

LOS ALTOS HILLS EMERGENCY OPERATIONS PLAN (EOP)



**Town of Los Altos Hills
26379 W. Fremont Ave.
Los Altos Hills, CA 94022**

**II. IN CASE OF EMERGENCY ACTIVATION PACKET
(INSERT HERE)**

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IV. PLAN MAINTENANCE / REVISIONS

This EOP is a living document and should be reviewed and verified by qualified emergency management professionals and an emergency planning team made up of Town representatives with broad and diverse institutional knowledge.

The EOP and its associated checklists, annexes and appendices are tested and reviewed annually and updated, as needed. Each time the plan is exercised, lessons learned are incorporated so that we continually improve our response. Notify the Town Emergency Manager regarding any needed modifications.

This plan will be reviewed annually and updated as needed. Minor modifications may be approved by the City Manager. Major modifications will be approved by City Council.

V. RECORD OF CHANGES

Table 1

Date	Page Numbers Replaced
10/18/18	Complete update of the Los Altos Hills Emergency Operations Plan

VI. PLAN DISTRIBUTION

Table 2

Name	Hard Copy	Electronic
American Red Cross		X
AT&T		X
CalFire		X
California Highway Patrol		X
California Water Service		X
Christ Episcopal Church		X
City Council	5	X
City Manager	1	X
Comcast		X
Congregation Beth Am Synagogue		X
El Camino Hospital		X

Name	Hard Copy	Electronic
Emergency Communications Committee (ECC)	1	X
Finance and Administration Director	1	X
Foothill College Police Department	1	X
Foothill DeAnza Community College OES	1	X
Fremont Hills Country Club		X
Gardner Bullis Elementary School		X
Governor's Office of Emergency Services	1	X
Green Waste Recovery		X
Hidden Villa		X
KFJC 89.7 FM Foothill College Radio		X
Los Altos Golf and Country Club		X
Los Altos Hills County Fire District	1	X
Los Altos Hills Heritage House	1	X
Los Altos School District		X
Orthodox Church of the Redeemer		X
Pacific Gas and Electric		X
Palo Alto Animal Services		X
Pinewood School		X
Planning Director	1	X
Poor Clare Nuns of LAH		X
Public Information Officer	1	X
Public Works Director	1	X
Purissima Hills Water District		X
Santa Clara County Fire Department	1	X
Santa Clara County OES	1	X
Santa Clara County Sheriff's Office	1	X
Santa Clara Valley Water District		X
Seton Provincialate – Daughters of Charity		X
St. Luke's Chapel in the Hills		X
St. Nicholas Catholic School K-8		X
Town Website		X
Veolia Water/Collection Systems		X
Waldorf School of the Peninsula		X
West Bay Sanitary District		X
Westwind Barn		X

VII. LETTER FROM THE CITY MANAGER

The preservation of life, property, and the environment is an inherent responsibility of local, state, and federal government. While no emergency operations plan can completely prevent the consequences of disaster, reasonable plans carried out by knowledgeable and well-trained personnel can and will ensure the most effective and efficient allocation of our resources for the maximum benefit and protection of Town assets and the surrounding community.

This plan is a set of policies, role assignments and guidelines designed to outline how the Town of Los Altos Hills will respond to extraordinary events, major emergencies or

disasters. An all hazards planning approach is used and spans all 5 phases of emergency management (Prevention, Protection, Response, Recovery and Mitigation). Creating a plan is the first step toward emergency readiness but the plan does not make disaster response successful. The second step is for those people with assigned responsibilities to train and make preparations to implement their roles.

The Los Altos Hills City Council and the leadership of the Town, give their full support to this plan and urge all community stakeholders —individually and collectively—to do their part to support our Town’s emergency readiness.

VIII. CONCEPT OF OPERATIONS

The purpose of this plan is to

- Establish a Town emergency organization structure.
- Provide a statement of policies and guidelines related to disaster response.
- Assign roles and responsibilities for planning, response and recovery.
- Show how the Town’s emergency organization fits into the larger County response.
- Stimulate thoughtful discussion about the consequences of disasters and seek to improve our chances of success.
- Create a culture of preparedness.

*“If you fail to plan, you are planning to fail.”
Benjamin Franklin*

The intended audience of this plan is the staff and volunteer disaster service workers for the Town.

This EOP incorporates best practices and lessons learned from agencies and cities that have responded to major disasters around the world. It makes every effort to address all hazards that could impact the Town.

The Town has adopted the National Incident Management System (NIMS) and California’s Standardized Emergency Management System (SEMS) (*Appendix 9 Los Altos Hills Resolution 2-09, dated January 8, 2009*).

The Town is required to function under NIMS/SEMS guidelines in order to be eligible for reimbursement for properly documented disaster related personnel costs.

National Fire Protection Association’s NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs was also used to develop this plan. In addition, the EOP complies with guidelines provided within the California Emergency Services Act and the State of California Emergency Operations Plan. *See the complete list of Authorities and References in Appendix 16.*

This plan establishes the emergency organization, assigns responsibilities, specifies policies and provides for coordination of emergency planning efforts Town staff and volunteers. It is the first step toward emergency readiness.

The plan is divided into three parts.

Parts I and II are the Basic Emergency Operations Plan (EOP). This section contains policies, guidelines and information about when and how the Town will function during emergencies. Part I is reviewed and approved by the Los Altos Hills City Council. This EOP will become effective upon approval of City Council and supersedes all previous Town Emergency Operations Plans.

Specifically, the Basic Plan addresses the following:

- Plan activation
- EOC function responsibilities
- Training requirements
- Continuity of government
- Integration and coordination with other jurisdictions, county, state and federal agencies, and the private sector.
- Alert, warning and public information strategies
- Documentation requirements
- Disaster recovery strategies

Part II and Part III document “how” the policies and guidelines of the Basic Plan (Part I) are implemented.

Part II is divided into function, topic and hazard specific annexes, checklists and guidelines for use in the Emergency Operations Center (EOC). Portions of Part II Annexes, that are called “Plans” are also approved by Town Council.

Part III is a series of Appendices that provide supporting documentation and additional job aids to help EOC staff members perform their duties during emergencies.

IX. EMERGENCY MANAGEMENT PRIORITIES

The Emergency Management Priorities of the Town are to

- Reduce life safety impacts
- Reduce property and environmental damage
- Provide emergency public information, alert and warning
- Meet the immediate needs of victims (rescue, medical care, food, shelter, clothing)
- Address the needs of people with disabilities
- Preserve/restore Town government
- Restore facilities and services essential to the health, safety and welfare of individuals (sanitation, water, electricity and roads)
- Minimize disruption and economic losses
- Shorten the recovery period and
- Return the Town to a pre-disaster state

A. Specific objectives to meet these priorities are

- Ensure staff are trained to perform their emergency roles
- Encourage pre-event planning coordination between departments, agencies, special districts, volunteer resources and other external stakeholders.
- Manage safe and coordinated Town emergency response efforts
- Prioritize responder and community needs for support
- Coordinate information collection and use of Town assets
- Coordinate and support mutual aid assets entering and leaving the Town
- Commence a timely and efficient recovery effort
- Identify hazards which require future mitigation
- Regularly review and exercise the plan

B. Assumptions

- An emergency or disaster may occur at any time of the day or night, weekend or holiday, during clear or inclement weather, with little or no warning.
- The California Emergency Services Act calls for all hazards planning at the local government level.
- The Town encompasses all areas within the political subdivision and adjacent unincorporated areas within the Town's sphere of influence / urban service area.
- The Community Emergency Response Team are volunteer Disaster Service Workers of the Town of Los Altos Hills and are trained by the Los Altos Hills County Fire District through the Santa Clara County Fire Department)
- ECC volunteer Disaster Service Workers response area includes unincorporated areas adjacent to the Town when requested to support response efforts in those areas.
- Every staff member has a role during emergencies
- Staff must understand this plan and train to be ready to implement at a moment's notice
- Disasters may affect widespread areas; therefore county, state and federal emergency services may be unavailable. Emergency preparedness standards recommend that the Town be self-sufficient for at least 72 hours
- We understand the threats to our Town and plan for the worst-case scenarios
- Emergency planning is part of our culture and is incorporated into everything we do
- Emergency planning and preparedness will have a positive impact on emergency response involving impacts to life, property and the environment and the Town's ability to return to normal operations
- The Town does not have all the resources necessary to manage a major disaster; therefore, collaboration with external stakeholders is a necessity
- Our plans improve each time they are tested

Past emergencies have shown that conditions may develop during operations where standard methods will adversely impact the stated priorities of the plan. Nothing in this EOP shall be interpreted as an obstacle to the experience, initiative and ingenuity of the

team members in overcoming the complexities that exist under actual emergency conditions.

Portions of this plan contain sensitive information pertaining to the deployment, mobilization and operations of the Town in response to emergencies. Although the vast majority of this plan is available for public review, certain confidential portions (personal phone numbers, lists of critical facilities, etc.) have been removed from public documents pursuant to California Public Records Act Section 6254 (aa and ab).

X. ACCESS AND FUNCTIONAL NEEDS

In accordance with Title II of the Americans with Disabilities Act ("ADA," Pub. L. 101-336), an integrated approach to emergency planning shall be taken to provide people with disabilities and others with access and functional needs the same opportunities to benefit from preparedness and emergency programs, information, services and activities as people without disabilities. We seek to accommodate each individual's unique needs.

XI. EMERGENCY ORGANIZATION

Just like the organization chart used for Town staff daily roles/responsibilities, each staff member also has a role listed on an organization chart for emergencies. The knowledge needed to perform a role may be gained through professional knowledge incorporated with a combination of training classes, exercises and documents included in this plan. Annex A includes checklists for each role.

In a large emergency, the organization may include stakeholders represented in the Town Disaster Council. Below is a partial list of activities by function.

