

TOGETHER FORWARD



**COUNTY OF SAN MATEO
EMERGENCY
MANAGEMENT**

**20 San Mateo
26 County
Emergency
Operations Plan**



DRAFT 3.2

TABLE OF CONTENTS

LETTER OF PROMULGATION	5
APPROVAL AND IMPLEMENTATION	6
PLAN CONCURRENCE	7
RECORD OF CHANGES	8
RECORD OF DISTRIBUTION	9
INTRODUCTION	10
Foreword	10
Purpose.....	10
Scope.....	10
Situation Overview	11
Economic Overview.....	13
Hazard Analysis Summary	13
Planning Assumptions	14
DIRECTION, CONTROL, AND COORDINATION	16
National Incident Management System.....	16
National Response Framework.....	16
Standardized Emergency Management System.....	16
Local, Regional, State, and Federal Coordination	18
Department Operations Centers	19
Emergency Operations Center	20
Incident Coordination Structure.....	23
Special Districts Coordination.....	23
Private Sector and Nonprofit Coordination.....	23
Tribal Governments	24
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES	25
County Government/Operational Area.....	25
Board of Supervisors	25
Emergency Services Council	26
Access and Functional Needs Working Group	26
Director of Emergency Services.....	27
Director of Emergency Management	27
San Mateo County Department of Emergency Management	27
CONCEPT OF OPERATIONS	36
Preparedness Phase	37
Mitigation Phase	38
Response Phase.....	38
Recovery Phase.....	44

INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION.....	47
Situational Awareness	47
Information Sources	47
Essential Elements of Information.....	47
Information Coordination	48
PUBLIC INFORMATION AND COMMUNICATION	49
Public Information.....	49
Joint Information System and Joint Information Center	49
Alert and Warning Systems.....	49
Accessible and Inclusive Communication	51
CONTINUITY OF GOVERNMENT.....	54
Line of Succession	54
Succession to Director of Emergency Services.....	55
Alternate Government Facilities.....	56
Preservation of Vital Records.....	56
ADMINISTRATION, FINANCE, AND LOGISTICS	57
Documentation and Record Keeping	57
Resource Requests and Mutual Aid Coordination.....	57
Procurement.....	58
Cost Recovery.....	58
Logistics Management and Resource Support	59
Mutual Aid	59
Collaborative Planning Process	61
Public Review and Community Engagement.....	61
EMERGENCY PROCLAMATIONS AND DECLARATIONS	62
Local Proclamation.....	62
Request for State Proclamation	62
State of War Emergency	62
Presidential Declaration	62
APPENDICES	64
Appendix A: Acronyms and Glossary of Terms.....	64
Appendix B: Proclamation Sample	68
Appendix C: Contact List.....	70
Appendix D: Evacuation Transportation and Sheltering Agreements.....	71
Appendix E: Authorities and References.....	73

TABLE OF FIGURES

Figure 1. San Mateo County Information and Resource Flow Structure	18
Figure 2. Field Resource Coordination through the ICP, DOC, and County EOC.....	23
Figure 3. Five Core ICS/EOC Functions.....	28
Figure 4. County EOC Organizational Structure.....	29
Figure 5. County EOC Management Section Organizational Structure.....	30
Figure 6. County EOC Operations Section Organizational Structure	31
Figure 7. County EOC Planning and Intelligence Section Organizational Structure.....	32
Figure 8. County EOC Logistics Section Organizational Structure.....	33
Figure 9. San Mateo County Finance and Administration Section Organizational Structure	39
Figure 10. County EOC EAP Process.....	35
Figure 11. San Mateo County Emergency Management Full Cycle Emergency Management.....	36
Figure 12. San Mateo County Emergency Management's Role Across Operational Conditions.....	39
Figure 13. California Mutual Aid Workflow	59

TABLE OF TABLES

Table 1. Plan Concurrence	7
Table 2. Record of Changes	8
Table 3. Record of Distribution.....	9
Table 4. San Mateo County Hazard Analysis Summary.....	14
Table 5. Comparison of Field and EOC SEMS Functions	17
Table 6. California ESFs	20
Table 7. San Mateo County EOC Activation Levels	40
Table 8. San Mateo County Digital Public Information Presence	51
Table 9. San Mateo County Lines of Succession	54
Table 10. Acronyms and Glossary of Terms.....	64

LETTER OF PROMULGATION

The preservation of life, property, the environment, and the economy is a fundamental responsibility of local, state, and federal governments. Emergencies can strike at any time, often without warning, and intentional planning conducted by trained and knowledgeable personnel can save lives, protect property, and reduce environmental and economic impacts.

This document represents the revised San Mateo County Operational (OA) Area Emergency Operations Plan (EOP), hereafter referred to as the San Mateo County EOP. The San Mateo County Operational Area includes the County itself, along with its political subdivisions, including special districts and cities. The County serves as the lead agency for the OA. Additionally, this plan functions as the County's EOP when responding to emergencies within the County's unincorporated areas if no other local agencies are involved.

The San Mateo County EOP provides a comprehensive framework for coordination and response before, during, and after an emergency, regardless of cause, size, or complexity. This plan will be reviewed, exercised, and updated regularly to adapt to changing conditions and emerging threats. It supersedes all previous emergency plans promulgated for this purpose.

Consistency and Compliance

The San Mateo County EOP is aligned with the National Preparedness Goal, the National Incident Management System (NIMS), and California's Standardized Emergency Management System (SEMS). It complies with all federal, state, and local statutes, and in instances where conflicts arise, applicable laws take precedence over the policies and procedures outlined in this plan.

Assignment of Authority and Responsibility

This EOP assigns both authority and responsibility to relevant organizations to carry out emergency management functions. Each organization identified in the plan is responsible for:

- Maintaining its own procedures and guidelines related to emergency operations.
- Conducting training, exercises, and plan maintenance to ensure readiness.
- Implementing the necessary measures to support the County's emergency response and recovery efforts.

Senior officials, department heads, and leaders from partner agencies and organizations are expected to affirm their support for emergency management and actively participate in preparedness and resilience initiatives.

Endorsement

The San Mateo County EOP supports the mission and vision of San Mateo County to ensure a coordinated and efficient response to emergencies. The Board of Supervisors hereby endorses this EOP and fully supports its implementation. All officials, employees, community partners, and stakeholders are urged to commit to the County's emergency management and resilience efforts.

This San Mateo County EOP is hereby approved and promulgated as the official guiding document for emergency management within the OA.

APPROVAL AND IMPLEMENTATION

This EOP is sanctioned under the authority of the San Mateo County Ordinance Code and issued under the authority of the Director of Emergency Services. State authority can be found, in part, in the California Emergency Services Act (CESA), SEMS, and various other codes and regulations. Federal authority is found in the Robert T. Stafford Act, Homeland Security Presidential Directive 5, and Presidential Policy Directive 8. The systems used nationally are NIMS and the National Response Framework (NRF).

This document shall be the official EOP for the County of San Mateo and shall supersede all previous plans for this purpose. Nothing in this plan shall be construed in a manner that limits good judgment and common sense in matters not foreseen or covered by the elements of the plan or any appendices hereto.

The Director of Emergency Management holds delegated authority to modify the San Mateo County EOP without requiring the Deputy County Executive's signature; however, concurrence from them is strongly recommended. Modifications must be reviewed and endorsed by the Emergency Services Council and formally adopted by the San Mateo County Board of Supervisors.

This plan is approved by the County Executive Officer for the County of San Mateo and ratified by the San Mateo County Board of Supervisors. It will be implemented upon approval. Copies of the plan will be distributed electronically to each County Department, the Emergency Operations Center (EOC), and Section Chiefs.

Michael Callagy
County Executive Officer

Date



RECORD OF CHANGES

Each revision or correction to the San Mateo County EOP must be recorded. Table 2 contains the date, location, and brief description of the revision or change to the Plan, as well as who requested or performed such revision/change.

Table 2. Record of Changes

<i>Date</i>	<i>Summary of Change</i>	<i>Change by:</i>

DRAFT - NOT FOR DISTRIBUTION

RECORD OF DISTRIBUTION

San Mateo County’s Department of Emergency Management is responsible for developing, maintaining, and distributing the San Mateo County EOP. Emergency Management will make the Plan available to all County departments, OA jurisdictions, California Governor’s Office of Emergency Services, and other partner organizations as necessary and upon request. An electronic version is available on the San Mateo County Emergency Management website. Additionally, hard copies are available at San Mateo County Emergency Management and the EOC.

The following table shows the Record of Distribution of the Plan, which indicates who received the Plan either electronically or via hard copy, the date of delivery, and the number of copies received.

Table 3. Record of Distribution

<i>Name</i>	<i>Agency/Dept</i>	<i>Date of Delivery</i>	<i>Number of Copies</i>

DRAFT - NOT FOR DISTRIBUTION

INTRODUCTION

Foreword

Emergencies and disasters, whether natural, technological, or human-caused, can occur without warning and require a coordinated and timely response. The San Mateo County EOP provides the framework the County uses to manage and coordinate response operations across a wide range of incidents, from small, localized events to complex, multi-jurisdictional disasters.

This Plan is intended to be read, understood, and exercised before an emergency occurs. It describes how County departments, agencies, and partners operate within an integrated emergency management system and reflects the broader response community, including individuals, businesses, nongovernmental organizations (NGOs), neighboring jurisdictions, and state and federal agencies.

The San Mateo County EOP emphasizes response operations, which are the actions taken to protect life, preserve property, and stabilize the incident, while also supporting recovery by reducing long term physical, psychological, social, economic, and environmental impacts.

Purpose

The purpose of this Plan is to provide a framework that outlines the concepts, policies, and procedures guiding San Mateo County's emergency management process across all phases, including preparedness, response, recovery, and mitigation. The San Mateo County EOP supports coordinated and efficient action when emergencies and disasters occur.

This Plan identifies roles and responsibilities for County departments, external agencies, and other stakeholders and serves as a foundational reference for related plans addressing mitigation, recovery, and continuity of operations. As a cornerstone of the County's emergency management program, the San Mateo County EOP aligns with current federal, state, and local laws and requirements, including CESA, SEMS, and NIMS, and reflects recognized emergency management practices.

This Plan is intended for use in concert with other County emergency management documents to support an integrated approach to public safety, continuity of government, and continuity of essential services.

Scope

This Plan applies to San Mateo County departments and agencies with emergency management roles and responsibilities. It also describes coordination within the San Mateo County OA, including political subdivisions such as cities and special districts, as well as private sector partners (for example utilities and hospitals), NGOs, volunteer groups, and the public.

The San Mateo County EOP is all hazards and applies to incidents including natural disasters, technological hazards, public health emergencies, and human caused events. It applies throughout San Mateo County, including urban, rural, coastal, and unincorporated areas.

This Plan describes how the County and OA coordinate with neighboring counties, regional agencies, the State of California, and federal partners, including through mutual aid and integration with SEMS and alignment with

NIMS. The San Mateo County EOP is designed to work in concert with department specific plans and hazard or function specific annexes and appendices.

Whole Community Approach

San Mateo County applies a Whole Community Approach to promote an inclusive and coordinated system that engages community members, organizational representatives, emergency management professionals, and government partners in preparedness and response. The County is committed to involving all community sectors in emergency planning and preparedness to ensure planning and operations are comprehensive, equitable, and reflective of the County's diverse communities.

The County is committed to adherence with the Americans with Disabilities Act (ADA) and applicable State of California requirements, including integrating access and functional needs (AFN) considerations throughout all phases of emergency management. AFN considerations apply across California Emergency Support Functions (CA-ESFs), annexes, and functional elements of this EOP. Each CA-ESF lead agency is responsible for identifying AFN related requirements relevant to its mission area, including accessible communication, mobility needs, medical dependencies, and cultural and linguistic considerations.

Operational procedures and detailed AFN protocols are addressed in applicable annexes and appendices that will be developed and maintained separately from this base plan.

Situation Overview

San Mateo County is located on the San Francisco Peninsula in Northern California, bordered by the Pacific Ocean to the west and San Francisco Bay to the east. The County includes diverse terrain ranging from coastal zones to inland valleys and ridgelines.

The County and OA include 20 incorporated cities and towns and a range of special districts (for example airport, fire protection, water, sanitation, and healthcare districts). The eastern portion of the County is primarily urban and suburban, while the western portion includes rural communities, agriculture, and extensive open space. San Mateo County's location between major regional centers and adjacent counties supports significant transportation, economic activity, and inter county coordination needs during emergencies.

Demographics

San Mateo County is a culturally, ethnically, and linguistically diverse community within the greater San Francisco Bay Area. A significant portion of residents are foreign-born, and many households speak a language other than English at home. This diversity presents operational considerations for accessible alert and warning, public information, and service delivery during emergencies.

The County includes a mix of household types and an aging population, which underscores the need to plan for accessible health, transportation, sheltering, and support services for older adults and other populations that may experience barriers during emergencies.

Incorporated Cities, Unincorporated Communities, and Special Districts

San Mateo County encompasses incorporated cities and unincorporated communities that rely on the County for core services. Redwood City serves as the County seat and primary administrative and governmental hub.

Incorporated Cities

San Mateo County includes 20 incorporated cities and towns, each with its own municipal government responsible for providing essential services and local emergency management coordination. These cities and towns vary in size and geography, ranging from coastal communities to urban centers along the Peninsula.¹

- Atherton
- Belmont
- Brisbane
- Burlingame
- Colma
- Daly City
- East Palo Alto
- Foster City
- Half Moon Bay
- Hillsborough
- Menlo Park
- Millbrae
- Pacifica
- Portola Valley
- Redwood City
- San Bruno
- San Carlos
- San Mateo
- South San Francisco
- Woodside

Unincorporated Communities

Outside the incorporated cities, San Mateo County contains several unincorporated communities, also known as Census-Designated Places (CDPs), that rely on the County for core services, planning, and emergency management functions. These communities reflect the County's diverse geography, including coastal areas, rural mountain areas, and suburban neighborhoods.²

- Broadmoor
- Burlingame Hills
- Devonshire
- El Granada
- Emerald Lake Hills
- Fair Oaks
- Highlands-Baywood Park
- La Honda
- Ladera
- Loma Mar
- Los Trancos Woods-Vista Verde
- Menlo Oaks
- Montara
- Moss Beach
- North Fair Oaks
- Palomar Park
- Pescadero
- Princeton-by-the-Sea
- San Gregorio
- Sequoia Tract
- Skylonda
- South Coast-Skyline
- Stanford Lands
- West Menlo Park

Special Districts

Special districts provide essential services including water supply, sanitation, fire protection, vector control, harbor operations, and open space management. These entities maintain their own governance structures and coordinate with the County and cities during emergencies to support continuity of essential services and coordinated OA operations.

¹ Roster of Towns and Cities Located in San Mateo County, Assessor-County Clerk-Recorder & Elections, 2023: [Roster of Towns and Cities Located in San Mateo County](#)

² Roster of Towns and Cities Located in San Mateo County, Assessor-County Clerk-Recorder & Elections, 2023: [Roster of Towns and Cities Located in San Mateo County](#)

Access and Functional Needs Populations

San Mateo County is committed to integrating the needs of individuals with access and functional needs into emergency planning and operations. The County will make every reasonable effort to communicate and coordinate with individuals who may require additional support before, during, or after an emergency, including those who may need assistance with health care, maintaining independence, communication, transportation, or support services.

Individuals with access and functional needs may include people with disabilities, individuals with chronic health conditions, individuals with limited English proficiency, older adults, children and youth, individuals who are low income or experiencing homelessness, individuals without reliable transportation, and others who may experience barriers to accessing information, services, or resources during emergencies.

