



Critical Transportation Planning Toolkit

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Toolkit Overview

This **Critical Transportation Planning Toolkit** provides Bay Area planners, transportation agencies, and transportation service providers with guidance and considerations to plan for the provision of critical transportation services following an incident. The guidance in this toolkit aligns with the Federal Emergency Management Agency’s (FEMA) response frameworks for [Emergency Support Function \(ESF\) #1 – Transportation](#), the State of California [EF#1 – Transportation Annex](#), and other relevant ESF/EF plans/annexes (e.g. ESF #7 Logistics/Supply Chain; ESF #15 Public Information). Further, this document supports the development of an all-hazards plan, capable of guiding a broad range of critical transportation efforts as part of a larger emergency response.

This toolkit has been developed with funding and support from the Bay Area Urban Areas Security Initiative (UASI), and input and guidance from the Bay Area UASI Critical Transportation Subcommittee.

In this document, users will find a comprehensive set of topics for local governments to consider in their critical transportation plans. These topics are presented with examples from existing critical transportation plans and modifiable templates for jurisdictional adaptation.

The Plan Evaluation Checklist (Appendix C) can be used to help local jurisdictions assess their current plans or identify topics to address as they develop their plans.

Mutual aid guidance documents can be found at Appendix D.

This Critical Transportation Planning Toolkit may be accessed online at <http://www.Bayareauasi.org/criticaltransportation>.

The definition of FEMA’s Critical Transportation core capability is to “provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.”

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Introduction

Transportation plays an essential support role during critical incidents. This is particularly true for large-scale incidents, when significant numbers of people or resources must be transported as part of emergency response and recovery activities. Critical transportation functions may support time-sensitive life safety issues, or may support a longer, ongoing recovery effort.

Transportation is designated as Emergency Support Function (ESF) #1 in the Federal Emergency Management Agency's (FEMA) National Response Framework (NRF), and as ESF-1 in the State of California Emergency Plan (SEP), and functions within the National Incident Management System (NIMS) / California Standardized Emergency Management System (SEMS), accordingly. In these contexts, the transportation function is intended to provide an all-hazards, interagency, multi-modal approach to coordinating transportation resources to support response and recovery operations. This includes surface transportation, transit, paratransit, rail, aviation, maritime, and even pipelines.

At the city- and county-levels, the transportation function is typically coordinated by representatives from transit agencies, road and bridge departments, public works, and law enforcement. At the state level in California, ESF-1 is coordinated jointly by Caltrans and California Highway Patrol (CHP) to support transportation across various modes, and to assist local jurisdictions in the management and recovery of transportation systems¹. At the federal level, the U.S. Department of Transportation (US DOT) is responsible for coordinating ESF #1 with support from DOT/Federal Aviation Administration (FAA), the U.S. Coast Guard, FEMA, and others to organize response and recovery efforts across all transportation modes and to leverage federal assets².

Ultimately, the circumstances of each incident will determine what transportation routes may be used to facilitate movement of victims, responders, and commodities to support response and recovery. Because the majority of transportation staffing and resources originate locally, it is essential that local jurisdictions have a **Critical Transportation Plan**.

This Critical Transportation Planning Toolkit is intended to support jurisdictions in the preparation or update of their respective Critical Transportation Plan (or Annex, as appropriate). It provides guidance on the plan development process, including explanations of key concepts, recommendations for plan elements, and sample text/tables to include in a plan. Appendix C provides a Plan Evaluation Checklist that can be used by local jurisdictions to assess their current Critical Transportation Plans to identify topics to address.

A comprehensive local Critical Transportation Plan will consider coordination of the following elements, among other topics:

- Evacuation & Accessible Transportation
- Traffic Management
- Infrastructure Access (including fuel and supply chain interruption)
- Public Information
- Animal Transportation

¹ State of California Emergency Plan, Emergency Support Function #1 – Transportation Annex, October 2013.

² U.S. Department of Homeland Security, Emergency Support Function #1 – Transportation Annex, June 2016.



- Transportation of Emergency Responders & Equipment

In addition to this Toolkit, there are diverse local, state, and federal resources to help with critical transportation planning. In the Bay Area, the Metropolitan Transportation Commission (MTC): assists with the development of regional transportation emergency plans; facilitates emergency preparedness exercises to test transportation emergency plans; and is prepared to work closely with transportation agencies and partners to support critical transportation response in the Bay Area.

Similarly, the Water Emergency Transportation Authority (WETA) coordinates Bay Area water transit resources to promote response and recovery operations, and can support movement of evacuees, credentialing and terminal access for essential personnel, site security and crowd control, and related services. The U.S. Coast Guard, CHP District Office, and the Caltrans District Transportation Management Centers provide valuable resources for developing and maintaining situational awareness before, during, and after crises. Additionally, Caltrans is responsible for inspecting and clearing roads, tracks, and other infrastructure following critical incidents. Caltrans also issues annual grants to local and regional government for transportation emergency planning efforts.



Critical Transportation – Planning Process

In accordance with the FEMA planning process defined in the Comprehensive Preparedness Guide (CPG) 101, local jurisdictions developing or updating their critical transportation plans may consider integrating one or more of the following steps into their planning processes.

Table 1. Summary of Planning Activities to Develop or Update a Local Critical Transportation Plan

#	CPG 101	Activity	Description
01	Form a Planning Team	Identify a lead agency for critical transportation plan development	Emergency management agencies typically lead the development of emergency response plans, but emergency management staff may not have the necessary transportation expertise to create an effective Critical Transportation Plan. Consider having the jurisdiction’s Transportation Department, Public Works Department, or a partner transit agency lead (or co-lead with Emergency Services) plan development.
		Identify relevant partner agencies	Effective critical transportation typically requires the involvement of many agencies. For example, multiple transit agencies may operate within a jurisdiction, public works agencies may manage transportation infrastructure, and law enforcement agencies may handle traffic management activities. These and any other relevant entities should participate in the plan development process, ensuring that all issues are identified and properly addressed.
		Identify private-sector and non-governmental organization (NGO) partners	Consider non-traditional sources of capabilities and resources for transportation operations, especially those in or near the jurisdiction. Include these entities in the Plan development process. Emergency services contracts with these providers can help to ensure their support during a response effort.
02	Understand the Situation	Review Local and Regional Threat Assessments	Identify potential hazards in the jurisdiction (through use of Hazard Mitigation Plans, if available) and consider how they may (1) create a need for critical transportation services, and (2) impact the ability to provide transportation services. Particular attention should be given to hazards that have the potential to impact or incapacitate portions of the transportation network infrastructure.
		Assess the jurisdiction’s population size and distribution	Review census data and other population data sources to determine the potential scale of a mass transportation effort. Consider the population size and locations of people with access and functional needs.
		Assess the transportation network	Evaluate the carrying capacity of different segments of the transportation network in and near the jurisdiction. Consider how the loss of vulnerable segments would impact the overall capacity. Consider pre-identifying priority routes for potential use.



#	CPG 101	Activity	Description
03	Determine Goals and Objectives	Set Priorities and Objectives	Determine plan priorities and objectives based on the needs of the jurisdiction.
04	Plan Development	Identify Resources	Inventory and evaluate the resources available in the jurisdiction to support critical transportation. Estimate what percentage of these resources are likely to be operational after an incident, and how long they can operate under emergency conditions. Include both public and private-sector resources in this process, as appropriate.
		Organize Response Activities	Identify key activities that should be documented and assigned in the Critical Transportation Plan. Consider all aspects of providing and supporting transportation across a range of scenarios. Identify the agencies able to best carry out those roles.
		Develop a Notification System	Establish a process for notifying and activating jurisdictions' Operational Area staff, transportation agencies, and other partners to support critical transportation operations during a response effort.
		Consider how to provide long-term transportation services	In some cases, critical transportation services may be required for weeks or months, placing a strain on the agencies, staff, and resources involved in the response. Determine how to balance long-term critical transportation against everyday transportation services, and how to allocate resources, accordingly.
		Develop Memoranda of Understanding (MOU) and Mutual Aid Agreements	Coordinate with neighboring jurisdictions, nearby agencies, and Cal OES to establish streamlined mechanisms for mutual aid. No jurisdiction in the Bay Area has sufficient "in-house" transportation capabilities to carry out a mass evacuation, so support from other sources will be essential.
05	Plan Preparation, Review, and Approval	Write and Review the Plan	Plan language should be simple, clear, and written in plain English. Summarize important information with checklists and visual aids, such as maps, tables, and flowcharts. Avoid jargon and minimize the use of acronyms. Review the draft with the planning team and other stakeholders. Once final, submit the plan to appropriate officials for approval and promulgation.
06	Plan Implementation and Maintenance	Train For and Exercise the Plan	Once finalized, all stakeholders and partners should train on and practice implementing the Plan and tools. This will help identify potential issues to address through further planning, and will help participants to understand their roles and responsibilities.



Critical Transportation - Plan Content

This section of the Toolkit presents suggested content for a local jurisdiction's ESF-1 Critical Transportation Plan and identifies corresponding plan sections and elements. Each section lists topics to address and/or information to collect for inclusion. The suggested plan sections are presented in the following order:

1. Foreword
2. Introduction
3. Planning Assumptions
4. Plan Activation
5. Roles and Responsibilities
6. Public Information and Outreach
7. Transportation Response Operations
8. Transportation Recovery Operations
9. Deactivation
10. Record Keeping
11. Plan Maintenance
12. Appendices

A Transportation Plan Should:

- *Include an assessment of potential safety hazards and security threats;*
- *Train staff how to respond to potential hazards and threats;*
- *Establish and include protocols for communicating about risk;*
- *Identify and coordinate with all stakeholders (including representation among people with access and functional needs);*
- *Describe how the agencies will conduct drills/exercises and test the plan;*
- *Address recovery and demobilization; and*
- *Integrate with emergency operations plans and continuity of operations plans.*

How to use this Toolkit

Each Critical Transportation Plan section in this Toolkit provides the following information:

- **Overview:** Summary of information that would be included in the Plan section.
- **Planning Considerations:** Specific guidance and/or questions that may be useful for the jurisdiction to consider when developing this section.
- **Examples:** Sample text, tables, or other guidance from relevant plans. Examples are intended to be used by local jurisdictions to modify or adapt, as appropriate, to assist in the development of local Critical Transportation Plans. Jurisdictions may copy the language provided in the samples and customize it in order to align with local policies, plans, needs, roles, etc. These samples are collected from publicly-available plans and/or with permission for consideration by jurisdictions as they prepare their own plans.



General Planning Reminders

Guidance

- Plans must be compliant with California’s State Emergency Management System (SEMS).
- Planning should always be community-based, [representing the whole population](#) and its needs.
- Planning should consider all types of hazards and threats. Plans should also be flexible to address all-hazard incidents of all sizes.
- Plans must clearly identify the mission, supporting goals, and desired results of critical transportation services.
- Plans should identify tasks, allocate resources to accomplish those tasks, and establish roles, responsibilities, and accountability.
- Often, the more involved decision makers are in the planning process, the better the resulting Plan will be, as buy-in will have been incorporated in Plan development.
- Effective plans tell those with operational responsibilities **what to do** and **why to do it**, and they instruct those outside the jurisdiction in **how to provide support** and **what to expect**.

As local jurisdictions develop their respective Critical Transportation Plans, it is important that they consider how their Plan will relate to and synchronize with existing emergency plans. Jurisdictions may want to modify the Plan structure suggested in this guidance to avoid overlaps or gaps in emergency response plans for the jurisdiction(s) in which they operate. Plan examples have been provided below from publicly available plans or with the permission from plan owners.

Plan Section 1: Foreword

Overview

The foreword section of a plan document is typically the first page and provides a brief overview of any background information relevant to the plan.

Planning Considerations

The following topics are typically included in the foreword:

- Background information on the jurisdiction and its critical transportation planning efforts;
- Intended audience for the plan; and
- Acknowledgment of primary and partner agencies involved in plan preparation.



Example

Source: Alameda County Catastrophic Earthquake Transportation and Evacuation Plan

Foreword

The San Francisco Bay Area’s vulnerability to earthquakes is well-known. According to the 2008 *Uniform California Earthquake Rupture Forecast*,³ the probability of a magnitude 7.6 or greater earthquake in the Bay Area within the next 30 years is 63 percent. Such an earthquake will result in widespread and catastrophic damage and will immediately overwhelm local, regional, and state emergency response capabilities. The region will need massive, rapid support from the federal government, other local governments in California, other states, and non-profit and private-sector organizations. The effectiveness of the region’s response will affect the long-term recovery of the region’s communities and economy. An effective response will only be possible if comprehensive planning has taken place.

The federal government is providing funding under the Regional Catastrophic Planning Grant Program (RCPGP) to selected metropolitan areas throughout the United States to plan for catastrophic events. The San Francisco Bay Area is one of the metropolitan areas. The Department of Homeland Security’s Federal Emergency Management Agency (FEMA) is administering the program. The Bay Area Urban Area Security Initiative (UASI) Program is implementing the RCPGP for 12 counties and two cities⁴ in the Bay Area. For fiscal year 2007/2008, the UASI Program has used RCPGP funding to prepare plans in five functional areas: Debris Removal, Mass Care and Sheltering, Mass Fatality, Mass Transportation/ Evacuation, and Volunteer Management.

The Alameda County Catastrophic Earthquake Transportation and Evacuation Plan (Plan) has been prepared under the RCPGP. Addressing mass transportation and evacuation issues is a critical component of response to a major earthquake. Large portions of the Bay Area transportation network will be severely damaged, including airports, ports, rail systems, bridges, tunnels, freeways and local roads, and public transit services that will be severely disrupted. Several hundred thousand people in the region will need transportation to reduce the risk of harm, to travel to shelters, or to return home.

This Plan is a supporting component to the Alameda County Emergency Operations Plan and is an annex to the existing Alameda County Evacuation Plan Guidance and Template, the (base) platform upon which it was created. The Plan is consistent with:

- applicable local and State plans and requirements;
- the 2008 Regional Emergency Coordination Plan (RECP), including the Regional Catastrophic Earthquake Transportation/Evacuation Plan developed under the RCPGP as an incident-specific subsidiary plan to the RECP; and
- the 2008 San Francisco Bay Area Catastrophic Earthquake Readiness Response Concept of Operations Plan prepared by FEMA.

Participation and Support

The Alameda County Catastrophic Earthquake Transportation and Evacuation Plan was developed with the participation and support from the following:

- Alameda County General Service Administration
- Alameda County Sheriff’s Office – Office of Homeland Security & Emergency Services
- Alameda County – Office of the County Administrator
- Alameda County Sheriff’s Office – Support Services Unit
- City of Livermore
- City of Pleasanton
- City of Dublin
- City of Berkeley

³Edward H. Field, et al., *The Uniform California Earthquake Rupture Forecast, Version 2.0 (UCERF 2)*, (USGS Open File Report 2007-1437, 2008). Available at <http://pubs.usgs.gov/of/2007/1437/>.

⁴Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, the City of Oakland, and the City of San Jose.



Plan Section 2: Introduction

Overview

This section provides an overview of the local jurisdiction’s ESF #1 structure and content, and describes when and how the Critical Transportation Plan will be used. This section of the Plan typically includes the following information, which will be detailed in the “Planning Considerations” portion of this section.

- Purpose
- Objectives
- Plan Organization
- Scope

Planning Considerations

Purpose Statement

The purpose statement of the Critical Transportation Plan (Plan) should: identify the core concepts of the plan, e.g., “mass transportation,” “evacuation,” “re-entry,” etc., and the activities they entail; identify the Plan’s relationship to any other relevant plan(s), such as an Emergency Operations Plan (EOP); and clarify respective uses of each plan; and summarize why the Plan is needed and under what types of circumstances it will be used.