A. Function Responsibilities

The Town has a goal of having staffing of at least 3 deep for each Emergency Operations Center (EOC) position. Cross training is encouraged.

1. City Council

- Provide clear emergency management expectations to City Manager
- Review and approve the Emergency Operations Plan and policies
- Monitor compliance
- Review Elected Officials Guide to Emergencies
- Ensure plans exist for how to assist those with access or functional needs
- Attend basic training per the Emergency Training Plan (*Appendix 10*)
- Be familiar with the resources on the Town Emergency Information webpages
- Be ambassadors for preparedness

2. Disaster Council

- Provide a mechanism to bring together all community stakeholders, Town staff, first responders, volunteers and non-governmental organizations.
- Provide input into emergency planning elements

- Oversee volunteer Disaster Service Worker Programs

3. City Manager – EOC Director of Emergency Services

- Director of the Town EOC and Liaison to the field Incident Commander
- Assign emergency management responsibility
- Identify Emergency Planning Team
- Establish succession order for the position of City Manager
- Maintain a roster of emergency management roles for Town staff and ensure they are trained
- Attend basic training per the Emergency Training Plan (*Appendix 10*)
- Read and support the Emergency Operations Plan and policies
- Ensure plans exist for how to assist those with access or functional needs
- Ensure Town staff operationalize the plan
- Ensure the City Council are part of the reverse 9-1-1 (Nixle) notification system
- Maintain a public information function that coordinates with college and city PIOs
- Be an ambassador for preparedness

4. City Clerk (EOC Public Information Officer)

- Emergency Planning Team member
- Ensure all employees and Council members are part of the reverse 9-1-1 system (Nixle)
- Ensure template messages are available for all hazards for rapid broadcast
- Work with KFJC and City/County PIOs to strengthen coordination
- Attend basic training per the Emergency Training Plan (*Appendix 10*)
- Test reverse 9-1-1 system (Nixle)

5. Finance and Administrative Services (EOC Finance Section)

- Ensure a backup process is in place for payroll and accounts payable
- Ensure staff and volunteer hours are tracked with sufficient documentation to withstand FEMA recovery scrutiny.
- Track employee emergency management training
- Manage finance related disaster policies
- Attend basic training per the Emergency Training Plan (*Appendix 10*)

6. Public Works (EOC Operations Section)

- Maintain a list of available Town resources.
- Maintain a list of vendors for emergency purchases.
- Be familiar with the Mutual Aid process and how to support it.
- Be familiar with resources available for Shelters (human and animal), Points of Dispensing, Points of Distribution.
- Establish a process for post-disaster building inspections
- Develop a plan for receiving mutual aid building inspectors
- Attend basic training per the Emergency Training Plan (*Appendix 10*)

7. Planning Department (EOC Planning & Intelligence Section)

- Maintain the Local Hazard Mitigation Plan annex to the General Plan.
- Establish a process for documenting the “big picture” to assist the EOC.
- Manage maps, charts and other visual displays for EOC and website.
- Facilitates EOC Action Planning meetings.
- Tracks and files all disaster related documentation for disaster recovery.
- Attend basic training per the Emergency Training Plan (*Appendix 10*).

8. Emergency Manager – Deputy Director of Emergency Services

- Review the EOP and annexes and coordinate revisions as needed
- Maintain the primary and alternate Emergency Operations Centers (EOCs)
- Develop public education materials
- Maintain Emergency Information webpages
- Develop and deliver staff training and emergency exercises
- Attend basic training per the Emergency Training Plan (*Appendix 10*)
- Complete State and Federal reporting requirements such as NIMSCAST
- Establish relationships with City and County emergency management organizations
- Plan how to assist those with access or functional needs
- Be an ambassador for preparedness

9. Department Heads

- Members of Emergency Planning Team
- Attend basic training per the Emergency Training Plan (*Appendix 10*)
- Understand how to assist during Earthquake, Evacuation and Shelter in Place (at a minimum).
- Section Chief in the Emergency Operations Center.
- Understand your assigned EOC role and be familiar with all documentation.
- Review checklists and create job aids or other resources as needed.
- Educate your staff concerning emergency procedures as well as evacuation procedures for your building and/or activity.
- Keep attendance records during classes/meetings to assist with the evacuation head count.
- Review relevant portions of this Emergency Operations Plan and your Building Emergency Guidelines (Annex B).
- Report all safety hazards to the Public Works department.
- Be familiar with the resources on the Town Emergency Information webpages.
- Participate in emergency/disaster exercises in Town and in other jurisdictions.
- Understand how to assist those with access or functional needs.
- Be an ambassador for preparedness.

10. Emergency Planning Team

- Review existing plans and documents

- Review After Action Reports and Corrective Action Plans and make recommendations for improvement

11. Community Emergency Response Team (CERT) – Coordinated by Los Altos Hills County Fire District

- Provide information to the Town about the status of CERT zones and critical infrastructure
- Assist with search and rescue, medical operations and communications according to procedures
- Assist with Mass Care activities (human and animal shelters)
- Assist with Point of Distribution/Dispensing activities

12. Ham Radio Operators (Emergency Communications Committee, ECC Associates and CERT Recon)

- Provide emergency communication between the Town and CERT ARK, County, shelter locations, command posts and other cities.
- Provide information to the Town about the status of critical infrastructure
- Assist CERT with communication activities

13. Santa Clara County Sheriff's Office

- Establish a process to communicate, coordinate and share information during emergencies
- Maintain and coordinate a Town Evacuation Annex (Annex E) with the Town and Los Altos Hills County Fire District

14. Los Altos Hills County Fire District

- Establish a process to communicate, coordinate and share information during emergencies
- Manage CERT training program and support activities
- Maintain and coordinate a Town Evacuation Annex (Annex E) with the Town and Santa Clara County Sheriff's Office

15. Local Government Emergency Management (City EOC)

Los Altos Hills is one of the 16 local political jurisdictions that form the Santa Clara Operational Area.

Each city/town has its own emergency management organization based upon their size and local government configuration. Local governments are primarily responsible for the protection of the lives, property and environment of their residents.

Cities/towns may have their own fire and police services. Los Altos Hills contracts with the County Sheriff for police services and the Santa Clara County Fire Department for fire protection. Emergency medical services are administered through the Santa Clara County EMA Agency.

16. The Town of Los Altos Hills is responsible for

- Developing and maintaining current Emergency Plans that are consistent with the Operational Area Emergency Plan, California Emergency Plan, and the California Master Mutual Aid Agreement, and are designed to apply local resources in meeting the emergency requirements of the immediate community or its neighbors, and coordinate such plans with those of neighboring jurisdictions to ensure mutual compatibility;
- Identifying Multipurpose Staging Areas (MSAs) to provide rally points for incoming mutual aid and/or staging areas for support and recovery activities;
- Maintaining liaison with the Operational Area Coordinator who in turn will stay in contact with CalOES Coastal Region and neighboring jurisdictions;
- Responding to requests for mutual aid from the Operational Area Coordinator or directly with other jurisdictions with whom established mutual aid agreements have been signed;
- Dispatching situation reports to the Operational Area EOC and County Mutual Aid Coordinator as the emergency situation develops and as changes in the emergency situation dictate;
- Receiving and employing resources provided by other Counties, State, Federal, and private agencies; and
- Carrying out emergency regulations issued by the Governor.

17. Foothill DeAnza Community College District (FHDACCD)

- Districts are required under State Law (Emergency Services Act) to have their own emergency management organization and develop appropriate emergency plans and request assistance as needed.
- Districts coordinate at both the city/town and county level.
- Community Assistance
 - As a community partner, FHDACCD will support the City and County disaster response and coordinate to assist as a Red Cross Shelter
 - A point of Dispensing for mass inoculations
 - A point of Distribution for relief supplies
 - A staging area for emergency response equipment or supplies

18. American Red Cross

- Pre-identify facilities within Town that could become community mass care shelters
- Assist with Town mass care shelter plans and coordinate with Town EOC Logistics Section
- The Red Cross has identified the following facilities as potential shelters.
 - Foothill College

19. Coordination with External Agencies

The Town has identified the contract agencies, community-based organizations (CBOs), volunteer agencies, private agencies, non-government organizations (NGOs), utilities, youth organizations and service clubs that may have an emergency response role during an emergency or disaster affecting the Town.

- Participate in the Los Altos Hills Disaster Council as appropriate

- Be familiar with Town EOP ensure there are no conflicts with your organization EOP.

20. County Emergency Management (EOC)

The County government is one of 16 local political jurisdictions within the Santa Clara County Operational Area (OA).

Santa Clara County government is responsible for implementing emergency services for the unincorporated areas of the County and operates the County Office of Emergency Services (OES).

21. Operational Area Emergency Management

SEMS regulations authorize each County Board of Supervisors to designate an Operational Area lead agency for countywide coordination of scarce resources during emergencies. Santa Clara County Office of Emergency Services has been designated the OA Coordinator in Santa Clara County.

It serves as a coordination and communications link between the local government and State level. The Santa Clara County Operational Area EOC with the County EOC (for unincorporated areas) are co-located in San Jose at 55 W. Younger Ave. Both are managed by the County Office of Emergency Services. The County Executive or representative performs the duties of the Director of Emergency Services for both.

When cities/towns in the County need emergency resources that exceed their organizational capabilities, or those of normal Mutual Aid channels, they may request activation of the OA EOC to support their response efforts.

OA EOC is activated, upon request and may assist by

- Establishing an area-wide situation assessment function;
- Establishing an area-wide public information function;
- Determining resource requirements for the affected area and coordinating resource requests;
- Establishing and coordinating the logistical systems necessary to support multi-incident management; and
- Establishing priorities for resources allocation.

22. Region Emergency Management

The Governor's Office of Emergency Services is divided into three regions: The Southern Region I, the Coastal Region II and Inland Region III. Santa Clara County/Santa Clara Operational Area is assigned to Coastal Region II.