AFN considerations are incorporated across relevant sections of this base plan and will be further detailed through functional annexes and appendices addressing topics such as accessible alert and warning, evacuation transportation, sheltering, reunification, and continuity of care.

Social Vulnerability

Social vulnerability refers to a community's capacity to prepare for and respond to hazardous events. Within San Mateo County, social vulnerability varies across communities and may affect disaster impacts and recovery outcomes. These considerations inform planning priorities for accessible communications, equitable service delivery, and targeted support to communities that may experience disproportionate impacts during emergencies.

Supporting data products and maps (including the Social Vulnerability Index or similar tools) are maintained outside this base plan and may be referenced in supporting annexes and planning materials as needed.

Economic Overview

San Mateo County is a major economic hub within the greater San Francisco Bay Area, with a diverse economy driven by innovation and technology, healthcare, education, and professional services, along with continued contributions from agriculture, particularly along the Coastside. Economic resilience and continuity of key industries and services are important considerations for emergency response and recovery operations.

Hazard Analysis Summary

San Mateo County faces natural, technological, and human caused hazards that vary in probability and impact across urban, rural, and coastal areas. Vulnerable facilities and critical infrastructure are dispersed throughout the County, and population centers span diverse geographies, which require scalable coordination and resource support.

San Mateo County provides emergency response proportionate to available resources but may require mutual aid and state and federal support during large scale disasters. This interdependency reinforces the importance of multi-jurisdictional coordination across the OA.

The County’s 2021 Multijurisdictional Local Hazard Mitigation Plan identifies the following as the high and medium natural hazards for the County:³

Table 4. San Mateo County Hazard Analysis Summary

<i>Hazard Type</i>	<i>Probability</i>	<i>Severity</i>
Dam Failure	Medium	Very High
Earthquake	High	High
Extreme Weather	Medium	High
Flood	Medium	High
Landslide / Mass Movement	High	High
Wildfire	Medium	Medium

These hazards may produce cascading impacts to infrastructure, transportation, utilities, public health, and access to services. Detailed hazard profiles, historical events, and mitigation strategies are maintained within the Multijurisdictional Local Hazard Mitigation Plan and supporting County planning documents. The Multijurisdictional Local Hazard Mitigation Plan is updated every five years and the most up to date plan should be used for planning purposes.

Planning Assumptions

The following assumptions apply in San Mateo County:

- San Mateo County faces diverse hazards, including natural, technological, and human-caused, that can result in critical incidents with little or no warning and may exceed local, state, or federal capabilities.
- County departments and personnel participate in ongoing planning, preparedness, and training to ensure readiness for assigned emergency roles.
- The County’s EOC may be partially or fully activated to coordinate resources and support operations during critical incidents.
- San Mateo County is responsible for emergency actions within its jurisdiction and will commit available resources to protect life, property, and the environment before requesting mutual aid.
- The County follows the Incident Command System (ICS), SEMS, and NIMS to ensure coordinated and effective response operations.
- Non-essential operations may be suspended during major emergencies to prioritize critical functions and resource allocation.
- Initial response efforts may rely on local resources, as mutual aid and outside assistance may take time to arrive following a major disaster.
- Disruptions to transportation and critical infrastructure (e.g., utilities, communications, and essential services) are expected and may limit access to key facilities.
- Residents, businesses, and organizations should plan for self-sufficiency for at least one week following a major incident.

³ San Mateo County. 2021 Multijurisdictional Local Hazard Mitigation Plan. San Mateo County Executive Office. Accessed October 30, 2025. <https://www.smcgov.org/ceo/2021-multijurisdictional-lhmp>.

- Planning and response strategies will account for the entire community, including children, individuals with access and functional needs, immigrants, those with limited English proficiency, and diverse racial and ethnic populations.

DRAFT - NOT FOR DISTRIBUTION

DIRECTION, CONTROL, AND COORDINATION

The Direction, Control, and Coordination section describes how San Mateo County organizes and coordinates emergency response activities when incidents occur. Coordination includes joint efforts among County departments, local jurisdictions, special districts, state and federal agencies, private sector partners, and NGOs.

San Mateo County centralizes emergency coordination to:

- Cooperate effectively with local, regional, state, and federal agencies.
- Protect life, property, and the environment.
- Make County resources available to meet the needs of the public during emergencies and disasters.
- Support local jurisdictions and OA partners through coordinated resource management.

Emergency response in San Mateo County is conducted under the statutory authority established by CESA and is implemented using ICS, SEMS, and NIMS. These systems define how incidents are managed in the field and are coordinated across local, County, regional, state, and federal levels.

National Incident Management System

NIMS establishes a unified framework for incident management implemented by San Mateo County and its partner agencies. Its guiding principles are integrated into incident command, multi-agency coordination, resource management, and communication protocols spanning County departments and partner organizations. There are three major components: resource management, command and coordination (including ICS), and communications and information systems. The guiding principles of NIMS are flexibility, standardization, and unity of effort.

National Response Framework

The NRF is a guide detailing how the nation responds to all-hazards, providing a scalable, flexible, and adaptive structure for emergencies. It aligns key roles and responsibilities across local, state, and federal levels, ensuring a coordinated response. San Mateo County aligns with the NRF in the way it organizes resources, establishes unity of effort, and manages incidents through standardized structures.

Standardized Emergency Management System

Foundation of the Standardized Emergency Management System

SEMS forms the foundation of emergency management throughout California and is required for all jurisdictions. San Mateo County operates as both a local government entity for unincorporated areas and as the OA for all cities and special districts within the County.

SEMS integrates ICS, multi-agency coordination, the OA concept, and mutual aid systems into a single structure that enables coordinated response and eligibility for state reimbursement.

San Mateo County operates under the San Mateo County Operational Area Agreement, which formalizes coordination roles and responsibilities among participating jurisdictions and agencies.

Standardized Emergency Management System Functional Levels

SEMS identifies five functional areas that apply to both the field and EOC:

- Command or Management
- Operations
- Planning and Intelligence
- Logistics
- Finance and Administration

In the field, these functions focus on tactical response. In the EOC, these functions focus on coordination, support, and policy direction.

Table 5. Comparison of Field and EOC SEMS Functions

<i>Primary SEMS Function</i>	<i>Field Response</i>	<i>EOC</i>
Command (Field) / Management (EOC)	Command is responsible for the directing, ordering, and/or controlling of resources.	Management is responsible for the facilitation of overall policy, coordination and support of the incident.
Operations	The coordinated tactical response of all field operations in accordance with the Incident Action Plan.	The coordination of all County operations in support of the response in accordance with the EOC Action Plan.
Planning/Intelligence	The collection, evaluation, documentation and use of information related to the incident.	Collecting, evaluating and disseminating information and maintaining documentation related to all County and jurisdiction activities.
Logistics	Providing facilities, services, personnel, equipment, and materials in support of the incident.	Providing facilities, services, personnel, equipment, and materials in support of all jurisdiction activities as required.
Finance/Administration	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident, including flood assistance, clothing, non-medical care and sheltering, family reunification, and victim recovery.	Responsible for coordinating and supporting administrative and fiscal considerations surrounding an emergency incident.

Local, Regional, State, and Federal Coordination

Emergency Organizational Levels

Information and resource requests flow through the SEMS structure from the field to local government, to the County OA, to the California Governor’s Office of Emergency Services (Cal OES), and to federal partners like the Federal Emergency Management Agency (FEMA) if necessary. This structure ensures scalable coordination and efficient resource support.

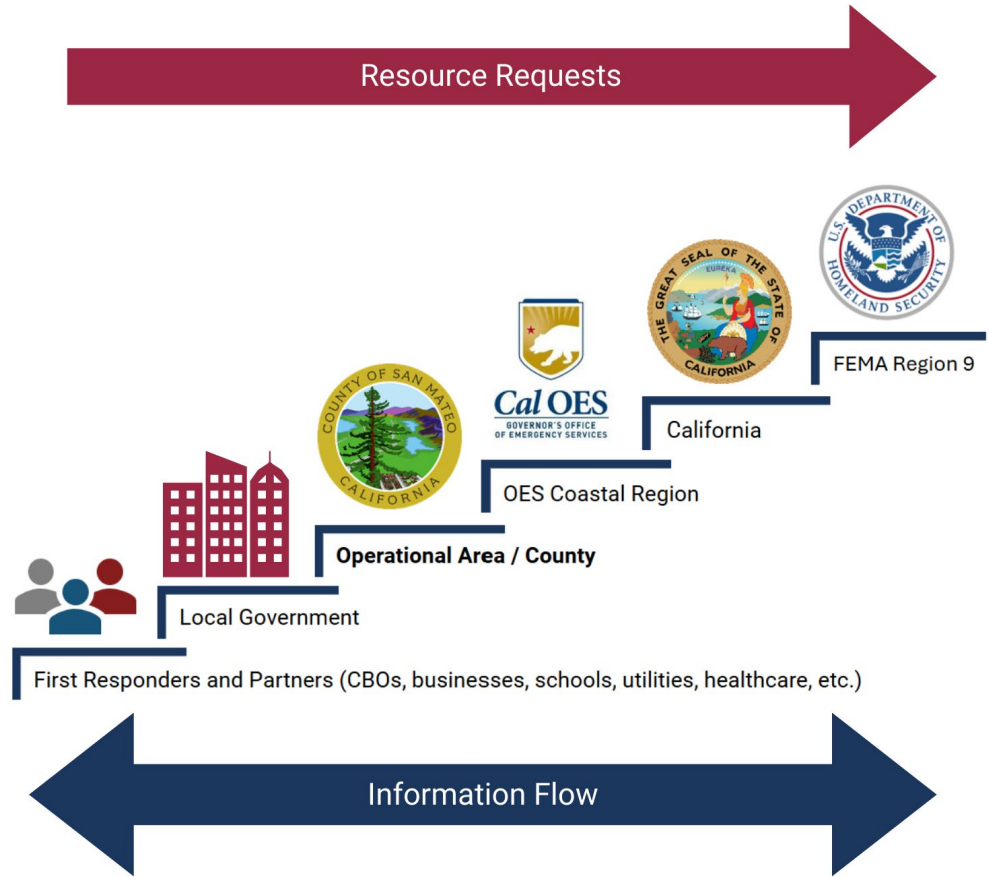


Figure 1. San Mateo County Information and Resource Flow Structure

Field Response Level

San Mateo County uses ICS to manage on scene tactical operations. The Incident Command Post (ICP) serves as the tactical-level location for directing field response operations, centralizing command functions, managing resources, coordinating communications, and facilitating planning to control incident sites. Field personnel are individuals who carry out operations directly in the field, including but not limited to first responders, specialized support personnel, and community and volunteer teams.

Local Government Level

Cities, towns, and special districts are responsible for emergency coordination within their jurisdictions and use SEMS when their EOCs are activated. State agencies integrate into this structure during incidents. Federal agencies coordinate through established SEMS and NIMS practices when present.

County Government / Operational Area Level

The San Mateo County EOC serves as the central coordination point for multi-jurisdictional incidents and County level support. When activated, the EOC provides strategic coordination, resource support, and information management for field operations, Department Operations Centers (DOCs), and partner agencies.

As the OA, San Mateo County coordinates resource support, establishes priorities, and facilitates communication across jurisdictions, special districts, and partners.

Regional Level

San Mateo County is within the Cal OES Coastal Region. Resource requests that exceed local capability are routed through the Cal OES Regional Emergency Services Coordinator or Regional Duty Officer, depending on time of day.

State Level

Cal OES coordinates statewide emergency management activities and provides mutual aid, logistical support, and coordination to local jurisdictions as required.

Federal Level

Federal assistance is coordinated under the NRF and requested through Cal OES when incidents exceed state capabilities. Federal agencies may provide resources, technical assistance, and recovery support.

Local, Regional, State, and Federal Systems Integration

This EOP aligns with ICS, SEMS, NIMS, and the NRF. These systems provide a unified framework that integrates County departments, partner jurisdictions, special districts, NGOs, and the private sector into coordinated emergency operations.

Department Operations Centers

A DOC coordinates departmental operations during emergencies and supports field response and the EOC. DOC activation is determined by the Department Director.

DOCs:

- Maintain internal departmental continuity.
- Coordinate with the EOC and field resources.
- Manage departmental resource requests and status reporting.
- Support CA-ESF functions and coordinate regularly with the EOC.

Department Operations Center Activation and Coordination

DOC activation is based on the mission, responsibilities, and operational needs of the department and is authorized by the Department Director or a delegated representative.

DOCs operate in coordination with the County EOC when activated and may function in direct support of applicable CA-ESFs. DOCs share objectives, priorities, and status updates with the EOC to ensure coordinated resource management and operational alignment with field response activities.

Emergency Operations Center

The County EOC provides multi-agency coordination, resource support, and situational awareness. San Mateo County Emergency Management maintains and operates the EOC.

County departments and OA partners provide representatives to the EOC as needed.

County Emergency Operations Center Locations

- Primary EOC: 501 Winslow Street, Redwood City, CA 94063.
- Alternate EOC: Identified in the County's Continuity of Operations Plan.

California Emergency Support Functions

San Mateo County uses the California CA-ESFs framework as described in the California State Emergency Plan. California CA-ESFs provide a structure for coordinating discipline specific capabilities across government and partner organizations.

Table 6 identifies CA-ESFs and primary County departments that support CA-ESF coordination. Detailed CA-ESF roles, primary and supporting assignments, and function specific procedures are maintained in CA-ESF Annexes and supporting documents.

Table 6. California ESFs

#	CA-ESF Title	Definition	Lead
1	Transportation	Assists in managing transportation systems and infrastructure during domestic threats or in response to incidents, including flood control.	San Mateo County
2	Communications	Provides resources, support, and restoration of government emergency telecommunications, including voice data and public safety radio.	San Mateo County Technology Services Department
3	Construction & Engineering	Organizes the capabilities and resources of the state government to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to local jurisdictions.	San Mateo County Department of Public Works: Construction & Engineering / Facilities Management

#	CA-ESF Title	Definition	Lead
4	Fire & Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural, and wildland fires and emergency incident rescue activities and provides personnel, equipment, and supplies to support local jurisdictions.	San Mateo County Fire Department
5	Management	Coordinates and resolves issues among the CA-ESFs in the four phases of emergency management to ensure consistency in developing and maintaining the San Mateo County EOP annexes. During emergencies, serves in an advisory capacity to the EOC Director.	San Mateo County Emergency Management
6	Mass Care & Shelter	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident, including flood assistance, clothing, non-medical care and sheltering, family reunification, and victim recovery.	San Mateo County Human Services Agency
7	Resources	Coordinates plans and activities to locate, procure, and pre-position resources to support emergency operations.	San Mateo County Procurement Department
8	Public Health & Medical	Coordinates statewide public health, environmental health, mental/behavioral health, and EMS activities to support local jurisdictional resource needs.	San Mateo County Health
9	Search and Rescue	CA-ESF 9 merged into CA-ESF 4 Fire and Rescue for urban search and rescue requests and CA-ESF 13 Law Enforcement for wilderness search and rescue.	San Mateo County Sheriff's Office
10	Hazardous Materials	Provides for a coordinated response from agencies and governmental entities with jurisdictional and regulatory authority to conduct all phases of emergency management in the response to and recovery from an actual or potential release of oil or hazardous materials to save lives, protect health and safety, protect property, and preserve the environment.	San Mateo County Hazmat Team

#	CA-ESF Title	Definition	Lead
11	Food and Agriculture	Coordinates activities and supports the responsible jurisdiction when a disaster impacts the agriculture and food industry. Support the recovery of impacted industries and resources post-disaster.	San Mateo County Department of Agriculture / Weights and Measures
12	Utilities	Provides resources and support to responsible jurisdictions in partnership with the private sector to restore gas, electric, fuel pipelines, water, wastewater, and telecommunications.	San Mateo County
13	Law Enforcement	Coordinates state law enforcement personnel and equipment to support responsible jurisdictions' law enforcement and coroner officers, wilderness search and rescue, and public safety activities in accordance with law enforcement and coroner's mutual aid plans.	San Mateo County Sheriff's Office
14	Long Term Recovery	Supports and enables state and local jurisdictions' recovery of communities and businesses from the long-term consequences of emergencies and disasters.	San Mateo County Emergency Management
15	Public Information	Supports accurate, coordinated, timely, and accessible information to disaster-impacted audiences, including governments, media, private sector, and all members of the community.	San Mateo County Executive's Office – Strategic Communications Director
16	Evacuation	CA-ESF 16 merged into CA-ESF 13 Law Enforcement.	San Mateo County Sheriff's Office
17	Volunteer and Donations Management	Supports responsible jurisdictions in their use of volunteers (affiliated and non-affiliated).	San Mateo County

#	CA-ESF Title	Definition	Lead
18	Cybersecurity	Coordinate cyber critical response including the detection, mitigation, and information sharing for statewide cyber-related events.	San Mateo County Technology Services Department

Activation and Coordination

Not all CA-ESFs are activated for every incident. CA-ESFs are activated based on incident needs. Activated CA-ESFs are organized within the EOC structure under one or more of the five core EOC functions.

