

4.15 Mutual Aid

The City of Burlingame and Town of Hillsborough are signatory jurisdictions to the California's Disaster and Civil Defense MMAA. This Agreement obligates each signatory entity to provide aid to each other during an emergency without expectation of reimbursement. Under specific conditions, federal and state monies may be appropriated to reimburse public agencies who aid other jurisdictions. If other agreements, memoranda, and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility and local entities may only be reimbursed if funds are available.

Mutual aid is intended to ensure that adequate resources, facilities, and other emergency support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

To facilitate coordination and flow of mutual aid, Cal OES oversees six mutual aid regions among the three administrative regions. The City of Burlingame and Town of Hillsborough are located in Mutual Aid Region II within the Cal OES Coastal Region.

California's mutual aid system is discipline specific: law enforcement, fire service and rescue, emergency services and medical and health services.

4.15.1 Law Enforcement Mutual Aid

The Law Enforcement Mutual Aid System is an ongoing cooperative effort among law enforcement agencies to coordinate state resources in support of local law enforcement during a wide range of emergencies. The Cal OES Law Enforcement Branch coordinates all inter-regional and state agency activity relating to mutual aid under the Law Enforcement Mutual Aid Plan, Search and Rescue Mutual Aid Plan, and the Coroner Mutual Aid Plan. Law enforcement mutual aid is coordinated through seven mutual aid regions in California.

- **Law Enforcement Mutual Aid Plan**: The Law Enforcement Mutual Aid Plan delineates current state policy concerning law enforcement mutual aid. The plan describes the standard procedures used to acquire law enforcement mutual aid resources and the method to ensure coordination of law enforcement mutual aid planning and readiness at the local, state, and federal levels.

- **Search and Rescue Mutual Aid Plan**: The Search and Rescue (SAR) Mutual Aid Plan supports and coordinates responses of personnel and equipment to SAR incidents that include:

  ✓ Searching for, locating, accessing, stabilizing, rescuing, and transporting victims in/from locations that are not reasonably accessible from roadways

  ✓ Searching for downed aircraft

  ✓ Conducting high-angle rope rescue

  ✓ Implementing water rescues from the ocean, swift water, or flood

  ✓ Operating in areas where access to victims requires equipment and personnel transported by foot or unconventional vehicles

  ✓ Operating in locations remote from vehicular access

  ✓ Operating in situations that require responder personal self-sufficiency

  ✓ Operating during prolonged operational periods in wilderness terrain and dangerous weather, and

✓ Investigations of missing person incidents that may involve criminal acts

4.15.2 Fire Service and Rescue Mutual Aid System

The Cal OES Fire and Rescue Branch coordinates all inter-regional and state agency activity relating to mutual aid under the California Fire Service and Rescue Mutual Aid Plan. The mutual aid plan provides for systematic mobilization, organization, and operation of necessary fire and rescue resources on local, operational area, regional, statewide basis in order to mitigate the effects of disasters, whether natural or human-caused.

For additional information regarding this system's organization, responsibilities, and procedures, refer to the California Fire Service and Rescue Emergency Mutual Aid System, Mutual Aid Plan.

- **Urban Search and Rescue Mutual Aid Program**: The Cal OES Fire and Rescue Branch supports and coordinates responses of personnel and equipment to Urban Search and Rescue (US&R) incidents that include searching for, locating and rescue of victims from locations that are reasonably accessible from roadways as well as for locating and rescuing victims of urban accidents and disasters with heavy rescue and fire suppression capabilities that are generally truck-based. A US&R incident (typically known location of victims) would include searching for, locating and rescuing victims of structure collapse, construction cave-ins, trench, confined space, high angle structure rope rescue and similar accidents and disasters and water rescues (ocean, swift water, and flood.)

4.15.3 Medical Health Mutual Aid System

The California Emergency Medical Services Authority (EMSA) administers the Medical/Health Mutual Aid System. The purpose of the system is to identify, attain, and mobilize medical supplies and personnel from unaffected regions of the State to meet the needs of disaster victims. The coordination and acquisition of medical/health mutual aid resources involves federal, state, and local agencies as well as the private sector (hospitals, medical supply vendors, ambulance companies, etc.). ESF #8 – Public Health and Medical includes additional details regarding this process.

When local resources are exhausted requests for medical mutual aid should go through the Medical/Health Operational Area Coordinator (MHOAC). The MHOAC shall assist the Operational Area coordinator in the coordination of medical and health disaster resources within the operational area and be the point of contact in that Operational Area, for coordination with the Regional Disaster Medical Health Coordinator, Cal OES, Cal OES Coastal Region, the California Department of Public Health, and EMSA.

4.15.4 Emergency Management Mutual Aid System

The EMMA Plan describes the process by which local, Operational Area, regional, and state organizations coordinate to support all other emergency services not included in the other systems. Requests are coordinated and met through utilization of SEMS. EMMA is a sub-system with the purpose of providing emergency management personnel from unaffected areas to support disaster operations in affected jurisdictions.

In order to carry out the concepts of the Emergency Managers Mutual Aid Plan, the state has prepared a companion Emergency Managers Mutual Aid Guidance document that provides policies, procedures, checklists, and forms to support mutual aid administration.

4.15.5 Mutual Aid Coordination

All mutual aid requests from the City of Burlingame and/or the Town of Hillsborough will be made through the San Mateo County Operational Area EOC (if activated) or the on-duty Watch Commander (if the EOC is not activated).

The San Mateo County Operational Area then requests law, public works, emergency management, or other mutual aid through its regular channels. Fire mutual aid is coordinated through the designated Regional Fire Coordinator.

Emergency Medical Services and Public Health mutual aid requests are sent directly to the MHOAC through the San Mateo County EMS Agency. ESF #8 – Public Health and Medical details this process.

City of Burlingame and Town of Hillsborough Police Departments and Central County Fire Department will appoint representatives to serve as their Agency Representatives and work with the Operational Area to request mutual aid assistance.

4.15.6 Public Works Mutual Aid Coordination

All Public Works mutual aid requests from Burlingame and/or Hillsborough will be made through the San Mateo County Operational Area EOC (if activated) or the on-duty Watch Commander (if the EOC is not activated). Refer to the County of San Mateo Public Works Mutual Aid Agreement.

4.15.7 Community Emergency Response Team (CERT) Mutual Aid Coordination

All CERT mutual aid requests from Burlingame and/or Hillsborough will be made through the San Mateo County Regional Operations Center EOC (if activated) or the on-duty Watch Commander (if the EOC is not activated). County of San Mateo CERT Mutual Aid Agreement is in development. Approval of the CERT Mutual Aid Program was granted by the Emergency Services Council of San Mateo County in July 2022.

SECTION 5 DIRECTION, CONTROL, AND COORDINATION

5.1 Framework for Direction and Control

In accordance with the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the Emergency Operations Center (EOC).

Command: A key concept in all emergency planning is to establish command and tactical control at the lowest level that can perform that role Effectively in the organization. In the Incident Command System (ICS), the Incident Commander (IC), with appropriate policy direction and authority from the responding agency, sets the objectives to be accomplished and approves the strategy and tactics to be used to meet those objectives. The IC has overall responsibility for the incident. The IC will be the best qualified person at the scene, and as such, the position is incident dependent.

If the event covers multiple jurisdictions, a unified command may be established and the Unified Commander (UC) will have overall control and the City of Burlingame/Town of Hillsborough will support the Unified Command.

Management: The EOC serves as a central location from which multiple agencies or organizations coordinate information collection and evaluation, resource management, and determine/establish policy decisions. The EOC works to support the incident on-scene. Within the EOC, the Management function:

- Facilitates multi-agency coordination and executive decision making in support of the incident response

- Implements the policies established by the governing bodies

- Facilitates the activities of the Multi-Agency Coordination (MAC) Group

- Provides accurate and timely emergency information to the public

5.2 Coordination and Communication Flow

This section describes how field units, Department Operation Centers (DOCs), and the City of Burlingame and Town of Hillsborough EOC coordinate and communicate. In general, the EOC is activated to support field operations when an emergency requires additional resources or coordination. Field IC(s) and the EOC will establish communications when the EOC is activated. The IC(s) will communicate with their DOCs. The DOCs will in turn communicate with the EOC.