The Region II Emergency Operations Center (REOC) staff manages and coordinates information and resources among 15 operational areas stretching from the Oregon Border to the southern Monterey County line and between the OAs and the State Operations Center (SOC) in Sacramento.

Whenever an Operational Area activates for emergency response, the Regional Emergency Operations Center activates to support the response efforts. The Coastal Region maintains liaison officers with each OA in the region. These agents may be directed to report to the OA EOCs when emergency situations occur to coordinate the State's response.

23. State Emergency Management

The State Emergency Management staff is led by the Director of the Governor's Office of Emergency Services (CalOES), and assisted by coordinators provided by state agencies. When activated, the State staff will be responsible for coordinating statewide emergency operations, to include the provision of mutual aid and other support, and the redirection of essential supplies and other resources to meet local requirements. The State Emergency Operations Center is activated at the request of the REOC.

The CalOES has the following responsibilities:

- Coordinate the extraordinary emergency activities of all State agencies;
- Receive, process, evaluate, and act on requests for mutual aid;
- Prepare emergency proclamations and orders for the Governor and disseminate to all concerned;
- Coordinate the application of State mutual aid resources and services;
- Receive, process, and transmit requests for federal assistance;
- Direct the receipt, allocation, and integration of resources supplied by Federal agencies and/or other States;
- Maintain liaison with appropriate State, Federal, and private agencies; and
- Coordinate emergency operations with bordering States.
- Other State Agencies will provide mutual aid assistance to local jurisdictions commensurate with capabilities and available resources.

24. Relationship with Federal Counterparts

The Governor's Office of Emergency Services coordinates with their federal counterparts in the Federal Emergency Management Agency (FEMA) when State resources are stretched beyond their capabilities. Once a Presidential Declaration of Emergency has been announced, FEMA Region IX will coordinate the Federal response efforts including forwarding liaison officers/contact teams to the site.

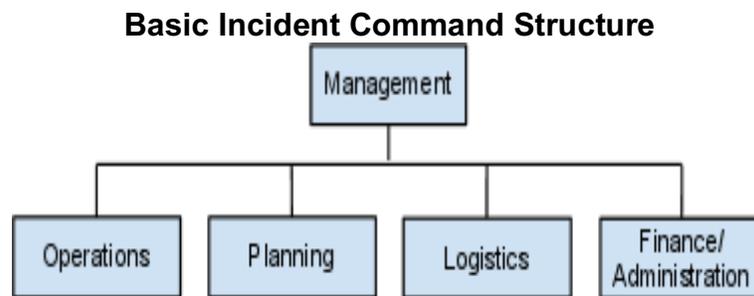
XII. INCIDENT COMMAND SYSTEM (ICS)

At the field, City/Town, County, Region and State levels, disasters are managed using the Incident Command System (ICS). Each level is supported by the next level up. Cabrillo Community College District is a level between field response and local government. ICS is a people management tool. It provides a proven method of organizing many roles and responsibilities into manageable groups and establishes a chain of command and communication flow. The ICS response and recovery activities (functions) are grouped into five sections based upon relationships and lead

responsibilities of the staff and agencies. Job aids and checklists for each function are part of the Annexes and Appendices to this EOP.

ICS is a scalable tool and can be used for small and large events for field incident response or Emergency Operations Center. It may be used when planning large scale non-emergency events (like Pathways Run) as a means of practicing its use and ensuring that all needed functions are staffed.

The five ICS functions are described below.



Key staff are required to take certain ICS classes. *(Refer to Appendix 10 Training Plan)*

MANAGEMENT SECTION “LEADS IT”. Led by the **Director of Emergency Services/EOC Director** (City Manager or designated representative), who has responsibility for the overall management of the Town’s response. The Director ensures that all EOC functions are staffed by qualified individuals. This section sets objectives, reviews and approves Action Plans, provides public information, keeps track of legal concerns and makes policy decisions. The EOC Management Section does not make tactical decisions. Management is the only section that has a different name in the EOC than in the Field response. In the Field response management is called Command and the Director is known as the Incident Commander. The role of the Field and the EOC are different and described later. *(Table 3)*

The **Management Section Staff** may consist of Director of Emergency Services / EOC Director, Agency Rep, Disabilities Advocate, Emergency Manager, Legal Advisor, Liaison Coordinator, Public Information Team, Safety Officer and Security Officer.

OPERATIONS SECTION “DOES IT”. This section is led by the **Operations Section Chief** who is responsible for the coordination and management of all branches and units in the EOC Operations Section. Depending upon the type of event, the Operations Section Chief may be from the Public Works Branch, the Law Enforcement Branch or the Fire & Rescue Branch. The section develops the Operations Action Plan to meet objectives set by the Management section. It allocates personnel and equipment, identifies staging areas and manages mutual aid. Multipurpose staging areas are also under the management of this section. This Section responds to field requests for resources and information, anticipates needs and coordinates information gathering in conjunction with the Plans Section.

Other specialized functions of the section may include Community Emergency Response Team (CERT), EMS, Hazardous Materials, Safety Assessment, Schools, Medical/Health, Morgue and Utilities.

PLANNING / INTELLIGENCE SECTION “TELLS IT”. This section is led by the **Planning / Intelligence Section Chief**. The Planning/Intelligence section is responsible for gathering, tracking and displaying verified information that accurately describes the “*Big Picture*.” It compiles the status of utilities, roads, damaged/destroyed buildings, missing, injured, deaths and hazards and prepares the Initial Damage Estimate that is used to prove the need for higher level proclamations/declarations of emergency. Planning / Intelligence evaluates data and makes projections on the course of the event and maintains documentation for historical and legal records. It accomplishes Advanced Planning – anticipating the long term affects and requirements of the event. The Planning / Intelligence Section is responsible for compilation of the EOC Action Plan (**Chapter XIII Section H4**) and ensures information is sent to the Op Area EOC.

Units of this section may include Advance Planning, Documentation, Ham Radio, Resource Status, Situation Status/Demobilization and Technical Specialist.

LOGISTICS SECTION “GETS IT”. This section is led by the **Logistics Section Chief** and is responsible for providing all support needs to the incident. Logistics coordinates with the EOC Finance Section to contact vendors and make purchases of equipment and supplies needed to support the event. Logistics maintains records of resource requests and the disposition of resources. It arranges for personnel support (EOC Staffing and volunteers).

Logistics Section Units may include Child Care, Donations, Facilities, Food, Housing, Information Systems, Mass Care (American Red Cross, Animal Care and Shelter), Personnel/Volunteers, Supplies, Transportation and Communication.

FINANCE / ADMINISTRATION SECTION “PAYS FOR IT”. This Section is led by the **Finance / Administration Section Chief** and is responsible for keeping track of the overall cost of the incident, injury claims and insurance processing. It handles procurement and the administration of vendor contracts. Finance also prepares and maintains adequate records for cost recovery.

Finance / Administration Section Units include Compensation and Claims, Cost and Purchasing, Recovery and Time Keeping.

XIII. ACTIVATION OF THE EMERGENCY OPERATIONS PLAN (EOP) AND EMERGENCY OPERATIONS CENTER (EOC)

A. ACTIVATION DOCUMENT PACKET IS LOCATED IN THE FRONT OF THIS PLAN. SEE “IN CASE OF EMERGENCY”

The Activation Packet was created to provide one location for all the resources an EOC Director will need to activate the Emergency Operations Plan and establish roles, responsibilities and priorities.

B. Authority to Activate the EOC

Per the Town’s Emergency Ordinance, the following personnel are authorized to activate the EOC and emergency plan.

- City Manager
- Department Heads
- City Clerk
- Senior Engineer
- Councilmembers with required NIMS training
- Any Emergency Communications Committee volunteer with required NIMS training
- Any Community Emergency Response Team CERT Supervisor with required NIMS
- Others as designated by the City Manager

The Emergency Ordinance also lists the succession order for the Director of Emergency Services for the EOC.

- City Manager
- Public Works Director
- Planning Director
- Administrative Services Director
- City Clerk

C. Incident Progression

The table below shows an example of how an incident could progress.

Table 3

Incident Progression	Activation Activities
Warning, Predictions	Increased readiness, preparedness activities such as checking phone lists, testing equipment, supply inventory, determining staffing needs, reviewing plans, providing information updates to the community.
Incident	Field manages – some EOC staff in field roles. EOC Director monitors.
Incident Overwhelms Responders/Resources	EOC Director identifies EOC staffing requirements, determines EOC location and notifies EOC personnel. EOC team members performing field roles are backfilled by others in the succession order for the position. (<i>Appendix 1 Decision Tree</i>)
Incident contained	Field responders resume normal operations, EOC begins demobilization and assigns a Recovery Team to capture documentation. Emergency Manager coordinates preparation of an After Action Report / Improvement Plan.

D. EOC Activation Levels

The decision to open the Emergency Operations Center depends on the type of event. The chart below shows suggested staffing for different levels of emergencies. Through the event progression, activation levels may scale up or down. EOC activation is based upon the idea of assembling only what is necessary to manage the emergency at hand. In all cases, the EOC Director, Public Information Officer and Emergency Manager are the first to be involved.

Some emergencies may have advance notice (e.g. weather warnings, earthquake predictions, terrorist threats). During the time between warning and impact, field and EOC team members have the opportunity to review their responsibilities, verify contact phone numbers and begin coordination to get ahead of the emergency.