California Emergency Support Function Representation and Coordination

Each activated CA-ESF is supported by a designated representative who coordinates information sharing and mission support among participating agencies and partners. CA-ESF Annexes provide additional detail.

Incident Coordination Structure

Effective coordination between the ICP, DOCs, and operational resources in the field is essential for managing emergency response efficiently and effectively. Communication pathways among these groups are represented by a logical flow of information to mitigate duplication or delays while maximizing organization and efficiency.



Figure 2. Field Resource Coordination through the ICP, DOC, and County EOC

Field resource requests are pushed to the ICP as part of their responsibility is to track, assign, and manage personnel and equipment. The ICP communicates needs with the appropriate DOC to fulfill the request. In the event the DOC cannot fulfill the request, the DOC will communicate and coordinate with the EOC who will then help to source the needed resources.

Special Districts Coordination

Special districts coordinate with the County EOC through liaisons or DOC communication to ensure integration into the overall response.

Private Sector and Nonprofit Coordination

Private sector and nonprofit partners may assign liaisons to the EOC, integrate into ICS structures, and participate in preparedness coordination to support response and recovery operations. The following are the roles and responsibilities of private sector organizations:

- **In the EOC:** Private and nonprofit agencies may assign liaisons to and of the EOC Sections or other functional areas, ensuring seamless coordination of resources and services.
- **In the Field:** Personnel from these organizations may be integrated into ICS structures to bolster specialized capabilities such as utility restoration, medical aid, shelter operations, transportation, or volunteer coordination.

- **Planning and Preparedness:** Private and nonprofit agencies collaborate with the County to maintain contact lists, resource databases, and emergency response/continuity plans. This information is used to rapidly mobilize and coordinate assistance when a disaster occurs.

Tribal Governments

San Mateo County recognizes the ancestral homelands of the Ohlone peoples and maintains communication pathways with nearby federally recognized tribes in alignment with Cal OES tribal coordination guidance.⁴

DRAFT - NOT FOR DISTRIBUTION

⁴ [Cal-OES-Tribal-Consultation-Policy.pdf](#)

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

San Mateo County Ordinance Code Chapter 2.46, titled “Emergency, Organization and Functions,” establishes the County’s emergency management structure and defines roles, authorities, and responsibilities during emergencies. The ordinance outlines the purpose and structure of the County emergency organization, including the bodies and officials responsible for coordination and decision making. It also establishes the process for proclaiming a local emergency and authorizes actions necessary to protect life, property, and the environment.

County Government/Operational Area

CESA § 8605 designates each county as an OA responsible for coordinating emergency activities and resources among political subdivisions. As the OA lead, San Mateo County supports coordination among local jurisdictions and organizations, including field level emergency response, EOC activation, and the issuance of protective actions within the authorities of responsible jurisdictions.

The governing bodies of political subdivisions within the County coordinate to establish the lead agency for the OA. This lead agency serves as the primary coordination link between local jurisdictions and regional levels of state government.

Local Governments

Cities, towns, and special districts within San Mateo County are responsible for developing and maintaining emergency operations plans that define their emergency management roles and identify officials authorized to proclaim a local emergency. Local plans should align with applicable state guidance, including Cal OES Local Planning Guidance.

Local governments serve as the first coordination level above field response and manage emergency response and recovery activities within their jurisdictions. During immediate threats or active emergencies, local governments implement their plans and take protective actions, which may include activating EOCs, deploying response personnel, coordinating with partners, and issuing public safety directives within their authority.

Incidents are managed at the lowest appropriate level, with coordination escalated through SEMS as needed.

Board of Supervisors

The San Mateo County Board of Supervisors provides policy direction, oversight, and support to the County and OA emergency organization during emergencies and disasters. This includes proclaiming a local emergency when warranted to support access to state and federal assistance.

The President of the Board may issue or ratify a local emergency proclamation consistent with CESA requirements and County Ordinance Code Chapter 2.46.

Emergency Services Council

The San Mateo County Emergency Services Council coordinates with local government entities within and neighboring the County to review, approve, and recommend emergency and mutual aid plans, agreements, ordinances, resolutions, and regulations necessary to emergency response. Recommendations are submitted to the Board of Supervisors and other legislative bodies consistent with County Ordinance Code § 2.46.040. As outlined in § 2.46.030, the Council is composed of a City Council member from each city within the County, or their designated representative.

Access and Functional Needs Working Group

San Mateo County is establishing an AFN Working Group to strengthen inclusive emergency management practices countywide. Once formed, the Working Group will provide a forum to identify priorities, share feedback, and recommend strategies that support individuals with access and functional needs across all phases of emergency management. The Working Group will be engaged in the development and improvement of emergency planning products, with an emphasis on practical actions that improve outcomes for the whole community.

The County's 2025 AFN Workshop, which convened community-based organizations, emergency services, and individuals with lived experience, informed the County's approach to forming the Working Group and identifying barriers and opportunities for inclusive planning.

Purpose and Objectives

The AFN Working Group supports County efforts to:

- Strengthen partnerships with disability community leaders and organizations.
- Improve inclusive planning, training, exercises, and service delivery practices.
- Provide actionable feedback on communications accessibility, sheltering, transportation, and continuity of care considerations.
- Support equitable preparedness, response, and recovery outcomes through ongoing stakeholder engagement.

Group Membership

The AFN Working Group is expected to include community representatives and organizations with expertise in accessibility, communication, and service delivery, as well as partners who support inclusive policy and program implementation.

As AFN annexes and appendices are developed, additional detail on convening, membership, and engagement mechanisms will be maintained in those supporting documents.

County Access and Functional Need Stakeholders

San Mateo County coordinates with a broad network of stakeholders whose programs and community connections support inclusive emergency management. Stakeholders may include County commissions and service providers, community-based organizations, transportation providers, and other partners that support

older adults, individuals with disabilities, and other populations that may experience barriers during emergencies. Contact lists and engagement rosters are maintained outside this base plan and updated as needed.

Director of Emergency Services

The Director of Emergency Services manages the County's emergency organization, coordinates services and staff, and resolves questions of authority and responsibility. Per County Ordinance Code § 2.46.050, the County Executive Officer serves as the Director of Emergency Services and may appoint designees as necessary.

Powers and Duties of the Director of Emergency Services

County Ordinance Code § 2.46.060 assigns authorities to support timely decision making, coordinated operations, and continuity of government. The Director of Emergency Services may, consistent with applicable requirements:

- Proclaim a local emergency and support Board ratification processes.
- Request a state of emergency when local resources are insufficient.
- Direct the County emergency organization and coordinate interagency efforts.
- Act as the County representative for emergency related coordination with public and private agencies.
- Issue emergency rules and regulations within legal authority and subject to required confirmation.
- Acquire resources and mobilize personnel consistent with legal authorities, including Disaster Service Worker provisions.
- Utilize County resources to support emergency response and continuity of essential functions.

Director of Emergency Management

The Director of Emergency Management leads San Mateo County Department of Emergency Management and reports to the County Executive Officer, who serves as the Director of Emergency Services. The Director of Emergency Management provides day-to-day operational leadership, coordination, and implementation of the County emergency management program, including preparedness, mitigation, response, and recovery activities, and oversees County EOC readiness and operations.

San Mateo County Department of Emergency Management

San Mateo County Emergency Management coordinates Countywide preparedness, response, mitigation, and recovery activities for large scale incidents and disasters, consistent with County Ordinance Code § 2.46.130. The Department's mission is building resilience by empowering communities, strengthening operational capabilities, and coordinating support before, during, and after emergencies.

Powers and Duties of the Director of Emergency Management

As described in County Ordinance Code § 2.46.130, San Mateo County Emergency Management responsibilities include:

- Coordinating notifications and information sharing among jurisdictions and agencies.
- Supporting coordination of responding agencies and resources.
- Collecting, analyzing, and disseminating incident information.
- Developing and maintaining emergency plans, procedures, and related preparedness activities.
- Supporting public preparedness and emergency communications, including alert and warning.
- Coordinating training and exercises that support Disaster Service Worker readiness and partner needs.
- Supporting procurement, inventory, and distribution of emergency resources consistent with County procedures.

As the OA coordination point, San Mateo County Department of Emergency Management supports jurisdictions through SEMS processes and staffs the EOC during activations, carrying out additional duties as assigned by the Director of Emergency Services.

Emergency Operations Center Organizational Structure

When activated, the EOC operates under SEMS and uses ICS-aligned functional concepts. The EOC may be organized into five core functional areas, Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. Only the functions needed to meet incident objectives are activated and scaled based on incident complexity.

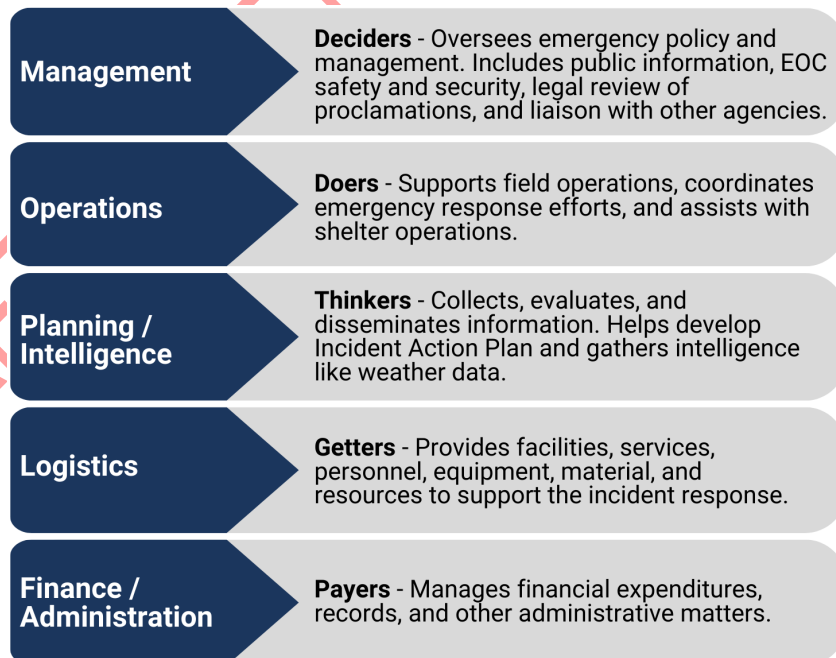


Figure 3. Five Core ICS/EOC Functions

All other functions are organized as branches or units within these sections. Only functional elements that are required to meet current objectives will be activated. Below is the County EOC Organizational chart that can be expanded or reduced based on the scale and extent of an incident.

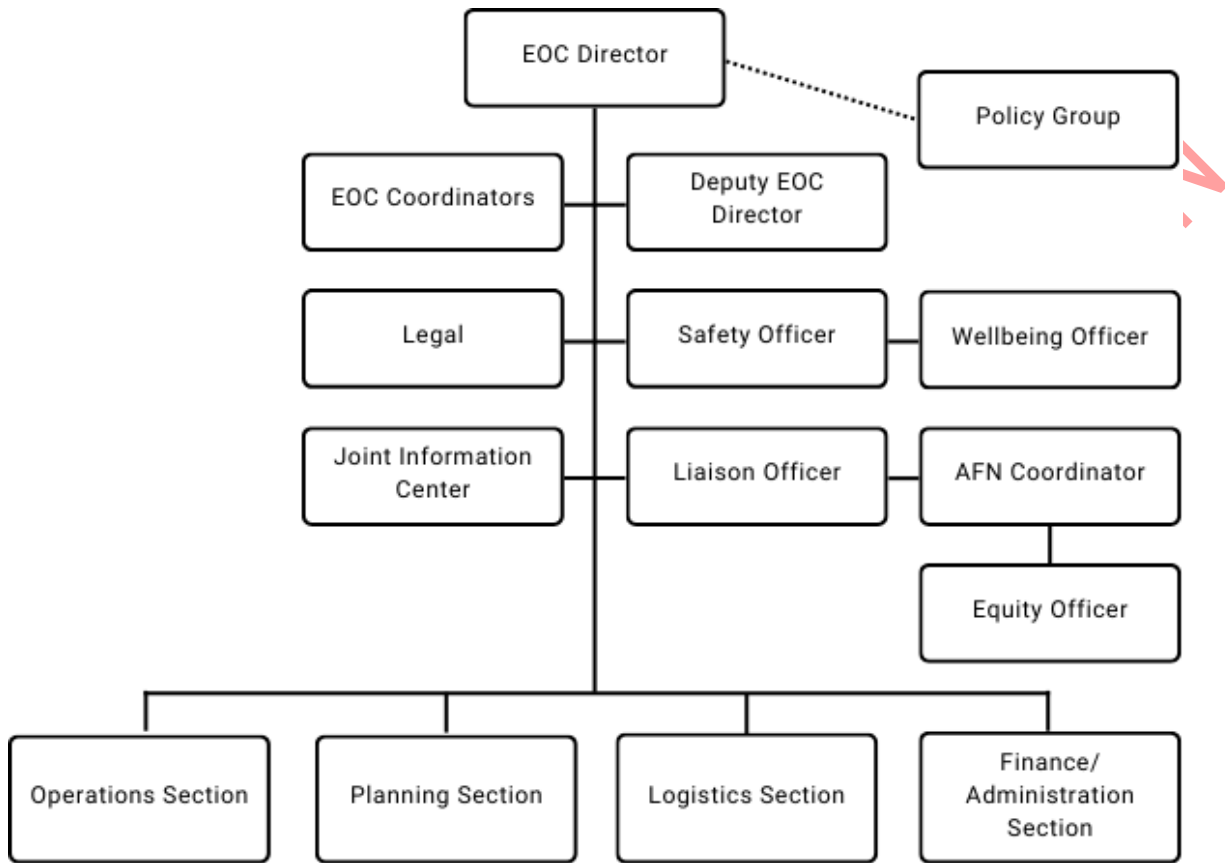


Figure 4. County EOC Organizational Structure

Emergency Operations Center Management Section

The Management Section provides overall leadership and coordination for EOC activities. Led by the EOC Director, this section supports key functions such as public information, safety, liaison coordination, and external agency integration, enabling the EOC Director to focus on overall objectives and priorities.

Management personnel guide strategy, coordination, and policy support and may assign additional personnel based on incident needs.