Typical scenarios include:

- transport of large numbers of people in connection with pre-planned events;
- evacuation of large populations impacted by an emergency;
- evacuation of domestic animals and livestock;
- transport of inbound responders and disaster service workers;
- transport of commodities to support response and recovery activities; and
- re-entry of previously evacuated populations.

Example #1

Source: City and County of San Francisco ESF #1: Transportation Annex

Plan Purpose

The Emergency Support Function (ESF) #1: Transportation Annex provides guidance for the effective coordination of city-wide transportation response activities, and identifies the actions of all involved entities during threatened or actual disaster events within the City and County of San Francisco (CCSF). The purpose of this function is to provide city-wide coordination among aviation, maritime, surface, and railroad transportation activities, as well as between public and private organizations.

Objectives

This section should list the specific objectives the Plan is designed to accomplish. These are intended to be high-level objectives, supported by more specific operational objectives identified in the “Operations” section of the Plan.



Example #2

Source: *City of Oakland Catastrophic Incident Mass Transportation/Evacuation Annex*

Objectives

The Annex intends to facilitate transportation and evacuation response and short-term recovery activities, recognizing the general operational priorities of the City’s response:

1. Life Safety
2. Addressing Human Needs
3. Caring for People with Access and Functional Needs
4. Property and Environmental Protection
5. Restoration of Basic Services

Plan Organization

This section briefly describes the Plan’s sections and contents, and explains how the different elements of the Plan should be used during planning and response efforts.

Example #3

Source: *City of San Jose Catastrophic Earthquake Mass Transportation/Evacuation Plan*

1.3 Plan Organization

Section 1 describes the purpose, objects, organization, audience, and scope and applicability of the Plan, and the authorities, regulations, and requirements that provide the foundation for the operations that are discussed in the Plan.

Section 2 describes the scenario event and its projected impacts, and provides the assumptions underlying the scenario event and the response to it.

Section 3 describes the roles and responsibilities of the local response agencies, and the operational components of transportation/evacuation operations.

Section 4 explains the mechanisms for coordination among responding agencies, as well as the methods for communications among those agencies and to the public.

Section 5 describes the priorities for transportation/evacuation operations, the objectives that support the priorities, and the actions necessary to achieve the objectives.

Scope

This section establishes the extent of the Plan’s coverage for multiple factors:

- geographic scope (specific jurisdictions, areas of concern/interest, such as potential hazard zones, etc.);
- range of functions and activities;
- relevant populations (size, characteristics, distribution);
- jurisdictions and agencies with roles in critical transportation; and
- linked plans (EOP, regional plans, etc.)



Example #4

Source: U.S. DHS ESF #1 – Transportation Annex

Scope

The ability to sustain transportation services, mitigate adverse economic impacts, meet societal needs, and move emergency relief personnel and commodities will depend on effective transportation decisions at all levels. Unnecessary reductions or restrictions to transportation will directly impact the effectiveness of all prevention, preparedness, response, recovery, and mitigation efforts.

ESF #1 organizations possess considerable expertise in intermodal transportation and have important relationships with public and private sector transportation stakeholders. Functions include:

- monitoring and reporting status of and damage to the transportation system and infrastructure as a result of the incident;
- identifying temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged, unavailable, or overwhelmed;
- Coordinating and supporting prevention, preparedness, response, recovery, and mitigation activities among transportation stakeholders within the authorities and resource limitations of ESF #1 agencies.

ESF #1 does not include responsibilities for the movement of goods, equipment, animals, or people. In cases where local, state, tribal, territorial, and insular area authorities are overwhelmed, federal support for mass evacuations is addressed in the Mass Evacuation Incident Annex to the National Response Framework (NRF). ESF #1 can provide any or all the activities within the scope of this Annex to support the Mass Evacuation Incident Annex efforts.

Example #5

Source: City of San Jose Catastrophic Earthquake Mass Transportation/Evacuation Plan

ES-1 Scope

This Plan:

- Addresses the response to a moment magnitude (**M**) 7.9 earthquake on the San Andreas fault
- Applies to the response during the first 60 days after the earthquake
- Describes mass transportation/evacuation operations applicable at the field level, local level, and Operational Area level



Plan Section 3: Planning Assumptions

Overview

This section presents assumptions relevant to the use and success of a local jurisdiction’s ESF #1 Critical Transportation Plan. It helps to clarify the parameters under which the Plan will be used. Suggested topics are listed below.

Planning Considerations

1. General Planning Assumptions

- Authorities under which this Plan is prepared and used
- Regulatory frameworks in the State of California and/or the local jurisdiction that affect critical transportation

2. Specific Planning Assumptions

- Local organizational parameters (unique practices, agency capabilities and limitations, etc.)
- Local transportation operations parameters
- Local operational parameters (geography, weather-related issues, etc.)
- Local hazards and other relevant circumstances for critical transportation
- Expected conditions or circumstances

Example #1

Source: King County, Washington – Evacuation Plan Guidance

Critical Assumptions

Critical assumptions include, but are not limited to:

- Evacuation is often a multiple-jurisdiction activity.
- Incident Command System (ICS) will be used to manage evacuation activities/phases at all levels.
- Many disasters/emergencies occur with little or no warning.
- Evacuees may be only temporarily displaced, unless the incident causes destruction or contamination of homes/businesses.
- Evacuations may be spontaneous, with little or no government control in place to guide initial evacuee movement.
- With rare exception, the State of Washington typically has no authority to mandate evacuations and enforce them.
- Some citizens will not be willing to evacuate, regardless of the hazard(s).
- Plans will include provisions for persons with access and functional needs, pets, and livestock.



Example #2

Source: City and County of San Francisco (CCSF) ESF #1: Transportation Annex

Planning Assumptions

The following planning assumptions for ESF #1: Transportation apply:

- Roads and bridges immediately surrounding the affected area will be damaged or heavily congested, impairing critical transportation to, from, and within the area.
- Disasters can reduce the availability of many local resources, and may require the transportation of resources to the affected area.
- Hazards that affect CCSF may damage transportation infrastructure, hamper the movement of emergency personnel, and delay the delivery of vital resources.
- Transportation missions may include:
 - support to general evacuation, including traffic management (e.g., road closures, altering traffic signals, etc.);
 - support to evacuation of vulnerable populations;
 - supporting management of traffic around incident sites to secure the site and allow for adequate ingress/egress of emergency vehicles;
 - transport of the elderly or other vulnerable populations who might be stranded in their homes;
 - transportation of emergency workers and other critical personnel;
 - transportation of materials, such as supplies, fuel, and equipment.
- In addition to the coordinating/supporting agencies with ESF #1 responsibilities, ESF #1 interagency coordination may also involve:
 - regional and/or state entities for mutual aid;
 - public safety agencies, PUC, and others regarding priorities for the restoration of critical routes;
 - law enforcement agencies regarding traffic control; and
 - PIOs and/or the citywide JIC, enacting ESF #15: Joint Information System, to keep stakeholders and the public informed about road closures, alternate routes, and the timing of route restoration.

Plan Section 4: Plan Activation

Overview

This section describes when, how, and by whom the local jurisdiction's ESF #1 Critical Transportation Plan will be activated. Include clear and specific information, to help avoid confusion about how to mobilize for a critical transportation response.

Planning Considerations

1. Activation Criteria

- Circumstances or scenarios under which this Plan will be used
- Threshold criteria for activation
- Parties responsible for activation decisions

2. Steps for Activation

- Steps involved in activating this Plan
- Parties responsible for carrying out those steps



Example #1

Source: City and County of San Francisco ESF #1: Transportation Annex

Plan Activation

ESF #1 activation will be concurrent with any incident requiring an elevated need for transportation coordination. The level of activation will be determined according to the needs and magnitude of the event. Transportation Department Operations Center/s (DOC) and/or Emergency Operations Center (EOC) coordination may be necessary during the following situations:

- during any event where transportation operations exceed the capacity of normal operations;
- during regional activities that require activation of multiple transportation DOCs;
- the magnitude of the event requires mutual aid;
- response and recovery operations involve multiple city departments; and
- response and/or recovery efforts are expected to last an extended period.

Scalable Activation

ESF #1 operations will increase or decrease based on the type and nature of the emergency and the magnitude of the event. The level of activation is generally based on an event’s resource or staffing requirements and the impact on the community. The table below illustrates a scalable emergency response activation according to event type.

Scalable Activation Table			
<i>Source: City and County of San Francisco ESF #1: Transportation Annex</i>			
Emergency Situation	Example	Coordinating Department	Activation Type
Simple Event	An event involving routine assistance from supporting departments	MTA	<ul style="list-style-type: none"> • Field Operations • DOCs (as necessary)
Complex Event	A large-scale event that requires assistance from multiple departments/ESFs, and/or EOC activation	MTA	<ul style="list-style-type: none"> • Field Operations • DOCs • EOC (as necessary)

Plan Section 5: Roles and Responsibilities

Overview



This section identifies the agencies, parties, and entities involved in carrying out the elements of local jurisdiction ESF #1 plan and summarizes their respective roles. It also presents the framework for command structures and coordination among entities.

Planning Considerations

1. Organization Structure

Identify guiding framework(s) for planning and response (e.g., NIMS, SEMS, ICS), and diagram the reporting structure for coordinating the ESF #1 transportation function in the jurisdiction. This organizational structure typically will be reflected in the context of the jurisdiction's Emergency Operations Center (EOC) Transportation Branch.

Considerations

- Coordination between field-level transportation operations and EOC Transportation Branch
- Coordination between EOC Transportation Branch and other EOC Sections/Branches

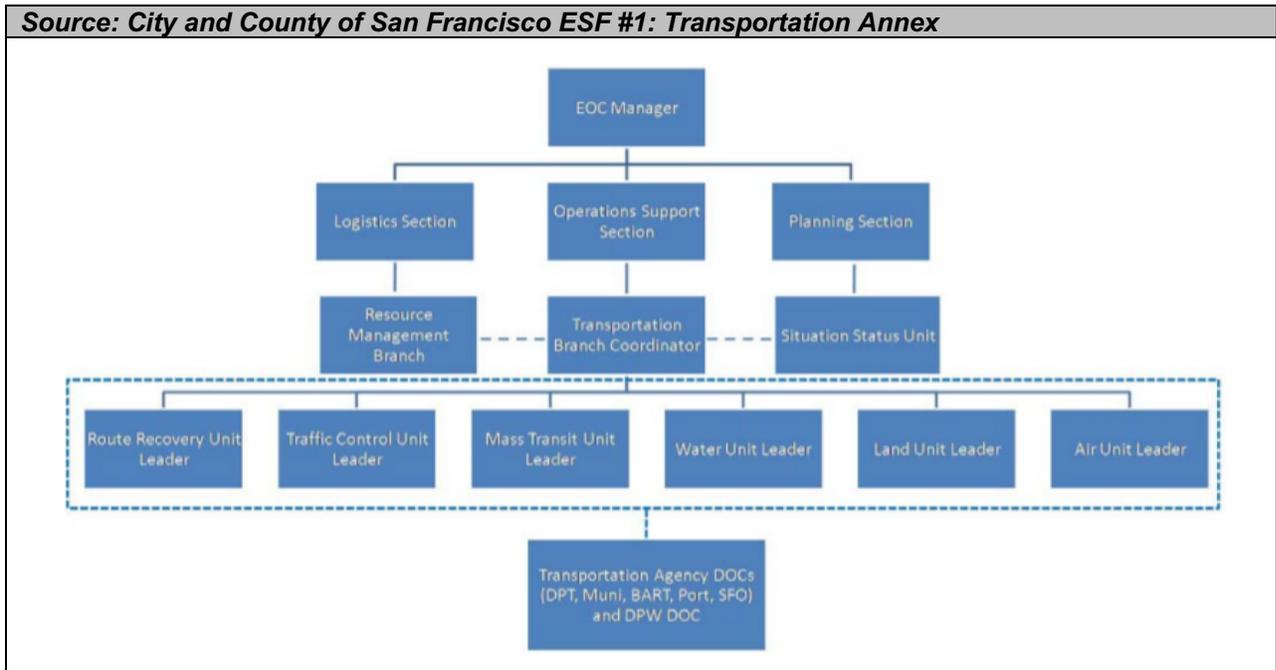
Categories of Involvement in Critical Transportation

- **Executive government:** mayor and city hall, county administrators, governor
- **Emergency responders:** emergency management agencies, fire and rescue agencies, law enforcement agencies
- **Transportation management:** city transportation departments, county and regional agencies, and state transportation agencies or resources
- **Transportation providers:** transit authorities, Amtrak and commuter rail operators, local transit providers, private bus companies, taxi companies, trucking companies
- **Public works agencies:** Public Works, Water, Power, Environmental agencies
- **Emergency care providers:** Public Health, hospitals and medical facilities, American Red Cross, sheltering site operators
- **Communications providers:** telephone companies, mobile phone service providers, broadband and Internet service providers
- **Media:** television and radio stations
- **Private services providers:** towing companies, service stations and fuel companies, food and dry goods retailers



Example #1

Source: City and County of San Francisco ESF #1: Transportation Annex



2. Roles and Responsibilities

Identify a lead coordinating agency and supporting agencies for the ESF #1 transportation function at the local level to include local, state, federal, private-sector, and/or NGO entities that may act in a support role during critical transportation planning or operations. Clearly define the roles of each coordinating and supporting agency during an activation of this Plan. The following table provides sample roles and responsibilities for different agencies and organizations.



SAMPLE ROLES AND RESPONSIBILITIES	
Local Jurisdiction	
Coordinating Department (e.g. local transportation agency)	<ul style="list-style-type: none"> • Staff EOC Transportation Branch • Monitor and report status of damage to transportation systems, facilities, and infrastructure as a result of the incident. • Identify temporary alternative transportation solutions that can be implemented by others when systems or infrastructure are damaged, unavailable, or overwhelmed. • Coordinate the restoration and recovery of the transportation systems, facilities, and infrastructure. • Coordinate transportation mutual aid assets through the REOC. • Maintain communications with the MTC EOC regarding situation status updates
Supporting Department	<ul style="list-style-type: none"> • Provide agency-specific damage assessment information. • Provide ongoing situation status updates to the EOC and/or appropriate DOC. • Assist with transportation route reconnaissance and reconfiguration.
State of California	
Cal OES	<ul style="list-style-type: none"> • Activate the SOC/REOC. • Receive Situation Status Reports about damage, incapacitation, facility/road closures, and other transportation status information. • Coordinate with MTC, Caltrans, WETA, CHP, USCG and other affected transportation agencies. • Prepare, coordinate, and communicate regional emergency information, response activities, resources, and transportation capabilities available to respond to regional transportation needs. • Coordinate the decision-making process when competing demands for limited resources exist. • Coordinate requests for Emergency Management Assistance Compact and federal assistance, and participate with the federal government when federal assistance is provided.
Caltrans	<ul style="list-style-type: none"> • Assess the conditions of State highways and bridges, and estimate the time needed to repair damage. • Establish alternate routes in coordination with CHP. • Determine potential road restrictions or closures. • Through coordination with Cal OES, respond to requests from the affected Operational Areas for essential, supportive services related to the State highway infrastructure to help emergency service workers access affected sites.
CHP	<ul style="list-style-type: none"> • Enforce route restrictions on California roadways and bridges. • Implement road and street closures in the affected areas. • Assist with establishing and securing traffic control and access points, as needed. • Inform the EOC Transportation Branch, in conjunction with the 511 Traveler Information System and Caltrans, of information for



	roadway conditions, capacity, and delays within or affecting the local jurisdiction.
Federal Government	
FEMA	<ul style="list-style-type: none"> Coordinate requests for direct federal assistance from Cal OES and mission-assign other federal agencies to conduct mass transportation/evacuation operations.
USCG	<ul style="list-style-type: none"> Maintain, monitor, and report on the safety and navigability of Bay Area waterways, and conduct patrols of waterways within the affected area. Make and enforce decisions regarding the use, opening, or closing of Bay Area waterways or ports to vessel traffic. Notify REOC and WETA of decisions. Raise and lower the MARSEC level, as appropriate. During MARSEC 3, the ports will likely be shut down. Provide emergency response services as requested by REOC.
DOT	<ul style="list-style-type: none"> Implement response and recovery functions under DOT statutory authorities, including the prioritization and allocation of civil transportation capacity and funding for repairing Federal Aid highways.
FAA⁵	<ul style="list-style-type: none"> Evaluate information provided by airports regarding conditions (e.g., damage to runways and communications, navigation, and air traffic control systems) and restricting air traffic at airports, depending on conditions.