Some events have no notice, like an earthquake, and notifying staff of an activation may be difficult. When a major earthquake occurs, (things fall over or off shelves), all EOC team members should actively seek information about possible EOC activation. The highest ranking person in the Authority to Activate list will be the EOC Director until someone of a higher level on the list arrives. See *Employee Guide to Earthquakes and Other Emergencies for more information.*

Town of Los Altos Hills
EOC Activation – **Event Classification Diagram**

Event Consequences	Examples	Type of Condition EOC Activation Level <i>EOC Staffing</i>
Major disruption to lives, property, or the environment. Mutual aid required. Extensive coordination of multiple agencies. Extensive public information required.	<ul style="list-style-type: none"> Major damage to infrastructure: roadways, bridges, structures, region-wide utility outages Multiple homes severely damaged due to fire, flood, landslide, earthquake Evacuation ordered by police/fire Widespread damage or threat 	<div style="background-color: #4a86e8; color: white; border-radius: 15px; padding: 10px; display: inline-block;"> Disaster EOC Level 1 <i>All hands on deck</i> </div>
Serious impact to lives, property, or the environment. Extraordinary emergency personnel & resources necessary to mitigate event. Mutual aid may be required. Public Information required.	<ul style="list-style-type: none"> Earthquake where things fell over or off shelves. Moderate damage to infrastructure Wildland fire or flood event threatening entire neighborhood Landslides Local hazardous material release Explosion Active shooter (shooting rampage) 	<div style="background-color: #4a86e8; color: white; border-radius: 15px; padding: 10px; display: inline-block;"> Emergency EOC Level 2/3 <i>Director/PIO/Planning +others as necessary</i> </div>
Potential impact to lives, property, or the environment. May require dissemination of public information or situation monitoring.	<ul style="list-style-type: none"> Hazardous materials release in neighboring city Person loose who's dangerous to others Shelter-in-place order from SC County Health, Sheriff's office, Fire District Severe weather anticipated (rain, heat, wind) 	<div style="background-color: #4a86e8; color: white; border-radius: 15px; padding: 10px; display: inline-block;"> Incident EOC Level 3 <i>Director/PIO/Planning</i> </div>
Moderate interruption of normal business operations requiring intervention of two or more agencies working together.	<ul style="list-style-type: none"> Downed power lines or trees impacting roadways Major structure fire Law enforcement activity where the public-at-large is not in danger Sanitary sewer overflow 	<div style="background-color: #4a86e8; color: white; border-radius: 15px; padding: 10px; display: inline-block;"> Situation None/EOC Level 3 </div>

Los Altos Hills EOP Appendix 1 5/1/18

1. Active Shooter

For active shooter events, it may not be safe to activate a traditional EOC. Until the police confirm that the situation is safe, and EOC staff are not endangered, public information and coordination will be managed by personnel off-site.

2. Additional Conditions Warranting Activation

EOC should also be activated when

- There is an impending or proclaimed STATE OF WAR, attack warning or terrorist attack.
- The Governor has proclaimed a STATE OF EMERGENCY in an area that may impact the Town.
- By a Presidential declaration of a NATIONAL EMERGENCY

E. Alert & Warning and Public Information

1. Alert & Warning

Upon confirmation or verification by the Town that an emergency or dangerous situation exists involving an immediate threat to the health or safety of all or a portion of the community, an emergency alert message will be initiated unless issuing a notification will, in the professional judgment of the first responders (including, but not limited to the

Sheriff's Office), compromise efforts to assist a victim or to contain, respond to, or otherwise mitigate the emergency.

2. Public Information

The Town's Public Information Officer (PIO) will be responsible for information coordination with PIOs from other jurisdictions affected by the emergency and the dissemination of emergency information updates to the community. A complete list of PIO responsibilities is found in Annex A Checklists.

Communication methods that may be used to warn and inform the community.

- Reverse 9-1-1 automated telephone notification system(s) (voice, text and email) operated by the Town (Nixle) and by Santa Clara County (AlertSCC). Calls landline telephones and any cell phones that have been registered via www.losaltoshills.ca.gov
- Social Media - [Facebook.com/TownofLosAltosHills](https://www.facebook.com/TownofLosAltosHills) and Twitter
- Nextdoor.com - Community site
- KFJC - FM Radio 89.7 FM
- Sheriff's deputies, fire personnel, water companies, public works staff, ham radio operators or Community Emergency Response Team members going door to door
- Police siren and police vehicle and helicopter public address systems
- Commercial radio and television

F. EOC Staffing

Staffing decisions will be driven by the nature and scope of the emergency and the activation level ordered by the EOC Director or designee. The EOC Sections must ensure adequate staffing and training for extended operations on a 24-hour basis, using 12-hour shifts.

Contract agencies, public districts, special districts, utilities, community based organizations (CBOs) and non-governmental organizations (NGOs) may fill additional EOC positions at levels negotiated between the organization and the Town.

The roster of designated EOC Staff will be maintained by the City Manager and listed in *Appendix 18*.

G. Emergency Operations Center (EOC)

The functions of an EOC must be able to be carried out from anywhere at any time. All EOC staff should be self-sufficient enough to be able to perform their function from a parking lot. EOC staff maintain their own EOC positions with reference documents, job aids and contact lists to assist with the performance of their responsibilities.

Primary EOC	Alternate	Alternate	Alternate	Alternate
Heritage House 26379 Fremont Rd. Constant state of readiness	Town Hall 26379 Fremont Rd. Set up needed	Foothill College Room 1931 Set up needed	Town Corporation Yard 27400 Purissima Rd. Set up & supplies needed	Los Altos City Hall 1 N. San Antonio Rd. Set up & supplies needed (pending agreement)

1. EOC Set Up

The layout and set up of the EOC is the responsibility of the Emergency Manager and EOC team members. In most instances, administrative supplies and Section resources are physically located in the EOC. Instructions for the set up of the EOC are kept posted in each EOC. *(Appendix 3 EOC Setup)*. *Additional job aids (phone lists, equipment instructions, maps, etc. are located in the EOC and on a shared cloud-based document storage.* EOC team members ensure that their equipment and resource documents are kept current.

2. EOC Supplies Inventory

The Primary EOC is stocked with supplies. The Alternate EOC at Foothill College has a small stock of basic supplies. The Town also maintains a cache of emergency office supplies provided by the Santa Clara County Public Health Department. The primary purpose of these Public Health supplies is for the Town’s activation of a Point of Dispensing (POD) of emergency medications. The supplies may be used for other activities as long as they are restocked and ready for POD use. A complete inventory of all supplies is available in the EOC Binder and the “cloud”.

3. Command Post vs Emergency Operations Center Responsibilities

Sometimes the role of the EOC and the role of first responders overlap. They should not. This chart helps to explain the different roles. The Command Post manages the incident, the EOC supports the Command Post and focuses on recovery.

Table 4

<p>Incident Command Post –day to day emergencies handled with existing resources</p>	<p>Emergency Operations Center – when resources are overwhelmed or coordination with outside organizations and agencies is needed.</p>
<p>Command Post – Tactical – Incident Commander is typically Fire, Police or Public Works</p>	<p>Emergency Operations Center – Support – EOC Director is the City Manager, Public Works Director, etc. See Succession Order</p>
<p>Creates an Incident Action Plan</p>	<p>Creates an EOC Action Plan</p>
<p>ICP “commands” tactical response to incidents from the simplest (single auto accident) to more complex (multiple building fires/major gas leak) relies on discipline-specific expertise)</p>	<p>EOCs are activated to “manage” information and support incidents, with resources beyond their discipline-specific capabilities.</p>
<p>The first person on scene is the Incident Commander. May transfer Command as others with more incident experience arrive on scene.</p>	<p>The first person, in the EOC Director succession order who is notified of the incident is the EOC Director. May transfer Command as others in the succession order with more incident experience arrive.</p>
<p>Initial Activities Include: Alert & Warning - Emergency Public Info Rescuing trapped people Perimeter control / Crowd Control Firefighting Medical Sheltering Utility Control Evacuation</p>	<p>Initial Activities Include: Informing stakeholders Ongoing public information Assessing damage Mutual aid request/support Documenting the “history” of the event Anticipating needs of the ICP and obtaining necessary resources Coordinating with other government entities, CBOs, NGOs, private entities</p>
<p>Ongoing Activities Include: Incident Reports Injury Claims Critical Incident Stress Debriefing After Action Report</p>	<p>Ongoing Activities Include: Mass Care <ul style="list-style-type: none"> • Red Cross coordination Mitigating further damage Critical Incident Stress Debriefing Ongoing coordinated PIO messages Site Security Staging Area management Recovery / Rebuild <ul style="list-style-type: none"> • Reestablish Town services • Assist victims • Insurance and risk management • Data retrieval • Clean up • Debris Removal • Hazmat Removal • Cost Recovery Memorial Services / Recognition Events After Action Report/Improvement Plan</p>

4. EOC Communications

The Los Altos Hills Communication Plan outlines all means of communication available to EOC staff and prioritizes their use. It provides a listing and explanation of all forms used in the EOC and includes all contact phone numbers. The Communication Plan Annex C is kept in the EOC and Alternate EOCs.

a. Coordination

It is important to establish communication with counterparts as quickly as possible to ensure decisions can be made quickly.

- Town to Santa Clara County OES/EOC, Foothill College and City of Los Altos
- CERT / Ham Radio volunteers to Town EOC
- Sheriff and Santa Clara County Fire to Town EOC

5. Action Planning for the EOC

The EOC uses the Action Planning process to prioritize and focus their support activities. The Action Planning meeting is facilitated by the Planning & Intelligence Section Chief. The **Initial Action Plan (Appendix 5) and Hazard Specific Considerations (Appendix 6)** assist the process at the beginning of all emergencies.

The EOC Action Plan is created to support the needs and responses outlined in the field Incident Action Plan (IAP). It creates a strategy listing what needs to be accomplished during the next EOC shift (Operational Period). The EOC Action Plan is evaluated and updated each Operational Period.

The process includes

- Review and evaluate the field situation.
- Develop Priorities (Management Section) and Objectives (EOC Section Chiefs) to support of field responses.
- Consider short-term and long-term strategies and contingency plans.