The EOC will establish communications with the Operational Area EOC. The Operational Area EOC will communicate with the regional emergency operations center (REOC) and the REOC will communicate with the State Operations Center (SOC).

5.2.1 Incident Command

ICs in the field are responsible for the following actions:

- Set the incident objectives, strategies, and priorities for the incident.

- Request resources via the chain of command, through the appropriate DOC.

- Route Unified Command Post (UCP) requests through the DOC affiliated with requesting UC member.

- Support departments on scene.

- Requests for resources of departments not on scene will be routed through the DOC affiliated with the IC/UC and forwarded to the appropriate EOC branch.

- Receive, manage, and command the resources upon arrival (for example, fire engines, shelter tents, air-tactical units, and food supplies).

5.2.2 Department Operations Center

The DOC is responsible for the following actions:

- Receive resource requests from the IC and fulfill the request from department resources or channel the resource requests to either a discipline-specific mutual aid system or the appropriate EOC branch.

- Maintain and/or facilitate communication and coordination between the IC and the EOC.

- May assign and/or receive resource requests from the EOC.

5.2.3 Emergency Operations Center

The EOC is responsible for the following actions:

- Receive resource requests from the DOC and/or field and manage those requests or forward them to the appropriate EOC section (e.g., Logistics), branch, unit, or mutual aid system.

- Receive resource requests from other branches within the EOC and manage those requests or forward them to a DOC for action.

- May establish resource allocation priorities and share them with DOCs.

- Receive situation reports from the DOC and ensure data is made available to the EOC and captured by the EOC Planning and Intelligence Section Situation Status Unit to be included in the common operating picture.

- Maintain communication and coordination between other EOC branches, subsequent groups and units, appropriate DOCs, nongovernmental organizations, special districts, and private sector organizations.

5.3 Multi-jurisdictional Coordination Systems and Processes

SEMS is the cornerstone of California's emergency response system and the fundamental structure for the response phase of emergency management. SEMS is required by the California Emergency Services Act (ESA) for managing multi-agency and multi-jurisdictional responses to emergencies in California. The system unifies all elements of California's emergency management community into a single integrated system and standardizes key elements. SEMS incorporates the use of the Incident Command System (ICS), California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), the Operational Area concept, and multi-agency or interagency coordination. State agencies are required to use SEMS and local government entities must use SEMS in order to be eligible for any reimbursement of response-related costs under the state's disaster assistance programs.

In addition to SEMS, the City of Burlingame and Town of Hillsborough follow and comply with the NIMS.

5.3.1 Multi-agency Coordination Groups

Larger scale emergencies involve one or more responsible jurisdictions and/or multiple agencies. Management personnel from the responsible jurisdictions form a Unified Command and/or a MAC Group. Provision is made for situation assessment, determining resources requirements, establishing a logistical system and allocating resources. EOCs, dispatch centers, and other essential facilities located in, or adjacent to, the affected area are activated. The Cal OES Coastal REOC and SOC are activated to support the Operational Area needs.

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- **Multi-agency Coordination System (MACS)**: Multi-agency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multi-agency coordination occurs across the jurisdictional lines, or across levels of government. The primary function of MACS is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources. MACS consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system.

- **MAC Groups**: Agency administrators/executives who are authorized to represent or commit agency resources and funds are brought together to form MAC Groups. MAC Groups may be established at any level or in any discipline. Under SEMS, MAC Group activities are typically facilitated by EOCs. A MAC Group can accomplish the following:

  - ✓ Commit agency resources and funds

  - ✓ Provide coordinated decision making

  - ✓ Allocate resources among cooperating agencies

  - ✓ Establish priorities among incidents

  - ✓ Harmonize agency policies

  - ✓ Provide strategic guidance to support incident management activities

5.4 Relationship among Local Plans

Emergency management involves several kinds of plans. While this Emergency Operations Plan (EOP) may serve as the centerpiece for the City of Burlingame and the Town of Hillsborough's emergency response plan, it does not and cannot cover all aspects of emergency preparedness. The EOP defines the scope of preparedness and emergency management activities necessary to respond and recover from a wide range of anticipated hazards and threats. The Burlingame/Hillsborough EOP accomplishes the following:

- Assigns responsibility to organizations and individuals for carrying out specific actions that exceed routine responsibility at projected times and places during an emergency

- Sets forth lines of authority and organizational relationships and shows how all actions will be coordinated

- Describes how people (including unaccompanied minors, individuals with disabilities, others with access and functional needs, and individuals with limited English proficiency) and property are protected

- Identifies personnel, equipment, facilities, supplies, and other resources available within the jurisdiction or by agreement with other jurisdictions

The EOP contains both Emergency Support Function (ESF) annexes and Incident Annexes. The ESFs pre-designate a jurisdictional lead agency to provide coordination and oversight over the functional area. The incident annexes describe unique response details that apply to that specific hazard.

The Burlingame/Hillsborough EOP works in tandem with other plans:[7]

- **Department/Agency Emergency Plans and Procedures**: The EOP works with individual department emergency plans and procedures. Each department or agency within the City of Burlingame and Town of

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[7] U.S. Department of Homeland Security Federal Emergency Management Agency *Comprehensive Preparedness Guide (CPG) 101 Version 2: Developing and Maintaining Emergency Operations Plans*; November 2010 [electronic copy].

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Hillsborough is expected to have an individual emergency response plan or procedures that describe how the department or agency will support emergency response efforts both in the field and in the EOC.

■ **Continuity plans**: Continuity of Operations Plans (COOPs) outline mission essential functions that must be performed during an incident that disrupts normal operations and the methods by which these functions will be performed. They also describe the process for timely resumption of normal operations once the emergency has ended. COOPs address the continued performance of core capabilities and critical operations during any potential incident.

■ **Recovery plans**: Post-disaster redevelopment plans or long-term recovery plans developed prior to a disaster enable jurisdictions to Effectively direct recovery activities and expedite a unified recovery effort Pre-incident planning performed in conjunction with community development planning helps to establish recovery priorities, incorporate mitigation strategies in the wake of an incident, and identify options and changes that should be considered or implemented after an incident. Post-incident community recovery planning serves to integrate the range of complex decisions in the context of the incident and works as the foundation for allocating resources. The City of Burlingame and Town of Hillsborough participate in the LHMP Recovery Annex. This Disaster Recovery Framework (DRF) and Recovery Support Functions (RSFs) support recovery planning efforts and increase resilience.

■ **Mitigation plans**: The City of Burlingame and Town of Hillsborough participate in a Joint Powers Agreement (JPA) in San Mateo County. The San Mateo County Local Hazard Mitigation Plan (LHMP) outlines the County's individual jurisdiction's strategy for mitigating the hazards it faces. The Disaster Mitigation Act of 2000 requires jurisdictions seeking certain disaster assistance funding to have approved mitigation plans. Existing plans for mitigating hazards are relevant to an EOP since both originate from a hazard-based analysis and share similar component requirements.

■ **Joint Operational Plans or Regional Coordination Plans**: The Bay Area Urban Area Security Initiative and the Regional Catastrophic Preparedness Grant initiatives are programs that Central County Fire Department, as a member of the San Mateo County Emergency Managers Association, use to assist in the development of operational plans and regional plans. Plans include debris management, mass fatality, mass transportation/evacuation, volunteer and donations management, mass care and shelter and a joint information and mass notification plan. These plans describe how the jurisdictions will coordinate and work together throughout the Bay Area Region to respond and recover from a catastrophic event. Additionally, the Bay Area Regional Emergency Coordination Plan describes how the state will coordinate its response efforts with the Bay Area jurisdictions through the Cal OES Coastal REOC.

5.5 Relationship between Federal Plans and State Emergency Operations Plans

Federal plans and state EOPs describe each respective government-level approach to emergency operations.

■ **State of California Emergency Plan**: The State Emergency Plan (SEP) addresses several operational response functions and describes how to fulfill its mission of providing resources to satisfy unmet needs. These functions focus on actions, such as direction and control, warning and public notification, that the state must take during the initial phase of response operations and that fall outside of the federal response mission.