The following tables were adapted from the City of Oakland, CA, and are provided as templates for modification, as appropriate, and use in a local jurisdiction’s emergency animal care and shelter plan.

Example #2

AGENCY ROLES AND RESPONSIBILITIES	
Agency/Department	Roles and Responsibilities
Insert Lead Coordinating or Support Agency	<ul style="list-style-type: none"> <input type="checkbox"/> Incident response role <input type="checkbox"/> EOC or DOC role <input type="checkbox"/> Coordination roles <input type="checkbox"/> Responsibilities for 24 hours, 48 hours, 96 hours, and prolonged activations <input type="checkbox"/> Note staff or resource responsibilities <input type="checkbox"/> Note any MOUs relevant to agency and attach to plan

⁵ Civil Air Patrol and/or California Disaster Airlift Response Team (DART) may also be included here. Information about these programs are found in Appendix F of this document.



AGENCY ROLES AND RESPONSIBILITIES	
Agency/Department	Roles and Responsibilities
	<input type="checkbox"/> Identify role in mutual aid acquisition

AGENCY CONTACT LIST		
Role	Name of Agency	Agency Contact
Primary Agencies	Insert responsible agency	<i>Name and number</i>
Supporting Agencies and Departments		
	Insert all support agencies	<i>Name and number</i>

Example #3

Source: State of California ESF #1: Transportation Annex (abridged)	
California Highway Patrol (CHP)	<ul style="list-style-type: none"> Act as the Director of the State Motor Transport Division during times of a war emergency. Perform tasks assigned in the California Emergency Resources Management Plans for Transportation during times of a war emergency. Continue emergency traffic regulation and control procedures, as required.
California Department of Transportation (Caltrans)	<ul style="list-style-type: none"> As the owner operator of the State Highway Transportation System, Caltrans has administrative orders to repair, maintain and operate the state highway system during and following emergencies and disasters. Provide assessments of transportation infrastructure and traffic conditions. Assess damage to highway systems and establish route priorities during recovery efforts.

Example #4

Source: City and County of San Francisco ESF #1: Transportation Annex
--



Department	Responsibilities
MTA	<ul style="list-style-type: none">• Coordinate all CCSF ESF #1 activities• Maintain contact with field personnel and/or DOC(s) involved with response operations• Staff EOC Transportation Branch as required• Request Mutual Aid when needed• Coordinate the use of additional transportation resources• Maintain communication with ESF #1 representatives; provide ongoing situation status updates
DEM DPW Port SFO SFPD SFSD BART	<ul style="list-style-type: none">• Provide agency-specific damage assessment information• Send a representative to the relevant DOC(s) or EOC to assist with transportation activities• Provide ongoing situation status updates to the EOC and/or appropriate DOC• Assist with transportation route reconnaissance and reconfiguration• Perform other emergency responsibilities as assigned



4. Command and Control

Provide an overview of the jurisdiction’s EOC, DOC, and field-level transportation operations and coordination. Define roles specific to transportation planning and operations, and identify the branches responsible for these roles.

- Facilities (e.g. Traffic Management Center)
- EOC Transportation Branch
- Department Operations Centers
- Field operations

Example #5

Source: City and County of San Francisco (CCSF) ESF #1: Transportation Annex

EOC Transportation Branch

The primary purpose of the EOC Transportation Branch is to collect and disseminate information about the status, needs, and available resources of the transportation systems and infrastructure within CCSF. The Transportation Branch will ensure that information is sufficiently verified and coordinated with EOC Operations Support Section branches, CCSF departments, and other transportation entities. During an EOC activation, the Transportation Branch provides a single point within the City wherein all transportation-related information is collected, and a common operating picture is developed. With this information, the Transportation Branch will facilitate city-wide coordination of the following activities:

- Support route clearance and recovery activities.
- Designate ingress/egress routes for emergency response vehicles and personnel.
- Coordinate response operations designed to restore and maintain normal operations of CCSF public transportation systems.
- Designate evacuation routes and provide evacuation information to emergency responders and the Joint Information Center (JIC).
- Assist with the transportation of individuals unable to evacuate themselves.
- Assist with transportation of the ill and injured under ESF #8: Public Health and Medical Services, and those in custody under ESF #13: Law Enforcement.
- Provide transportation for CCSF Disaster Service Workers (DSWs) and emergency responders during recall operations, to include busing employees from outside the City to various work locations within the City (see Appendix C: Operation Return Plan).
- Assist with the transport of emergency commodities and assets.

The Transportation Branch is composed of liaisons from MTA, the Port of San Francisco, the San Francisco International Airport (SFO), Bay Area Rapid Transit (BART), and any other transportation agency deemed appropriate to the situation. The EOC Transportation Branch has direct lines of communication with other City departments, regional and state authorities, and private-sector partners.

5. Interjurisdictional Coordination

Identify how coordination occurs between this jurisdiction and other local jurisdictions, state agencies, and federal agencies.



Example #6

Source: City of San Jose Catastrophic Earthquake Mass Transportation/Evacuation Plan

Regional Organizations

The region — a geographical area made up of two or more counties — is one of the five levels of the SEMS organization. SEMS guidance for the regional level is primarily, but not exclusively directed at regional facilities and systems that administer or coordinate mutual aid. These include Cal EMA [OES] regional emergency operations centers (REOCs) and discipline-specific mutual aid systems, e.g., fire, law, and medical, which coordinate within mutual aid regions. See the Regional Catastrophic Earthquake Mass Transportation/Evacuation Concept of Operations and the Regional Transportation Emergency Management Plan (RTEMP) for information about the operations of the following agencies:

- REOC
- MTC
- Water Emergency Transportation Authority (WETA)

State and Federal Governments

As described in the State Emergency Plan, California responds to emergencies and disasters through an existing statewide emergency management infrastructure that operates according to Standardized Emergency Management System (SEMS). See the Regional Catastrophic Earthquake Mass Transportation/Evacuation Concept of Operations and the RTEMP for information about the following agencies' operations:

- California Department of Transportation
- California Highway Patrol

6. Information Management

Describe roles and processes for how information on the following topics will be collected, processed, and shared among relevant entities:

- agencies' status and capabilities;
- transportation network status;
- transportation needs;
- resource needs and requests; and
- transportation operations.

Appendix E provides a sample list of Essential Elements of Information to collect during response planning and operations.

7. Mutual Aid

Identify the mutual aid systems in place for local transportation resources, the steps for making resource requests within these systems, and considerations for developing mutual aid agreements. If not already established, jurisdictions should consider securing mutual aid agreements with the following entities:

- nongovernmental organizations (community-based, faith-based, and national service organizations, such as the American Red Cross and the Salvation Army);
- private-sector businesses (utility companies, transportation providers, resource providers, etc.);
- neighboring jurisdictions; and
- neighboring transportation agencies.





Unless cited elsewhere in the jurisdiction's suite of plans (e.g., EOP), the following descriptions should be included in the Critical Transportation Plan:

- **California Mutual Aid Systems:** The statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement (MMAA), allows for the progressive mobilization of resources to and from emergency response agencies, local governments, operational areas, regions, and state with the intent to provide requesting agencies with adequate resources.

The statewide mutual aid system includes several discipline-specific mutual aid systems, such as fire and rescue, law enforcement, public health and medical, and public works. The adoption of SEMS and NIMS does not alter these existing systems, but enhances the facilitation of mutual aid through the local government, operational area, regional, and state levels.

Within California, there are several discipline-specific mutual aid plans that work in conjunction with the MMAA. These plans derive their authority from the California Emergency Services Act and from the California Disaster and Civil Defense Master Mutual Aid Agreement.

- **California Statewide Transit Mutual Aid Assistance Compact (TransMAC):** This Mutual Aid Assistance Compact enhances regional resilience through a coordinated effort between transit agencies to support each other during disasters. Members of the MAC establish and adhere to a formal process, whereby they may receive and provide mutual assistance to each other in the form of personnel, services, and equipment as deemed necessary or advisable in an emergency. The Mutual Assistance Agreement contained therein sets forth the terms and conditions under which the members agree to provide or receive mutual assistance. With respect to each period of assistance, requesting members agree to provide appropriate reimbursement to the providing member regarding all costs and expenses incurred in furnishing mutual assistance as identified in the Agreement. A copy of the TransMAC is included at Appendix D. Mutual Aid Guidance Documents.
- **Emergency Management Mutual Aid Plan:** The Emergency Management Mutual Aid (EMMA) Plan has been developed in accordance with the MMAA. It provides qualified emergency management personnel and technical specialists (emergency managers) to support the disaster operations of affected jurisdictions during an emergency. EMMA allows the requesting and providing jurisdictions to enter into an agreement referred to as "assistance for hire." For deployments of less than or equal to one operational period (normally considered to be a 12-hour shift), mutual aid as defined by the MMAA (no cost) will be in effect, unless otherwise agreed upon in advance. For deployments greater than one operational period (normally considered to be a 12-hour shift) reimbursement may be formally agreed upon in the form of a written agreement as assistance for hire. A copy of the EMMA Plan can be found at Appendix D. Mutual Aid Guidance Documents.
- **San Francisco Bay Area Transit Operators Mutual Aid Agreement:** MTC has coordinated the San Francisco Bay Area Transit Operators Mutual Aid Agreement to support streamlined mutual aid activities among the region's transit agencies. Its purpose is to "to provide an organized framework within which [the agencies] can



provide voluntary mutual assistance to each other to ensure public transportation services continue to the maximum practical extent in the event of emergencies.” Participation is open to all transit agencies within MTC’s nine-county service area. The Agreement is intended to support direct, agency-to-agency support, typically in response to smaller scale incidents. In the event of a large-scale critical transportation effort, this Agreement would be superseded by the SEMS and ICS mutual aid processes. A copy of the MTC Mutual Aid Agreement can be found at Appendix D. Mutual Aid Guidance Documents.

Example #7

Source: City of San Jose Catastrophic Earthquake Mass Transportation/Evacuation Plan

Modes of Transportation and Mutual Aid
 The primary mode of transportation that is used during evacuation efforts is privately owned automobiles, which are beyond the scope of this Plan. However, it is critical that the local jurisdictions in the region understand that other modes of transportation that may be available for evacuations include buses (both public and private carriers), passenger rail cars, and aircraft. Acquisition of aircraft is the responsibility of the state or federal government, but the City of San Jose needs to provide transportation to airports.

It is recommended to have Memoranda of Agreement or Understanding with local mass transportation operators to provide resources in case of an emergency. A sample Mutual Aid Assistance Agreement from the American Public Transit Association can be found in the Regional Catastrophic Earthquake Mass Transportation/Evacuation Concept of Operations.

Agreements with private school and charter bus companies can also be pursued by the City before the scenario event. In addition, local jurisdictions can work on establishing and maintaining working relationships with partner organizations, including advocacy organizations, agencies that serve transportation-dependent populations, and NGOs.

Source: King County, Washington – Evacuation Plan Guidance

Mutual Aid Agreements
 At a minimum, mutual-aid agreements should include the following elements or provisions:

- definitions of key terms used in the agreement;
- roles and responsibilities of individual parties;
- procedures for requesting and providing assistance;
- procedures, authorities, and rules for payment, reimbursement, and allocation of costs;
- notification procedures;
- protocols for interoperable communications;
- relationships with other agreements among jurisdictions;
- workers compensation;
- treatment of liability and immunity;
- recognition of qualifications and certifications; and
- sharing agreements, as required.

Taking care of these matters up front and having standby contracts already in place will help to alleviate confusion, so that during an actual incident, time will not have to be spent on such administrative issues.



Plan Section 6: Public Information and Outreach

Overview

In an emergency impacting critical transportation, public messaging is the primary means of getting the public to take recommended protective actions. Messages must be written in a way that accurately conveys information, relevant risks, and recommended actions in an accessible manner to both persons with disabilities and non-native English speakers. The efficacy of the messages depends largely on the way they are constructed and the channels through which they are communicated. Priorities and content for public information and messaging evolve as the response to the disaster proceeds.

Planning Considerations

1. Coordination Process

Identify the entities and staff positions responsible for informing content, coordinating and developing public information messages and products, and disseminating public information related to critical transportation. Describe channels and protocols for coordination among multiple entities, to include how the jurisdiction will coordinate with the Bay Area Joint Information System (JIS).

The Bay Area JIS is a network of individuals with responsibilities to support emergency public information and warning. Members come together from a broad spectrum of agencies, disciplines, and jurisdictions throughout the Bay Area to coordinate public information and warning efforts before, during, and after emergencies. For more information about the Bay Area JIS, copies of Bay Area JIS plans, and access to virtual coordination tools, email bayareajis@gmail.com.

Example #1

Source: *Regional Catastrophic Earthquake Mass Transportation / Evacuation Plan Appendix E: Public Alert and Information Messaging*

Messages communicated along evacuation routes during inter-Operational Area evacuations are the responsibility of the State Operations Center (SOC), which coordinates messaging with the involved Operational Areas through the appropriate REOC(s). State entities deliver messages along evacuation routes primarily through Caltrans road signage, the Emergency Alert System, and the Emergency Disaster Information System. California highway patrol officers may play a field role in sharing information, instructions, and directions to evacuees during evacuation. Operational Areas continue to develop and disseminate messages to evacuees along the evacuation route in their jurisdiction, and to the general public in the Operational Area.

The SOC Joint Information Center continues to gather evacuation information from evacuating, pass-through, and host Operational Areas via the REOC to create and disseminate holistic situational and response messages to the general public in California. Messages also include information about State agency response activities.



2. Public Information Messages

Identify the information to be shared with the public. Topics may include the following:

- overall situation and impacted areas;
- evacuation orders and instructions;
- transportation logistics (modes, routes, pick-up locations, destinations)'
- sources for additional information; and
- pre-scripted public message templates.

Staff with critical transportation public information responsibilities can refer to the *Critical Transportation Public Information Tool* (under development) for additional planning tools and guidance, including sample pre-scripted messages. Messages should be written with people with access and functional needs in mind and should be disseminated in accessible formats.

3. Communication Methods

Identify the systems and tools to be used for communicating critical transportation information to the public from within the EOC or external to the EOC. These should include standard media and communication systems, as well as transportation-specific options (e.g., 511 system). Identify any templates or similar resources for use and determine how these systems will be used to communicate transportation information.

Communication methods commonly used throughout the Bay Area include:

- social media;
- city/county websites;
- Nixle;
- reverse 911 (e.g., via Everbridge, CodeRed, and other provider platforms and branded as SCC Alert or Alert SF);
- sirens/horns/speakers;
- Wireless Emergency Alerts (WEA); and
- Emergency Alert System (EAS).