XIV. EOC DEMOBILIZATION

The individual acting as EOC Director will confer with the Section Chiefs to determine the need to continue EOC support operations, increase or decrease the staffing (response level) or to demobilize.

Each team member must go through a demobilization checklist to ensure completed documentation and equipment have been turned in and to confirm if the member needs additional support for stress or fatigue.

XV. SEMS/NIMS

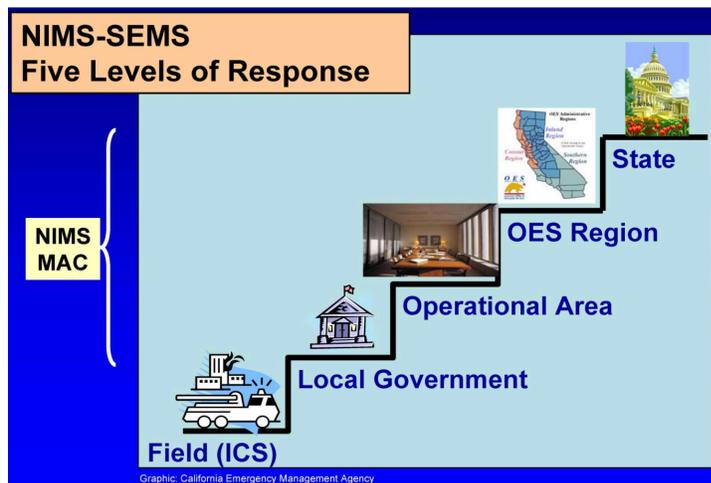
In California, SEMS (Standardized Emergency Management System) must be used by local jurisdictions in order to be eligible to apply for reimbursement for properly documented disaster response-related personnel costs.

NIMS (National Incident Management System) is required to be used by all government jurisdictions and outlines key response element milestones that should be achieved - including training. Each year compliance progress is measured through an online self-evaluation process called NIMSCAST. NIMSCAST is completed and monitored by the Town Emergency Manager.

A training plan has been developed to incorporate NIMS and SEMS training requirements as well as Town-specific requirements for all employees. (**Appendix 10**)

Both SEMS and NIMS use the Incident Command System described in Chapter XII. Each SEMS level is supported by the next level up.

SEMS/NIMS LEVELS TO REQUEST RESOURCES



XVI. EMPLOYEES AND VOLUNTEERS AS DISASTER SERVICE WORKERS

There are two types of disaster service workers, employees and volunteers. Each type and their methods of activation are described below.

A. Town Employees as Disaster Service Workers

California Government Code Section 3100-3109, Title 1, Division 4, Chapter 4 states that public employees are Disaster Service Workers, subject to such disaster service activities as may be assigned to them by their (DSWs) or by law. The term “public employees” includes all persons employed by the State or state agency or any county, city, town or public district, excluding aliens legally employed. The law applies when

- A local emergency has been proclaimed or
- A state of emergency has been proclaimed or
- A federal disaster declaration has been made

Town employees are automatically registered as Disaster Service Workers when hired. During disasters and other emergencies, the City Manager, or designee, can direct employees to remain at work – or come to work – to assist with the response. Activities performed during emergencies may be unrelated to the employee’s normal work responsibilities. Employees will not be asked to perform activities could pose a threat to their safety. Employees may request an alternate assignment if they feel that they are at risk. The EOC Director, if the EOC is activated, or Incident Commander will make a final determination.

EOC Staff assignments are pre-designated by the City Manager or designee. Department heads are responsible for ensuring that employees are trained to perform EOC support duties when an activation is ordered. (*Function Responsibilities Appendix 4*). (*Organization Chart Appendix 7*). Department heads must also ensure employees review the *Employee Guide to Earthquakes and other Emergencies (Appendix 11)*.

All employees should be familiar with home emergency preparedness activities that will enable them to keep their homes and families safe while they are away. If necessary, family members and pets may be brought to work as part of the emergency response. Family members will be registered as DSWs in order to assist the college with activities including pet care or child care.

B. Activation of Employees During Working Hours

When a major emergency or catastrophic disaster occurs, all on-duty staff must remain at work until properly relieved or excused by their supervisors. Families of employees should be contacted to confirm their status as soon as conditions permit.

1. After Work Hours

Town staff are considered activated under the following circumstances.

a. Employee is contacted by another staff member and given an activation number.

The Town will contact employees by any or all of these methods

- Telephone – Text/Voice
- Email
- Town website
- Town Facebook
- Local radio/television

b. An earthquake occurs where things fall over or off shelves.

During any earthquake where things fall over or off shelves, it may be impossible to notify employees of the need to respond. For this event ONLY, employees, who know their assignments, are considered automatically activated and should proceed to the Town EOC or identified emergency work site, independently. In this circumstance,

DSW's will be considered on duty during their direct travel time to and from the EOC and/or emergency worksite.

Before departing from their home, contact should be attempted (by telephone, cell phone, text, ham radio or e-mail) with the City Manager or a Department Head to confirm that their services are needed and to report their family status and availability for disaster duties.

No Town employee will respond to any act of Terrorism unless specifically requested by the EOC or their supervisor.

C. Declared Disaster Payment Policy for Exempt

Refer to Los Altos Hills Personnel Rules and Regulations and Employee Classification and Compensation Plan 7.4 as amended April 19, 2018

D. Volunteer Disaster Service Worker Program

The Town may not have enough staff resources to manage all aspects of emergency response and recovery. They may rely on volunteers through the State's Disaster Service Worker Volunteer Program for assistance.

Disaster Service Worker Volunteer Program Guidance (DSWVPG) October 2016
CCR Title 19 § 2572.1. Classifications and General Duties.

"The various classifications of disaster service worker volunteers and the general duties of the members of each classification shall be limited to those described below. It is the responsibility of the accredited disaster council (or designated agency or authority) to determine the appropriate level of background check, if any, for each classification.

(a) Animal Rescue, Care and Shelter. Veterinarians, veterinary support staff and animal handlers/specialists providing skills in the rescue, clinical treatment, euthanasia, disposal and transportation of all animals, including but not limited to companion animals, livestock, avian, fish, equine, exhibition animals, zoo animals, laboratory and research animals, and wildlife; assisting in the procurement of shelters, equipment, and supplies; documenting arrival, sheltering, treatment, and discharge or placement of animals.

(b) Communications. Install, operate and maintain various communications systems and perform related service, to assist officials and individuals in the protection of life and property.

(c) Community Emergency Response Team Member. Under the direction of emergency personnel or a designated team leader, assist emergency units within their block, neighborhood, or other area assignment; survey area conditions; disseminate

information; secure data desirable for emergency preparedness planning; report incidents; and generally assist officials and individuals in the protection of life and property.

(d) Emergency Operations Center/Incident Command. Under the direction and supervision of the EOC/IC assist at the city, county, region, State, or departmental level of government in the coordination of overall response and support to an incident including performing in one or more of the Standardized Emergency Management System functions.

(e) Human Services. Assist in providing food, clothing, bedding, shelter, and rehabilitation aid; register evacuees to promote reuniting families and to support the needs of special populations; compile authoritative lists of deceased and missing persons; and other phases of emergency human services, such as maintaining morale and administering to the mental health, religious or spiritual needs of persons suffering from the effects of the disaster.

(f) Fire. As auxiliary fire fighters or auxiliary wildland fire fighters, assist regular fire fighting forces or fire protection agencies to fight fire, rescue persons, and save property; control forest or wildland fires or fire hazards; instruct residents in fire prevention and property defense methods, methods of detecting fire, and precautions to be observed in reducing fire hazards.

(g) Laborer. Under the direction and supervision of the responding agency, performs general labor services and supports emergency operations.

(h) Law Enforcement. As Auxiliaries, assist law enforcement officers and agencies to protect life and property; maintain law and order; perform traffic control duties; guard buildings, bridges, factories, and other facilities; isolate and report unexploded ordnance.

(i) Logistics. Under the direction of the emergency organization, assist in procurement, warehousing, and release of supplies, equipment materials, or other resources. Assist in mobilization and utilization of public and private transportation resources required for the movement of persons, materials, and equipment.

(j) Medical and Environmental Health. Staff casualty stations, establish and operate medical and public health field units; assist in hospitals, out-patient clinics, and other medical and public health installations; maintain or restore environmental sanitation; assist in preserving the safety of food, milk, and water and preventing the spread of disease; perform laboratory analysis to detect the presence and minimize the effects of nuclear, chemical, biological, radiological or other hazardous agents.

(k) Safety Assessment Program Evaluator. Survey, evaluate and assess damaged facilities for continued occupancy or use; assist in safety evaluations of facilities for utilities, transportation, and other vital community services; and provide recommendations regarding shoring or stabilization of damaged or unsafe buildings or structures.

(l) Search and Rescue. Under the direction of the appropriate authority, perform search and rescue operations in one or more of several areas including, but not limited to: search and rescue; SAR conducted evidence searches; urban search and rescue; or mine and confined space rescue.

(m) Utilities. Assist utility personnel in the repair and restoration of public utilities damaged by disaster.

§ 2572.2. Scope Of Disaster Service Duties

Each disaster service worker volunteer in any classification shall, without regard to a formal designation or assignment, be considered to be acting within the scope of disaster service duties while assisting any unit of the emergency organization during a PROCLAIMED emergency or during a SAR mission, or performing activities to mitigate an imminent threat of extreme peril to life, property and resources either:

(a) under the authorization and supervision of a duly constituted superior in the emergency organization; or,

(b) under the supervision and direction of the American Red Cross while carrying out its programs in consonance with state and local statements of understanding, or in carrying out a mission assigned to that agency by a responsible state or local authority.”

DSW volunteers “shall have the same degree of responsibility for their actions and enjoy the same immunities as officers and employees of the state and its political subdivisions performing similar work” (Emergency Services Act Section 8657).