■ **The National Response Framework**: The National Response Framework (NRF) is a guide to how the nation conducts all-hazards incident response. The NRF states that each federal department or agency must also plan for its role in incident response. Virtually every federal department and agency possesses resources that a jurisdiction may need when responding to an incident. Some Federal departments and agencies have primary responsibility for specific aspects of incident response, such as hazmat remediation. Others may have supporting roles in providing different types of resources, such as communications, personnel and equipment. Regardless of their roles, all federal departments and agencies must develop policies, plans, and procedures governing how they will Effectively locate resources and provide them as part of a coordinated

federal response. The planning considerations described for response can also guide prevention and protection planning.

SECTION 6 INFORMATION COLLECTION AND DISSEMINATION

Emergency Operations Centers (EOCs) are responsible for gathering timely, accurate, accessible, and consistent intelligence during an emergency. Situation status reports should create a common operating picture and be used to adjust the operational goals, priorities, and strategies.

To ensure Effective intelligence flow, Burlingame and Hillsborough have established communications systems and protocols to organize, integrate, and coordinate intelligence. The flow of situation reports among the levels of government should occur as shown below:

■ Field Situation Status Reports: Field situation status reports should be provided from the Department Operations Centers (DOCs) to the EOC. This may be done initially verbally but should be provided in writing within the operational period.

■ Burlingame/Hillsborough EOC: The Burlingame/Hillsborough EOC will summarize reports received from the field, from DOCs, and other reporting disciplines and report to the Operational Area EOC once each operational period utilizing (ICS form 209) via WebEOC (if operational).

■ Operational Area EOC: The Operational Area EOC should summarize situation status reports received from EOCs within San Mateo County, field units, DOCs, and other reporting disciplines and forward to the California Governor's Office of Emergency Services (Cal OES) Coastal Regional Emergency Operations Center (REOC) utilizing (ICS form 209) via WebEOC (if operational).

■ Coastal REOC: The REOC should summarize situation status reports received from the Operational Area EOC, state field units, state DOCs, and other reporting disciplines and forward to the State Operations Center (SOC).

■ SOC: The SOC will summarize situation status reports received from the REOCs, state DOCs, state agencies, and other reporting disciplines and distribute to state officials and others on the distribution list.

■ Joint Field Office (JFO): When the JFO is activated to support local, state, and federal coordination, including the Federal Emergency Management Agency (FEMA), the REOC and SOC situation status reports will be assimilated into the JFO situation report. The REOC organization may be collocated with the federal organization at the JFO.

6.1 Information Dissemination Methods

The following are information dissemination methods that will be used by Burlingame and Hillsborough:

■ Face-to-face

■ WebEOC

■ SMC Alert

■ E-mail

■ SharePoint

■ Internet communications networks

■ Internal radio system (800 MHz)

■ Cellular phones

- Satellite phones

- Facsimile machines

- Couriers

- California Emergency Services Radio System (CESRS)

- Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES) (Amateur Radio Operators)

- General Mobile Radio Service (GMRS) Family Radio Service (FRS)

- Written messages

- Status boards and visuals in the EOC

6.2 Critical Information Needs and Collection Priorities

The Planning and Intelligence Section is responsible for gathering information to support decision-making in accordance with established operational priorities. The EOC Director will establish information collection priorities. **Table 6-1** summarizes the essential elements of information necessary for timely decision-making and for the enhancement of operations.

Table 6-1: Essential Elements of Information

Area or Infrastructure	State and Local Level (Via WebEOC, field representatives, conference calls with the EOC, Operational Area, and REOC, e-mail, and Internet. GIS maps identifying parcels and blocks that are affected by declared emergencies will be available in the EOC.)	Federal Level (Via WebEOC, conference calls with FEMA, EOC, Operational Area, and REOC, e-mail, and Internet.)
Utilities and Infrastructure[8] Information needed: System disruptions and failures (including location, customers impacted, expected time of resumption, and cause)	• California Independent System Operator (CAISO) • Department of Water Resources (DWR) • State Water Resource Control Board (SWRCB) • Department of Health Care Services • Department of Public Health • Department of General Services • California Energy Commission • California Public Utilities Commission (CPUC)	• FEMA • Federal Energy Regulatory Commission • Bureau of Reclamation • Army Corps of Engineers • Nuclear Regulatory Commission/Nuclear Power Plants • News Reports • Field Units

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[8] Utilities and Infrastructure includes energy systems (electric, gas), water delivery, wastewater treatment, dams, and telecommunications (both emergency telecom and general user).

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Area or Infrastructure	State and Local Level (Via WebEOC, field representatives, conference calls with the EOC, Operational Area, and REOC, e-mail, and Internet. GIS maps identifying parcels and blocks that are affected by declared emergencies will be available in the EOC.)	Federal Level (Via WebEOC, conference calls with FEMA, EOC, Operational Area, and REOC, e-mail, and Internet.)
	• California Utilities Emergency Association (CUEA) • Utilities representatives in EOC Operational Areas • News Reports • Utilities Branch • Field Units	
Transportation Information needed: Disruptions to air, rail, ship, and transportation	• Caltrans for state highways • California Highway Patrol for state highways and local thoroughfare (CHP) • Operational Areas • News Reports • Field Units	• FEMA • Coast Guard • Federal Aviation Administration (FAA) • National Transportation Safety Board (NTSB) • Department of Transportation (DOT) • News Reports • Field Units
Medical/Health Information needed: Equipment failures, disruptions in medical supplies, facility problems, medical evacuation needs, etc.	• Emergency Medical Services Agency (Including the Medical Health Operational Area Coordinator and the Regional Disaster Medical Health Coordinator) • San Mateo County Department of Public Health • California Department of Public Health Office of Statewide Health Planning and Development • Operational Areas and local EMS • News Reports • Field Units	• Centers for Disease Control (CDC) • FEMA • Food and Drug Administration (FDA • News reports • Field Units
Hazardous Materials Information needed: Releases, exposures,	• San Mateo County Environmental Health Certified Unified Program Agency (CUPA)	• FEMA • EPA

Area or Infrastructure	State and Local Level (Via WebEOC, field representatives, conference calls with the EOC, Operational Area, and REOC, e-mail, and Internet. GIS maps identifying parcels and blocks that are affected by declared emergencies will be available in the EOC.)	Federal Level (Via WebEOC, conference calls with FEMA, EOC, Operational Area, and REOC, e-mail, and Internet.)
casualties, evacuations, damage, supply, and supply disruptions.	• California Department of Toxic Substances Control (DTSC) • Cal OES (Warning Center) • California Environmental Protection Agency (CalEPA) • Cal OSHA • Department of Health Services • California Public Utilities Commission • Operational Areas • News reports • Field Units	• Coast Guard • National Response Center • Department of Homeland Security • Department of Energy • Department of Agriculture • Department of Health and Human Services (HHS) • Department of Transportation
Public Events/Occurrences Information needed: Potential problems at any anticipated events, including civil unrest, law enforcement, and fire mutual aid shortfalls, etc.	• Law Enforcement Branch Coordinators • Operational Areas • News Reports • Permits Issued • Field Units	• FEMA • Department of Justice • Department of Defense • NCRIC
Social Service Systems Information needed: Problems with schools, banking, human care services, payments, and general commerce	• Operational Areas • News Reports • Private Sector • Community-Based Organizations • Field Units	• FEMA • Department of Commerce • Department of Education • HHS

6.3 EOC Action Plans – Situation Status and Analysis

The City of Burlingame and Town of Hillsborough will share situation status and analysis through the use of EOC Actions Plans in conjunction with regularly scheduled EOC briefings (usually one briefing conducted early in each operational period or as needed).

The primary focus of the EOC Action Plan should be on jurisdictional issues. The plan sets overall objectives for the jurisdiction and may establish the priorities as determined by the jurisdictional authority. It can also include mission assignments to departments, provide policy and cost constraints, and incorporate interagency considerations. Properly prepared, the EOC Action Plan becomes an essential input to developing departmental action plans.

Action planning at all EOC levels, like that of the field level, is based around the use of an operational period. The length of the operational period for the EOC is determined by first establishing a set of objectives and priority actions that need to be performed and then establishing a reasonable time frame for accomplishing those actions. Generally, the actions requiring the longest time period will define the length of the operational period.