Example #2

Source: King County, Washington – Evacuation Plan Guidance

Public Information Content

Effective initial communication to the public will enhance the efficiency of the overall evacuation effort. The public is often confused during the initial stages of an evacuation and unable to make informed decisions about what to do. Some people will not know if they are in a hazardous area, might evacuate unnecessarily, or may not know when to respond to an evacuation order. The initial public notification should, at a minimum, provide basic information to residents, including:

- whether residents should evacuate or shelter-in-place;
- areas that need to be evacuated, with reference to known geographic features;
- why and when residents should evacuate;
- time required for evacuation efforts;
- assembly point locations;
- shelter locations, including availability and specifications (e.g. medical, accessible, etc.);
- where to pick up children (for when an evacuation happens during the weekday and school children are evacuated);
- designated transportation and evacuation points and evacuation routes, including relevant accessibility information;
- available transportation options (start/end times, transportation point locations, frequency of pick-ups, travel destinations);



- what residents should take from their homes;
- how long the evacuation is expected to last;
- how service animals will be accommodated;
- how pets will be accommodated;
- security plans that are in place to protect residential property;
- when informational updates will be made available; and
- other information deemed appropriate and required before residents evacuate.

Individual jurisdictional planners should determine what information will be most beneficial to the public based on the specific circumstances surrounding the incident and resulting evacuation.

Once an evacuation effort has started, the public should be given coordinated, frequent, and accurate information. Real-time updates should include:

- location of assembly points and shelters, including any specifications (e.g. medical, accessible);
- current evacuation routes;
- current road and area closures;
- availability of hotels, food, fuel, medical, and other essential services;
- current traffic conditions;
- updated shelter capacities;
- security measures being implemented;
- weather conditions, if applicable; and
- changes to the original evacuation order.

Lessons Learned: Public Information

- Use the media to provide information. Continue efforts to engage media in incident-specific emergency public information sharing, including local and regional radio.
- Use tools to show incident information. Determine what tool (Google Maps, ArcGIS, others) will be used to support incident-specific public information for hazards and associated evacuation zones.
- Use GIS tools to communicate to the public. Coordinate with the PIO to confirm workflows for review, approval, and release of GIS products to support emergency public information and warning.

Source: Thomas Fire and 1/9 Debris Flow Factor Action Report and Improvement Plan

Best Practice: Public Information

Communicate using multiple languages used in the region. The Los Angeles Police Department uses a broadcasting system that can broadcast information in 32 languages. Due to the numerous languages spoken in the Los Angeles region, this ability to broadcast in many languages is critical to ensure that people hear and can understand the emergency information being broadcast.

Source: FHWA Good Practices in Transportation Evacuation Preparedness and Response



Plan Section 7: Transportation Response Operations

Overview

Transportation response operations identify the planning processes and operations to be considered when developing a local transportation service plan.

Planning Considerations

1. Operational Priorities

Identify the operational priorities for the local jurisdiction’s ESF #1 plan, for the purpose of guiding specific objectives, resource allocations, etc.

2. Response Objectives

Identify specific objectives for response activities, ideally, for defined timeframes. Suggested timeframes for major critical transportation efforts (depending on scale/complexity) are listed in Section 3, below.

Example #3

Source: Alameda County Catastrophic Earthquake Transportation and Evacuation Plan

Time-Based Objectives

E to E+72 Hours

The first 72 hours are closely associated with the evacuation phase of Incident Analysis and Evaluation, in which the affected areas, infrastructure status, and mass transportation needs are determined. Where impacts are less severe, and resources are readily available, other evacuation activities may occur during this phase.

Operational Priorities

- Develop situational awareness.
- Establish and operate an organization to conduct mass transportation evacuation operations and support movement of responders, resources, and affected populations by integrating local, state, and federal resources and operations.
- Establish a priority for movement of affected populations based on life safety concerns.

Response Objectives

- Establish an incident command system structure that will coordinate mass transportation evacuation operations and support movement of responders and resources into the area by integrating local, state, and federal operations.
- Establish interoperable emergency communications among public and private-sector transportation entities involved in mass transportation and evacuation operations;
- Determine impacts to transportation infrastructure.
- Identify the locations and sizes of affected populations that require evacuation, including people who have access and functional needs, and develop and estimate the number of companion and service animals that will accompany evacuees.
- Identify a preliminary list of destinations for evacuees.
- Identify the number of and destinations for responders to be brought into affected areas.



Source: Alameda County Catastrophic Earthquake Transportation and Evacuation Plan

- Determine priority transportation routes for mass transportation activities to enable the initiation of debris clearance and infrastructure inspection/repair.
- Support initial restoration activities (debris clearance, etc.) of the transportation network.
- Identify priorities for the use of available transportation resources to assist in mass transportation.
- Identify additional resources required to support mass transportation efforts.
- Track, and to the extent possible, support ad hoc evacuations out of affected areas and inbound movement of response resources.

E+72 Hours to E+14 Days

The phase from E+72 hours to E+14 days is most closely associated with the following five of the seven evacuation phases: Decision to Evacuate, Notification, Preparation to Move, Movement and En-Route Support, and Reception and Support. These evacuation phases may also occur outside the phase, as noted earlier.

Operational Priorities

- Develop a service plan of operations to support movement of emergency responders and resources into the affected area.
- Acquire and deploy appropriate transportation resources to move outbound evacuees and inbound response resources.
- Manage mass transportation networks and resources to conduct initial movement of evacuees and response resources.
- Provide mass transportation resources and management to support follow-on movement of evacuees from shelters to interim housing and other locations.

Response Objectives

- Finalize the list of priority transportation routes being used, and coordinate with debris clearance and public works agencies to confirm availability of routes.
- Identify evacuee pick-up points and coordinate with local government to support the operation of the pick-up points.
- Coordinate with mass care service providers and the Operational Areas to identify the destinations for evacuees.
- Establish and support a Joint Information Center to coordinate evacuation information and notification.
- Provide public notification of evacuation orders and evacuation guidance for those requiring mass transportation.
- Develop and execute a mass transportation service plan for the outbound movement of evacuees based on regional priority needs.
- Develop and execute a mass transportation service plan for the movement of responders into the affected region.
- Acquire and deploy additional mass transportation resources, including vehicles to move people with access and functional needs, from local, state, federal, and private sources as they become available.
- Acquire, maintain, and deploy mass transportation support logistics, such as fuel distribution systems, maintenance support, and law enforcement staff.
- Coordinate evacuation routes that result in movement through another Operational Area or state, based on coordination with the appropriate emergency, law enforcement, and transportation agencies in the relevant jurisdictions.



Source: Alameda County Catastrophic Earthquake Transportation and Evacuation Plan

- Develop and execute a transportation service plan for supporting the follow-on routing of sheltered populations, including those with access and functional needs, either to interim housing or return to homes in affected areas.

E+14 to E+60 Days

While the Critical Transportation Plan timeline extends only through the first 60 days of the event, the Plan recognizes that mass transportation operations will extend well beyond that point.

Operational Priorities

- Provide mass transportation resources and management to support follow-on movement of evacuees from shelters to interim housing and other locations.
- Support re-entry of evacuated populations.
- Support ongoing transportation of response resources into and within the region.

Response Objectives

- Continue implementation of the Transportation Service Plan for the movement of responders within the region.
- Continue implementation of the Transportation Service Plan that supports moving evacuees from shelters to interim housing.
- Continue implementation of the Transportation Service Plan to support the return of evacuees from shelters to their residences.
- Develop and execute a Transportation Service Plan to support consolidation of shelters.
- Restore normal public transit services.

3. Operational Phases

Identify the desired phases to address in the Critical Transportation Plan. These phases should align with anticipated situational details, life safety needs, operational capabilities, and desired operational outcomes, and should be consistent with resources available vis-à-vis Mutual Aid Agreements. Typical phase timeframes include:

- first 48–72 hours
- first 1–2 weeks
- first 30–60 days

4. Transportation Operations

Define the specific activities addressed in response planning and operations, and provide detailed steps for each. Recommended topics to address include the following:

- incident analysis
- activation
- notification and warning
- preparation to move
- movement
- re-entry
- deactivation



Either within the above topics or as separate sections, address any additional aspects of operations that require special consideration. This may include:

- transportation modes for people with access and functional needs;
- selection of transportation routes, pickup/drop-off locations, and staging areas;
- support resources and activities for ongoing transportation operations, reflected in Mutual Aid Agreements; and
- transport of animals.

4.1 People with Access and Functional Needs

People with a disability or other access/functional needs are protected by a variety of civil rights laws including, but not limited to, the Americans with Disabilities Act (ADA), Fair Housing Act, and the Air Carrier Access Act. CA Government Code 8593.3 also requires that “A county, including a city and county, shall, upon the next update to its emergency plan, integrate access and functional needs into its emergency plan by addressing, at a minimum, how the access and functional needs population is served.” The ADA requires that “No qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity.”

People with a disability and other access/functional needs have a right to meaningful access to government programs and activities. Reasonable accommodations ensure that seemingly neutral rules “do not in practice discriminate.” These laws apply to emergency planning and disaster response.

4.2 Animals

Emergency managers should assess and plan for the full range of animal issues in their community. This will ensure that the jurisdiction is equipped to comprehensively address human and animal issues and take steps to mitigate vulnerabilities. Animals left behind during an evacuation will require care and can cause cascading effects.

During an incident, to the extent practical, animal evacuation and sheltering should be conducted in conjunction with human evacuation and sheltering efforts; animals should be sheltered near their owners. When possible, owners should provide food, water, husbandry, and exercise for their animals while they are in emergency shelters. However, emergency managers must be prepared to support the care and husbandry needs of animals during evacuation and sheltering when the owner is unable to do so.

Service and assistance animals are not pets and should not be separated from people with disabilities and other access and functional needs. These animals should be permitted anywhere the public goes. Entities should allow these animals to accompany their owners during mass evacuation, sheltering, and re-entry. Entities should research the legal protections afforded to these animals and their owners, and plan appropriately for their management and care.

4.3 Fuel and Supply Chain Interruption

Identify operational fuel requirements and evaluate them against expected fuel availability. Identify local fuel sources (primary and contingency), assess their capacity and likely availability (depending on the nature of the incident), and establish formal provisions for their use. In conjunction with state and federal plans, identify likely mechanisms for fuel delivery from out-of-area sources and address the logistics of using these sources.



4.4 Traffic Management

Identify the desired type(s), scale, and locations for traffic management to support activated critical transportation routes. The traffic control measures should be evaluated against the availability of required resources (e.g., law enforcement staff, portable message signs, barriers, etc.), the efficacy of the measures on the selected routes, the lead time needed to implement the measures, and the geographical and time extent of their use.

4.5 Transportation of Emergency Responders and Equipment

Identify the logistics for transportation of inbound responders and equipment. Identify the locations and routes for this activity, as well as the types of vehicles required. Consider how resources will be allocated between outbound evacuation movement and inbound responder movement, if the activities will be happening simultaneously. Coordinate with other ESFs to address the necessary logistics involved. Consider the use of an independent Transportation Service Plan for response transportation.

Example #1

Source: King County, Washington – Evacuation Plan Guidance

Route Planning Considerations

In most evacuation scenarios, and particularly those in a no-notice context, the agencies managing an evacuation will need to rely on the existing transportation network to carry evacuees from at-risk areas to safety. Identifying and analyzing all the components of the transportation network is an important element of evacuation planning. Each component should be reviewed to determine critical characteristics, including:

- carrying capacity (number of vehicles/passengers per hour);
- potential choke points (railroad crossings, interchanges, lane reductions, etc.);
- potential vulnerabilities (bridges or tunnels);
- sensitivity to seasonal considerations such as snow, fog, and flooding;
- location relative to evacuation population distribution;
- location relative to potential sheltering and care destinations; and
- proximity to alternate, parallel routes.



Example #2

Source: Federal Highway Administration – Emergency Evacuation Guidance

Traffic Control Measures

An integral component of the evacuation traffic management plan will be the selection of which tactics will be used to move traffic more efficiently. The challenge lies in identifying those tactics that provide the greatest increase in carrying capacity, while imposing realistic time and resource requirements for implementation. The following table presents a list of potential tactics that can be used during an evacuation:

Tactic	Description
No changes to normal roadway operations	No implementation of any specialized traffic management tactics.
Phased releases of outbound vehicles, through timed control of major parking centers	Coordinated release of parking facilities would theoretically reduce congestion on evacuation routes. To accomplish implementation of this tactic, parking facilities would be inventoried and categorized according to size, location, or other relevant factors. A phased release protocol would be developed that would provide for gradual release of privately-owned vehicles (POVs) from downtown parking facilities. This would modulate vehicular congestion on designated evacuation routes, theoretically.
Reduction of outbound vehicles, through closure of major parking centers (i.e., forcing car owners to evacuate via walking transit)	Long-term closure of major parking facilities during an evacuation would reduce the number of POVs on evacuation routes and thus, improve travel times on these routes during an evacuation, theoretically.
Closure of inbound lanes on selected roads and highways	Closure of inbound lanes on highways utilized for evacuation routes would prevent motorists on these routes from entering the city while the evacuation is underway.
Closure of outbound off-ramps on limited-access roads and highways	Closure of outbound off-ramps on highways utilized for evacuation routes would keep evacuees on these routes until they reached planned evacuation destinations.
Closure of outbound on-ramps on limited-access roads and highways	Closure of outbound on-ramps on designated evacuation routes would reduce congestion on these roadways due to traffic originating at intermediate locations between evacuation origins and destinations.
Limited contra flow on selected limited-access roads and highways: e.g., one lane for bus convoys, etc.	Reversal of one or more lanes of highway to accommodate an increased flow of traffic in one direction. Contra flow has been implemented as a component of hurricane evacuation planning in certain southern and southeastern states, but is not a common feature of many disaster evacuation plans, because of the need for a long lead time prior to the evacuation when the contra flow can be established.
Unlimited contra flow on selected limited-access roads and highways- all normally inbound lanes used for outbound traffic	Redirection of all lanes of a designated evacuation route to accommodate rapid evacuation from a city or region. This is a tactic that lends itself primarily to limited-access roadways.



Limited/unlimited contra flow on selected unlimited-access arterials	Temporary closure of in-bound travel lanes on selected unlimited-access arterial roadways (such as parkways and boulevards) and allowing outbound traffic to utilize these lanes during an evacuation.
Traffic Control Points (TCPs)	Locations along designated evacuation routes that are staffed by emergency management personnel and utilized to maintain a greater degree of evacuation management. TCPs can enhance the efficiency of an evacuation, reduce public confusion during an evacuation, and allow increased operational flexibility during an evacuation.
Segregation of Pedestrian and Vehicle Traffic	Certain urban roadways would be designated for use by pedestrians. This would provide separation between vehicles and pedestrians during an evacuation, thus reducing confusion and increasing the efficiency of evacuation from densely populated areas.