Registered volunteer Disaster Service Workers may file claims for Worker’s Compensation for injuries sustained while performing disaster service under the authority and guidelines used for paid government employees. They are also covered during classroom training, drills and exercises that are approved by the Los Altos Hills Disaster Council.

E. Town Emergency Volunteer Programs

Two emergency responder volunteer groups are part of the Town’s Emergency Management program; Community Emergency Response Team (CERT) and the Emergency Communications Committee (ECC) and Associates coordinating ham radio. Members must be registered as volunteer Disaster Service Workers (DSWs) and fingerprinted.

Ham Radio operators and CERT are activated and conduct activities according to their Standard Operating Guidelines and Checklists (Annexes H & I).

Town Disaster Service Worker volunteers are authorized to respond anywhere in California, upon agreement of the jurisdictional authority for that area.

1. Community Emergency Response Team (CERT)

Community Emergency Response Team members are trained by the Los Altos Hills County Fire District through the Santa Clara County Fire Department.

CERT training follows FEMA guidelines and includes 21 hours of training in personal preparedness, SEMS/NIMS, ICS, disaster organization, disaster medicine, light search and rescue, disaster psychology, terrorism awareness, hazardous materials awareness, fire safety & suppression, triage, building safety assessment, cribbing and utility control.

CERT units report through the Operations section, Fire & Rescue Branch of the EOC.

2. Ham Radio

Ham radio is coordinated by the Emergency Communications Committee (ECC), a committee of the City Council.

Ham radio plays a significant role in EOC operations. Ham radio operators are federally licensed and trained to provide reliable communications between City and County EOCs. Ham radio volunteers also provide situation status information to the EOC. ECC Associates and CERT Recon support these functions.

Ham Radio reports to the Planning & Intelligence Section of the EOC.

F. Activation of CERT and Ham Radio Volunteers

There are four situations when Disaster Service Worker volunteers (DSWs) are activated for emergencies:

1. A request for DSWs is made by the Town or by the Santa Clara County Office of Emergency Services, if Town staff are unavailable, during an emergency proclamation;
2. Volunteer observes an imminent threat of extreme peril or the need to mitigate a potential imminent threat to life, property or the environment, when time is of the essence and this policy identifies specific activities that may be performed;
3. Volunteer observes an earthquake that causes things to fall over or off shelves;
4. Volunteers are directly requested to assist by a first responder (law, fire, utility worker or Town staff) for an emergency satisfying the situation #2 requirement.

Activation Process

See Table 5 DSW for details of activation.

During business hours, Town Staff will obtain Mike-Mike report from the ECC and, if appropriate, issue an activation number, notify volunteers, per the DSW communications plan, and coordinate the DSW volunteer response as necessary.

During periods when the Town offices are closed, or communication has failed, and a rapidly developing, time critical emergency occurs that satisfies any of the situation requirements listed above, all volunteers should secure their homes and families first and prepare for possible activation.

Ham radio operators who are part of the Emergency Communications Committee (ECC) members, ECC associates (with Net Control Operator (NCO) authorization) and Community Emergency Response Team (CERT) may immediately activate, check in, and coordinate to establish a home-based communications net reporting Mike-Mike (Modified Mercalli Scale) for earthquake. NCO will evaluate Mike-Mike reports to determine need to mobilize. ECC may also respond to the Town Emergency Operations Center (EOC) to further establish communications, when possible, after checking in.

CERT members who are not on the ham radio team may secure their homes and families and must check in before conducting any activities per CERT Annex I of the Town Emergency Operations Plan (EOP).

All DSW volunteers may perform volunteer activities requested by first responders during incidents described above and should document their activities per Annex H and I of the Town EOP.

No volunteer will respond to any act of Terrorism or manmade disaster (including Active Shooter) unless specifically requested by Town staff or first responders.

Activation numbers are used as reference numbers to track events. Number is configured as LAH - Year - number series between 100 and 200. Town Staff will issue an Activation number as soon as possible but the activation number is not needed for initial activation if the activation requirements are met.

The City Manager or EOC Director may cancel a volunteer activation under any situation at any time.

Notifying Town or County Staff

Whatever the Activation situation, a member of the ECC should immediately establish contact with Town staff to begin coordination.

If text and cell phone contact have failed to reach Town staff within thirty minutes of the start of the event, the ECC will coordinate with County OES. ECC may contact County OES while attempting to contact Town staff to establish that link in the event Town staff is unable to be reached and a government entity is needed for guidance.

If the ECC is unable to reach any Town staff or County staff within 30 minutes, CERT and ECC volunteers should commence their Standard Operating Guidelines for critical infrastructure and zone checks if they determine it is safe to do so. If not safe, track and document information only. ECC will continue to attempt to reach Town and County staff. ECC will attempt to staff the EOC with ECC and CERT Supervisors.

Supervision

Any Town staff member or first responder may directly request use of DSW volunteers for activities aligned with CERT and ECC training and satisfying any of the situation requirements. At no time will a DSW volunteer perform any activity that puts them in harm's way.

Requestor must assign supervision for the activity. As soon as possible, first responders should notify Town staff of DSW use. Proper documentation must be prepared including the names of members assigned, activity performed and time in and time out.

Unless redirected by Town Staff or first responders, CERT and ECC Supervision will be conducted as follows:

At the start of an activation, CERT ham radio will be supervised by Net Control until CERT ham radio Net Control is established. Both are authorized to make assignments per standard operating guidelines.

Net Control will continue to supervise the response of ham operators who declare themselves as ECC members and ECC associates for the emergency.

CERT Incident Commander and CERT Supervisors supervise CERT resources, including CERT ham radio teams.

Supervision may be in person, by telephone, or by ham radio.

All established Net Control points, Incident Command Posts and volunteer coordination areas report to a Town staff representative or first responder.

Opening the EOC

When activation requirements are satisfied, any ECC member or ECC associate or CERT Supervisor with required NIMS training, as listed on call-out sheet, may open the Emergency Operations Center to begin gathering information and making notifications, per the EOC checklists, until Town Staff arrive to assume EOC Operations.

Check-In

When any activation situation requirements have been met, ECC, ECC associates, CERT RECON and CERT volunteers must check and be acknowledged before commencing activities.

Preferred check in is over ham radio, telephone/text or email because it does not require movement from a safe location.

If CERT members are unable to check-in via the methods outlined above, they should respond to the nearest Command Post, ARK or ham radio operator to check-in - ONLY if it is safe to do so. If the area is unsafe, do not activate.

No volunteer may perform any Town authorized emergency response functions unless they have checked in and their identity is logged on an ICS 211B.

Once check-in has occurred and an assignment is received, including standard protocols, the California Office of Emergency Services considers DSW volunteers to be activated while traveling in their personal vehicles to and from an emergency assignment and during the assignment. Individual's own personal auto insurance should be in effect.

Registering Spontaneous Unaffiliated Volunteers During Disasters

During proclaimed emergencies, when monitored and screened by the Director of Emergency Services, the City Manager, City Clerk, Assistant Director of Emergency Services, CERT Coordinator, Emergency Communications Committee Officers, the CERT Incident Commander and CERT General Staff may administer self-certification volunteer DSW registration forms for spontaneous volunteers. (Town Emergency Ordinance)

Table 5 DSW Summary of Volunteer Activation		
Time of Day / Type of Event	Volunteer Activation Process	Town Notification Process
Earthquake during business hours	If things fall over, or off shelves, check in and wait for Mike-Mike confirmation of the impact before commencing activities.	Town is aware. Confirm need to activate through Mike-Mikes.
Earthquake during non-business hours	If things fall over, or off shelves, check in and wait for Mike-Mike confirmation of the impact before commencing activities.	ECC to call Town staff and County EOC to inform them of activation and obtain an activation number.
Manmade emergency (including Active Shooter) or Terrorist event during business hours.	No response unless notified by Town or requested by a first responder. Ham radio net established from homes to share information.	Town will be notified by first responders. ECC may make contact to share status updates received from hams.
Manmade emergency (including Active Shooter) or Terrorist event during non-business hours.	No response unless notified by Town or requested by a first responder. Ham radio net established from homes to share information.	ECC to call Town staff and County EOC to share information and confirm they are aware.
Other natural disasters/emergencies during business hours.	If activation situation requirements are met, activate and check in. No Town request required.	ECC to call Town staff to confirm they are aware and advise of volunteer activation. Town will issue activation number or cancel the activation.
Other natural disasters/emergencies during non-business hours.	If activation situation requirements are met, activate and check in. No Town request required.	ECC to call Town staff and County EOC to confirm they are aware and advise of volunteer activation. Town or County will issue activation number or cancel the activation.
First responder request for volunteer assistance. 24/7	Create a sign in sheet per procedures and have it signed by the requestor. Take a photograph of it and email to CERT ARK and EOC.	Ask first responder to notify Town staff of activation.
If No Contact made with the Town or County within 30 minutes.	ECC will confirm no-contact and notify CERT, CERT Recon, ECC, and Associates to begin to follow standard operating guidelines if it is safe to do so. If unsafe, perform documentation function from a safe location. ECC will attempt to staff the EOC with ECC and CERT Supervisors.	ECC will continue to attempt to reach Town and County staff.

G. Private Agency Volunteers

Volunteers working for private agencies such as the American Red Cross and Salvation Army may be working in Town but are not being supervised by Town employees and are not part of the Town Disaster Service Worker program. If there is any question about who is responsible for the volunteer's supervision or Disaster Service Worker status, the Town may elect to swear the person in as a Town volunteer.

Private agencies, organized groups and service clubs which desire to volunteer to perform specific tasks during emergencies should contact the City Manager's Office or EOC to coordinate.

H. Safety Assessment Volunteers

Safety Assessment Volunteers are requested, through County OES, to conduct evaluations of all public and private structures after an earthquake.