Emergency Operations Center Director

The EOC Director, filled by the Director of Emergency Services or designee, leads coordination and decision making within the County EOC. The EOC Director establishes priorities, approves the Emergency Action Plan (EAP) for each operational period, and ensures effective coordination with elected officials, department leadership, partner agencies, and public information functions.

Key responsibilities include:

- Establishing response priorities and approving the EAP.
- Coordinating with County leadership and partner agencies.

- Authorizing resource request processes through established EOC procedures.
- Supporting transition planning, documentation, demobilization, and recovery coordination as needed.

AFN considerations are addressed through integration across EOC functions, including public information, mass care, health and medical, evacuation support, and sheltering coordination. Additional AFN position details and procedures are maintained in annexes and appendices.

The structure shown in Figure 5 illustrates how the Management Section is organized within the County EOC. This configuration allows for flexibility and scalability depending on the size and nature of the incident.

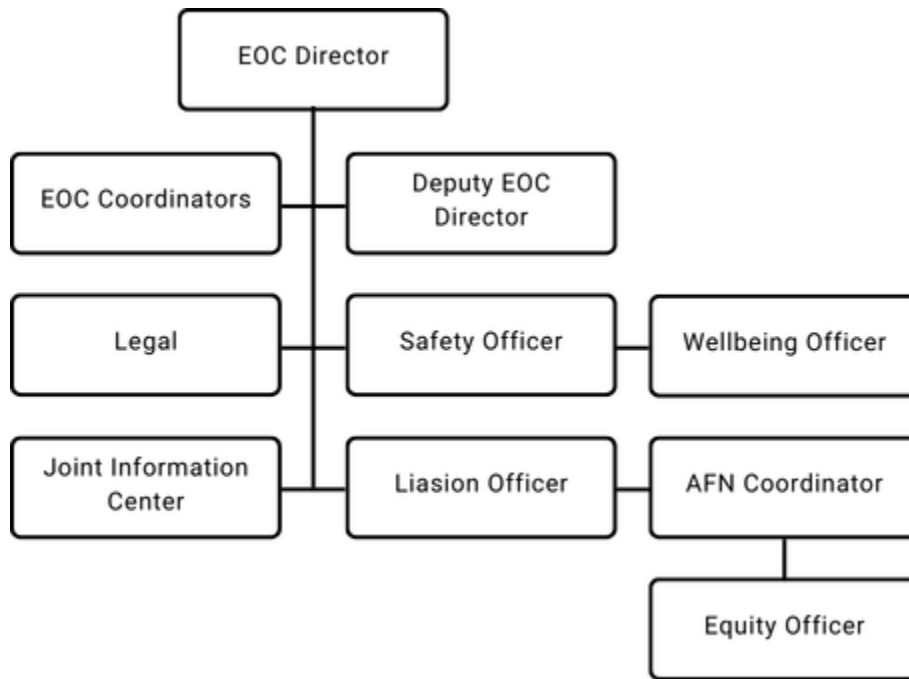


Figure 5. County EOC Management Section Organizational Structure

Emergency Operations Center Operations Section

The Operations Section coordinates operational support and resource needs to sustain field response and jurisdictional operations. Tactical operations remain under the direction of the ICP. The Operations Section supports situational awareness, information flow, and coordination of unmet needs with Logistics, Planning/Intelligence, and Finance/Administration.

The Operations Section may organize into branches aligned with incident needs and participating agencies.

Operations Section Chief

The Operations Section Chief leads EOC Operations and coordinates actions that support life safety, property protection, and environmental protection objectives. Branch organization and assignments scale based on incident complexity.

The structure shown below in Figure 6 illustrates how the Operations Section is organized within the County EOC. This configuration allows for flexibility and scalability depending on the size and nature of the incident.

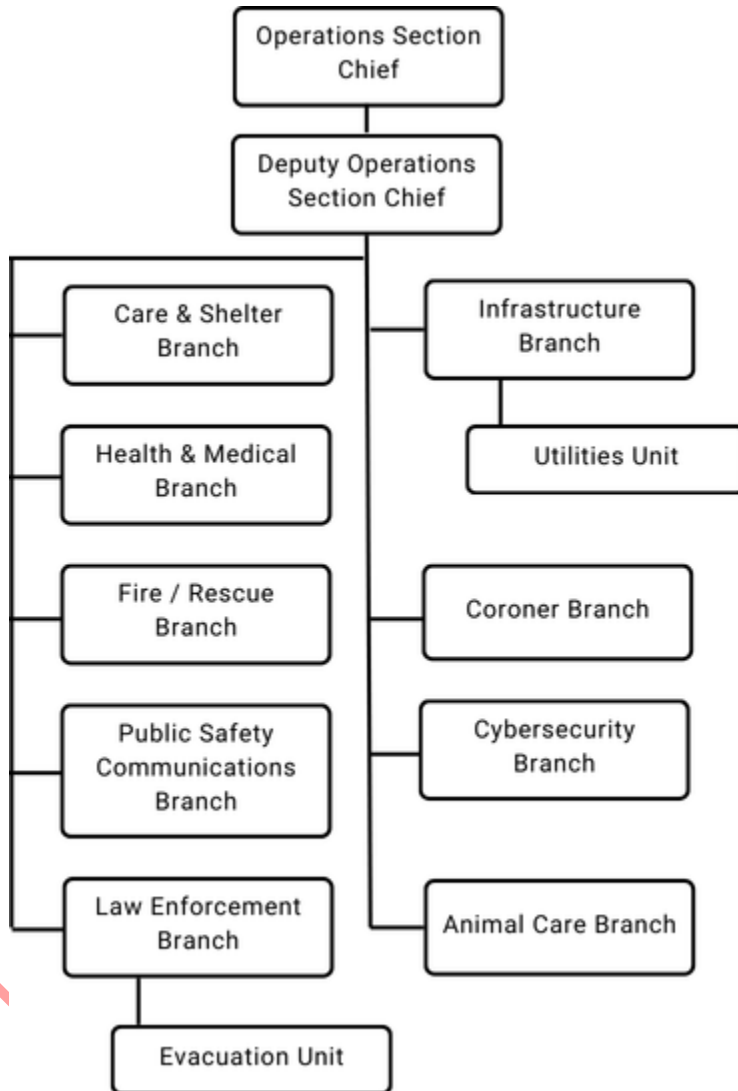


Figure 6. County EOC Operations Section Organizational Structure

Emergency Operations Center Planning and Intelligence Section

The Planning and Intelligence Section collects, evaluates, and disseminates incident information, maintains documentation, and supports the development of the EAP for each operational period. The section supports situational awareness, anticipates future needs, and maintains records that support transition, recovery coordination, and after-action review.

Planning and Intelligence Section Chief

The Planning Section Chief oversees situational awareness, information management, and EAP development. The Chief ensures information is collected and shared across County EOC functions and coordinates planning meetings and documentation processes as needed.

The structure shown below in Figure 7 illustrates how the Planning and Intelligence Section is organized within the County EOC. This configuration allows for flexibility and scalability depending on the size and nature of the incident.

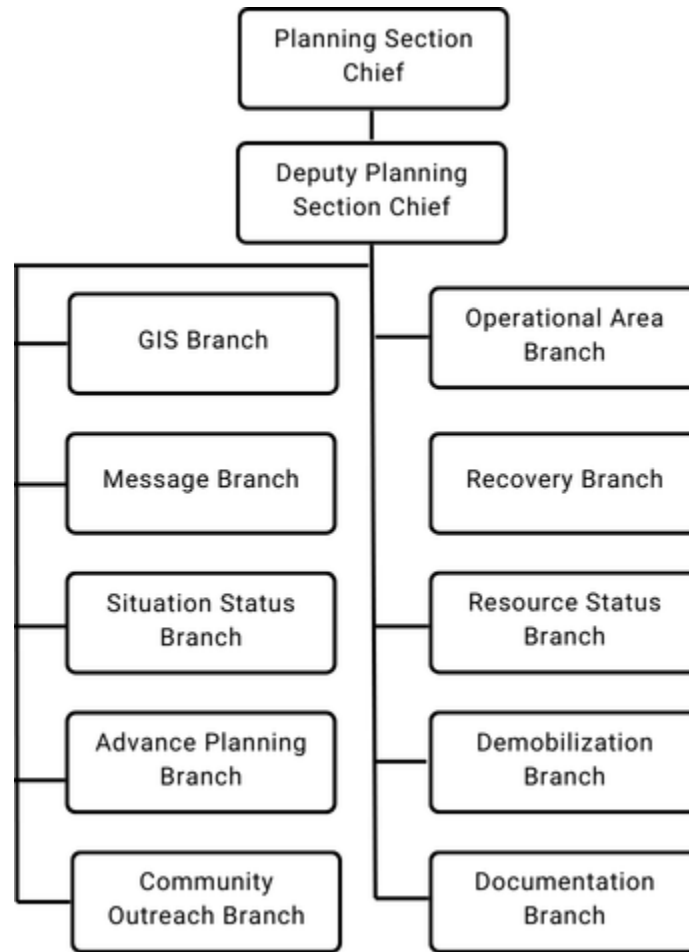


Figure 7. County EOC Planning and Intelligence Section Organizational Structure

Emergency Operations Center Logistics Section

The Logistics Section supports responders by obtaining and sustaining the facilities, services, personnel, equipment, supplies, and communications needed for response operations. Logistics coordinates resource ordering and distribution and works closely with Finance/Administration to support procurement processes.

Logistics Section Chief

The Logistics Section Chief manages logistical support for EOC and field operations, including coordination of resource ordering, delivery, tracking, and reporting. The Chief may assign assistants to manage specific functional areas such as supply, facilities, transportation, communications, or information technology.

The structure shown below in Figure 8 illustrates how the Logistics Section is organized within the County EOC. This configuration allows for flexibility and scalability depending on the size and nature of the incident.

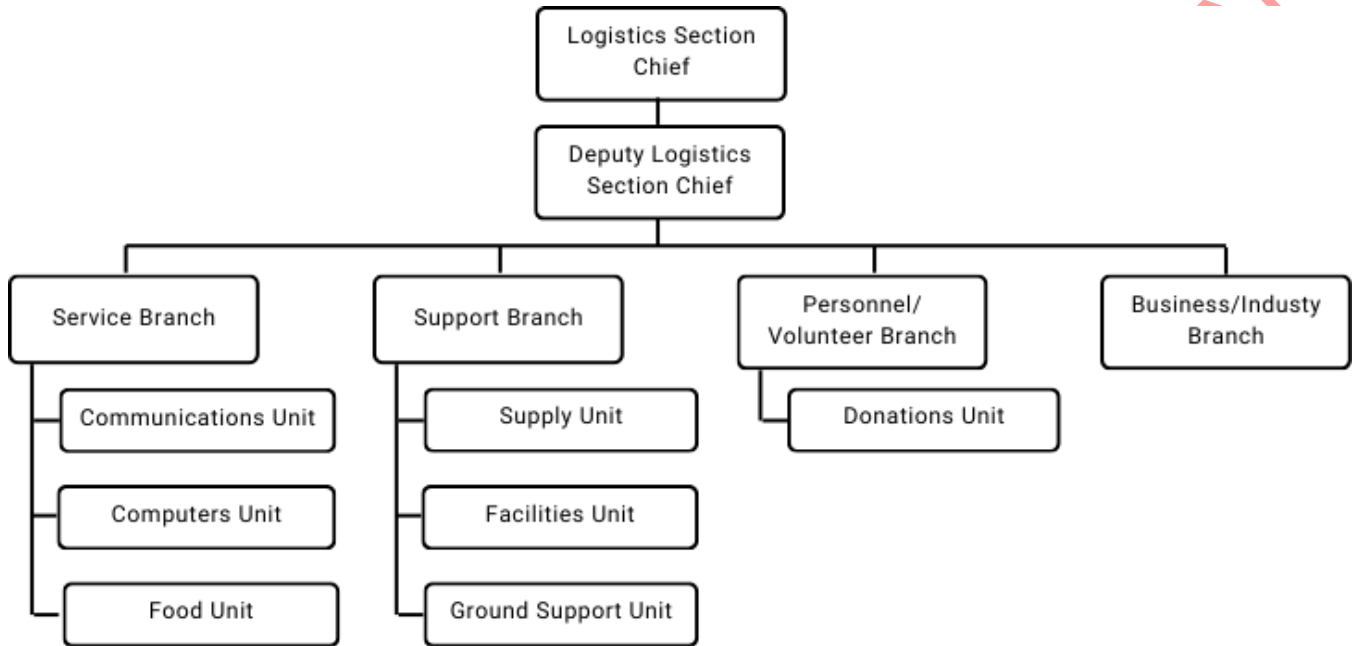


Figure 8. County EOC Logistics Section Organizational Structure

Emergency Operations Center Finance and Administration Section

The Finance and Administration Section provides financial and administrative support for EOC activities and supports cost tracking, documentation, and reimbursement processes consistent with state and federal requirements. The section supports recordkeeping, payroll documentation, procurement documentation, and preparation of required financial reports.

Finance and Administration Section Chief

The Finance and Administration Section Chief oversees financial, administrative, and cost analysis functions within the EOC and supports accurate documentation and compliance related to emergency expenditures, procurement, payroll, and reimbursement.

The structure shown below in Figure 9 illustrates how the Finance and Administration Section is organized within the County EOC. This configuration allows for flexibility and scalability depending on the size and nature of the incident.

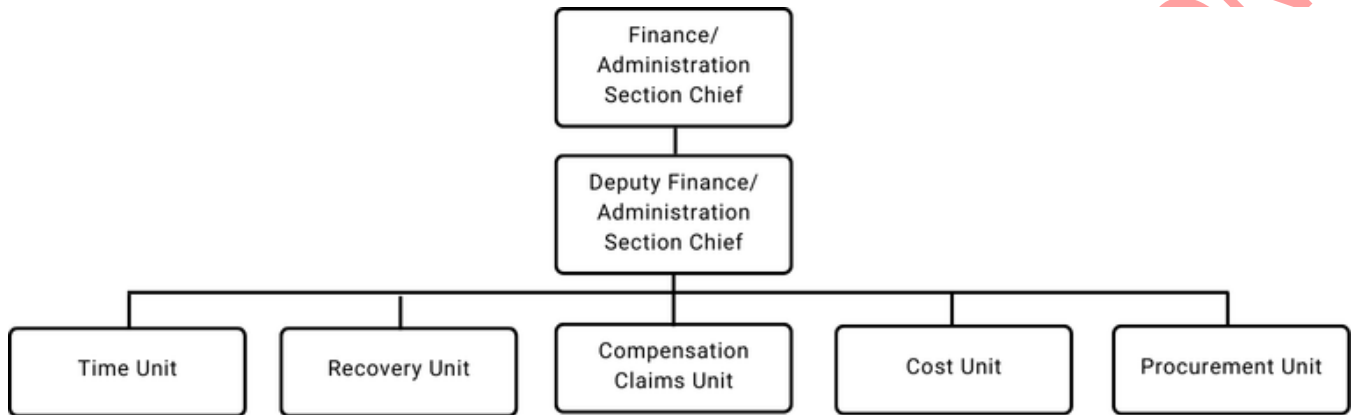


Figure 9. County EOC Finance and Administration Section Organizational Structure

Emergency Operations Center Operational Period Planning Cycle

The EAP is the primary mechanism for communicating EOC priorities, objectives, and planned actions for each operational period. The EOC planning “P” cycle provides a structured process to assess conditions, set objectives, develop the EAP, disseminate the plan, and evaluate and revise as needed.

Within the County EOC, Management and Operations lead objective setting and execution, and the Planning/Intelligence Section produces and maintains the EAP. The process supports unity of effort and coordination across EOC functions.