Typically, operational periods at the beginning of an emergency are short, sometimes only a few hours. As the emergency progresses, operational periods may be longer, but should not exceed 24 hours. Operational periods should not be confused with staffing patterns or shift change periods. They may be the same but need not be.

The initial EOC Action Plan may be a verbal plan put together in the first hour after EOC activation. The verbal plan is usually put together by the EOC Director in concert with the General Staff. Once the EOC is fully activated, EOC Action Plans should be written.

EOC Action Plans should not be complex or time-consuming. The format may vary somewhat within the several EOC National Incident Management System (NIMS)/Standardized Emergency Management System (SEMS) levels, but the EOC Action Plan should generally cover the following elements:

- Situation Status

- Listing of objectives to be accomplished (should be specific, measurable, achievable, relevant, and time-oriented [SMART])

- Statement of current priorities related to objectives

- Resources needed

- Potential issues and problems

- Statement of strategy(s) to achieve the objectives (identify if there is more than one way to accomplish the objective, and which way is preferred)

- Assignments and actions necessary to implement the strategy

- Operational period designation (that is, the time frame necessary to accomplish the actions)

- Organizational elements to be activated to support the assignments (later EOC Action Plans may list organizational elements that will be activated during or at the end of the period)

- Logistical or other technical support required

6.3.1 Displaying Information

The EOC's major purpose is accumulating and sharing information to ensure coordinated and timely emergency response. Therefore, status boards for tracking emergency activities will be made available for use in both the primary and alternate EOCs. All EOC sections must maintain display devices so that other sections can quickly comprehend what actions have been taken and what resources are available, and to track the damage in the jurisdictions resulting from the disaster. The Planning and Intelligence Section is responsible for coordinating display of information. All display charts, boards, and materials are stored in the EOC.

At the onset of any disaster, a significant events log should also be compiled for the duration of the emergency situation. Key disaster related information will be recorded in the log (that is, casualty information, health concerns, property damage, fire status, size of risk area, scope of the hazard to the public, number of evacuees, etc.). The posting of the significant events log is the responsibility of the Planning and Intelligence Section. The significant events log may be maintained in WebEOC.

6.4 After Action Reports

The completion of an After-Action Report (AAR) is a part of the required NIMS/SEMS reporting process and requires that all cities and counties submit within 90 days a copy of the after-action report to Cal OES.

Section § 2450. Reporting Requirements.

(a) Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an after action report to Cal EMA within ninety (90) days of the close of the incident period as specified in California Code of Regulations, Title 19, §2900(j).

(b) The after-action report shall, at a minimum, be a review of response actions taken, application of SEMS, suggested modifications to SEMS, necessary modifications to plans and procedures, identified training needs, and recovery activities to date.

6.4.1 Use of After-Action Reports

AARs are made available to all interested public safety and emergency management organizations and serve the following important functions:

- Document response activities.

- Identify problems/successes during emergency operations.

- Analyze Effectiveness of the components of NIMS/SEMS.

- Describe and define a plan of action for implementation of improvements.

The NIMS/SEMS approach to implementing AARs emphasizes the improvement of emergency management at all levels. The AAR provides a vehicle for not only documenting system improvements, but also can, if desired, provide a work plan for how these improvements can be implemented through an Improvement Plan.

It may be useful to coordinate the AAR process when multiple agencies/jurisdictions are involved in the same emergency. Jurisdictions are encouraged to work together in the development of AARs when appropriate and feasible. For example, an Operational Area may take the lead in coordinating the development of an AAR that involves several jurisdictions. If appropriate, jurisdictional reports may become part of an overall operational area report.

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6.5 Advanced Planning and Technical Services Needed for Information Collection and Dissemination

The EOC and its personnel must be prepared with the tools and contacts to be able to identify, research, collect, and analyze the information required to make informed and timely decisions. This means that individuals have been pre-assigned and have received the appropriate training and requirements (for example, security clearances).

The City of Burlingame, and Town of Hillsborough have pre-designated individuals with security clearances to receive intelligence information from the Northern California Regional Intelligence Center (NCRIC).

The City of Burlingame, Town of Hillsborough and Central County Fire Department have established communication, alert, and notification systems to obtain information from local, Operational Area, regional, state, and national systems and services. The City of Burlingame, Town of Hillsborough and Central County Fire Department Preparedness and Prevention Division receive the following types of alerts from California State Warning Center and/or directly from warning centers:

- **California State Warning Center:** Cal OES operates the California State Warning Center (CSWC), which is staffed 24 hours per day, 365 days per year to serve as the official state-level point of contact for emergency notifications. From this center, Warning Center personnel maintain contact with County Warning Points, state agencies, federal agencies, and the National Warning Center in Berryville, Virginia. The CSWC reports any alerts or warning to the Operational Area and to the City of Burlingame, Town of Hillsborough and CCFD via e-mail.

- **Earthquake Notifications:** The CSWC receives notification of earthquakes from the California Integrated Seismic Network (CISN), National Earthquake Information Center (NEIC), and the United States Geological Survey (USGS). CISN is a statewide network that provides the basic information for California earthquakes shown on the CISN Display. The CISN Display is an Internet-based rapid earthquake notification system that receives earthquake information from networks world-wide. The CSWC reports any alerts or warning to Operational Area and to the City of Burlingame, Town of Hillsborough and CCFD via e-mail.

- **Tsunami Notifications:** The CSWC receives tsunami notifications from the Alaska Tsunami Warning Center via the National Weather Service (NWS) and the National Warning Center.

- **Weather Notifications:** The City of Burlingame, Town of Hillsborough and CCFD receive notification of severe weather from the NWS.

- **Energy Notifications:** The California Independent Systems Operator (California ISO) monitors the California power grid, which consists of a network of long-distance high voltage transmission lines and substations that carries bulk electricity to local utilities for distribution to their customers. When the grid is unable to meet electrical demands, the California ISO will direct utilities to reduce their load and issue emergency notices of energy interruptions. The CSWC will be contacted by the California ISO when the operating reserves reach these critical levels.

- **Hazardous Materials/Oil Spill Release Notifications:** In accordance with state law, handlers, any employees, authorized representatives, agents, or designees of handlers shall, upon discovery, immediately report any release or threatened release of hazardous materials to the CSWC. The CSWC reports any alerts or warning to the Operational Area and to the City of Burlingame, Town of Hillsborough and CCFD.

- **Nuclear Power Plant Notifications:** The CSWC receives notifications of nuclear power plant incidents directly from Diablo Canyon. The Cal OES Nuclear Power Plant Program coordinates with decommissioned plant San

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Onofre[9] and retired plant Rancho Seco. Secondary notifications may be received from the affected county sheriff's departments via California Law Enforcement Telecommunications System (CLETS), and California Law Enforcement Radio System (CLERS).

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[9] Decommission in process. Decommission dates: Unit 1 – 1992, Units 2 & 3 – Plan announced 2013.

SECTION 7 COMMUNICATIONS

Emergency communications is defined as the ability of emergency responders to exchange information via data, voice, and video. Emergency response at all levels of government must have interoperable and seamless communications to manage emergencies, establish command and control, maintain situational awareness, and function under a common operating picture for a broad spectrum of incidents.

Emergency communications consists of three primary elements:

■ Operability: The ability of emergency responders to establish and sustain communications in support of the operation.

■ Interoperability: The ability of emergency responders to communicate among jurisdictions, disciplines, and levels of government using a variety of communication mediums. System operability is required for system interoperability.

■ Continuity of Communications: The ability of emergency response agencies to maintain communications in the event of damage to or destruction of the primary infrastructure.

7.1 Emergency Operations Center Communications

Communications are provided in the Fire and Police dispatch centers and the Emergency Operations Center (EOC). Communication facilities will be staffed continuously during emergencies by jurisdiction personnel or appropriately trained volunteers. The Logistics Section is responsible for communications.

The EOC has a wide variety of communication systems:

■ **Telephone communications**: The EOC has several dedicated telephones (ShoreTel) lines. A directory will be published of the selected telephones that will be used in an activation of the EOC. The Information Technology Department (ITD) staff will assist with identifying which telephones will be used. Telephone communications will be handled from a phone bank (message center). Additional ShoreTel telephones can be installed by ITD telecommunications technicians as required.