Volunteering Safety Assessment Evaluators are trained by CalOES and registered with CalOES as Disaster Service Worker Volunteers. They are provided worker's compensation coverage by the State of California. Evaluators who are State or local government employees are covered by their respective jurisdiction and respond under mutual aid agreements. *(2015 California Safety Assessment Program Guidelines)*

I. Spontaneous Unaffiliated Volunteers (SUV)

Community volunteers who are not pre-registered as DSWs may offer to help. Some may have skills that are valuable to the Town's response. The Town is responsible for managing spontaneous volunteers, including registration and screening to determine their potential usefulness.

XVII. MASTER MUTUAL AID AGREEMENT

The California Disaster and Civil Defense Master Mutual Aid Agreement outlines the process for requesting outside assistance when local resources are fully committed and additional material and/or personnel are required to respond to the emergency. Fire and law enforcement will request or render mutual aid directly through established channels within the County.

Besides fire and law enforcement, the following mutual aid plans exist

- Coroner
- Emergency Management – for EOC staffing
- Fire & Rescue
- Law
- Medical and Mental Health
- Public Works

EOC Logistics Section supports incoming mutual aid by providing food, shelter, fuel, etc. *(See EOC Binder Section Specific Support Documents for Mutual Aid)*

Any action that involves financial outlay by the Town, or a request for military assistance, must be authorized by the Director of Emergency Services.

Coordinators at the CalOES Mutual Aid Regional level are responsible for:

- Maintaining liaison with appropriate State, Federal, and local emergency response agencies located within the Region;
- Support by providing planning guidance and assistance to local jurisdictions;
- Responding to mutual aid requests submitted by jurisdictions and/or OA Coordinators;
- Providing the State Director of OES with situation reports and, as appropriate, recommending courses of action.

A. Mutual Assistance / Service for Hire

Volunteer, non-governmental and private agencies may participate in Mutual Assistance or Service for Hire. Emergency preparedness partnerships with volunteer agencies such as the American Red Cross, Salvation Army, Disaster Communications Services, community and faith-based organizations and others are an essential element of local, state and national emergency response to meet the needs of disaster victims. Volunteer agencies and non-governmental organizations mobilize volunteers and other resources through their own systems.

Not all volunteered (public and private) services are free. Written agreements outlining compensation expectations should be in place prior to work being performed.

XVIII. CONTINUITY OF GOVERNMENT

*The following are excerpts from the California Government Code (Emergency Service Act - **ESA**) related to preservation of government.*

Duties of the Governing Body

*“The preservation of local government in the event of enemy attack or in the event of a state of emergency or a local emergency is a matter of statewide concern. The interdependence of political subdivisions requires that, for their mutual preservation and for the protection of all the citizens of the State of California, all political subdivisions have the power to take the minimum precautions” (to preserve government) *California Emergency Services Act Title 2, Division 1, Chapter 7, section 8635**

The Town of Los Altos Hills adheres to the California Emergency Services act and the Brown Act relating to

- Availability of Council Members
- Succession of Council Members
- Appointing Standby Officers
- Assignment of Temporary Officers
- Conducting Emergency Meetings

Refer to Appendix 17 for Standby Council Member Duties.

XIX. PROCLAMATION OF A LOCAL EMERGENCY

The Director of Emergency Services may proclaim a local emergency. The City Council, as the Town's governing authority, must agree and ratify the proclamation within seven days. Proclaiming an official local emergency gives the Town the right to control access to facilities and initiate other emergency measures. An emergency proclamation must be in place to use volunteer Disaster Service Workers.

When a local emergency is proclaimed, it may be beneficial to ask the City or County to also proclaim a local emergency to provide support and resources, as needed. Additionally, the city/county may request an emergency proclamation from the Governor who may request an emergency declaration from the President of the United States.

State proclamations and Presidential declarations may provide cost recovery benefits to the Town if training, documentation and procurement standards are followed.
(Appendix 8 Proclamations)

XX. RECOVERY

Recovery starts at the moment of impact. Recovery activities involve the process of returning to normal activities, restoring services, rebuilding the affected area(s) and, in some instances, working with the State or FEMA to rebuild and apply for reimbursement of certain disaster related costs. The EOC Director or designee will identify a Disaster Recovery team. Recovery is a time when many individuals are experiencing stress and loss. It is important to include mental health considerations in all aspects of the recovery process.

Recovery operations are divided into two phases.

1. Short Term Recovery Objectives are to

- Restore essential services
- Protect individual well-being (protect lives, shelter, food, medical aid, mental health, etc.)
- Apply for State and/or Federal Public Assistance (if applicable)

2. Long Term Recovery Objectives are to

- Permanently restore public property and infrastructure
- Aid in the restoration of private property
- Create Economic and resource stabilization
- Restore normal government operations
- Mitigate hazards
- Update plans based on lessons learned
- Work with the State and/or FEMA to complete projects and apply for reimbursement.

Long Term recovery consists of actions that will return the Town back to normal pre-disaster levels of service. Long Term recovery can continue for weeks or years. The Loma Prieta Earthquake's disaster recovery was still in process twenty years after the event.

Recovery activities impact the Finance and Administration and Planning functions. The Director of Emergency Services will identify a Disaster Recovery team to assemble data and work with the State and/or FEMA. Operational checklists supporting these activities are located in Annex A Finance Checklists and Annex F Recovery.

If the emergency is not large enough to initiate a Presidential declaration of emergency, recovery will primarily involve working with insurance companies to repair and rebuild; however, if the emergency has severely impacted other Cities or Counties and not the Town, the Town may provide recovery support functions such as sheltering, feeding, etc. for the community-at-large.

If the emergency receives a Presidential declaration, additional activities will occur.

Through coordination between the Federal Coordinating Officer (FCO), State Coordinating Officer (SCO), and OA representatives, Disaster Assistance Centers and Local Assistance Centers will be established and staffed by representatives of Federal, State, County, cities, non-profit and private sector agencies.

A. Cost Recovery

In the event of a Presidentially declared disaster, the Robert T Stafford Disaster Relief and Emergency Assistance Act provides the Federal authority and program for Federal congressional appropriation of public funds for disaster assistance.

FEMA recovery programs are coordinated through the State and County.

This program provides for a reimbursement of 75 percent of eligible expenses for approved categories of public facility protection and/or repair and restoration of damaged facilities. After FEMA reimburses the Town, the State will then reimburse 75% of the remaining 25% of eligible costs. If only the State proclaims, and the President does not, the State will reimburse 75% or the total of eligible costs.

Eligible Costs

In general, the state share is no more than 75 percent of the following eligible costs

- Overtime and associated wage additive costs for emergency response personnel;
- Actual travel and per diem;
- Supplies, materials, and equipment;
- Repair, permanent restoration, and replacement costs for public facilities;
- The cost of basic engineering services when necessary for construction projects;
- Indirect and administrative costs (10% of total approved state share);
- Costs for work performed under interagency assistance agreements for which an eligible applicant is legally obligated to pay; and
- The local cost share required under federal public assistance programs.

Reimbursement is not guaranteed. Historically, the greatest financial loss to cities has been in failing to follow established procurement procedures when responding to disasters and having claims be denied. Additionally, the State requires a demonstrated

use of SEMS/ICS and participation in city/county coordinated emergency planning activities. FEMA requires a demonstrated use of NIMS/ICS, training records and resource typing (recommended).

B. Long Term Recovery

Components of a healthy Long Term Recovery Program include

- Clear statement of the organization's mission
- Effective organizational structure
- Fiscal transparency & annual balanced budget
- Adequate financial controls and program evaluation process
- Board & committees with broad community representation
- Established policies as to who you will help and by what means (often including a needs assessment process)
- Case management process
- Construction management process
- Volunteer management process
- Donations management process
- Unmet needs program
- Strategic plan for 3-5 years of recovery
- Spiritual care system
- Mitigation and preparedness plan for future disasters

C. After Action Reports and Improvement Plans

An After Action Report (AAR) must be submitted to State OES within ninety (90) days of the close of the incident period as specified in the California Code of Regulations, section 2900 (j). "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." 19 CCR 2450 (b)

The After Action Report is prepared by a team of Town staff lead by the City Manager or Emergency Manager.

An After Action Report/Improvement Plan includes both the good and the bad of the event. It is critical that a corrective action plan be prepared to take the lessons learned and improve the plan for future response. The Emergency Planning Team is responsible for implementing the Improvement Plan.

XXI. HAZARD MITIGATION

Hazard Mitigation is any action taken to reduce or eliminate long term risk to people and property from natural and human-caused disasters. It requires a hazard analysis to identify risks and vulnerabilities for each possible threat and develop mitigation strategies to reduce or eliminate long term risks. FEMA's Hazard Mitigation Assistance grant programs may assist with some mitigation activities.

Once a disaster occurs, an additional priority becomes the examination of how the impact of the current emergency can be reduced and what can be done to prevent future problems.

To assist local communities to lessen the effects of future disasters, Congress passed The Robert T. Stafford Disaster Relief and Emergency Assistance Act, (Stafford Act). The Stafford Act requires safe land use and construction practices as a condition of receiving federal disaster aid.

A federal agency may require local or state governments to adopt and enforce certain hazard mitigation regulations as a condition for federal assistance or participation in federally assisted programs.

Section 409, Stafford Act authorizes, as a condition of any disaster loan or grant made under the provisions of this Act, the recipient shall agree that any repair or construction to be financed therewith shall be in accordance with applicable standards of safety, decency, and sanitation and in conformity with applicable codes, specifications, and standards, and shall furnish such evidence of compliance with this section as may be required by regulation.

As a further condition of any loan or grant made under the provisions of this Act, the State or local government shall agree that the natural hazards in the areas in which the proceeds of the grants or loans are to be used shall be evaluated and appropriate action shall be taken to mitigate such hazards, including safe land use and construction practices, in accordance with standards prescribed or approved by the President after adequate consultation with the appropriate elected officials of general purpose local governments, and the State shall furnish such evidence of compliance with this section as may be required by regulation.