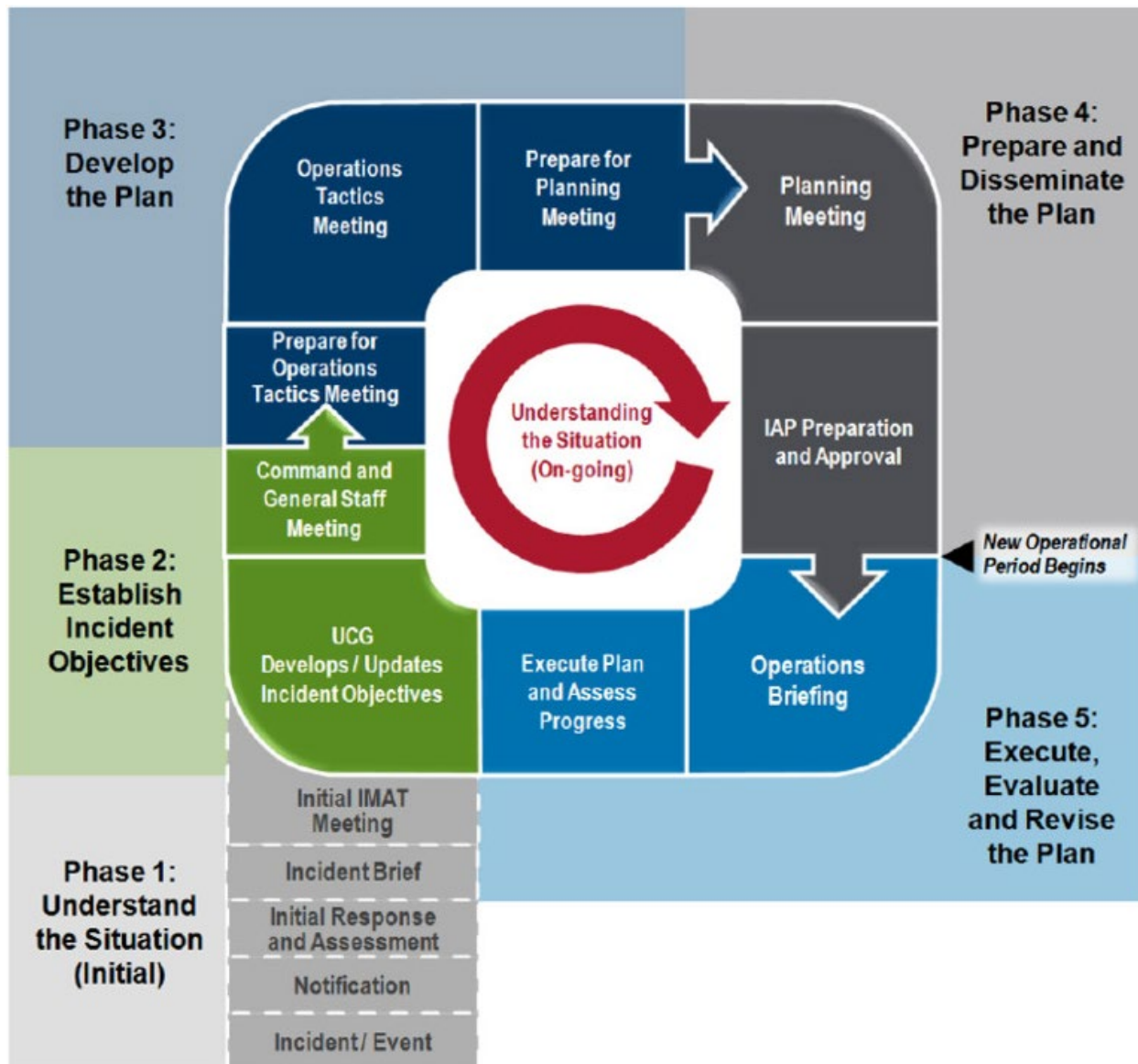


Figure 10. County EOC EAP Process⁵

⁵ California Governor's Office of Emergency Services, "Planning and Quality Control," accessed January 22, 2026, <https://www.caloes.ca.gov/office-of-the-director/operations/recovery-directorate/interagency-recovery-coordination/planning-and-quality-control/>.

CONCEPT OF OPERATIONS

San Mateo County Emergency Management applies a continuous, full cycle approach to emergency management that integrates preparedness, mitigation, response, and recovery into daily operations, planning, and community engagement. This approach supports coordinated action before, during, and after emergencies and promotes long term community resilience.



Figure 11. San Mateo County Emergency Management Full Cycle Emergency Management

Resilience in San Mateo County is built through shared responsibility between individuals, community organizations, and government. Residents prepare themselves and their families, while the County strengthens systems through planning, training, infrastructure investment, partnerships, and inclusive practices that support the whole community.

San Mateo County Emergency Management integrates access and functional needs considerations across all phases of emergency management consistent with California Government Code §8593.3(c), the ADA, the Stafford Act, Federal Emergency Management Agency Comprehensive Preparedness Guide 101, and Cal OES guidance.

Preparedness Phase

Preparedness activities occur before an emergency to build and maintain the capability to respond and recover effectively. These activities include planning, training, exercises, public education, and maintenance of operational tools such as notification rosters, resource lists, and response procedures.

Planning

San Mateo County maintains plans at strategic, operational, and tactical levels. The San Mateo County EOP establishes the overall framework for emergency management. Departments, agencies, and partners maintain supporting procedures and Standard Operating Procedures (SOPs) that translate EOP roles into actionable steps.

Each County department and response agency is responsible for maintaining SOPs aligned with its assigned responsibilities in this EOP and ensuring personnel are familiar with those procedures through regular review and training.

Training

Training ensures that personnel assigned to emergency roles understand SEMS, ICS, NIMS, Disaster Service Worker responsibilities, and EOC functions. The EOC Manager or designee ensures that EOC staff remain trained for their assigned roles and familiar with current plans and procedures.

Exercises

San Mateo County uses the Homeland Security Exercise and Evaluation Program to design and conduct seminars, tabletop exercises, functional exercises, and full-scale exercises. Exercises are used to validate plans, test coordination, and identify areas for improvement.

AFN considerations are incorporated into exercises through inclusive scenarios, testing of accessible communications, sheltering practices, and participation by partners who serve individuals with access and functional needs.

Public Education and Awareness

Public education strengthens individual readiness and reduces strain on emergency resources. San Mateo County Emergency Management, in coordination with County departments, municipalities, special districts, and community partners, promotes preparedness through workshops, events, campaigns, and multilingual outreach.

Examples include County preparedness events, wildfire readiness activities, school-based education, and collaboration with community-based organizations to reach underserved populations.

Preparedness messaging and materials are developed in multiple languages and formats to ensure accessibility and cultural relevance. In collaboration with community-based organizations and AFN advocates, the County develops plain language preparedness materials related to evacuation, shelter in place, and continuity of care.

Mitigation Phase

Mitigation reduces long term risk to life, property, and the environment through policies, infrastructure improvements, land use decisions, and community programs.

San Mateo County's Multijurisdictional Local Hazard Mitigation Plan guides mitigation priorities and assigns departmental responsibility for mitigation actions. The plan is reviewed annually and formally updated at least every five years.

Mitigation strategies include enforcement of building and zoning regulations, infrastructure improvements, structural retrofitting, public outreach, land use planning, and integration of hazard considerations into County planning documents. Community engagement and inclusive planning practices ensure mitigation efforts reflect the needs of diverse populations.

Response Phase

The Response Phase includes actions taken immediately before, during, and after an emergency to protect life, property, and the environment. Response activities focus on incident stabilization, life safety, resource coordination, public information, and support to affected populations.

Activation

The EOC is activated when an incident requires multi-agency coordination, significant resource support, or County level situational awareness. Activation may be partial or full depending on incident needs.

EOC activation may occur when:

- Multiple jurisdictions or departments require coordination.
- A local emergency proclamation is issued.
- City or town EOCs are activated and require County support.
- A State or Presidential declaration affects the County.
- A large-scale evacuation is required.
- An incident requires extended commitment of County resources.
- The Director of Emergency Services or designee determines activation is necessary.

Emergency Operations Center Activation Authority

Authority to activate the EOC rests with:

- Director of Emergency Services (County Executive Officer) or designee.
- San Mateo County Emergency Management Director.
- Sheriff or designee.
- Duty Officer (in special circumstances).
- Individuals serving in an acting role or empowered to act on behalf of the above positions.

The activation authority ascribed under current ordinance as above will be reviewed to better align with present department personnel and functions.

Department Operations Center Activation

Departments may activate DOCs to manage discipline specific operations. DOCs may operate independently or in coordination with the EOC depending on incident scope.

In some incidents, DOC coordination may be sufficient while the County EOC remains in a monitoring or support role. DOC managers maintain communication with department leadership and the EOC Duty Officer to share situational information and resource needs.

Operational Conditions Framework

San Mateo County Emergency Management scales its posture using operational conditions described as Blue Sky, Grey Sky, and Dark Sky. These conditions reflect progression from routine preparedness to enhanced monitoring, to full emergency coordination. Figure 12 illustrates how priorities and coordination efforts evolve across these operational conditions.

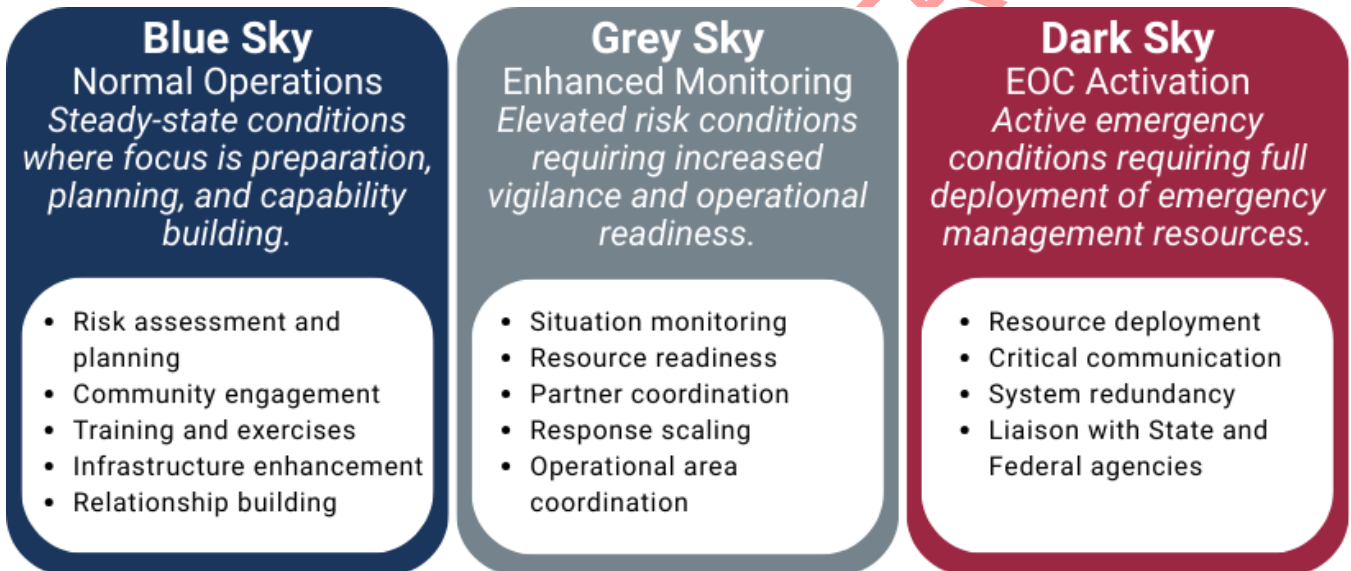


Figure 12. San Mateo County Emergency Management's Role Across Operational Conditions

Emergency Operations Center Activation Levels

The County uses four EOC activation levels to scale staffing and coordination based on incident complexity, from Duty Officer monitoring (Level Four) to full staffing (Level One).

Table 7. San Mateo County EOC Activation Levels

<i>Level</i>	<i>Staffing</i>	<i>Conditions</i>	<i>Operational Status</i>
Level 1	Full Staffing	Large incidents such as major earthquakes or regional disasters	<ul style="list-style-type: none"> • Situational analysis • Public information • Response coordination • Resource coordination • Logistics support • Recovery operations • Sustained operations • Reporting to Cal OES
Level 2	Partial Staffing	Large-scale evacuations, multi-site incidents, severe weather	<ul style="list-style-type: none"> • Situational analysis • Public information • Response coordination • Resource coordination • Logistics support • Reporting to Cal OES
Level 3	Minimal Staffing	Small incidents or potential threats like floods or severe storms	<ul style="list-style-type: none"> • Situational analysis • Public information • Response coordination • Resource coordination • Reporting to Cal OES
Level 4	Duty Officer / Enhanced Monitoring	Routine operations, minor incidents, or heightened awareness due to special events or advisories	<ul style="list-style-type: none"> • Initial situational awareness and notifications • Coordination with key agencies if escalation is needed • Documentation of activities and incidents • Reporting to Cal OES as required

The EOC may be staffed in person, virtually, or through a hybrid model when conditions require.

Proclamation of a Local Emergency

Per County Ordinance Code § 2.46.060, the Director of Emergency Services may proclaim a local emergency. If the Board of Supervisors is not in session, the Director may issue the proclamation subject to Board ratification within seven days. The Board reviews the need to continue the emergency at least every 30 days and terminates the proclamation when conditions allow.

Ratification and Duration

A proclamation issued by the Director of Emergency Services does not remain in effect for more than seven days unless it is ratified by the Board of Supervisors within that period. To maintain the validity of the proclamation, the Board must formally approve it within the seven-day timeframe.

Ongoing Review and Termination

Once a local emergency is proclaimed and ratified, the Board of Supervisors must review the need for continuing the local emergency at least every thirty (30) days. The Board is responsible for determining whether conditions still warrant the continuation of the emergency status.

The Board shall proclaim the termination of the local emergency at the earliest possible date once conditions no longer justify the emergency proclamation. This ongoing assessment ensures that the local emergency status is maintained only as long as necessary.

By adhering to this structured process, San Mateo County ensures that local emergency proclamations are made promptly, responsibly, and with appropriate oversight.

Local Health Emergency

The County Health Officer may declare a Local Health Emergency under Health and Safety Code §101080. This declaration follows the same ratification and review timelines as other local emergency proclamations.

Notification and Mobilization

Effective notification and mobilization of resources are essential for a prompt and coordinated response to emergencies and disasters. San Mateo County follows standardized procedures to alert, mobilize, and manage personnel and resources during emergencies.

Notification of Emergency Response Personnel

Notification procedures vary depending on whether an emergency occurs during normal business hours or after hours. The goal is to ensure that personnel receive timely and clear instructions regardless of their location or work status.

During Normal Business Hours

During normal business hours, departments may use Microsoft Teams, enterprise email systems, group text threads, or similar internal communication tools to alert and mobilize their personnel. Each department selects the combination that best aligns with its workflows, ensuring staff receive clear, simultaneous instructions whether they are at a workstation or in the field.

After Hours

After normal business hours, departments rely on the same collaboration, email, and group-text tools they use during normal business hours, supplemented by options such as automated phone trees or the County's mass-notification system, SMC Alert, to reach personnel who may be off-site or offline. Staff can also call the County's Disaster Service Worker hotline to confirm instructions and report availability, ensuring redundancy and broad coverage for all employees.

Resource Mobilization

Mobilizing resources efficiently is essential for supporting field operations and coordinating response efforts. The following steps outline the process:

- **Resource Identification:** Identify required resources based on the nature and scope of the incident.