■ **Cellular phone and satellite phone communications**: Certain key executives have cellular phones and satellite phones that will be assigned to them. During emergencies, cell to cell communications may not be a reliable form of communicating. Individuals who have this means of communications should utilize it to enhance their and others' capabilities for uninterrupted communications. If feasible and available, other employees may be temporarily issued cell phones or satellite phones for emergency communication purposes. The key staff Emergency Notification Lists and satellite emergency phone lists are located in the EOC, Burlingame PD Dispatch Center, Hillsborough PD Dispatch Center, and is maintained and updated by CCFD. Police Dispatch Supervisors will make the appropriate immediate contacts as needed.

■ **Radio communications**: The Burlingame and Hillsborough Police Dispatch Centers and San Mateo County Fire Dispatch Center will control both the internal radio systems and any utilization of the California Emergency Services Radio System (CESRS) & California Law Enforcement Emergency Transmittal System (CLETS).

    ✓ Burlingame and Hillsborough Public Works Departments use 800 MHz radios in the Department Operations Center (DOC). Communications during emergencies is critical. The term communication herein refers to equipment, documentation, and reports, displays, and other means of transmitting information from one person to another.

✓ Amateur Radio Emergency Services (ARES)/ Radio Amateur Civil Emergency Services (RACES): The EOC facility has a designated radio room for (HAM) amateur radio operators, and a backup 800 MHz radio workstation for dispatch handheld radios.

■ **Crisis Management Platform:** The City of Burlingame and Town of Hillsborough use a crisis management platform, a web-based information sharing and management tool for emergency management. This platform is used in the EOC, as well as by individual agencies/departments and DOCs. In the Burlingame/Hillsborough EOC, crisis management will be primarily operated by Planning and Intelligence, Operations, Logistics, and Finance Section staff with input from other sections. This platform enables the efficient development and sharing of situation and resource reports and the EOC Action Plan. The following are some of the reports available on the crisis management platform:

- Significant Events

- Activity Section Log (ICS-214)

- Incident Status Summary (ICS-209)

- Damage Assessments/road closures

- Resource Requests Task (ICS-213RR)

- Resource(s) Available

Burlingame and Hillsborough may be able to use the crisis management platform to communicate with other local jurisdictions agencies, operational area and the state, if they are also using the same crisis management platform.

■ **SMC Alert:** SMC Alert is an emergency mass notification system that disseminates protective measures and information for San Mateo County residents and visitors, as well as for internal jurisdictional use for emergency incidents,

7.1.1 Conference Calls/Virtual Meetings

Conference calls can provide a very useful and timely method of communication when used properly. They are especially useful to augment existing reporting mechanisms (for example, crisis management Platform reports). Regularly scheduled conference calls can avoid an uncontrolled stream of information and requests from a variety of sources that can be disruptive to EOC activities. EOC personnel should anticipate participating in conference calls at regular intervals among the following:

■ Federal Emergency Management Agency (FEMA) and key federal agencies, the State Operations Center (SOC) and key state agencies, and Regional Emergency Operations Centers (REOCs)

■ REOCs and their respective Operational Areas

■ Operational Areas and their respective cities and special districts

■ DOCs

7.2 Interoperability Communication Plans

Refer to the San Mateo County Emergency Operations Plan Emergency Operations Center (EOC) Communications Directory Appendix. Revisions distributed in June and December.

7.2.1 Rules of Use

The following rules apply to the use of radio caches, shared channels, gateways, and shared systems.

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- ✓ They must follow National Incident Management System (NIMS) principles.

- ✓ The designated Incident Commander (IC) may limit the interoperable channel to command level staff during emergency incidents with multiple agencies.

- ✓ Connectivity between agencies shall only be requested for working emergency incidents as defined by Interoperable Communications Policy Group.

- ✓ Agencies will identify themselves by agency name and designated call sign/radio designator.

- ✓ Person calling should identify who they are calling and themselves.

- ✓ All messages should be in plain language. Radio codes (9-, 10-, and 11-Codes), acronyms, and abbreviations should not be used. Additionally, it should be understood that plain words such as "help", "assistance", "repeat" and "backup" may have different operational meanings to different agencies. The word "help" should not be used alone unless in the context of a life-threatening situation. Requests for assistance or backup should clarify the reason for the request.

- ✓ Communications during an incident should be compliant with NIMS by using the NIMS identifier, (that is, operations, logistics, command, information, liaison) with the agency name and unit number.

- ✓ The requesting agency's dispatcher should monitor the radio traffic between units and advise the control point when the patch can be deactivated.

- ✓ All encrypted radio users will be required to work in the "clear" mode.

7.3 Public Information

The City of Burlingame and Town of Hillsborough have several avenues to disseminate information to the public:

- ■ The City of Burlingame and Town of Hillsborough have adopted the Bay Area Joint Information (JIS) Toolkits. These documents establish a regional consistent platform that is responsible for disseminating information to the public during a disaster. For more information, see the Emergency Public Information Operations Toolkit. The EPIT Leader will coordinate participation in the regional Joint Information Center (JIC)/Joint Field Office (JFO).

- ■ SMC Alert is an emergency mass notification system that disseminates protective measures for San Mateo County residents and visitors, as well as for internal jurisdictional use for emergency incidents.

- ■ The Bay Area Emergency Public Information Network, formed by many Bay Area Public Information Officers (PIOs), fosters increased coordination and collaboration among the PIOs in the region.

- ■ Emergency Alert System (EAS) and the Emergency Digital Information System (EDIS), which can distribute messages from the National Weather Service (NWS); California State Warning Center (CSWS), the Law Enforcement Radio System, and other proprietary media.

- ■ Telephone services such as 2-1-1 (operated by United Way of the Bay Area that provides non-emergency referrals to social services).

- ■ Other media including internet websites, text messaging services, social media channels and technology are utilized to further reach people, including those with disabilities and others with access and functional needs.

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SECTION 8 PLAN MAINTENANCE AND DISTRIBUTION

The Central County Fire Department is responsible for the overall maintenance (review and update) of this Emergency Operations Plan (EOP) and for ensuring that changes and revisions are prepared, coordinated, published, and distributed. The Emergency Support Function (ESF) annexes and the incident-specific annexes describe the department/agency responsible for those documents.

This EOP will be reviewed annually or post incident and updated based on deficiencies identified in simulated or actual use or due to organizational or technological changes. All changes shall be recorded by the receiving department or agency.

Revisions to the EOP will be forwarded to all departments/agencies with assigned responsibilities in the plan. Contact names and telephone numbers (that is, Emergency Operations Center [EOC] staff, departments or agencies, special facilities, schools, etc.) shall be maintained by Burlingame, Hillsborough and CCFD and available at the EOC.

An executive summary of this EOP is available to the public and can be found on the City/Town websites.

8.1 Plan Development

8.1.1 Emergency Operations Plan Revision Process

To maintain EOP capabilities and to be prepared for any emergency or disaster that may affect the City of Burlingame or Town of Hillsborough, CCFD developed and maintains a multiyear EOP plan revision strategy. **Table 8-1** provides a standardized list of activities necessary to monitor the dynamic elements of the EOP and the frequency of their occurrence.

Table 8-1: EOP Maintenance Standards

Activity	Tasks	Frequency
Plan update and certification	• Review entire plan for accuracy. • Incorporate lessons learned and changes in policy and philosophy. • Manage distribution.	Post HSEEP
Train new staff	• Conduct EOP training for new staff.	Semiannually, annually, or as needed
Orient new policy officials and senior leadership	• Brief officials on existence and concepts of the EOP. • Brief officials of their responsibilities under the EOP.	Semiannually, annually, or as needed
Plan and conduct exercises	• Conduct internal EOP exercises. • Conduct joint exercises with ESFs. • Support and participate in state- and local-level exercises and events.	Semiannually, annually, or as needed

In addition, CCFD has a rolling EOP Maintenance Schedule that ensures that the entire EOP is updated on an annual basis throughout the year, shown in **Table 8-2**. The schedule provides a recommended timeframe for updating the base plan, ESFs, and incident-specific annexes. The entire plan must be revisited at least annually and whenever each annex is activated and/or exercised. The schedule provides a recommended timeframe for updating the base plan, ESFs, and incident-specific annexes.