There are no universal answers for which tactics are best; the choice depends on the unique characteristics of each jurisdiction’s and region’s transportation network and emergency management structure and determined through traffic simulation testing. Planners will need to consider many factors during the planning process, including the following:

- Recognize that a region’s highway network typically provides the greatest opportunities for moving large numbers of people. Beyond understanding highway capacity, there needs to be consideration of the highways’ proximities to at-risk populations and their connectivity with local street networks.
- Ensure that strategies expedite the movement of people who are most at risk. Pre-identification of those groups, if possible, enables planners to prioritize routes and zones that will support those with the greatest need for movement. Planners should also consider provisions for implementing a phased evacuation; this can not only prioritize the evacuees with the greatest risk, but can improve overall traffic flow by preventing simultaneous overloading of the transportation network.
- Conduct and enable pre-identification and dynamic identification of routes between facilities, residents, and shelters to ensure that pre-defined routes are safe in light of the specific threat (some routes may be more protective than others), and to maximize the capacity of available transportation assets.
- Identify secondary and alternate routes that can be used if primary routes become overwhelmed or incapacitated. Determine how alternate routes will affect the overall capacity of the network and make contingency plans, accordingly.
- Determine what planning, operational staff, systems, and activities are needed to implement the chosen tactics during an evacuation. Establish and practice the necessary routines for implementation before they are needed during a real evacuation.
- Factor in any limitations regarding the particular resources available during a no-notice evacuation scenario. Ensure that the selected tactics can be implemented with limited time, personnel, and equipment.
- Recognize that different traffic management tactics (and different routes) may be more or less appropriate for certain types of situations. Planners can opt to take an approach that identifies several options in the evacuation plan, but requires evacuation managers to select and implement only certain tactics based on the specific circumstances during the evacuation.



Best Practice: Staging Assets

Pre-stage transit resources - During and immediately following initial evacuation operations, transportation agencies were actively forward-leaning in their response. In addition to offering and providing resources where needed, many agencies also strategically staged vehicles in the field near evacuation areas in order to be ready at a moment's notice.

Source: 2017 North Bay Fires Regional Transportation Response Findings

Lesson Learned: Staffing

- Ensure availability of staff to operate transit services. Most transportation agencies indicated they experienced staffing shortfalls. Numerous personnel, bus operators in particular, live outside the agencies' service areas (up to 90% of staff in some cases) and were unable to report to work due to hazardous conditions. Some agency staff directly impacted by the incident were required to remain with their families and loved ones during the incident. Identify personnel resources that are geographically near the agency's service area.
- Consider cross-training these staff members on operating vehicles or other on emergency response roles, as agency regulations and policies permit.
- Pre-identify locations where out-of-area staff can be lodged during an incident that requires them to stay nearby between shifts. This could include MOUs with hotels or repurposing agency property as emergency quarters for staff.
- Review and update staff phone number rosters on an ongoing basis to ensure the ability to account for and determine the availability of staff members during an emergency.

Source: 2017 North Bay Fires Regional Transportation Response Findings



Plan Section 8: Transportation Recovery Operations

Overview

Transportation recovery operations identify the planning processes to be used when developing local recovery plans.

Planning Considerations

1. Re-entry/Return Transportation

Define the steps for planning and executing the return transportation of evacuated populations, disaster service workers, etc. This may include the preparation of a separate Transportation Service Plan.

2. Emergency vs. Standard Transportation Service

Address the process for determining how planning and resources will be balanced in the long term, between the provision of critical transportation services and the standard transportation and transit services. Identify the entities and staff positions with roles in this planning process, and identify decision-making criteria.

Example #1

Source: Alameda County Catastrophic Earthquake Transportation and Evacuation Plan

Re-entry Procedures

Temporary Re-entry

Re-entry is initiated by the incident commander or, if it is activated, the EOC director of the county and/or impacted jurisdiction. To assess the safety, security, and damage in an evacuated area before considering temporary re-entry, the impacted areas are inspected to determine that:

- there are no leakages or ruptures of gas/power lines;
- no hazardous materials are present that can threaten safety; and
- major threats and hazards to public safety are eliminated.

Full Re-entry

To assess the safety, security, and damage in an evacuated area before considering full re-entry, the impacted areas are inspected to determine that:

- major structures, walkways, and roadways are safe and usable;
- there are no leakages or ruptures of gas/power lines;
- water and sewer services are operating;
- search and rescue operations are complete;
- no hazardous materials are present that can threaten safety; and
- major threats and hazards to public safety are eliminated.

The public is notified of re-entry through one or more of the following media outlets:

- emergency broadcast radio;
- television;
- press releases;
- websites;
- community briefings; and/
- updates at evacuations shelters.

Once re-entry is decided, establish procedures to identify residents and support personnel. The incident commander or EOC director determines when re-entry is complete and initiates demobilization of resources.



Best Practice: Service Suspension/Resumption

Prepare service suspension / resumption protocols. Early in the incident, it became clear for several transportation agencies that their normal service would need to be suspended or adjusted. Issues impacting service included rail lines going through fire zones, bus terminals and transit routes within the evacuation area, and the inability of transportation service staff to report to their work sites. Within the one-week incident, all involved agencies had resumed some level of service. Some offered full service, while others operated on a limited “weekend” schedule for several weeks, due to dangerous conditions, closed areas, or resource availability. Work internally to identify thresholds for service suspension and develop accompanying procedures.

Source: 2017 North Bay Fires Regional Transportation Response Findings

Plan Section 9: Deactivation

Overview

This section defines the conditions in which the critical transportation function will be deactivated at the EOC, DOC, and/or field level. Include guidelines to follow for thorough deactivation.

Planning Considerations

1. Deactivation Criteria

- Circumstances under which critical transportation operations will be concluded and transportation service will return to normal state
- Parties responsible for deactivation decisions

2. Steps for Deactivation

- Steps involved in deactivating this plan
- Parties responsible for carrying out those steps

Example #1

Source: City and County of San Francisco ESF #1: Transportation Annex

Plan Deactivation

ESF #1 will be deactivated when the need for additional transportation coordination has diminished, ceased, or returned to normal operations. Deactivation of ESF #1 may occur incrementally, according to the need or lack of need for specific ESF #1 functions. ESF #1 may be deactivated or scaled back at the discretion of MTA, the EOC Manager, or the Operations Support Section Chief, once a plan for demobilization has been coordinated.



Plan Section 10: Record Keeping

Overview

This section includes information on how records are kept during the incident/emergency and how they are transmitted to the Finance and Administration Section within the EOC. Your jurisdiction may want to include specific forms or information about other tools used for the collection of documents and information.

Planning Considerations

1. Requirements

Identify the information and records that are necessary to maintain in the context of critical transportation. This may include:

- Service hours (staff and vehicles)
- Vehicle maintenance activities
- Fuel use (type, acquired vs. provided, vehicles that used it)
- Costs and spending

2. Methods

Detail the methods and tools to be used for maintaining critical transportation records. This should include EOC practices, electronic and manual systems, and templates and forms.

Plan Section 11: Plan Maintenance

Overview

This section identifies the following information:

- Plan distribution – identification of who receives the Plan;
- Plan updates – identification of who is responsible for updating the Plan and how this process is to occur, including the frequency of the updates;
- Plan testing, training and exercise – identification of how the Plan is tested, trained and exercised; and
- After Action Review – identification of issues following an incident/emergency and corrections relevant to the Plan

Planning Considerations

1. Plan Distribution

List the entities and/or specific staff positions that will receive copies of local jurisdiction's ESF #1 plan, both initially and upon Critical Transportation Plan revision.

2. Plan Review and Updates

- Entity and staff position with primary responsibility for maintaining this Plan
- Timeframe for periodic review and revision of this Plan
- Entities and staff positions that will participate in the review/revision process
- Specific steps involved in the review/revision process



3. Training, Testing, and Exercise

- Define the training regimen associated with this Plan, the target audience(s), and the timing(s) for trainings.
- Define the exercise regimen used to test this Plan and to improve entity and staff ability to implement it.

4. After-Action Reviews

Describe the process for conducting an After-Action Review after the local jurisdiction’s ESF #1 Critical Transportation Plan is used in conducting real-world critical transportation planning and operations.

Example #1

Source: Contra Costa Operational Area Catastrophic Earthquake Mass Transportation/Evacuation Plan
<p>6.1 Plan Distribution: Contra Costa Office of Emergency Services (OES) will maintain a record of amendments and revisions, as well as executable versions of all documents, and will be responsible for distributing the plan to all applicable agencies.</p> <p>6.2 Plan Updates: The Contra Costa Operational Area Catastrophic Earthquake Mass Transportation/Evacuation Plan requires approval by the Emergency Services Policy Board and the Board of Supervisors. The Contra Costa Sheriff’s OES is responsible for periodic review, updates, re-publishing, and re-distribution of the Plan. Records of revision to this Plan are maintained by the OES. The Plan may be modified as a result of post-incident analyses and/or post-exercise critiques, including corrective action plans. It may be modified if responsibilities, procedures, laws, rules, legislation, or regulations pertaining to emergency management and operations change. Those agencies with assigned responsibilities under this Plan are obligated to inform the OES when changes need to be made.</p> <p>6.3 Plan Testing, Training, and Exercises: Exercising the Plan and evaluating its effectiveness involves using training, exercises, and evaluation of actual events to determine whether goals, objectives, decision, actions, and timing outlined in the Plan led to a successful response.</p> <p>The Contra Costa County Sheriff’s OES informs County departments, cities/towns, and special districts of training opportunities associated with emergency management, disaster preparedness, and National Incident Management System compliance. Those with responsibilities under this plan must ensure their personnel are properly trained to carry out these responsibilities.</p> <p>The best method of training emergency responders is through exercises. Exercises allow emergency responders to become familiar with the procedures, facilities, and systems they actually use in emergency situations. The OES is responsible for planning and conducting emergency exercises for the Operational Area. Exercises are conducted on a regular basis to maintain readiness.</p> <p>Exercises should include as many Operational Area member jurisdictions as possible. The OES documents Operational Area exercises by conducting a critique, and using the information obtained from the critique to complete an After-Action Report (AAR) and to develop a Corrective Action Plan (CAP) plan, revising standard operating procedures and policies, as necessary.</p>



Plan Section 12: Recommended Appendices

Following is a suggested list of appendices to consider for inclusion in the Critical Transportation Plan. Specific items should be added or removed to meet the particular needs of the jurisdiction preparing the Plan.

Appendix A: Acronyms and Glossary – Identify terms used in the Plan.

Appendix B: Maps – Provide maps showing geographic information pertinent to the Plan. These may include the following: jurisdiction boundaries; areas of concern or interest, such as potential hazard zones, vulnerable areas, and/or resilient areas; pre-identified transportation routes; locations of key transportation infrastructure; and pre-identified sites for use during critical transportation operations, such as pick-up and drop-off locations.

Appendix C: Tools, Templates and Forms – Identify resources to be used during the planning and response processes. These may include templates, checklists, and forms for use by response staff both in the EOC and in the field. These elements can be collected in a single appendix or divided into separate appendices.

Appendix D: Additional Information – Compile information to be used by planning and response staff, separate from the content of the base Plan. This can be collected in a single appendix or divided into separate appendices. Recommended items include the following:

- lists of partner agencies and transportation companies;
- contact information for jurisdiction staff and partner entities;
- resource requirements and inventories; and
- sources of further guidance, such as linked plans or reference documents.



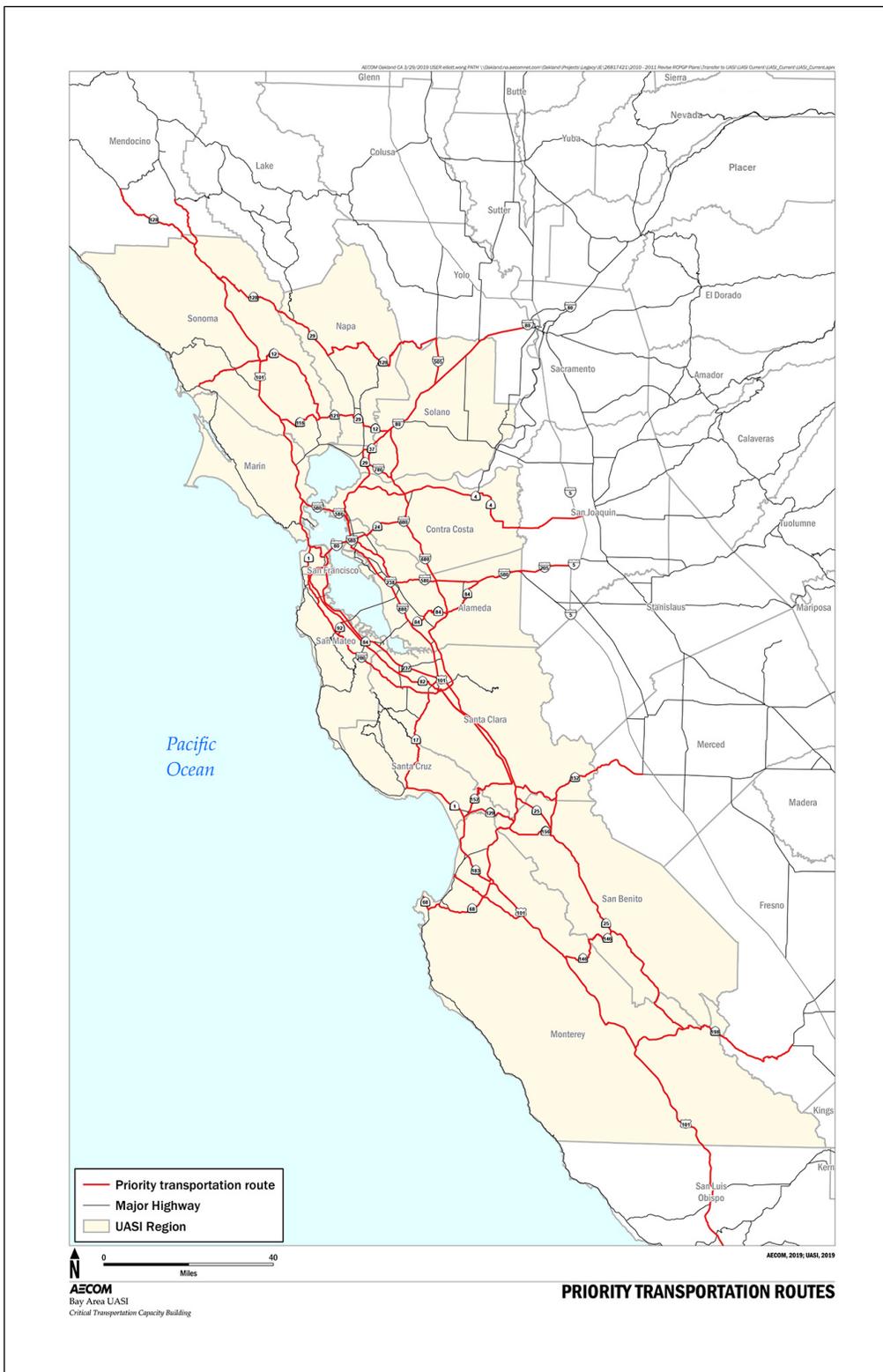
Appendix A. Acronym List

Acronym	Term
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
Cal OES	California Governor's Office of Emergency Management
CHP	California Highway Patrol
DAP	Disaster Assistance Policy
DOC	Departmental Operations Center
DOT	Department of Transportation
ESF	Emergency Support Function
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
MARSEC	Maritime Security
MOA/MOU	Memorandum of Agreement/Understanding
MTC	(Bay Area) Metropolitan Transportation Commission
NGO	Non-Governmental Organization
NIMS	National Incident Management System
REOC	Regional Emergency Operations Center
SEMS	(California) Standardized Emergency Management System
SOC	State Operations Center
UASI	(Bay Area) Urban Areas Security Initiative
USCG	US Coast Guard



Appendix B. Map

The map included in this appendix indicate proposed routes to consider and prepare as critical transportation routes, for use in response to an emergency.



PRIORITY TRANSPORTATION ROUTES

AECOM
Bay Area UASI
Critical Transportation Capacity Building



Appendix C. Critical Transportation Plan Evaluation Checklist

Jurisdictions may use the checklist on the following pages to develop their Critical Transportation Plans or to evaluate their Plans and track the progress on updates.