- **Activation:** Contact relevant departments and agencies using the established alert list and mobilization protocols.
- **Personnel Assignment:** Assign tasks according to SOPs and department-specific roles.
- **Deployment:** Direct personnel to staging areas or designated locations as indicated by Incident Command or EOC directives.
- **Logistical Support:** Coordinate transportation, equipment, and supplies to support response operations.
- **AFN Transportation Support:** Coordinate accessible transportation support with local partners. (See [Appendix D.](#))
- **Resource Tracking:** Use resource management systems to log deployed assets and maintain situational awareness.
- **Communication Maintenance:** Ensure continuous communication with deployed personnel to track progress and address needs.

Managing Mobilized Personnel

Once personnel are mobilized, the EOC or DOC tracks staff locations, assignments, and status. Shift rotations and duty assignments are managed to ensure continuous coverage. Personnel check-in and check-out procedures, utilizing ICS Form 211 (Incident Check-in List), are followed to maintain accurate accountability.

By maintaining robust notification systems and clear mobilization procedures, San Mateo County ensures a coordinated and efficient response during emergencies, minimizing delays and enhancing operational effectiveness.

Evacuation, Transportation, and Sheltering

San Mateo County prioritizes life safety, accessibility, and timely protective actions during incidents that require evacuation, transportation support, sheltering, or shelter in place. Evacuation strategies and messaging reflect the County's diverse geography and population needs, including older adults, individuals with access and functional needs, residents with limited English proficiency, and households with pets and service animals.

The San Mateo County Sheriff's Office serves as the lead agency for evacuation operations, including evacuation orders and warnings, traffic control, and security in evacuated areas. San Mateo County Emergency Management supports evacuation operations by coordinating situational awareness, facilitating information sharing across jurisdictions, and supporting identification of routes, shelter options, and transportation resources. Transportation support is coordinated with public and private partners to provide accessible options, including ADA-capable assets, paratransit, and other available resources.

The Human Services Agency serves as the lead agency responsible for shelter operations, with operations being managed by the American Red Cross, and San Mateo County Emergency Management providing coordination and support. Shelter operations incorporate accessibility considerations, functional support services, and language access to support safe and dignified sheltering for all residents. Pet and service animal considerations are incorporated into evacuation and sheltering consistent with federal and state requirements.

Additional operational details, including evacuation protocols, terminology, transportation agreements, shelter location lists, accessibility procedures, and functional support services, are provided in the CA-ESF #1: Transportation Annex, the CA-ESF #13: Law Enforcement Annex, the CA-ESF #6: Mass Care and Shelter Annex, the All-Hazards Evacuation Framework and [Appendix D.](#)

Demobilization

Demobilization is the orderly, planned, and coordinated process of scaling down emergency response operations as incident conditions stabilize and immediate life safety objectives are met. Demobilization planning begins early in the response phase and is continuously reassessed as operational priorities evolve.

Demobilization activities focus on the gradual reduction of deployed resources, including personnel, equipment, facilities, and contracted support, while ensuring that remaining operational needs can be sustained by routine agency functions or transitioned to recovery activities. This includes coordination with Incident Command to wind down field operations, release mutual aid resources, return equipment to service, and ensure responder accountability.

At the County and Operational Area level, demobilization also includes adjusting EOC staffing levels and operational posture. The EOC Director or EOC Manager evaluates whether continued multi-agency coordination is required, whether EOC staffing can be reduced, or whether coordination should transition from response to recovery operations. These decisions are informed by incident trajectory, remaining coordination needs, and the ability of departments, DOCs, and field command to manage ongoing activities without full EOC support.

Key demobilization considerations include:

- Status of life safety and incident stabilization objectives.
- Remaining operational support requirements for field and jurisdictional operations.
- Resource release timing and documentation requirements.
- Transition of unresolved issues to recovery coordination.
- Workforce sustainability, including staff rest and rotation needs.

Demobilization actions are coordinated to avoid gaps in service, loss of situational awareness, or premature release of critical resources. Planning and documentation generated during demobilization support continuity, recovery planning, and after-action review processes.

Deactivation

Deactivation is the formal cessation of emergency response operations and the closure of the Emergency Operations Center as the primary coordination mechanism. Deactivation occurs when emergency conditions no longer require centralized response coordination and remaining activities can be managed through normal organizational structures or a recovery-focused coordination framework.

The decision to deactivate the EOC is made by the Director of Emergency Services or designee, based on recommendations from the EOC Director or EOC Manager. This decision considers the status of field operations, jurisdictional needs, resource coordination requirements, and readiness to transition responsibilities.

Deactivation activities include:

- Formal notification to EOC staff, DOCs, partner agencies, and jurisdictions.
- Completion and submission of required incident documentation.
- Finalization of resource tracking, cost documentation, and records retention.
- Transfer of outstanding issues to appropriate departments or recovery coordination mechanisms.

Deactivation may occur independently of, or in conjunction with, the initiation of recovery coordination. In some incidents, recovery activities may continue without a standing EOC, relying instead on departmental leadership, San Mateo County Emergency Management coordination, or incident-specific recovery arrangements.

EOC deactivation does not signify the end of County involvement in incident management. Rather, it marks the conclusion of emergency response coordination and the transition to post-incident responsibilities, including recovery, reimbursement, and improvement planning.

Recovery Phase

Recovery begins as response operations stabilize and continues until community functions, services, and systems are restored or improved. Recovery activities address the short-term and long-term impacts of an incident and may begin while response operations are still underway.

Recovery is a coordinated and adaptive process that supports individuals, communities, government operations, and infrastructure systems. Early recovery actions often overlap with response activities, particularly for damage assessment, public information, behavioral health support, and planning for restoration and rebuilding.

Transition to Recovery

The transition from response to recovery is guided by incident conditions, operational priorities, and the needs of impacted communities. As immediate life safety threats are reduced and response objectives are met, County leadership evaluates whether to fully deactivate emergency response operations or shift organizational focus toward recovery coordination.

Transition decisions consider factors such as the severity and geographic extent of damage, anticipated duration of recovery activities, availability of local resources, and the need for coordination with state and federal recovery programs. During this transition, some response structures may remain partially activated to support early recovery functions.

Short-Term Recovery

Short-term recovery focuses on stabilizing the community and restoring essential services as quickly as possible following an incident. These activities typically occur in the days and weeks immediately following an event and prioritize life safety, continuity of services, and community stabilization.

The major objectives of short-term recovery include:

- **Rapid Debris Removal and Cleanup:** Clear debris from public and private spaces to restore safety and accessibility.
- **Restoration of Essential Services:** Coordinate the orderly and rapid return of electricity, water, sanitary systems, and communication networks.
- **Expanded Social, Medical, and Mental Health Services:** Address the immediate needs of affected individuals and families.
- **Re-establishment of Government Functions:** Restore basic operations to support community needs and continuity of services.
- **Re-establishment of Transportation Routes:** Open roads and pathways to enable movement and logistics.

- **Abatement and Demolition of Hazardous Structures:** Remove or secure buildings that pose safety risks.

The short-term recovery period emphasizes rapid coordination, clear communication, and timely support to impacted residents, jurisdictions, and partner organizations.

Long-Term Recovery

Long-term recovery focuses on rebuilding, post-incident hazard mitigation, and community resilience. These activities may continue for months or years following a major disaster and often require sustained coordination across multiple agencies and partners.

The major objectives of long-term recovery include:

- **Reinstatement of Family and Individual Autonomy:** Support residents in returning to safe, stable, and independent living conditions.
- **Provision of Essential Public Services:** Restore or improve public health, safety, and infrastructure services.
- **Permanent Restoration of Private and Public Property:** Rebuild homes, businesses, public facilities, and critical infrastructure.
- **Identification of Residual Hazards:** Assess and address ongoing risks or newly identified hazards that could impede recovery.
- **Mitigation Planning:** Develop strategies to reduce future hazards and build community resilience.
- **Cost Recovery for Response and Recovery Efforts:** Document and quantify expenditures to pursue reimbursement from state and federal programs.
- **Coordination of Assistance:** Collaborate with state, federal, private, and public partners to secure necessary funding, support, and resources.

Long-term recovery efforts emphasize equity, resilience, and mitigation to reduce future risk while supporting economic, social, and environmental recovery.

Recovery Organization and Coordination

San Mateo County is continuing to refine and formalize its approach to recovery organization and coordination to support incidents of varying scale, complexity, and duration. Recovery coordination may be implemented using flexible structures that align with incident needs and existing County authorities, rather than a single fixed organizational model.

Recovery coordination is expected to emphasize interdepartmental collaboration, coordination with Operational Area partners, and integration with state and federal recovery programs. As recovery planning matures, San Mateo County Emergency Management will continue to evaluate staffing approaches, roles, and coordination mechanisms to support damage assessment, restoration of services, reimbursement activities, and long-term recovery priorities. Formal recovery structures, procedures, and roles will be further detailed in supporting plans or annexes as they are developed.

Behavioral Health and Community Recovery

Recovery includes addressing the emotional, psychological, and social impacts of disasters on individuals and communities. Behavioral health support may be required for survivors, responders, County staff, and volunteers. Services may include crisis counseling, critical incident stress support, outreach through trusted community organizations, and referrals to longer-term mental health resources.

Recovery planning recognizes that disasters may disproportionately impact individuals with Access and Functional Needs, individuals with limited English proficiency, and historically underserved communities. Recovery activities emphasize culturally competent engagement, equitable access to services, and coordination with organizations that have established relationships within impacted communities.

Financial Recovery and Assistance Programs

Recovery activities include coordination of local, state, and federal assistance programs that support individuals, businesses, and public entities. This may include Public Assistance, Individual Assistance, insurance coordination, and other recovery funding mechanisms.

County departments coordinate with Cal OES, FEMA, and other partners to ensure recovery activities are documented, eligible costs are tracked, and reimbursement processes are managed in accordance with applicable requirements. Accurate documentation and financial accountability are essential to sustaining recovery operations.

After-Action Review and Continuous Improvement

As recovery progresses, San Mateo County conducts after-action reviews to evaluate response and recovery operations, identify strengths and areas for improvement, and capture lessons learned. These reviews inform updates to plans, procedures, training, and exercises and support continuous improvement across all phases of emergency management.

INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

A primary objective of the County and OA is to collect, analyze, and share information to establish and maintain a common operating picture that supports coordinated decision-making.

Situational Awareness

Situational awareness is the continuous process of collecting, evaluating, and sharing information to understand current incident conditions, anticipate impacts, and support operational decision-making.

Within the EOC, situational awareness is primarily managed by the Planning and Intelligence Section, which receives information from Incident Command, DOCs, partner agencies, and open sources. Raw information is evaluated, validated, and converted into actionable intelligence that informs EOC priorities, resource coordination, and public information.

- **Information** consists of raw, unverified reports from field personnel, media, social media, and other sources.
- **Intelligence** is information that has been analyzed and confirmed as accurate, relevant, and timely for decision-making.

Information Sources

To build and maintain situational awareness and the common operating picture, the County and OA may use information from:

- Field reports from Incident Command, DOCs, and EOC personnel.
- Open-source reporting, including verified media and social media.
- Imagery, video, drone data, radar, and satellite feeds.
- Geographic Information Systems and mapping overlays that analyze impacts to populations and infrastructure.
- Intelligence products from state and federal partners, including the Department of Homeland Security, California State Threat Assessment Center, and the Northern California Regional Intelligence Center.
- Input from non-governmental partners, businesses, faith-based organizations, and elected officials.
- Organizations serving individuals with access and functional needs and culturally diverse communities, which provide critical insight into community impacts.

Essential Elements of Information

The EOC maintains standing essential elements of information that guide information collection during incidents. Essential elements of information focus on:

- Impact on infrastructure and critical facilities.
- Public health and safety conditions.
- Availability of emergency services.
- Community needs and vulnerabilities.
- Resource status and logistics.

Upon activation, the EOC Director, EOC Manager, and Planning Section Chief may refine essential elements of information and issue requests for information to address information gaps.

Information Coordination

Information is coordinated and shared among:

- On-site Incident Command
- County EOC
- Joint Information System (JIS) and Joint Information Centers (JICs)
- County DOCs
- Local, regional, and state EOCs (if activated)
- Non-governmental partners and specialized subject matter experts
- Public Information and Communication systems

Additional guidance on information flow is provided in the [Public Information and Communication Section](#), the CA-ESF #2: Communications Annex, and the CA-ESF #5: Management Annex.

Situation Status Reports

All EOC sections provide regular updates to the Planning Section for inclusion in Situation Status Reports. Situation Reports support the common operating picture, guide operational priorities, and are distributed to County departments and partner agencies as appropriate. Some information may be handled as For Official Use Only.

Through disciplined information collection, analysis, and dissemination, San Mateo County ensures that decision-makers and responders have accurate and actionable intelligence throughout emergency operations.

PUBLIC INFORMATION AND COMMUNICATION

Public Information

Public information supports life safety, incident stabilization, and public trust. San Mateo County provides timely, accurate, accessible, and coordinated messaging across all phases of emergency management in accordance with CA-ESF #15 and SB 160 requirements for culturally and linguistically appropriate communication.

During incidents, the County EOC coordinates public information with partner agencies, jurisdictions, and community organizations.

Joint Information System and Joint Information Center

San Mateo County utilizes a JIS to coordinate messaging across agencies and jurisdictions. For large or complex incidents, a JIC may be established physically or virtually to manage public information functions.

The JIS and JIC support:

- Coordinated interagency messaging.
- Rumor control and misinformation management.
- Multilingual and accessible communications.
- Integration of Public Information Officers from partner agencies.
- Engagement with trusted community networks.

Alert and Warning Systems

San Mateo County uses multiple redundant alert and warning platforms to ensure broad and rapid delivery of emergency information. San Mateo County follows the Five Elements Framework for effective, actionable emergency warnings which includes the following:

- **Source:** Identifies who is issuing the warning.
- **Hazard & Impacts:** Describes the threat and its consequences.
- **Location:** Clearly defines the specific area or population at risk.
- **Time:** Specifies when the event will occur or when the message expires.
- **Guidance (Action):** Provides clear instructions on how to protect oneself (e.g., evacuate, shelter in place).

Communication Tools

The County employs a range of communication methods to reach diverse audiences, including:

- **County Alert System (SMC Alert):** A mass opt-in notification system that sends alerts via text, email, and phone to registered users. The Rave Alert System offers translation services in Spanish, Russian, Chinese, Arabic, and Tagalog.
- **Integrated Public Alert and Warning System:** A national public warning system that delivers alerts through a variety of channels including TV, radio, and mobile devices.
 - **Emergency Alert System:** A nationwide system for broadcasting emergency alerts and warnings to the public via radio, television, and cable systems.
 - **Wireless Emergency Alerts:** Short emergency messages sent to mobile devices in the event of an emergency or disaster.
 - **National Oceanic and Atmospheric Administration:** National Oceanic and Atmospheric Administration Weather Radio All Hazards is a nationwide network of radio stations broadcasting continuous weather information directly from the nearest National Weather Service office.
 - **Non-Weather Emergency Message:** Uses the NOAA weather radio for emergency information.
- **Social Media:** Real-time updates and alerts through platforms like the SMC Twitter/X, Facebook, Nextdoor and Instagram sites.
- **County Website:** A centralized source for official updates, resources, and guidance during emergencies.
- **Local News Stations:** Broadcast and online coverage to inform the public of evolving situations.
- **Local Radio Stations:** Partnerships with community and regional radio outlets including KCSM 91.1 FM, San Mateo; KHMB 100.9 FM, Half Moon Bay; KPDO 89.3 FM, Pescadero
- **Tsunami Sirens:** An outdoor audible warning system with eight sirens designed to alert people in coastal areas of an imminent tsunami threat.
- **Genasys Protect:** An app that provides critical, zone-based information such as evacuation orders, shelter locations, and road closures.
- **Press Conferences and Community Meetings:** Public briefings and community meetings to provide updates and answer questions during emergencies.
- **Public Hotline:** A dedicated phone line for residents to call for information and assistance during an emergency or disaster.
- **Volunteer Groups and Community or Faith-Based Organizations:** Local networks that help disseminate information, particularly to hard-to-reach populations.