Various components or the entire EOP may be revised out-of-schedule if a real or simulated incident has occurred and there are significant lessons learned that should be changed in the EOP or any of its supporting annexes. The EOP should also be changed to reflect changes in administration or to reflect new resources, training. Changes to phone numbers and contact information should be made throughout the year.

CCFD will schedule meetings with various departments and agencies as well as community groups to help facilitate the revision of the various components of this EOP.

Table 8-2 Emergency Operations Plan Maintenance Quarterly Schedule

Figure A-1	Figure A-1
Quarter 1 **January - March**	ESF #4 – Firefighting ESF #9 – Search and Rescue ESF #10 – Oil and Hazardous Materials ESF #8 – Public Health and Medical Services
Quarter 2 **April - June**	ESF #1 – Transportation ESF #13 – Public Safety and Security/Law Enforcement ESF #16 – Evacuation ESF #2 – Communications
Quarter 3 **July - September**	ESF #5 – Information and Planning/Emergency Management ESF #3 – Public Works and Engineering ESF #12 – Energy/Utilities ESF #14 – Cross-sector Business and Infrastructure ESF #15 – External Affairs/Public Information
Quarter 4 **October - December**	ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services ESF #7 – Logistics/Resources ESF #11 – Agriculture and Natural Resources ESF#17 – Volunteer and Donations Management ESF #18 - Cybersecurity

8.1.2 Department Emergency Plans and Procedures

Each City/Town department/agency should develop or revise their own emergency plans and procedures to reflect the concepts described within this EOP. This revision should be done an annual basis.

Additionally, City/Town departments/agencies should review this EOP, in particular sections that are directly related to the department/agency (for example, an ESF annex where the agency has a lead or supporting role) and provide feedback to CCFD.

SECTION 9 AUTHORITIES AND RESFERENCES

The following authorities form the basis for the organizational and planning principles presented in this Emergency Operations Plan (EOP).

The Burlingame/Hillsborough EOP will integrate with county, state, and federal emergency plans and programs to provide the most Effective and timely support as possible to the City of Burlingame/Town of Hillsborough communities in the event of major emergency or disaster.

City of Burlingame and Town of Hillsborough departments and agencies will develop appropriate plans and procedures to carry out the emergency responsibilities assigned to them in the EOP.

9.1 Local

City of Burlingame Municipal Code

Town of Hillsborough Municipal Code

Adopting the California Master Mutual Aid Agreement

Administration and Personnel

Buildings and Construction

Health and Safety

Adopting the San Mateo County Multi-jurisdictional Local Hazard Mitigation Plan (MJLHMP) as an Amendment to the Safety Element of the General Plan

9.2 San Mateo County

2.46.110 - Emergency plan.

(a) The San Mateo County Emergency Services Council (ESC) shall be responsible for the development of the County of San Mateo Emergency Plan, which plan shall provide for the effective mobilization of all of the resources of this County, both public and private, to meet any condition constituting a local emergency, state of emergency, or state of war emergency; and shall provide for the organization, establishment and designation of divisions and services, the assignment of functions, powers and duties, and the designation of the staff of the emergency organization. Such plan shall take effect upon adoption by resolution of the Board of Supervisors and other local legislative agencies. (b) The County of San Mateo and the political subdivisions thereof, pursuant to the California Emergency Services Act, are designated an operational area. The operational area shall be organized and structured as provided by agreement between the governing bodies of the County and the cities therein.

(Ord. 4324, 08/15/06)

9.3 Regional

Regional Emergency Operations Centers (REOC): The Regional Level manages and coordinates information and resources among Operational Areas within the mutual aid region and also between the Operational Areas and the State Level. The Regional Level also coordinates overall State agency support for emergency response activities within the region.

9.4 State of California

- California Emergency Services Act (CA Gov. Code §8550 et seq.)

- Accessibility to Emergency Information and Services (CA Gov. Code §8593.3)

- Disaster Services Workers (California Labor Code, §3211.92)

- State of California Emergency Plan (SEP), State of California, Cal EMA, 2009

- California Disaster Assistance Act

- California Disaster and Civil Defense Master Mutual Aid Agreement

- Standardized Emergency Management System Regulations (19 California Code of Regulations [CCR] §2400-2450)

- Disaster Assistance Act Regulations (19 CCR §2900-2999.5)

- Local Emergency Prevention Measures for County Health Official: California Health and Safety Code §101040

- Orders and Regulations that may be selectively promulgated by the Governor during a State of Emergency

- Orders and Regulations that may be selectively promulgated by the Governor during a State of War Emergency

9.5 Federal

- Robert T. Stafford Emergency Disaster Relief and Emergency Assistance Act (42 U.S. Code [USC] §5121 et seq.) as amended

- Federal Disaster Relief Regulations (44 Code of Federal Regulations [CFR] Part 206)

- Homeland Security Presidential Directive 5: Management of Domestic Incidents, February 2003

- Homeland Security Presidential Directive 21: Public Health and Medical Preparedness, October 2007

- Presidential Policy Directive 8: National Preparedness, March 2011

- National Response Plan, U.S. Department of Homeland Security, December 2004

- National Response Framework, U.S. Department of Homeland Security, May 2013

- Americans with Disabilities Act of 1990 (ADA) (42 USC §§ 12101-12213) as amended

- Federal Civil Defense Act of 1950 (Public Law [PL] 81-950), as amended

Disaster Relief Act of 1974 (PL 93-288) as amended

SECTION 10 GLOSSARY

All-Hazards: Describes all incidents, natural or human-caused, that warrant action to protect life, property, environment, and public health or safety and to minimize disruptions of government, social, or economic activities.

Emergency Management: The preparation for, the mitigation of, the response to, and the recovery from emergencies and disasters. Specific emergency management responsibilities include, but are not limited to the following:

■ Reduction of vulnerability of people and communities to damage, injury, and loss of life and property resulting from natural, technological, or human-caused emergencies or hostile military or paramilitary action

■ Preparation for prompt and efficient response and recovery to protect lives and property affected by emergencies

■ Response to emergencies using all systems, plans, and resources necessary to preserve adequately the health, safety, and welfare of persons or property affected by the emergency

■ Recovery from emergencies by providing for the rapid and orderly start of restoration and rehabilitation of persons and property affected by emergencies

Emergency Manager: Staff member who oversees emergency management and serves as the EOC Manager when the City of Burlingame/Town of Hillsborough EOC is activated.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Operations Center (EOC): A designated location from which centralized emergency management can be performed.

Emergency Operations Plan (EOP): Overview of City of Burlingame/Town of Hillsborough's emergency response organization and policies. It cites the legal authority for emergency operations, summarizes the situations addressed by the EOP, explains the general concept of operations, and assigns responsibilities for emergency planning and operations.

Emergency Support Function (ESF): A functional emergency management responsibility established to facilitate assistance required during mitigation, preparedness, response, and recovery to save lives, protect health and property, and maintain public safety.

ESF Assignment Matrix: Organizational grouping of all primary and supporting agencies with responsibilities for ESFs.

ESF Coordinating Agency: The ESF Coordinating Agency is the entity with management oversight for that particular ESF. The coordinator has ongoing responsibilities throughout the preparedness, response, and recovery phases of incident management. Responsibilities of the ESF Coordinating Agency include:

■ Coordination before, during, and after an incident, including pre-incident planning and coordination

■ Maintaining ongoing contact with ESF primary and support agencies

■ Conducting periodic ESF meetings and conference calls

- Coordinating efforts with corresponding private-sector organizations

- Coordinating ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate

ESF Primary Agency: Agency assigned primary responsibility to manage and coordinate a specific ESF. Primary agencies are designated based on their having the most authorities, resources, capabilities or expertise relative to accomplishment of the specific emergency support function.

ESF Supporting Agency: Entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.

Federal Emergency Management Agency (FEMA): Agency of the U.S. government tasked with disaster mitigation, preparedness, response, and recovery planning.