Instructions for Use

Planners may follow these steps:

1. Obtain copies of the jurisdiction's critical transportation plans, policies, and/or procedures. Some local governments have a stand-alone plan, while others address critical transportation in an annex to their Emergency Operations Plans or other response plans.
2. Use the evaluation criteria below to cross-reference sections in the Plan(s), completing the table with the following:
 - a. *Status*: Either describe the status or use a color-coded system to note status. For example, shading the box **green** indicates that the Plan fully addresses the criteria; shading the box **yellow** indicates the Plan partially addresses the criteria; and shading the box **red** indicates the Plan does not address the criteria.
 - b. *Reference*: If the Plan(s) addresses the criteria in whole or in part, include a page or section number (also include the plan name if reviewing multiple plans).
 - c. *Improvement Recommendations*: Summarize whether additional planning is necessary and recommend actions for accomplishing that planning.
3. Refer to this *Critical Transportation Planning Toolkit* for more information on the planning criteria.



Jurisdiction:
Plan Reviewed:
Reviewer(s):
Review Date:

#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
Overview/Background				
01	Does the Plan state its overall purpose and objectives regarding critical transportation?			
02	Does the Plan define its intended scope (hazards, geography, and/or timeframe)?			
03	Does the Plan describe its applicability and/or relationship to other jurisdictional or regional plans?			
04	Does the Plan reference applicable authorities, regulations, and requirements (or identify a reference for these items)?			
05	Does the Plan include general assumptions regarding critical transportation planning and logistics?			
Preparedness and Partnerships				
06	Do partner agencies and organizations involved in the development of the Plan represent a wide range of transportation modes and capabilities (e.g., does the Plan address the needs of persons with access and functional needs, the transport of animals, etc.)?			
07	Does the Plan describe the partnership between the jurisdiction's emergency management agency, local transportation agencies, and other transportation service providers?			
08	Does the Plan include provisions for transportation resources from private, alternate, or non-traditional transportation service providers?			
09	Does the Plan address mutual aid systems and procedures?			
10	Does the Plan have or refer to MOAs/MOUs that define the roles and responsibilities of each organization involved in critical transportation?			
11	Does the Plan address resource request mechanisms and procedures?			
Roles and Responsibilities				
12	Does the Plan identify the respective roles, responsibilities, and authorities of the agencies within the jurisdiction (and beyond, if applicable)?			
13	Does the Plan include emergency contact information for agencies and organizations with transportation responsibilities (or identify a reference for this information)?			



#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
14	Do organizations with agreed upon responsibilities in the Plan have operating procedures that govern their mobilization and actions?			
15	Does the Plan describe a position in the local Emergency Operations Center that provides subject matter expertise on critical transportation response?			
16	Does the Plan address the California Disaster Service Worker Program, and the potential roles and responsibilities of transportation agency staff?			
Activation Process				
17	Does the Plan address who will be responsible for and who will manage the activation process?			
18	Does the Plan include the documentation and record keeping for the activation process?			
19	Does the Plan explain the mutual aid process for putting forth and/or receiving mission requests, in accordance with NIMS/SEMS/ICS?			
Situation Assessment/Planning				
20	Does the Plan identify critical information to be collected/distributed for critical transportation planning?			
21	Does the Plan identify partner agencies for information sharing and their respective roles/responsibilities? Is contact information provided or referenced?			
22	Does the Plan provide methods for initial assessment of transportation infrastructure by field personnel?			
23	Does the Plan identify credible and reliable sources of critical transportation information?			
Transportation Planning				
24	Does the Plan identify a lead agency/position for critical transportation service planning?			
25	Does the planning process address the evacuation and/or transportation of a) populations with the ability to self-transport; b) populations needing mass transportation; c) populations with specialized transportation needs; and d) companion animals?			
26	Does the Plan define the elements of an effective critical transportation service plan?			
27	Does the Plan identify or include a process for assessing affected populations within the impacted areas, and corresponding transportation needs?			
28	Does the Plan address assessment and selection of priority transportation routes?			
29	Does the Plan address continuity and/or resource requirements specific to transportation (e.g., vehicle operators, fuel, and vehicle maintenance)?			
Transportation Operations				
30	Does the Plan identify desired operational periods?			
31	Does the Plan identify operational objectives for each period?			
32	Does the Plan include provisions for transportation staff management (service hour limitations, vehicle support, etc.)?			
33	Does the Plan provide provisions for fleet management and vehicle tracking?			



#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
34	Does the Plan provide tactics for the oversight and maintenance of priority transportation routes? Does this include debris clearance?			
35	Does the Plan provide guidance on the selection and use of traffic management tactics?			
36	Does the Plan provide tactics for the transport of people with access and functional needs (e.g., providing accommodations on vehicles and at transportation sites)?			
37	Does the Plan include provisions for the transport of companion and service animals?			
Transportation Support Sites				
38	Does the Plan identify the agencies responsible for identifying and coordinating transportation sites for staging areas, pick-up locations, and drop-off locations?			
39	Does the Plan identify pre-inspected transportation sites that may be used staging, pick-up, and/or drop-off?			
40	Does the Plan include or reference agreements for each transportation site, if needed? Is contact information for relevant sites included or referenced?			
41	Does the Plan provide evaluation criteria to identify alternate transportation sites, if needed?			
42	Does the Plan identify equipment and supplies that may be needed to operate each transportation site?			
43	Does the Plan describe the process for the demobilization of transportation sites?			
Public Outreach				
44	Does the Plan provide for regularly updated public statements on evacuation activities and the locations of key transportation sites (e.g., pick-up/drop-off locations, shelters)?			
45	Does the Plan provide for the coordination of transportation and evacuation information with the jurisdiction's Public Information Officer or Joint Information Center?			
46	Does the Plan provide ways to integrate social media to provide public information on transportation and evacuation operations, as applicable?			
47	Does the plan ensure communications are equally effective for persons with disabilities, as required in the ADA, as well as ensuring all digital communications comply with section 508 of the Rehabilitation Act?			
Record Keeping				
48	Does the Plan include or reference the necessary forms to be utilized during critical transportation operations?			
49	Does the Plan address tracking mechanisms for staff hours and service-hour limitations?			
50	Does the Plan address tracking mechanisms for vehicles, maintenance activities, and support resources?			
51	Does the Plan address workers' compensation and claims?			
52	Does the Plan define the methods of pre- and post-declaration funding for the jurisdiction's critical transportation activities?			



#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
53	Does the Plan describe how to capture eligible costs for reimbursement by the Public Assistance Program as defined in Disaster Assistance Policy (DAP) 9523.15, Eligible Costs Related to Evacuations and Sheltering?			
54	Does the Plan describe how to capture eligible donations for mutual aid resources as defined in DAP 9523.6, Mutual Aid Agreements for Public Assistance and Fire Management Assistance?			
Recovery				
55	Does the Plan address criteria for the deactivation of critical transportation operations and return to normal transportation services?			
56	Does the Plan include an after-action process to discuss strengths, revise plans, and identify and implement areas for improvement?			
Plan Maintenance				
57	Does the Plan provide guidance on its distribution for use/review?			
58	Does the Plan identify a review/update cycle, and responsible party?			
59	Does the Plan identify a training/testing/exercise cycle for critical transportation?			



Appendix D. Mutual Aid Guidance Documents

California Statewide Mutual Assistance Compact (TransMAC) (May 2013)

<p>TransMAC Steering Committee</p>            	<p style="text-align: right;">June 3, 2013</p> <p>Dear Transit Partners,</p> <p>It is with pleasure and pride that we present for your consideration the California Transit Mutual Assistance Compact (TransMAC), an emergency mutual assistance agreement for public transit providers.</p> <p>This Agreement is designed to forge a resilient, formal, and mutually beneficial relationship among public transit providers that allows us to provide support to each other during the response to, and recovery from, emergencies, pre-planned events, and other incidents that may impact transit operations. It is designed to be similar to mutual aid/assistance agreements in other disciplines (e.g., law enforcement, fire, public works, and utilities).</p> <p>The Agreement is the collective work of more than thirty agencies throughout the region over the last three years. At the forefront of its creation were the Steering Committee members identified herein.</p> <p>We believe the Agreement provides maximum flexibility to take advantage of our interconnected nature, our collective voice, and each Agency's individual capabilities. Meanwhile, it ensures each agency maintains control over its assets and is appropriately protected, ultimately enhancing our collective ability to provide service to the public and support public safety missions without interruption. It is only through the collaborative application of our resources that we can gain this level of resilience and serve our communities in times of crisis.</p> <p>We urge your agency to enter into the Transit Mutual Assistance Compact. To assist you in getting proper authorization to enter the Agreement, we have included a sample Board Report to use as a template for your own accepted Board format if your procedures require Board approval. Once you have properly executed the Agreement, which you may do at any time, please send an executed copy of the Agreement to the Chair of the TransMAC Steering Committee at the following address:</p> <p>Scott R. Norwood, J.D., Chair, TransMAC Steering Committee Emergency & Homeland Security Preparedness Manager Los Angeles County Metropolitan Transportation Authority One Gateway Plaza, Mail Stop 99-PL-8 Los Angeles, California 90012</p> <p>If you have any questions, please contact the Steering Committee Chair at (213) 922-3620 or NorwoodS@metro.net; or any other Steering Committee</p> <p style="text-align: right;">Page 1 of 2</p>
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member identified below. We look forward to your membership in this critical program and to working with you more closely as we continue to become better prepared for emergency situations.

Thank you for your consideration,



Scott R. Norwood, J.D.,
Chair, TransMAC Steering Committee
Emergency & Homeland Security
Preparedness Manager
Los Angeles County Metropolitan
Transportation Authority
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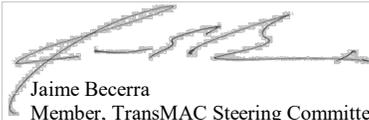
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State of California Emergency Management Mutual Aid Plan (November 2012)

CALIFORNIA STATEWIDE
**TRANSIT MUTUAL
ASSISTANCE COMPACT
(TransMAC)**

MAY 2013



California Statewide

Transit Mutual Assistance Compact (TransMAC)

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May 2013



California Statewide

Transit Mutual Assistance Compact (TransMAC)

**CALIFORNIA STATEWIDE
TRANSIT MUTUAL ASSISTANCE COMPACT (TransMAC)**

PREAMBLE

This Transit Mutual Assistance Compact (TransMAC) and its Members have established a formal process whereby they may receive and provide Mutual Assistance to each other in the form of personnel, services, and equipment as deemed to be necessary or advisable in an emergency. The Mutual Assistance Agreement contained herein, sets forth the terms and conditions under which the undersigned Members agree to provide or receive Mutual Assistance. However, if a Requesting Member and one or more Providing Members are parties to another mutual assistance agreement at the time the Mutual Assistance is requested, such other mutual agreement shall govern the Mutual Assistance among those Members insofar as the previous agreements are not inconsistent with this Agreement.

In consideration of the foregoing, the TransMAC Member hereby agrees as follows:

- A. When providing Mutual Assistance to, or receiving Mutual Assistance from, another Member, the Member will adhere to these written principles to govern Mutual Assistance arrangements that are in effect as of the date of a specific request for Mutual Assistance, unless otherwise agreed to in writing by each Member.
- B. With respect to each Period of Assistance, Requesting Members agree that they will provide appropriate reimbursement to the Providing Member regarding all costs and expenses incurred by the Providing Member in furnishing Mutual Assistance as identified under the articles of this Agreement, unless otherwise agreed to in writing by each Member. Entities must maintain auditable records in a manner consistent with generally accepted practices and in a manner consistent with the Member's adopted practices and methods of record keeping and retention.
- C. During each Period of Assistance, the conduct of the Requesting Member and the Providing Member shall be subject to the liability and indemnification provisions set forth herein.
- D. A Member may withdraw from this Agreement at any time. In such an event, the Member should provide written notice to the Chairperson of the TransMAC Steering Committee.
- E. The TransMAC Steering Committee Chairperson shall maintain a current list of Members, which shall be distributed to all Members no less than twice annually; however, a Member may at any time request a copy of the signed Agreement of another Member prior to providing or receiving Mutual Assistance.

**ARTICLE I.
PURPOSE**

Recognizing that emergencies and other events may overwhelm the resources and capabilities of transit agencies, and that transit agencies may require assistance in the form of personnel, services, and equipment to continue to deliver critical services, the TransMAC Members hereby establish an intrastate program for Mutual Assistance. Through the TransMAC, Members

May 2013

Page 1 of 13



California Statewide

Transit Mutual Assistance Compact (TransMAC)

coordinate response activities and share resources when deemed to be necessary or advisable in an emergency. This Agreement sets forth the policies and standards for the administration of the TransMAC.

This Agreement shall be in accordance with the California Emergency Services Act, the California Disaster and Civil Defense Master Mutual Aid Agreement, the State Emergency Plan, and other existing state and local emergency operations plans, and shall be by and among Member transportation providers in the State of California.

**ARTICLE II.
DEFINITIONS**

- A. **Associate Member** – Any non-transit providers, approved by the TransMAC Steering Committee, which play a supporting role for the TransMAC program. For example, the U.S. Department of Transportation (U.S. DOT), Federal Transit Administration (FTA), California Department of Transportation (CalTrans), California Emergency Management Agency (CalEMA), local emergency management organizations, and/or others who are not signatories to the TransMAC, but manifest the intent to offer support or coordination.
- B. **Authorized Official** – An employee or officer of a Member who is empowered and legally authorized to: (1) request assistance; (2) offer assistance; (3) refuse to offer assistance; (4) cancel a request or release assistance; or (5) withdraw assistance under this Agreement.
- C. **Emergency** – A natural or human caused event or circumstance causing, or imminently threatening to cause, impact to the operations of a Member, loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, flood, severe weather, earthquake, civil disturbance, riot, explosion, drought, volcanic activity, spills or releases of oil or hazardous material, utility interruption, transportation emergencies, disease, blight, infestation, intentional acts, sabotage, declaration of war, or other conditions which are, or are likely to exceed, the resources of a Member and requires Mutual Assistance.
- D. **Founding Members** – The original agencies that coordinated and drafted this Agreement, which include: Los Angeles County Metropolitan Transportation Authority, Orange County Transportation Authority, Foothill Transit, SunLine Transit, Omnitrans, Long Beach Transit, California Emergency Management Agency, and the Orange County Sheriff-Coroner Department - Emergency Management Division.
- E. **Incident Command System (ICS)** – A management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- F. **Independent Contractor** – Independent entity that agrees to furnish certain number or quantity of goods, materials, equipment, personnel, and/or services, at a mutually agreed upon price and within a specified timeframe to Members.
- G. **Member** – Any public or private transit provider who participates in the transit mutual assistance program by executing the TransMAC Agreement.

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- H. **Mutual Assistance** – Any assistance provided under this Agreement. Mutual assistance is to be provided to a Requesting Member with the expectation of cost reimbursement as negotiated with the Providing Member.
- I. **Mutual Assistance Agreement** – A written agreement between and among Members that provides a mechanism to quickly obtain Mutual Assistance in the form of personnel, services, and equipment. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an emergency.
- J. **National Incident Management System (NIMS)** – A national, standardized approach to incident management and response that sets uniform processes and procedures for emergency response operations.
- K. **Period of Assistance** – A specified period of time when a Providing Member assists a Requesting Member. The period shall commence when personnel and/or equipment expenses are initially incurred by the Providing Member in response to the official request of the Requesting Member and shall end upon agreement of the parties.
- L. **Providing Member** – A Member that responds to a Requesting Member by agreeing to provide personnel, services, equipment, etc. under the terms and conditions of this Agreement.
- M. **Requesting Member** – A Member who requests Mutual Assistance under this Agreement.
- N. **Sensitive Security Information** – Any document marked Sensitive Security Information (SSI), including but not limited to any map, report, notes, papers, plans, opinion, or e-mail, which relates to the system vulnerabilities of a Member or Associate Member, shall be handled consistent with proper protocols for Sensitive Security Information under 49 CFR Parts 15 and 1520.
- O. **Standardized Emergency Management System (SEMS)** – A standardized approach to command and jurisdictional management and response set forth by State of California Code of Regulations for multi-agency or multi-jurisdictional response to an emergency.