San Mateo County maintains an active digital presence for public information dissemination:

Table 8. San Mateo County Digital Public Information Presence

<i>Source Name</i>	<i>Hyperlink</i>
County Alert System (SMC Alert)	www.smcalert.info
Website – San Mateo County	www.smcgov.org
Website – San Mateo County Emergency Management	www.smcgov.org/dem
Twitter/X – San Mateo County	www.twitter.com/sanmateoco
Facebook – San Mateo County	www.facebook.com/CountyofSanMateo
Facebook – San Mateo County Sheriff’s Office	www.facebook.com/SMCSheriff
Instagram – San Mateo County	www.instagram.com/sanmateocounty
Instagram – San Mateo County Sheriff’s Office	www.instagram.com/smcsheriff/
NextDoor – San Mateo County	www.nextdoor.com/agency-detail/ca/san-mateo-county/county-of-san-mateo
YouTube – San Mateo County	www.youtube.com/channel/UC2bWDXcW6FdxVyR-V34oag
LinkedIn – San Mateo County	www.linkedin.com/company/county-of-san-mateo

Accessible and Inclusive Communication

Public messaging is designed to be understandable, culturally appropriate, and accessible to individuals with access and functional needs and those with limited English proficiency.

Communication methods include:

- Multilingual messaging based on Threshold Languages.
- American Sign Language interpretation, captioning, and alternative formats.
- Plain language and translated materials.
- Printed materials and in-person outreach for low-technology users.
- Compliance with 508 accessibility standards.

Threshold Languages

In accordance with California Government Code § 7299.7, San Mateo County routinely provides public information in:

- Spanish
- Chinese (Mandarin and Cantonese)

The County continues to expand multilingual capabilities to meet community needs.

Community-Based Communication and Redundancy

To ensure message delivery during technological disruptions and to reach hard-to-reach populations, the County works with:

- Community-based organizations and faith-based organizations.
- Schools, neighborhood groups, and trusted leaders.
- Community Emergency Response Teams and volunteer networks.
- Non-English media and community radio.
- Ham radio and low-technology communication methods.
- Door-to-door outreach and printed multilingual materials when necessary.

Through coordinated systems, inclusive practices, and trusted partnerships, San Mateo County ensures emergency information reaches all members of the community in a timely, accurate, and actionable manner.

Formats for Accessible Communication

San Mateo County ensures that emergency information can be delivered in multiple accessible formats to support individuals with access and functional needs and those with limited or non-English proficiency. These formats may be used across alerting systems, press briefings, printed materials, digital content, and in-person communication.

Accessible communication formats include:

- American Sign Language interpretation for briefings and public meetings.
- Closed captioning for video content and live streams.
- Multilingual translation and interpretation services.
- Large print materials (14-point or larger) for printed notices.
- Audio versions of written materials for individuals with visual impairments or low literacy.
- Plain language messaging that avoids technical terminology and acronyms.
- 508-compliant digital documents and web content.
- Pictograms, infographics, and visual aids to improve comprehension across literacy levels.
- Pre-scripted, pre-translated alert messages for rapid release in multiple languages.
- Alternative electronic formats that allow resizing on mobile devices.

- Printed flyers and door-to-door materials when digital communication is not effective.
- These formats allow the County to tailor emergency information delivery based on the needs of the affected population and the operational environment.

DRAFT - NOT FOR DISTRIBUTION

CONTINUITY OF GOVERNMENT

Continuity of government ensures that San Mateo County can continue essential governmental functions during and after an emergency or disaster. California Government Code § 8644 and the California Constitution authorize local governments to reconstitute leadership and operations when key officials are unable to serve.

Maintaining continuity of leadership, facilities, and vital records is essential to preserving public safety, legal authority, and delivery of government services.

Line of Succession

Each essential County position has a designated line of succession to ensure uninterrupted leadership. Table 9 identifies succession for key County roles.

Table 9. San Mateo County Lines of Succession

<i>Primary County Position</i>	<i>Alternate County Position</i>
President of Board of Supervisors	Vice President of Board of Supervisors
County Executive Officer	Assistant County Executive Officer Deputy County Executive Officer
County Attorney	Assistant County Attorney Chief Deputy County Attorney
Agricultural Commissioner	Deputy Agricultural Commissioner
County Fire Chief	Deputy Chief – San Mateo County Fire Division Chief – San Mateo County Fire
Chief Information Officer	Assistant Director
County Health Officer	Deputy County Health Officer
County Chief of Health	Deputy County Chief of Health
County Sheriff	Undersheriff Assistant Sheriff
Housing Director	Deputy Housing Director Housing Program Manager
Human Services Agency Director	Human Services Agency Assistant Director
Parks Department Director	Parks Department Assistant Director Parks Superintendent

<i>Primary County Position</i>	<i>Alternate County Position</i>
Planning and Building Director	Assistant Director
Procurement Director	Assistant Director of Procurement
Public Safety Communications Director	Public Safety Communications Assistant Director
Public Works Director	Public Works Deputy Director
Sustainability Director	Assistant Director
Chief Probation Officer	Assistant Chief Probation Officer
Human Resources Director	Deputy Director of Human Resources
County Coroner	Chief Deputy Coroner
Chief Elections Officer & Assistance Assessor-County Clerk-Recorder	Deputy Chief Elections Officer & Assistance Assessor-County Clerk-Recorder
Controller	Deputy Controller
Tax Collector-Treasurer	Deputy Treasurer - Tax Collector
Emergency Management Director	Assistant Director
Chief Executive Officer SamCERA	Assistant Executive Officer
Library Director	Deputy Director of Libraries

Succession to Director of Emergency Services

Per County Ordinance Code § 2.46.090, if the Director of Emergency Services is unable to perform their duties, the Assistant County Manager serves as Acting Director. If unavailable, succession is:

1. Sheriff
1. Director of Emergency Management
2. Director of Public Works
3. District Attorney

4. Any other County officer or employee appointed by the Board of Supervisors

The Acting Director assumes full authority until the Director can resume duties.

Alternate Government Facilities

The primary seat of government is the County Government Center in Redwood City. If this facility is unusable, the County will designate an alternate location to ensure continued operations.

Departments may be directed to report to pre-identified alternate facilities as determined by department leadership based on incident conditions.

Preservation of Vital Records

The Assessor/Clerk/Recorder manages the preservation of vital County records. Each department is responsible for identifying, protecting, and maintaining records essential to:

- Protection of legal and financial rights.
- Emergency response and recovery operations.
- Restoration of normal government functions.

Departments coordinate with the Assessor/Clerk/Recorder to ensure continuity of records management.

Protecting Vital Records

The County protects vital records through:

- Off-site and cloud-based storage.
- Secure backup systems.
- Cybersecurity protections.
- Routine backup and archiving schedules.
- Departmental responsibility for maintaining record integrity.

These measures ensure that essential information is available to support continuity of government and emergency operations under any conditions.

ADMINISTRATION, FINANCE, AND LOGISTICS

Accurate documentation, financial tracking, and coordinated resource management are essential to maintaining continuity of operations during emergencies and maximizing recovery of allowable disaster costs. During EOC activation, County personnel, facilities, equipment, supplies, and other assets are coordinated through the EOC to support incident objectives and jurisdictional needs across the OA.

The Incident Commander in the field, City EOCs, County departments, and partner jurisdictions communicate resource needs to the OA EOC to ensure timely support and proper documentation for both operational effectiveness and reimbursement eligibility.

Documentation and Record Keeping

Proper documentation supports accountability, operational coordination, and post-incident reimbursement. Record keeping begins as soon as there is a threat, warning, or incident that requires the use of personnel, equipment, materials, or other resources.

When the EOC is activated, documentation is maintained regardless of activation level. Incidents may escalate rapidly, and early documentation is critical for cost recovery and operational analysis.

The following records are maintained throughout the incident:

- Emergency Action Plans
- Situation Reports
- ICS Form 211 Incident Check-In List for timekeeping records
- ICS Form 214 Activity Logs
- ICS Form 213 General Messages
- ICS Form 213 Resource Requests
- Damage assessment documentation
- Injury reports
- Insurance documentation
- All other incident related expenditures

The Finance and Administration Section oversees archiving and retention of all documentation in a secure and organized manner.

Resource Requests and Mutual Aid Coordination

One of the primary functions of the County EOC is to support field operations and jurisdictions through coordination of resource requests.

When Incident Command, City EOCs, County departments, or partner jurisdictions identify unmet resource needs, requests are submitted to the County EOC. The Operations Section validates the operational need and coordinates with the Logistics Section to determine whether the resource is available within County departments or elsewhere in the OA.

If resources are not available locally, requests are processed through discipline specific mutual aid systems or through the emergency management mutual aid system in accordance with SEMS. Requests follow the structure from local to OA to region to state as necessary.

Throughout this process:

- The Logistics Section tracks resource ordering, assignment, and status.
- The Finance and Administration Section ensures documentation supports reimbursement.
- The Operations Section coordinates lateral support across EOC sections.

This process ensures that needs identified in the field are supported efficiently, documented properly, and escalated appropriately when local capability is exceeded.

Procurement

The County follows established procurement procedures that comply with local, state, and federal requirements. When uncertainty exists, the most restrictive policy is applied.

Emergency procurements must follow federal standards under Title 2, Code of Federal Regulations, Part 200 and the Federal Acquisition Regulation. The County makes reasonable efforts to obtain competitive pricing, maintains documentation of vendor selection, and rebids contracts when long-term needs are identified after the emergency period.

Procurement practices also comply with the California Public Contract Code to ensure eligibility for state reimbursement.

Cost Recovery

The San Mateo County Finance Department coordinates applications for state and federal reimbursement for disaster related costs.

Cost recovery requires extensive documentation and may continue for years following an incident. The Federal Emergency Management Agency and Cal OES audits require that expenditures be fully supported by source documentation and compliant procurement practices.

Common causes of disallowed costs include:

- Inadequate documentation
- Improper procurement
- Ineligible expenditures
- Duplicate payments from insurance

All documentation must be maintained in auditable form for at least three years after receipt of a closeout letter from Cal OES.

Eligible costs are those that are reasonable, necessary, compliant with regulations, and reduced by any insurance or other credits.

Logistics Management and Resource Support

The Logistics Section coordinates resource tracking, procurement, staging, and distribution during EOC activations. Logistics works closely with Finance and Administration to ensure resources are documented and tracked for reimbursement.

Logistics also supports communications, facilities, equipment, transportation, and supply needs for EOC staff and field operations.

Disaster Service Workers

Under California Government Code §3100-3109, all public employees are designated as Disaster Service Workers and may be assigned duties to support emergency operations.

County departments review Disaster Service Worker assignments annually to ensure they do not conflict with essential day-to-day functions or continuity responsibilities. Employees without specific emergency assignments may be assigned general duties and will receive training and orientation coordinated by San Mateo County Emergency Management.

Mutual Aid

San Mateo County participates in the California Master Mutual Aid Agreement and is part of the Coastal Administrative Region and Mutual Aid Region II.

Mutual aid provides personnel, equipment, and logistical resources when local capabilities are exceeded. Requests are coordinated through discipline specific mutual aid systems or the emergency management mutual aid system.

The Emergency Management Assistance Compact provides interstate mutual aid during governor proclaimed emergencies.

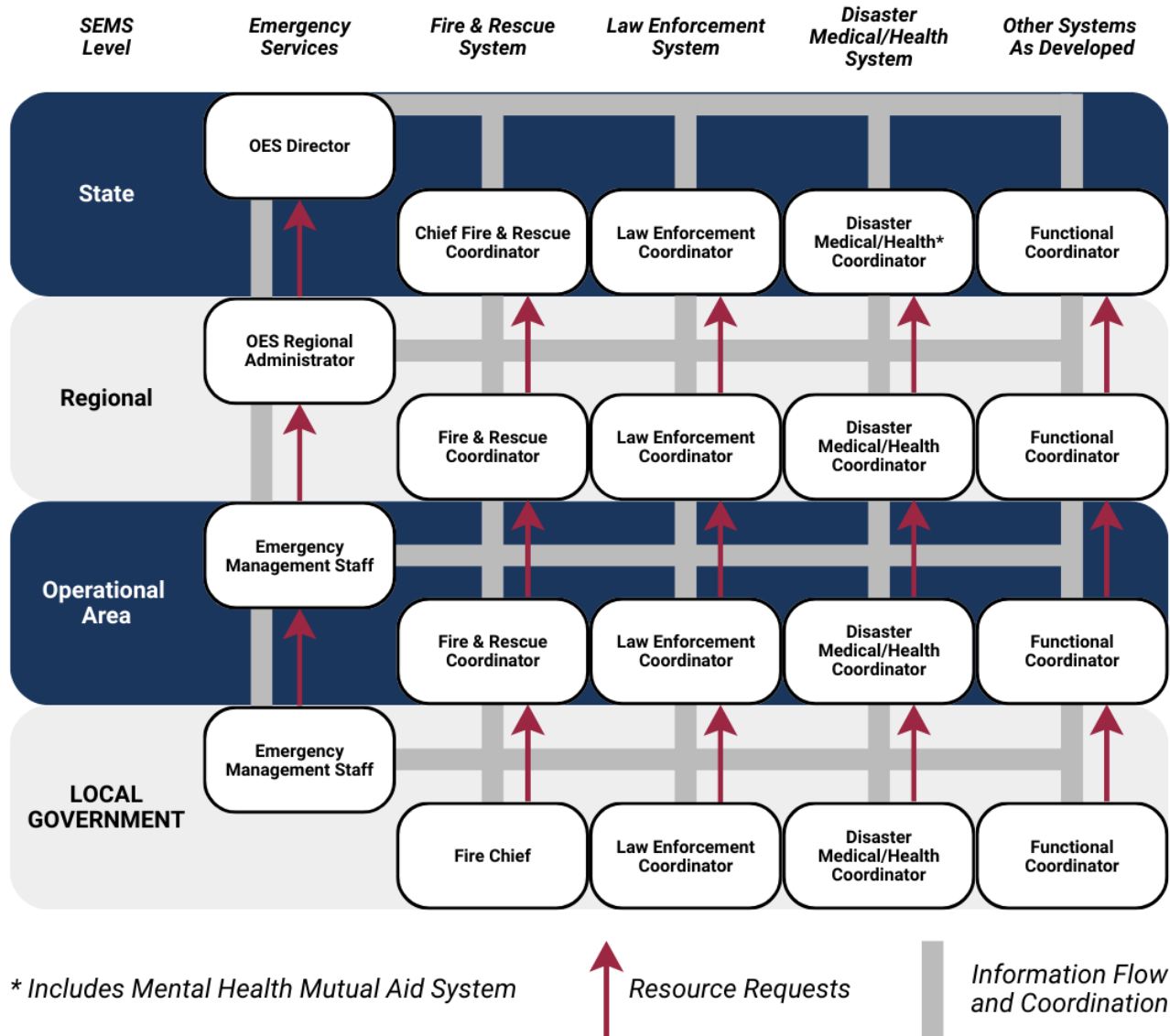


Figure 9. California Mutual Aid Workflow

County Agreements and Partnerships

San Mateo County maintains relationships with private sector, nonprofit, faith based, and community partners who provide critical resources and services during emergencies.