Finance and Administration Section: EOC section responsible for tracking incident costs and reimbursement accounting.

Homeland Security Exercise Evaluation Program (HSEEP): A set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

Homeland Security Presidential Directive (HSPD) 5: Enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System.

Incident Command System (ICS): the nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

Joint Information Center (JIC): The primary location for the coordination of media relations located in or near the emergency operations center.

Joint Information System (JIS): Provides the public with timely and accurate incident information and unified public messages. This system employs Joint Information Centers and brings incident communicators together during an incident to develop, coordinate, and deliver a unified message. This will ensure that federal, state, and local levels of government are releasing the same information during an incident.

Local Government: local agencies as defined in Government Code §8680.2 and special districts defined in California Code of Regulations, Title 19, §2900(y).**Local Nonprofits**: Nonprofit agencies active in providing local community services that can either provide assistance during an emergency or would require assistance to continue providing their service to the community. The American Red Cross is an example of a local nonprofit under this category.

Logistics Section: EOC section that provides facilities, services, and materials, including personnel to operate the requested equipment for the incident support.

National Incident Management System (NIMS): A systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents,

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regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

National Response Framework (NRF): The guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies. It establishes a comprehensive, national, all-hazards approach to domestic incident response.

Operations Section: EOC section that directs and coordinates all operations and assists the Director of OES in development of incident operations.

Planning and Intelligence Section: EOC section responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources.

Policy Group: Consists of executive decision-makers that are needed to collaborate to manage the consequences of the disaster. This group makes critical strategic decisions to manage the emergency.

Public Information: Emergency information that is gathered, prepared, and coordinated for dissemination during a disaster or major event.

Safety/Security: Safety/security is monitored, and measures are developed for ensuring a safe and secure environment in which to run emergency operations.

State Liaison: Individual appointed by the California Governor's Office of Emergency Services (Cal OES) to act as liaison during emergency periods to coordinate state actions for providing Effective coordination and communications during the event.

Standard Operating Procedures (SOPs): States in general terms what the guideline is expected to accomplish.

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SECTION 11 LIST OF ABBREVIATIONS AND ACRONYMS

AAR	After Action Report
ABAG	Association of Bay Area Governments
ACAMS	Automated Critical Asset Management System
ARES	Amateur Radio Emergency Services
ARC	American Red Cross
BART	Bay Area Rapid Transit
C-MIST	Communication, Medical, Independence Maintenance, Supervision, and Transportation
CAA	Critical Asset Assessments
CAISO	California Independent System Operator
CalEPA	California Environmental Protection Agency
Cal OES	California Governor's Office of Emergency Services
CDC	Centers for Disease Control
CDAA	California Disaster Assistance Act
CISN	California Integrated Seismic Network
CI/KR	Critical Infrastructure and Key Resources
CESRS	California Emergency Services Radio System
CLETS	California Law Enforcement Emergency Transmittal System
CMS	Consumable Medical Supplies
COOP	Continuity of Operations
CONOPS	Concept of Operations
CUPA	Certified Unified Program Agency
CSWC	California State Warning Center
CUEA	California Utilities Emergency Association
DHS	Department of Homeland Security
DME	Durable Medical Equipment
DOC	Department Operations Center
DRF	Disaster Recovery Framework

DSW	Disaster Service Worker
DTSC	California Department of Toxic Substances Control
EAS	Emergency Alert System
EBMUD	East Bay Municipal Utility District
EDIS	Emergency Digital Information System
E-FNC	Emergency Support Functional Needs Coordinator
EIDL	Economic Injury Disaster Loan
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EMS	Emergency Medical Services
EMSA	California Emergency Medical Services Authority
EMSD	Emergency Management Services Division
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPIO	Emergency Public Information Office
EPIT	Emergency Public Information Team
ESA	California Emergency Services Act
ESF	Emergency Support Function
FAST	Functional Assessment Service Team
FBI	Federal Bureau of Investigation
FDC	Fire Dispatch Center
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
GETS	Government Emergency Telecommunications Service
GIS	Geographic Information Systems
HHS	Department of Health and Human Services
HSPD	Homeland Security Presidential Directive
HSEEP	Homeland Security Exercise Evaluation Program
IAP	Incident Action Plan

IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
IMAT	Incident Management Assistance Team
IND	Improvised Nuclear Device
ITD	Information Technology Department
JFO	Joint Field Office
JIC	Joint Information Center
LDRM	Local Disaster Recovery Manager
LHMP	Local Hazard Mitigation Plan
LTRO	Long-Term Recovery Organization
MAC	Multi-Agency Coordination
MACS	Multi-Agency Coordination System
MHOAC	Medical Health Operational Area Coordinator
MMAA	Master Mutual Aid Agreement
MOA	Memoranda of Agreement
MOU	Memoranda of Understanding
NCRIC	Northern California Regional Intelligence Center
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NRF	National Response Framework
NWS	National Weather Service
OES	Office of Emergency Services
PCII	Protected Critical Infrastructure Information
PDA	Preliminary Damage Assessment
PDC	Police Dispatch Center
PIO	Public Information Officer

PW	Public Works Department
RACES	Radio Amateur Civil Emergency Services
RDD	Radiological Dispersal Devices
RECP	Regional Emergency Coordination Plan
REOC	Regional Emergency Operations Center
RRCC	Regional Response Coordination Center
RSF	Recovery Support Function
RTTAC	Regional Terrorism Threat Assessment Centers
SAR	Search and Rescue
SBA	Small Business Administration
S-FNC	Shelter Functional Needs Coordinator
SEMS	Standardized Emergency Management System
SEP	California State Emergency Plan
SMS	Short Message Service
SOC	State Operations Center
SSI	Security Sensitive Information
STTAC	State Terrorism Threat Assessment Center
STTAS	State Terrorism Threat Assessment System
TICP	Tactical Interoperable Communications Plan
TLO	Terrorism Liaison Officers
UASI	Urban Area Security Initiative
UC	Unified Command
UCP	Unified Command Post
USGS	United States Geological Survey
VOAD	Voluntary Organizations Active in Disaster
WUI	Wildland-Urban Interface

JUNE 2019

Appendix A SAMPLE PROCLAMATION OF LOCAL EMERGENCY and CITY COUNCIL RESOLUTION

SAMPLE PROCLAMATION

WHEREAS, Ordinance No. _____ of the City/County of _____ empowers the Director of Emergency Services* to proclaim the existence or threatened existence of a local emergency when said City/County is affected or likely to be affected by a public calamity and the City Council/County Board of Supervisors is not in session, and;

WHEREAS, the Director of Emergency Services* of the City/County of _____does hereby find; that conditions of extreme peril to the safety of persons and property have arisen within said city/county, caused by _____(fire, flood, storm, mudslides, torrential rain, wind, earthquake, drought, or other causes); which began on the _____th day of _____, 20_____. and;

That these conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of said City/County, and;

That the City Council/County Board of Supervisors of the City/County of _____ is not in session and cannot immediately be called into session;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout said City/County, and;

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the emergency organization of this City/County shall be those prescribed by state law, by ordinances, and resolutions of this City/County; and that this emergency proclamation shall expire 7 days after issuance unless confirmed and ratified by the governing body of the City/County of _____.

Dated: _____ By:_____
Director of Emergency Services*

Print Name_____

Address_____

*Insert appropriate title and governing body

Note: Local governments should provide a description of the local efforts and identification of the specific type and extent of state emergency assistance needed.

Note: It may not be necessary for a city to proclaim a local emergency if the county has already proclaimed an emergency that applies to the entire geographic county area or for a specific area that includes the impacted city or cities.

This guide is not intended to be a legal opinion on the emergency proclamation process and related programs under federal, state, and local law. Local governments should consult their own legal counsel when considering proclaiming a local state of emergency.

Appendix B
CAL OES GUIDE TO PROCLAMATION OF LOCAL EMERGENCY

EMERGENCY PROCLAMATIONS

A quick reference guide for Local Government

March 2014

General Information about Local Emergency Proclamations

Definition of Local Emergency: "[T]he duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat . . ." (California Government Code (Govt. Code) section 8558 (c)).