ARTICLE III.
ADMINISTRATION

The administration of the TransMAC will be through the TransMAC Steering Committee and ad hoc project committees as designated by the Steering Committee.

The Steering Committee will be established by representatives from the Members to the TransMAC Agreement and will be originally comprised of the Founding Members that established this Agreement. Membership in the Steering Committee will be by nomination of the current Steering Committee membership from among the Members and Associate Members to this Agreement. The Steering Committee shall be comprised of no more than sixteen (16) Members and no more than eight (8) Associate Members. Steering Committee Members will have full voting rights. Associate Members will serve as advisors and will not have voting rights. A Chair and Vice-Chair will be elected by majority vote for a period of two (2) years and will act as administrators for the TransMAC during that time.

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At a minimum, the Steering Committee will meet twice each year and issue a list of current Members and Associate Members. The Steering Committee will also address administrative issues such as database and document management, communications, funding, organization, and annual membership events.

In the event membership to this Agreement grows beyond the original region, comprised of the Counties of Los Angeles, Orange, San Bernardino, and Riverside, to include Members throughout the State of California, then the Steering Committee will explore options for establishing Regional Steering Committees and a State Steering Committee.

**ARTICLE IV.
PROCEDURES**

An *Operational Guide*, detailing the processes for implementing this Agreement will be developed and adopted by majority vote of the Steering Committee. The *Operational Guide* will be reviewed and updated at least annually to reflect new material, processes, and to remove obsolete materials and processes. The document and revisions and updates will be reviewed and approved by the Steering Committee prior to publication and dissemination to the Members.

- A. In coordination with local and state emergency management organizations, the TransMAC Steering Committee shall develop operational and planning processes for the implementation of the TransMAC that shall be consistent with the California Emergency Services Act, SEMS, the State Emergency Plan, and the NIMS, reviewed annually and updated as needed by the Steering Committee.
- B. Requests for Mutual Assistance under this Agreement shall be directed to appropriate Authorized Official(s) from the list of Members.
- C. Any private sector Member to this Agreement shall be requested and tasked by a public sector Member before furnishing Mutual Assistance. Private sector Members may not be eligible to receive Mutual Assistance from public sector Members.
- D. Consistent with SEMS, when more than one County is impacted by a disaster, requests for mutual assistance under this Agreement may be channeled through the Regional Emergency Operations Centers and/or the State Operations Center to ensure maximum effectiveness in allocating resources to the highest priority needs.

**ARTICLE V.
MEMBER RESPONSIBILITIES**

- A. Consistent with the NIMS, SEMS, and this Agreement, each Member shall develop a plan providing for the effective mobilization of its resources and personnel, both public and private, to cope with emergencies.
- B. Each Member agrees to furnish personnel, services, and/or equipment to each and every other Member to this Agreement to prevent and/or respond to any type of emergency in accordance with duly adopted plans, whether heretofore or hereafter adopted, detailing the method and manner by which such personnel, services, and equipment are to be made available and furnished; provided, however, that no Member shall be required to unreasonably deplete its own personnel, services, and/or equipment in furnishing such Mutual Assistance.

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- C. It is expressly understood that any Mutual Assistance extended under this Agreement and the operational plans adopted pursuant thereto, is furnished in accordance with the California Emergency Services Act and other applicable provisions of law.
- D. Members shall identify an Authorized Official and alternates; provide contact information including 24-hour access; and maintain resource information made available by the Member for Mutual Assistance purposes, as allowed by the Member's policies. Such information shall be updated annually or as changes occur (whichever is sooner) and shall be provided to the TransMAC Steering Committee.
- E. Personnel of the Providing Member shall at all times during the Period of Assistance continue to be personnel of the Providing Member and shall not be deemed personnel of the Requesting Member for any purpose. Wages, hours, and other terms and conditions of employment of the Providing Member shall remain applicable to its personnel during the Period of Assistance.
- F. The Providing Member shall make available a sufficient number of Supervisors during its provision of Mutual Assistance consistent with the Providing Member's policies for personnel. All instructions for work to be done by Providing Member's personnel shall be given by Requesting Member to Providing Member supervisor(s); or when Providing Member personnel are to work in separate areas, to such of Providing Member's supervisors as may be designated for the purpose by Providing Member's policies/management.
- G. Unless otherwise agreed, the Requesting Member shall be responsible for supplying and/or coordinating support functions such as travel, lodging, meals, materials, etc. from the time Mutual Assistance arrives to the time of release when it is reasonably able to do so. The Providing Member shall normally be responsible for arranging travel, lodging and meals en route to the Requesting Member and for the return trip home.
- H. The Providing Member's safety and security rules, procedures, policies, guidelines, regulations, and laws shall apply to all work done by its personnel unless as mutually agreed otherwise. Any conflict, disagreement, questions and/or concerns arising about any safety and security rules and/or procedures should be brought to the Authorized Officials for prompt resolution between the Requesting Member and Providing Member.
- I. All time sheets and work records pertaining to the Providing Member's personnel furnishing Mutual Assistance shall be kept by the Providing Member.

ARTICLE VI.
REQUESTS FOR ASSISTANCE

In general, Mutual Assistance will be in the form of resources, such as personnel, services equipment, and/or supplies. Mutual Assistance shall be given only when Providing Member, in its sole and absolute discretion, determines that its own needs can be met while rendering Mutual Assistance. The execution of this Agreement shall not create any duty to furnish Mutual Assistance on the part of any Member hereto.

- A. **Member Request** – In the event of an emergency, a Member's Authorized Official may request Mutual Assistance from another Member. Requests for Mutual Assistance may be made orally or in writing. When made orally, the request for Mutual Assistance shall



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also be prepared in writing and submitted to the Member as soon as possible, but in no event longer than forty-eight (48) hours after the oral request was made. Requests for Mutual Assistance shall be directed to the Authorized Official of the other Member.

- B. **Response to a Request for Assistance** – After a Member receives a request for Mutual Assistance, the Authorized Official evaluates whether or not to respond, whether resources are available to respond, and/or if other circumstances will hinder response. Following the evaluation, the Authorized Official shall inform, as soon as possible, the Requesting Member of its decision.
- C. **Discretion of Providing Member’s Authorized Official** – Execution of this Agreement does not create any duty to furnish Mutual Assistance. When a Member receives a request for Mutual Assistance, the Authorized Official shall have sole and absolute discretion as to whether or not to furnish Mutual Assistance, or the availability of resources to be furnished in such response. A potential Providing Member shall not be held liable for refusing to provide Mutual Assistance. An Authorized Official’s decisions on the availability of resources and the furnishing of Mutual Assistance shall be final.
- D. **Specifying Type and Quantity of Mutual Assistance Resources** – The Requesting Member shall indicate to the Providing Member the number and specific types of resources desired, but the extent to which the Providing Member makes available such resources shall be at the Providing Member’s sole discretion. Every effort will be made, to the extent reasonably possible, to accommodate the Providing Member’s personnel with assigned work in their job classification.
- E. **Period of Assistance** – The Period of Assistance shall commence when personnel, services and/or equipment expenses are initially incurred by the Providing Member in response to the official request of the Requesting Member. This may include any request for the Providing Member to prepare its personnel, services, and/or equipment for transport and/or to prepare them for the Mutual Assistance assignment, and/or while awaiting further instructions before departing. The Period of Assistance shall terminate when such personnel and/or equipment have returned to the Providing Member, and may include any mandated U.S. Department of Transportation rest time resulting from the Mutual Assistance provided and reasonable time required to prepare the equipment for return to normal activities (e.g., cleaning, repair of vehicles, restocking parts).

The Requesting Member and Providing Member should reach a mutual understanding and agreement in advance as to the anticipated length, in general, of the Period of Assistance. For extended Periods of Assistance, there should be agreement on the process for replacing or providing extra rest for the Providing Member’s personnel. It is understood and agreed that if, in the Providing Member’s judgment, such action becomes necessary; the decision to terminate the assistance and recall personnel and equipment lies solely with the Providing Member. The Requesting Member will take the necessary action to return such personnel and equipment promptly (See Right to Withdraw Resources).

**ARTICLE VII.
COST REIMBURSEMENT**

Except as herein otherwise provided, the Requesting Member shall reimburse the Providing Member for each of the following categories of costs and expenses incurred by the Providing



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Member as a result of furnishing Mutual Assistance during the specified Period of Assistance, as set forth below, or by written mutual agreement reached at the time the request for assistance is agreed to by the Providing Member. Members will use their respective documented financial, accounting, and procurement policies in managing costs and coordinating reimbursement and payment.

- A. **Personnel** – Providing Member’s fully burdened personnel costs (i.e., equal to the personnel’s applicable salary or hourly wage plus fringe benefits and overhead, and consistent with Providing Member’s collective bargaining agreements or other prescribed conditions). All personnel costs incurred for work performed during the specified Period of Assistance will be included. The Requesting Member shall be responsible for all direct and indirect labor costs.
- B. **Equipment** – Use of equipment, including construction equipment, revenue and/or non-revenue vehicles, or any other equipment, shall be at Providing Member’s current equipment rates and subject to the following conditions:
 - 1. The Requesting Member shall reimburse the Providing Member for the use of equipment during the specified Period of Assistance, including, but not limited to, any rental rates, fuel, lubrication, maintenance, transportation, and loading/unloading of equipment furnished for Mutual Assistance. Alternatively, Requesting Member may, at its own expense, provide fuel, lubrication and maintenance for furnished equipment until such time as the equipment is returned to the Providing Member.
 - 2. Providing Member’s costs related to the transportation, handling and loading/unloading of equipment shall be chargeable to the Requesting Member.
 - 3. In the event equipment is damaged while being dispatched to the Requesting Member, or while in the custody and use of the Requesting Member, the Requesting Member shall reimburse the Providing Member for the reasonable cost of repairing said damaged equipment. If the equipment cannot be repaired, then the Requesting Member shall reimburse the Providing Member for the cost of replacing said equipment with equipment that is of at least equal capability as determined by the Providing Member. If the Providing Member must lease equipment while the equipment furnished to the Requesting Member is being repaired or replaced; then the Requesting Member shall reimburse the Providing Member for such lease costs.
- C. **Materials and Supplies** – Requesting Member shall reimburse the Providing Member in kind or at actual replacement cost, plus handling charges, for use of expendable or non-returnable supplies. Other supplies and reusable items that are returned to the Providing Member in a clean, damage-free condition shall not be charged to the Requesting Member and no rental fee will be charged; otherwise, they shall be treated as expendable supplies. Supplies that are returned to the Providing Member with damage must be treated as expendable supplies for purposes of cost reimbursement.
- D. **Payment Period** – Providing Member shall provide an itemized invoice to the Requesting Member for all expenses incurred by the Providing Member while furnishing Mutual Assistance. The Providing Member shall send the itemized invoice not later than ninety (90) days following the end of the Period of Assistance. The Providing Member may request additional periods of time within which to submit the itemized invoice, and Requesting Member shall not unreasonably withhold consent to such requests. The

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Requesting Member agrees to reimburse the Providing Member within sixty (60) days from receipt of an invoice for Mutual Assistance furnished under this Agreement. The Requesting Member may request additional periods of time within which to pay the itemized invoice, and Providing Member shall not unreasonably withhold consent to such requests, provided, however, that all payments shall occur no later than one (1) year after the date a final itemized invoice was submitted to the Requesting Member.

E. **Records** – Each Providing Member and Requesting Member and their duly authorized representatives shall have access to books, documents, notes, reports, papers and records, which are directly pertinent to this Agreement and the Period of Assistance for the purposes of reviewing the accuracy of an invoice or making a financial, maintenance or regulatory audit. Such records shall be maintained in a manner consistent with the Member’s records retention policy for at least three (3) years after the close of the Period of Assistance or longer where required by law and as needed for federal reimbursement practices.

1. The Providing Member shall furnish documentation of expenses to the Requesting Member when it submits its invoice. Such documented costs and expenses shall include, but not be limited to the following:

- a. Employees’ wages and salaries for time during the Period of Assistance spent in Requesting Member’s service, and time during travel to and from such service area, plus the Providing Member’s standard payable additives to cover all personnel benefits and allowances for vacation, sick leave and holiday pay, social and retirement benefits, all payroll taxes, workers’ compensation, employer’s liability insurance, and other contingencies and benefits imposed by applicable law or regulation.
- b. Personnel travel and support functions such as lodging, meals, materials, etc.
- c. Replacement costs of expendable materials and supplies furnished.
- d. Repair or replacement costs of equipment damaged or lost.
- e. Charges for the use of vehicles and other equipment furnished.
- f. Administrative and general costs, which are properly allocated to Mutual Assistance, to the extent such costs are not chargeable pursuant to the foregoing subsections.

**ARTICLE VIII.
RESPONSE COORDINATION**

When providing assistance under this Agreement, the Requesting Member and Providing Member shall be organized by and shall function under the NIMS and SEMS protocols and procedures.

A. **Resources** – Providing Member retains the right to identify the resources that are available for Mutual Assistance.



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- B. **Control** – While personnel furnished through Mutual Assistance shall remain under the employment and supervision of the Providing Member, the Providing Member's personnel come under the direction and control of the Requesting Member when providing Mutual Assistance, consistent with the NIMS and the ICS to address the needs of the Requesting Member and/or as deemed appropriate by the Incident Commander. The Requesting Member's Authorized Official shall coordinate Mutual Assistance activities with the designated supervisor(s) of the Providing Member(s). The Providing Member's designated supervisor(s) must keep accurate records, consistent with Federal Emergency Management Agency (FEMA) standards, of work performed by personnel during the specified Period of Assistance.
- C. **Lodging and Meals** – As set forth in Article V Section I of this Agreement or unless otherwise agreed to in writing by the Requesting and Providing Members, the Requesting Member remains responsible for reimbursing the Providing Member for all reasonable and necessary costs associated with providing lodging and meals, if such resources are not provided.
- D. **Communications** – The Requesting Member shall provide the Providing Member's personnel with communications equipment such as radio equipment as available, or radio frequency information to program existing radios, in order to facilitate communications with local responders and/or the Requesting Member's command and control structure.
- E. **Status** – Unless otherwise provided by law, the Providing Member's officers and personnel retain the same privileges, immunities, rights, duties and benefits as provided in their respective home jurisdictions.
- F. **Licenses and Permits** – To the extent permitted by law, Providing Member personnel who hold licenses, certificates, or permits evidencing professional, mechanical, or other skills shall be allowed to carry out activities and tasks relevant and related to their respective credentials while providing Mutual Assistance during the specified Period of Assistance.
- G. **Right to Withdraw Resources** – The Providing Member's Authorized Official retains the right to withdraw some or all of its resources at any time for any reason in the Providing Member's sole and absolute discretion. Notice of intention to withdraw resources must be communicated by the Providing Member to the Requesting Member's Authorized Official as soon as possible under the circumstances. Actual release of the Providing Member's furnished resources shall be made as soon as it is safe and practicable as determined by the Requesting Member's Authorized Official. All resources shall be returned to the Providing Member as soon as is practicable and reasonable under the circumstances.
- H. **Right to Cancel a Request for Mutual Assistance or Release Resources** – The Requesting Member's Authorized Official retains the right to cancel a request for Mutual Assistance at any time for any reason prior to the deployment of Mutual Assistance resources by a Providing Member. The Requesting Member also retains the right to release the Providing Member's furnished resources at any time, including when they are en route, for any reason so long as it is safe and practicable to do so. In accordance with Article VII of this Agreement, all policies related to cost reimbursement still apply to the Period of Assistance even if that Period of Assistance is terminated early. Notice of

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intention to release resources must be communicated by the Requesting Member to the Providing Member's Authorized Official as soon as possible under the circumstances.