San Mateo County Emergency Management continues to develop standby contracts, memorandum of understanding, and agreements to clarify roles, improve coordination, and support cost recovery during emergencies.

These partnerships strengthen the County's ability to support response and recovery operations across the OA.

Plan Development and Maintenance

San Mateo County Emergency Management is responsible for the review, revision, management, and distribution of the Emergency Operations Plan.

In accordance with County Ordinance Code § 2.46.110, the San Mateo County EOP is subject to formal approval by the Board of Supervisors. Annexes do not require Board approval and are updated as needed to reflect changes in responsibilities, operational practices, and guidance.

San Mateo County Emergency Management conducts a biennial review of the San Mateo County EOP and all annexes. The San Mateo County EOP may be updated at any time following incidents or exercises (as informed by associated debriefings and After-Action Reports), changes in law, or changes in County or OA responsibilities. Any revision to the San Mateo County EOP requires re-adoption by the Board of Supervisors. Annexes may be revised at any time and additional annexes may be added with approval of the San Mateo County Emergency Management Director.

Collaborative Planning Process

San Mateo County Emergency Management uses a collaborative planning process to maintain and update the San Mateo County EOP. Planning efforts include participation from County departments, OA partners, municipalities, and community stakeholders to ensure the plan reflects operational realities and whole-community considerations.

Participants in the planning process may include:

- Director of Emergency Services
- County department leadership
- Jurisdictional and municipal representatives
- Community based and faith-based organizations
- Representatives serving individuals with access and functional needs
- Other relevant partners and subject matter experts

This approach aligns with California Government Code § 8593.3 and AB 477, which emphasize inclusive emergency planning and community engagement.

Public Review and Community Engagement

The County provides opportunities for public review of the San Mateo County EOP during update cycles. This allows residents and community organizations to provide feedback on elements of the plan that directly affect community preparedness, communication, evacuation, sheltering, and mitigation.

Public input helps ensure the San Mateo County EOP remains responsive to the needs of the diverse communities served by San Mateo County.

EMERGENCY PROCLAMATIONS AND DECLARATIONS

Local Proclamation

California Government Code § 8630 authorizes the San Mateo County Board of Supervisors, or a designated official, to proclaim a local emergency when conditions of disaster or extreme peril exceed the capabilities of local resources.

San Mateo County Ordinance Code authorizes both the Board of Supervisors and the Director of Emergency Services to issue a local emergency proclamation. This proclamation is the first step required for the County to request state and federal assistance under the California Disaster Assistance Act.

A local emergency must be ratified by the Board of Supervisors within seven days if proclaimed by the Director of Emergency Services and must be reviewed every 30 days until terminated. A sample proclamation is provided in [Appendix B](#).

Request for State Proclamation

When local resources are insufficient to manage the emergency, the County may request that the Governor proclaim a State of Emergency.

To support this request, the County forwards initial damage estimates and financial impact information to Cal OES through San Mateo County Emergency Management as quickly as possible. These Initial Damage Estimates are a key factor in the State's decision to issue a proclamation and pursue federal assistance.

Documentation supporting the request includes:

- A copy of the local emergency proclamation.
- Initial Damage Estimate summary describing the severity and extent of impacts.

Cal OES reviews the information and prepares a recommendation to the Governor. The Governor may also proclaim a State of Emergency without a local request if conditions of extreme peril threaten life and property beyond local capability.

State of War Emergency

The Governor may proclaim a State of War Emergency if the state or nation is attacked by an enemy of the United States, or if credible warning is received indicating such an attack is imminent. The authorities granted under a State of War Emergency are the same as those granted under a State of Emergency.

Presidential Declaration

Following a Governor's proclamation, Cal OES may recommend that the Governor request a Presidential Major Disaster Declaration under the Stafford Act.

The Governor’s request is submitted to the President through FEMA and is supported by documentation from local and state damage assessments. Additional justification and financial impact information may be required to support the request.

DRAFT - NOT FOR DISTRIBUTION

APPENDICES

Appendix A: Acronyms and Glossary of Terms

Table 10. Acronyms and Glossary of Terms

<i>Acronym</i>	<i>Term</i>	<i>Additional Information</i>
ADA	Americans with Disabilities Act	The Americans with Disabilities Act is a federal law enacted in the United States in 1990. It is designed to prohibit discrimination against individuals with disabilities and to ensure they have equal opportunities in various aspects of life, including employment, public accommodations, transportation, and government services.
AFN	Access and Functional Needs	OAFN (Office of Access and Functional Need) utilizes a whole community approach by offering training and guidance to emergency managers and planners, disability advocates, and other service providers responsible for planning for, responding to, and helping communities recover from disasters. The term AFN can also be used when describing people, populations, or groups of individuals with access and functional needs. Be mindful of using person-first language (individuals with access and functional needs, people with disabilities, community members who are visually impaired) not ability first language (disabled people, blind community, wheelchair bound).
CA-ESF	California Emergency Support Function	The CA-ESFs are a grouping of State agencies, departments, and other stakeholders with similar functional activities/responsibilities whose responsibilities lend to improving the state’s ability to collaboratively prepare for, effectively mitigate, cohesively respond to, and rapidly recover from any emergency. CA-ESFs unify a broad-spectrum of stakeholders with various capabilities, resources, and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the state government to support regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.
Cal OES	California Governor’s Office of Emergency Services	Cal OES is responsible for overseeing and coordinating emergency preparedness, response, recovery, and homeland security activities within the state of California. Cal OES regularly dispatches team members to join first responders, emergency leaders, and those affected by disasters that threaten public safety, while also providing information essential to the public.

<i>Acronym</i>	<i>Term</i>	<i>Additional Information</i>
CESA	California Emergency Services Act	CESA is an act within the California Government Code to ensure preparations within the state will be sufficient to deal with natural, human-caused, or war caused emergencies which result in conditions of disaster or extreme peril to life, property, and the natural resources of the state. The general goal is to protect health and safety and preserve the lives and property of the people of the state.
CRC	Community Resilience Center	A CRC is a local facility that provides a range of services and support to meet the needs of the community, often offering resources such as food assistance, housing support, healthcare referrals, and social services. They also serve as points for disaster relief distribution and information dissemination for affected populations.
DOC	Department Operations Center	A DOC is a designated facility or location where representatives from various departments or agencies within an organization or jurisdiction gather to coordinate and manage response and recovery efforts during an emergency or disaster. The primary purpose of a DOC is to facilitate communication, collaboration, and decision-making among key personnel and agencies involved in the emergency response.
EAP	Emergency Action Plan	EAPs are comprehensive written documents that outline specific procedures and guidelines for responding to various types of emergencies or disasters within an organization, facility, or community.
EOC	Emergency Operations Center	The EOC is the focal point for coordination of the City's emergency planning, training, response, and recovery efforts.
EOP	Emergency Operations Plan	An EOP is a comprehensive written document that outlines the strategies, procedures, and organizational structures for responding to and managing emergencies and disasters within a specific jurisdiction, organization, or community.
ICP	Incident Command Post	The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.
ICS	Incident Command System	A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

<i>Acronym</i>	<i>Term</i>	<i>Additional Information</i>
JIC	Joint Information Center	A JIC is a central location or facility where public information officers and communication staff from multiple agencies and organizations work together to gather, verify, coordinate, and disseminate accurate and timely information to the public, media, and other stakeholders during an emergency or incident. The primary goal of a JIC is to provide clear and consistent messaging to keep the public informed, manage rumors and misinformation, and support public safety and emergency response efforts.
JIS	Joint Information System	A JIS is a standardized framework and structure used to organize and coordinate public information and communication efforts during multi-agency or multi-jurisdictional incidents and emergencies. The primary purpose of the JIS is to ensure that a consistent, coordinated, and accurate flow of information is maintained among all responding agencies and organizations, as well as to the public, media, and other stakeholders.
NIMS	National Incident Management System	NIMS is a comprehensive and standardized framework and set of guidelines established by FEMA to facilitate effective incident management and response, regardless of the type, size, or complexity of the incident or emergency. NIMS provides a common language and organizational structure that enables diverse agencies, jurisdictions, and organizations to work together seamlessly during incidents, promoting a coordinated and efficient response.
NRF	National Response Framework	The NRF is a guide and comprehensive framework developed by FEMA to establish the structure, roles, and responsibilities for responding to all types of disasters and emergencies, whether they are natural, technological, or human-made. The NRF is a key component of NIMS and is designed to ensure a coordinated, unified, and effective response by various federal, state, local, tribal, territorial, and private sector partners.
OA	Operational Area	An OA is an intermediate level of the state emergency organization, consisting of a county and all other political subdivisions within the geographical boundaries of the county.
SEMS	Standardized Emergency Management System	A system required by the California Government Code for managing response to multi-agency and multijurisdictional emergencies in California. SEMS consists of five organizational levels which are activated as necessary: Field Response, Local Government, Operation Area, Region, and State.

<i>Acronym</i>	<i>Term</i>	<i>Additional Information</i>
SOP	Standard Operating Procedures	SOPs are step-by-step guidelines and instructions that outline the prescribed actions, protocols, and processes to be followed by emergency response personnel and organizations during various phases of an emergency or disaster. SOPs are designed to ensure consistency, efficiency, and effectiveness in response efforts while minimizing risks and ensuring the safety of responders and the public.

DRAFT - NOT FOR DISTRIBUTION

Appendix B: Proclamation Sample

COUNTY OF SAN MATEO

STATE OF CALIFORNIA

PROCLAMATION OF EXISTENCE OF A LOCAL EMERGENCY

(By Director of Emergency Management)

WHEREAS, California Government Code section 8630 and San Mateo County Code section 2.46.060 et seq. empower the Chairman of the Board of Supervisors to proclaim the existence or threatened existence of a local emergency when San Mateo County is affected or likely to be affected by a public calamity and the Board of Supervisors is not in session; and

WHEREAS, the President of the Board of Supervisors of the County of San Mateo does hereby find:

WHEREAS, _____; and

WHEREAS, _____; and

WHEREAS, _____; and

WHEREAS, the Board of Supervisors of the County of San Mateo is not in session and cannot immediately be called into session;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency exist throughout said County; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers and duties of the emergency organization of the County shall be those prescribed by State law, by charter, ordinances, and resolutions of this County, and by the current County of San Mateo Emergency Plan, as approved by the Board of Supervisors.

IT IS FURTHER PROCLAIMED AND ORDERED that this local emergency be ratified by the County Board of Supervisors in accordance to section 8630 of the California Government Code.

IT IS FURTHER PROCLAIMED AND ORDERED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the Board of Supervisors or it is terminated by operation of law.

IT IS FURTHER PROCLAIMED AND ORDERED that a copy of this proclamation be forwarded to the Governor of California.

IT IS FURTHER ORDERED that a copy of this proclamation be forwarded to the Director of the California Governor's Office of Emergency Services (Cal OES).

Dated: _____

Time of Signing: _____

Name, Last Name

Director of Emergency Management,

County of San Mateo and

President of the Board of Supervisors

DRAFT - NOT FOR DISTRIBUTION

Appendix C: Contact List

San Mateo County Emergency Management maintains a comprehensive communications list that includes personnel not internal to San Mateo County Emergency Management but that would be integral in response operations. The list may be made available to response partners and Emergency Operations Center staff upon request.

DRAFT - NOT FOR DISTRIBUTION

Appendix D: Evacuation Transportation and Sheltering Agreements

For the purposes of emergency evacuation, San Mateo County coordinates with agencies to accommodate the transportation, assistance, and sheltering of persons in need of such assistance.

Community Resilience Centers (CRCs) are locations set up during or after a disaster to provide essential services, information, and support to affected residents. Key functions of CRCs include:

- **Information Hub:** Distributing crucial updates, safety information, and resource availability.
- **Basic Needs:** Providing charging stations for phones/medical devices, Wi-Fi, water, snacks, blankets, and sanitation facilities.
- **Multi-Agency Support:** Bringing together different service providers (government, non-profits) in one place for coordinated assistance.
- **Referrals & Assistance:** Connecting individuals with housing help, financial aid, food assistance, and emotional support.

In San Mateo County, CRCs are established during large-scale incidents where many people need immediate, centralized help. They are critical during the response and recovery phases of emergency management to quickly address survivor needs.

Below is the list of locations pre-identified as CRCs in San Mateo County:

- North Fair Oaks Branch
2510 Middlefield Road
Redwood City, CA 94063
- Atherton Branch
2 Dinkelspiel Station Lane
Atherton, CA 94027
- Belmont Branch
1110 Alameda de las Pulgas
Belmont, CA 94002
- Brisbane Branch
250 Visitacion Ave.
Brisbane, CA 94005
- East Palo Alto Branch
2415 University Ave.
East Palo Alto, CA 94303
- Foster City Branch
1000 E. Hillsdale Blvd.
Foster City, CA 94404
- Half Moon Bay Branch
620 Correas St.
Half Moon Bay, CA 94019
- Millbrae Branch
1 Library Ave.
Millbrae, CA 94030
- Pacifica-Sanchez Branch
1111 Terra Nova Blvd.
Pacifica, CA 94044
- Pacifica-Sharp Park Branch
104 Hilton Way
Pacifica, CA 94044
- Portola Valley Branch
765 Portola Rd.
Portola Valley, CA 94028
- San Carlos Branch
610 Elm St.
San Carlos, CA 94070
- Woodside Branch
3140 Woodside Rd.
Woodside, CA 94062

DRAFT - NOT FOR DISTRIBUTION

Appendix E: Authorities and References

Local Authorities and References

- San Mateo County Ordinance Code Article 2.1
- San Mateo County Department of Emergency Management
- San Mateo County Emergency Operations Plan
- San Mateo County Local Multijurisdictional Hazard Mitigation Plan
- San Mateo County Operational Area Emergency Services Redwood Joint Powers Authority

State Authorities and References

- California Government Code
- California Emergency Services Act
- California Disaster Assistance Act
- California Code of Regulations
- California Governor's Office of Emergency Services
- California State Legislature, Senate Bill
 - No. 160 Emergency services: cultural competence
 - No. 99 general plans: safety element: emergency evacuation routes
- California Assembly Bill
 - No. 477 Emergency preparedness: vulnerable populations
 - No. 478 Accessibility to emergency information and services: evacuations: pets
 - No. 580 Emergency Services: vulnerable populations
 - No. 1638 Local government: emergency response services: use of languages other than English
 - No. 2232: Accessibility to emergency information and services: emergency shelters: persons with pets
 - No. 2311 Emergency services: access and functional needs in emergencies
 - No. 2386 Office of Emergency Services: disaster council plans
 - No. 2645 Local emergency plans: integration of access and functional needs: community resilience centers
 - No. 2968 County emergency plans: best practices
- Standardized Emergency Management Systems Guidelines
- California Governor's Office of Emergency Services Emergency Operations Plan Crosswalk (2020) local government

- State of California Emergency Operations Plan
- California Disaster and Civil Defense Master Mutual Aid Agreement
- Orders and Regulations that may be promulgated by the Governor during a State of Emergency or a State of War Emergency
- California-Federal Emergency Operations Center Guidelines: Integrating Federal Disaster Response Assistance with California’s Standardized Emergency Management System

Federal Authorities and References

- National Fire Protection Association
- Federal Emergency Management Agency/ Department of Homeland Security
 - National Incident Management System
 - National Response Framework
 - Developing and Maintaining Emergency Operations Plans Comprehensive Preparedness Guide
 - Homeland Security Presidential Directives (5, 8)
- US Congress
 - Pets Evacuation and Transportation Standards Act of 2006