Issued by (Govt. Code section 8630(a)):

- Governing body of a city, county, or city and county, or
- An official designated by an ordinance adopted by that governing body (e.g., police/fire chief, director of emergency services).

Purpose (Govt. Code sections 8625 and 8634):

- Authorizes the promulgation of orders and regulations necessary to protect life and property (e.g., special purchasing or emergency contracting).
- Describes the circumstances that exist that may support the need for issuance of a State of Emergency Proclamation and/or Executive Order.
- Supports request for a Director's Concurrence, Governor's Proclamation of a State of Emergency, Executive Order, California Disaster Assistance Act (CDAA) funding, and/or a Presidential Declaration of an Emergency or Major Disaster.*

Deadlines:

- Issuance: Within 10 days after the actual occurrence of a disaster if assistance will be requested through CDAA (Govt. Code section 8685.2).
- Ratification: If issued by official designated by ordinance, must be ratified by governing body within 7 days (Govt. Code section 8630(b)).
- Renewal: Reviewed at least once every 30 days by the governing body until terminated (Govt. Code section 8630(c)).
- Termination: At the earliest possible date that conditions warrant (Govt. Code section 8630(d)).

Notification Process (consistent with the Standardized Emergency Management System (Govt. Code section 8607)):

- Local governments should notify the Operational Area (OA) and provide a copy of the local emergency proclamation as soon as possible.
- OA shall notify Cal OES and provide a copy of the proclamation as soon as possible.
- Cal OES Region will ensure notification to the Cal OES Director and Deputy Directors, and shall be the primary contact between the Cal OES Director, OA, and the local jurisdiction for updates on any requests for assistance.
- Cal OES Director will respond in writing to the local government concerning the status of any requests for assistance included within the local proclamation or accompanying letter.

*Please note:

When a local government requests a Gubernatorial State of Emergency Proclamation, Director's Concurrence, and/or California Disaster Assistance Act funding, local government should provide information describing local response efforts and identify the specific type and extent of state emergency assistance needed, including regulatory waivers necessary to facilitate the protection of life and property during response efforts.

A local emergency proclamation and/or Governor's proclamation is not a prerequisite for mutual aid assistance, Red Cross assistance, the federal Fire Management Assistance Grant Program, or disaster loan programs designated by the U.S. Small Business Administration or the U.S. Department of Agriculture.

Levels of Disaster Assistance

Director's Concurrence:
Purpose: CDAA authorizes the Cal OES Director, at his or her discretion, to provide financial assistance to repair and restore damaged public facilities and infrastructure.
Deadline: Cal OES must receive a request from local government within 10 days after the actual occurrence of a disaster (Govt. Code section 8685.2).
Supporting Information: Local Emergency Proclamation, Initial Damage Estimate (IDE) prepared in "CalEOC," and a request from the City Mayor or Administrative Officer, or County Board of Supervisors.

Governor's Proclamation of State of Emergency:
Purpose: Provides the Governor with powers authorized by the Emergency Services Act; may authorize the Cal OES Director to provide financial relief under the California Disaster Assistance Act for emergency actions, restoration of public facilities and infrastructure, and hazard mitigation; prerequisite when requesting federal declaration of a major disaster or emergency.
Deadline: Cal OES must receive a request from local government within 10 days after the actual occurrence of a disaster (Govt. Code section 8685.2).
Supporting Information: Local Emergency Proclamation, IDE prepared in "CalEOC," and a request from the City Mayor or Administrative Officer, or County Board of Supervisors.

Presidential Declaration of an Emergency:
Purpose: Supports response activities of the federal, state and local government; authorizes federal agencies to provide "essential" assistance including debris removal, temporary housing and the distribution of medicine, food, and other consumable supplies.
Deadline: Governor must request on behalf of local government within 5 days after the need for federal emergency assistance becomes apparent, but no longer than 30 days after the occurrence of the incident (Title 44 of the Code of Federal Regulations (44 CFR) section 206.35(a)).
Supporting Information: All of the supporting information required above and a Governor's Proclamation, certification by the Governor that the effective response is beyond the capability of the state, confirmation that the Governor has executed the state's emergency plan, information describing the state and local efforts, and identification of the specific type and extent of federal emergency assistance needed.

Presidential Declaration of a Major Disaster:
Purpose: Supports response and recovery activities of the federal, state, and local government and disaster relief organizations; authorizes implementation of some or all federal recovery programs including public assistance, individual assistance and hazard mitigation.
Deadline: Governor must request federal declaration of a major disaster within 30 days of the occurrence of the incident (44 CFR section 206.36(a)).
Supporting Information: All of the supporting information required above, a Governor's Proclamation, certification by the Governor that the effective response is beyond the capability of the state, confirmation that the Governor has executed the state's emergency plan, and identification of the specific type and extent of federal aid required.

Appendix C
CONTINUITY OF GOVERNMENT

Purpose

A major disaster or an enemy attack could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. To this end, it is particularly essential that local units of government continue to function.

Applicable portions of the California Government Code and the State Constitution (cited in the next paragraphs) provide authority for the continuity and preservation of state and local government.

Responsibilities

Government at all levels is responsible for providing continuous, effective leadership and authority under all aspects of emergency services operations (preparedness, response, recovery, and mitigation). Under California's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while others may provide additional resources upon request. A key aspect of this control is the ability to communicate official requests, situation reports, and emergency information throughout any disaster.

Preservation of Local Government

Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of California. Article 15 provides for the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

Article 15 also outlines procedures to ensure continued functioning of political subdivisions in the event the governing body, including standby officers, is unavailable to serve.

Lines of Succession for Officials Charged with Discharging Emergency Responsibilities

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a natural, technological, or national security disaster.

Article 15, Section 8638 of the Emergency Services Act authorizes governing bodies to designate and appoint three standby officers for each member of the governing body.

Article 15, Section 8637 of the Emergency Services Act authorizes political subdivisions to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety.

Article 15, Section 8643 Emergency Services Act describes the duties of a governing body during emergencies as follows:

- Ascertain the damage to the jurisdiction and its personnel and property
- Reconstitute itself and any subdivisions
- Perform functions in preserving law and order and furnishing local service

Essential Facilities-Alternate Government Facilities

In the event an alternate location is needed to perform the day-to-day governmental functions, staff will be notified to report to an identified governmental facility location where those functions can be carried out.

Preservation of Vital Records

In both Burlingame and Hillsborough, the City Clerks are responsible for the preservation of vital records. Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include vital statistics, land and tax records, license registers, and articles of incorporation.
- Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plan and procedures, personnel rosters, etc.
- Re-establish normal governmental functions and protect the rights and interests of government: constitutions and charters, statutes and ordinances, court records, official proceedings and financial records.

Each department within the county and the cities/towns should identify, maintain and protect its own essential records.

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Disaster Service Workers (DSW)

The Disaster Service Worker (DSW) Volunteer Program was created as the result of legislation to provide workers' compensation benefits to registered Disaster Service Worker (DSW) volunteers who are injured while participating in authorized disaster-related activities, including pre-approved training. Disaster service, as defined for the Program, is designed to aid in the response and recovery phases in a disaster or emergency. It does not include the day-to-day emergency response activities typically associated with, for example, law enforcement, fire services or emergency medical services. The Program also provides limited immunity from liability.

- All public employees are included in the disaster service worker status which includes persons employed by any county, city, state agency or public district.
- Any public employees performing duties as a disaster service worker shall be considered to be acting within the scope of disaster service duties while assisting any unit of the organization or performing any act contributing to the protection of life or property or mitigating the effects of an emergency.
- Public employees are assigned disaster service activities by their superiors or by law to assist the agency in carrying out its responsibilities during times of disaster.
- Before accepting the duties of employment, all public employees take and subscribe to the oath or affirmation set forth in the California Constitution, which declares them to be disaster service workers in time of need.
- Most public employees sign the oath or affirmation during the hiring process, and it is kept with the employer.
- Public employees acting as disaster service workers get paid only if they have taken and subscribed to the oath or affirmation.
- Public employee disaster service workers for nonprofit organizations and government cannot be held liable for their actions during a disaster while acting within the scope of their responsibilities.
- Claims sustained by public employees while performing disaster services shall be filed as worker compensation claims under the same authorities and guidelines as all employees within their agency.