Every effort is made to prevent emergencies from happening, and minimize their effect, by

- Planning for timely Alert and Warning
- Identifying and correcting hazards and safety issues in a timely manner,
- Training to speed activation and give team members the confidence to successfully perform their duties and;
- Making preparedness plans and safety information available 24/7 on the Town website and “cloud”
- Public education and training classes staff and the community

- Planning and coordinating with other cities, Foothill College, utilities, volunteer groups, private and non-profit organizations who may be able to assist with the disaster response.

A. Town Profile and Hazard Overview

The Town of Los Altos Hills is a residential community in the northwestern region of Santa Clara County, California. It is thirty-five miles south of San Francisco, five miles south of Stanford University, and seventeen miles north of downtown San Jose. The Town encompasses nine square miles, making it one of the smallest incorporated cities in Santa Clara County. It borders the City of Palo Alto and Palo Alto's Pearson-Arastradero Preserve to the north and west, the City of Los Altos to the east and the Mid Peninsula Regional Open Space District's Rancho San Antonio to the south. There is an additional 5.2 square miles of unincorporated land adjacent to the Town's southern boundary that is designated within the Town's "sphere of influence." In addition Foothill Community College is located within the Town boundaries new Highway 280 and Moody Road. There are several distinct features of Los Altos Hills. One is the Town's dedication to the preservation of a "residential-agricultural" conditional lifestyle, which is shown through open lands, rolling hills, and a rural atmosphere. The Town's Pathway System manifests this lifestyle, with 85 miles of trails and off-road paths that connect the community. Another significant feature of the Town is the absence of commercial and industrial zones. Permitted uses include schools, religious, and recreational facilities. The Town's zoning requires a minimum lot size of one acre.

The topography of Los Altos Hills provides significant constraints to development, such as steep slopes, unstable soils, seismic faults, and other natural hazards. Three major faults traverse the Town of Los Altos Hills: (1) Berrocal Fault, which runs from west to east, (2) Altamont Fault, parallel to Berrocal Fault, and (3) Monte Vista Fault, running from northwest to southeast. The Town is also near the San Andreas Fault and all are categorized as potentially active.

The history of Town emergencies and greater detail about all potential natural hazards is listed in the Local Hazard Mitigation Plan Annex to the General Plan. Documented emergencies date back to 1907 and include earthquake, wildfire, drought, winter storm and flooding.

B. Hazard Analysis

Hazard analysis is an exercise to evaluate risk, identify mitigation strategies and prioritize planning and training.

The Town strives to be a safe place to live and work. Potential natural threats to life and property exist from earthquakes, floods, wildfires and landslides.

An analysis of all hazards that could potentially occur in the Town and a rating of their impact(s) is listed later in this chapter.

How Risk Was Assessed

This worksheet was provided to the Emergency Planning Team to assess the organization's risk from various types of hazards. First the types of hazards that could affect the organization were listed. For each hazard, staff rated the likelihood of occurrence, potential impact to people, property, and the economy using a low=1, medium=2 or high=3 score. The average of all scores were taken to provide the final score.

Rating Explanation

Property.

- High—30 percent or more of the total assessed property value is exposed to a hazard (Impact Factor = 3).
- Medium—15 percent to 29 percent of the total assessed property value is exposed to a hazard (Impact Factor = 2).
- Low—14 percent or less of the total assessed property value is exposed to the hazard (Impact Factor = 1).
- No impact—None of the total assessed property value is exposed to a hazard (Impact Factor = 0).

People.

- High—50 percent or more of the population is exposed to a hazard (Impact Factor = 3).
- Medium—25 percent to 49 percent of the population is exposed to a hazard (Impact Factor = 2).
- Low—25 percent or less of the population is exposed to the hazard (Impact Factor = 1).
- No impact—None of the population is exposed to a hazard (Impact Factor = 0).

Economy.

- High—Estimated loss from the hazard is 20 percent or more of the total exposed property value (Impact Factor = 3).
- Medium—Estimated loss from the hazard is 10 percent to 19 percent of the total exposed property value (Impact Factor = 2).
- Low—Estimated loss from the hazard is 9 percent or less of the total exposed property value (Impact Factor = 1).
- No impact—No loss is estimated from the hazard (Impact Factor = 0).

**Hazard Ratings
Table 6**

<i>Rate High-3, Medium-2, Low-1</i>						
Type of Hazard	A. Likelihood of Occurrence	B. Potential Impact to homes, facilities	C. Potential impact community/ staff, infrastructure	D. Potential impact to economy	Add A + B + C + D	Top 10 Threats
Active Shooter	1.57	1	1.86	1	1.36	
Airplane Crash	1	2	2.14	1.5	1.66	
Bomb Threat	1.29	1	1.43	1	1.18	
Civil Disorder	1.29	1.29	1.4	1.8	1.45	
Cyber Terrorism	2.33	2.67	2.67	3	2.68	3
Dam Failure	1.14	1.14	1.17	1	1.11	
Earthquake	3	3	3	3	3	1
Explosion	1.29	1.86	1.83	1.5	1.62	
Extreme Cold/Freeze	1.86	1.57	2	1.67	1.78	
Extreme Heat	2.29	1.71	2.67	2.33	2.25	8 tie
Flooding	2.14	1.29	1.33	1.83	1.64	
Hazardous Materials Incident	1.86	1.29	1.15	2.67	1.74	
High Winds	2.71	2	2	2.5	2.30	7
Landslide	2.71	1.86	1.67	2.33	2.14	9
Loss of Fuel	1.86	1.71	2	1.83	1.85	
Loss of Internet	2.43	1.71	2	1.67	1.95	
Loss of landline/cell phones	2.29	1.57	2.67	2	2.13	10
Loss of Power	2.71	2.71	2.83	2.33	2.65	4
Loss of Sanitary Sewer	2.29	1.71	2.5	2.5	2.25	8 tie
Loss of Transportation	1.14	1	1.83	1.83	1.45	
Loss of Water	2.29	2.71	2.67	1.83	2.38	6
Pandemic	2	1	3	2	2.00	
Structure Fire (single)	3	1	1	1.75	1.69	
Structure Fire (Town Hall)	2.8	3	2	2.5	2.58	5
Terrorism	1.17	1	1.15	2	1.33	
Wildland Urban Interface Fire	3	3	3	2.83	2.96	2

C. Protection of Vital Records

Vital records are defined as those records that are essential to the rights and interests of individuals, governments, corporations and other entities, including vital statistics, land and tax records; license registers, articles of incorporation, and historical information.

Vital records may also include those records essential for emergency response and recovery operations, including utility system maps, emergency supply and equipment locations, emergency operations plans and procedures, and personnel rosters.

The Town has a records retention policy to ensure that records which are required to be preserved or which may be useful for future reference are permanently retained and safely stored, and that those which have outlived their usefulness are destroyed.

If the Town is applying for state or federal disaster reimbursement they shall

- Scan and store all documents created during the response and recovery including hand written notes and messages.
- Store them electronically and physically for 7 years after the FEMA final determination letter is received and then destroy all documents.

The City Clerk shall supervise the classification and destruction of records. Destruction of records shall require the approval of the Board, unless otherwise provided for or authorized by law. Annually, a report of obsolete records to be destroyed shall be presented to the City Council for approval prior to destruction.

Copies of Town records are secured at the Maintenance Yard, 27400 Purissima Rd.

XXII. EXERCISES, TRAINING AND PUBLIC EDUCATION

The Town uses a combination of online and classroom training and exercises to prepare staff and the community for actual events.

A. Exercises

The Town uses three types of exercises to evaluate its plans.

Full Scale. Involves field simulations generating messages and requests to the EOC.

Functional. One or more EOC sections participate and respond to simulated messages.

Table Top. Roundtable discussion of emergency issues with possible/probable responses to situations.

Drill. A drill is an activity usually employed to test a single, specific operation or function within a single entity (e.g. evacuation, active shooter, resource ordering).

Exercise documentation, including After Action Reports and Improvement Plans, are maintained by the Emergency Manager and filed for future reference.

B. Training

Town employees have customized roles and functions to assume when a large-scale emergency or area-wide disaster strikes. Federal and state emergency guidelines state that all employees of the Town must be trained and qualified in specified courses depending on an employee's emergency response role. *(see Appendix 4 for a list of emergency function responsibilities)*

Specific training requirements are determined by the City Manager, based on SEMS/NIMS guidelines and the Town hazard analysis, to aid successful performance. Identified training requirements for each emergency response function are outlined in the Town's Emergency Training Plan. *(Appendix 10)*.

In addition to function specific training, all new employees are required to be briefed on the Employee Guide to Earthquakes and Other Emergencies *(Appendix 11)*, receive an EOC orientation and take a Personal Emergency Preparedness training (PEP) within one year.

To reduce the number of special meetings for emergency training refreshers, staff practice using the Incident Command System (ICS) and other emergency management strategies and tools during annual activities such as the Town Picnic and Pathways run.

Participant training rosters and the master file of training delivered is maintained by the Emergency Manager and Human Resources.

C. Public Education

When the community knows what to do before, during, and after a disaster, the impact of the disaster can be greatly reduced.

Additional preparedness information and self-help videos are available through the Town website www.losaltoshills.ca.gov.

The Town's Los Altos Hills County Fire District routinely conducts training on personal emergency preparedness and related topics. In addition, they conduct the Town's Community Emergency Response Team (CERT) training.

XXIII. EMERGENCY MANAGEMENT MAINTENANCE PROGRAM

The Town's Emergency Management program includes a maintenance calendar for tools, equipment, food, websites and supplies. There is also a calendar for reviewing and updating plans and documents. Maintenance activities are delegated by the City Manager.