**ARTICLE IX.
ARBITRATION**

If any controversy or claim arises out of, or relates to, this Agreement, including, but not limited to an alleged breach of the Agreement, the disputing Members shall first attempt to resolve the dispute by negotiation, followed by mediation or arbitration in accordance with the Rules of the American Arbitration Association. Each Member reserves the right at any time after mediation or arbitration to pursue its rights and remedies in a court of law.

**ARTICLE X.
REQUESTING MEMBER'S DUTY TO INDEMNIFY**

The Requesting Member shall indemnify, hold harmless, and defend the Providing Member from and against any and all liability for loss, damage, cost, or expense which the Providing Member may incur by reason of bodily injury, including death, to any person or persons, or by reason of damage to or destruction of any property, including the loss of use thereof, which result from furnishing Mutual Assistance and whether or not due in whole or in part to any act, omission, or negligence of the Providing Member, except to the extent that such death or injury to person, or damage to property, is caused by the willful or wanton misconduct and/or gross negligence of the Providing Member, its employees, officers, contractors, or agents. Where payments are made by the Providing Member under a workers' compensation or disability benefits law or any similar law for bodily injury or death resulting from furnishing or Mutual Assistance, the Requesting Member shall reimburse the Providing Member for such payments, except to the extent that such bodily injury or death is caused by the willful or wanton misconduct and/or gross negligence of the Providing Member, its employees, officers, contractors, or agents.

In the event any claim or demand is made, or suit or action is filed against the Providing Member alleging liability for which the Requesting Member shall indemnify and hold harmless the Providing Member under the above paragraph, the Providing Member shall promptly notify the Requesting Member thereof; and the Requesting Member, at its sole cost and expense, shall settle, compromise, or defend the same in such manner as it deems necessary or prudent. The Requesting Member shall consult the Providing Member on all such litigation and will not compromise any issue or claim without the concurrence of the Providing Member, which will not be unreasonably withheld. The Providing Member shall cooperate with the Requesting Member's reasonable efforts to investigate, defend, and settle the claim or lawsuit.

**ARTICLE XI.
SIGNATORY INDEMNIFICATION**

In the event of a liability, claim, demand, action or proceeding, of whatever kind or nature arising out of the rendering of Mutual Assistance through this Agreement, the parties involved in rendering or receiving Mutual Assistance agree to indemnify and hold harmless all Members whose only involvement is the execution and approval of this Agreement, in the transaction or occurrence which is the subject of such claim, action, demand or other proceeding. Such indemnification shall include indemnity for all claims, demands, liability, damages and costs, including reasonable attorneys' fees and other costs of defense, for injury, property damage and workers' compensation.

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ARTICLE XII.
WORKERS' COMPENSATION CLAIMS

The Providing Member and Requesting Member are responsible for providing workers' compensation benefits and administering workers' compensation for their respective personnel.

ARTICLE XIII.
NOTICE

Each Member hereto shall give to the others prompt and timely written notice, within fifteen (15) business days of any claim made or any suit instituted coming to its knowledge, which in any way, directly or indirectly, contingently or otherwise, affects or might affect them, and each Member shall have the right to participate in the defense of the same, as it considers necessary to protect its own interests.

ARTICLE XIV.
INSURANCE

Members shall maintain an insurance policy or maintain a self-insurance program that covers activities that it may undertake by virtue of membership in the TransMAC. Proof of General Liability and Workers' Compensation coverage must be provided to any Requesting or Providing Member or the Steering Committee upon request.

ARTICLE XV.
SENSITIVE SECURITY INFORMATION

To the extent allowed by law, any Member or Associate Member shall maintain in the strictest confidence and shall take all reasonable steps necessary to prevent the disclosure of any confidential or Sensitive Security Information provided to it by another Member pursuant to this Agreement. If any Member, Associate Member, or third party requests or demands, by subpoena or otherwise, that a Member or Associate Member disclose any confidential or Sensitive Security Information provided to it under this Agreement, the Member or Associate Member shall immediately notify the owner of the confidential or Sensitive Security Information and shall take all reasonable steps necessary to prevent the disclosure of any confidential or Sensitive Security Information by asserting all applicable rights and privileges with respect to such information and shall cooperate fully in any judicial or administrative proceeding relating thereto.

ARTICLE XVI.
EFFECTIVE DATE

This Agreement shall take effect for a new Member immediately upon its execution by said Member.

ARTICLE XVII.
WITHDRAWAL

Any Member may terminate its participation in this Agreement by written notice to the Chair of the TransMAC Steering Committee. Withdrawal takes effect sixty (60) days after the appropriate officials receive notice. Withdrawal from this Agreement shall in no way affect a Requesting

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Member's duty to reimburse a Providing Member for costs incurred during a Period of Assistance, which duty shall survive such withdrawal.

**ARTICLE XVIII.
MODIFICATION**

No provision of this Agreement may be modified, altered or rescinded by individual Members to the Agreement. Modifications to this Agreement require a simple majority vote of Members. The TransMAC Steering Committee will notify all parties of modifications to this Agreement in writing and those modifications shall be effective upon sixty (60) days written notice to the Members.

**ARTICLE XIX.
SEVERABILITY**

If any term or provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular term or provision held to be invalid.

**ARTICLE XX.
PRIOR AGREEMENTS**

To the extent that prior mutual assistance agreements among Members are inconsistent with this Agreement, such agreements are hereby superseded.

**ARTICLE XXI.
PROHIBITION ON THIRD PARTIES AND ASSIGNMENT OF RIGHTS/DUTIES**

This Agreement is for the sole benefit of the Members and no other person or entity has rights under this Agreement as a third party beneficiary. Assignment of benefits or delegation of duties created by this Agreement to third parties that are not Members is prohibited and without effect.

**ARTICLE XXII.
TORT CLAIMS**

This Agreement in no way abrogates or waives any immunity or defense available under Federal laws and/or the laws of the State of California.

**ARTICLE XXIII.
INTRASTATE AND INTERSTATE MUTUAL ASSISTANCE PROGRAMS**

To the extent practicable, Members retain the right to participate in mutual assistance activities conducted under the State of California Civil Defense and Master Mutual Aid Agreement, the TransMAC, and the interstate Emergency Management Assistance Compact (EMAC) and similar programs.



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**CALIFORNIA STATEWIDE
TRANSIT MUTUAL ASSISTANCE COMPACT (TransMAC)
EXECUTION OF THE AGREEMENT**

Name of Organization

Authorized Signature

Printed Name: _____

Title: _____

Date: _____

Note: Upon obtaining proper signatures, this form must be returned to the TransMAC Chairperson at the regular business address of the Chairperson's agency.



California Fire Service and Rescue Emergency Mutual Aid Plan (January 2019)



Cal OES
GOVERNOR'S OFFICE
OF EMERGENCY SERVICES

Fire and Rescue Division



California Fire Service and Rescue Emergency Mutual Aid System

Mutual Aid Plan

GAVIN NEWSOM
Governor

MARK S. GHILARDUCCI
Director, California Governor's Office of Emergency Services



MUTUAL AID PLAN

KIM ZAGARIS, Chief
Fire and Rescue Division

Revised 1/2019



CALIFORNIA FIRE SERVICE AND RESCUE EMERGENCY MUTUAL AID PLAN

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STATE OF CALIFORNIA – CALIFORNIA GOVERNOR’S OFFICE OF EMERGENCY SERVICES
MARK S. GHILARDUCCI, Director

**FIRE AND RESCUE SERVICE ADVISORY COMMITTEE
 FIRESCOPE BOARD OF DIRECTORS (4/13)**

KIM ZAGARIS, State Fire and Rescue Chief
 FIRESCOPE Executive Coordinator
 Cal OES Fire and Rescue Division
 (Representing FIRESCOPE)

BRIAN MARSHALL, Chief
 Kern County Fire Department
 (Representing FIRESCOPE and County Fire Departments – South)

MICHAEL DYER, Chairman
 Santa Barbara County Fire Department
 (Representing FIRESCOPE)

DARYL OSBY, Vice Chairman
 Los Angeles County Fire Department
 (Representing FIRESCOPE)

KEITH RICHTER, Chief
 Orange County Fire Authority
 (Representing FIRESCOPE)

JIM WILSON, Chief
 Mariposa County Fire Department
 (Representing Volunteer Fire Agencies)

MARK LORENZEN, Chief
 Ventura County Fire Department
 (Representing FIRESCOPE)

KEN PIMLOTT, Director
 CALFIRE
 (Representing FIRESCOPE)

BRIAN L. CUMMINGS, Chief
 Los Angeles City Fire Department
 (Representing FIRESCOPE)

KENNETH KEHMNA, Chief
 Santa Clara County Fire Department
 (Representing County Fire Departments – North)

MARK D’AMBROGI, Chief
 Auburn City Fire Department
 (Representing City Fire Departments – North)

JOE MILLAR, Director
 Aviation and Fire Management – USFS
 (Representing FIRESCOPE)

TONYA HOOVER, State Fire Marshal
 California State Fire Marshal Office

PAUL BANNISTER, Fire Management Officer
 Bureau of Land Management

WILLIAM METCALF, Chief
 North County Fire Protection District
 (Representing Fire Districts – South)

RICHARD H. WEBB, Chief
 Linda Fire Protection District
 (Representing Fire Districts – North)

CHARLES “SID” BECKMAN, Regional Fire Management Officer
 National Park Service

MIKE ESPARZA, Southern Director
 California State Fire Fighters Association (CSFA)

LOU PAULSON, President
 California Professional Firefighters



CALIFORNIA FIRE SERVICE AND RESCUE EMERGENCY MUTUAL AID PLAN

I. INTRODUCTION

The *California Fire Service and Rescue Emergency Mutual Aid Plan* is an extension of, and supportive document to, the California Emergency Plan. The California Emergency Plan is published in four parts as follows:

- Part One: BASIC EMERGENCY PLAN
- Part Two: PEACETIME EMERGENCY PLAN
- Part Three: COMPENDIUM OF LEGISLATION AND REFERENCES
- Part Four: WAR EMERGENCY PLAN

Parts One, Two, and Four provide the planning basis and concepts for the development of the *California Fire Service and Rescue Emergency Mutual Aid Plan*. This Plan supports the concepts of the Incident Command System (ICS), the Integrated Emergency Management System (IEMS), and multi-hazard response planning. It is intended that more detailed operational plans will supplement this document at the local, area, and regional levels. California fire and rescue service conducts emergency operations planning at four levels: Local, Operational Area, Regional, and State. To effectively implement the plans formulated at the various levels, all plans should be developed within the framework of the *California Fire Service and Rescue Emergency Mutual Aid Plan*.

The *California Fire Service and Rescue Emergency Mutual Aid Plan* as we know it today, was first prepared and adopted in 1950 as Annex 3-C of the California State Civil Defense and Disaster Relief Plan. This plan has been reviewed, revised, approved, and adopted after careful consideration by the Cal OES Fire and Rescue Service Advisory Committee/FIRESCOPE Board of Directors.

A. PURPOSE OF THE PLAN:

1. To provide for systematic mobilization, organization, and operation of necessary fire and rescue resources of the state and its political subdivisions in mitigating the effects of disasters, whether natural or man-caused.



2. To provide comprehensive and compatible plans for the expedient mobilization and response of available fire and rescue resources on a local, area, regional, and statewide basis.
3. To establish guidelines for recruiting and training auxiliary personnel to augment regularly organized fire and rescue personnel during disaster operations.
4. To provide an annually-updated fire and rescue inventory of all personnel, apparatus, and equipment in California.
5. To provide a plan and communication facilities for the interchange and dissemination of fire and rescue-related data, directives, and information between fire and rescue officials of local, state, and federal agencies.
6. To promote annual training and/or exercises between plan participants.

B. PLANNING BASIS:

1. No community has resources sufficient to cope with any and all emergencies for which potential exists.
2. Fire and rescue officials must preplan emergency operations to ensure efficient utilization of available resources.
3. Basic to California's emergency planning is a statewide system of mutual aid in which each jurisdiction relies first upon its own resources.
4. The California Disaster and Civil Defense Master Mutual Aid Agreement between the State of California, each of its counties, and those incorporated cities and fire protection districts signatory thereto:
 - a. Creates formal structure for provision of mutual aid;
 - b. Provides that no party shall be required to unreasonably deplete its own resources in furnishing mutual aid;
 - c. Provides that the responsible local official in whose jurisdiction an incident requiring mutual aid has occurred shall remain in charge at such incident, including the direction of such personnel and equipment provided through mutual aid plans pursuant to the agreement;



- d. Provides the intra- and inter-area and intra-regional mutual aid operational plans shall be developed by the parties thereof and are operative as between the parties thereof in accordance with the provisions of such operational plans, and;
 - e. Provides that reimbursement for mutual aid extended under this agreement and the operational plans adopted pursuant thereto, shall only be pursuant to the state law and policies, and in accordance with California Governor's Office of Emergency Services policies and procedures.
5. The state is divided into six mutual aid regions to facilitate the coordination of mutual aid. Through this system the Governor's Office is informed of conditions in each geographic and organizational area of the state, and the occurrence or imminent threat of disaster.
 6. In addition to fire and rescue resources, emergency operations plans should include both public and private agencies with support capability and/or emergency operation responsibilities.
 7. Emergency operations plans should be distributed to, and discussed with, management, command, operational, and support level personnel within each planning jurisdiction.
 8. Emergency operations plans must be continuously reviewed, revised, and tested to encompass change and refinement consistent with experience gained through disaster operations and training, and changes in resource availability.
 9. Emergency operations plans are to be reviewed, revised, and updated every five years.

This *California Fire Service and Rescue Emergency Mutual Aid Plan* supersedes the Fire and Rescue Emergency Plan, revised June 1978.

II. AUTHORITIES

- A. California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) 1970 Statutes.
- B. California Master Mutual Aid Agreement.
- C. Labor Code, State of California (Section 3211.92, Disaster Service Worker).
- D. Government Code, State of California (Section 8690.6).



III. REFERENCES

- A. Federal Civil Defense Guide (Part E, Chapter 10, with Appendixes 1 and 2, Fire Prevention and Control during Civil Defense Emergencies).
- B. Governor's Executive Order No. D-25.
- C. Governor's Administrative Orders for State Agencies.
- D. Public Resources Code.
- E. California Governor's Office of Emergency Services, Multi-hazard Functional Planning Guidance.
- F. National Interagency Incident Management System.
- G. Incident Command System.
- H. Multi-Agency Coordination System.
- I. Standardized Emergency Management System

IV. DEFINITIONS

- A. Fire and Rescue Resources:

California fire and rescue resources shall include, but not be limited to, the necessary personnel, apparatus, and equipment under the direct control of the fire and rescue service needed to provide mutual aid assistance for all emergencies; e.g., fire engines, ladder trucks, emergency medical service units, hazardous materials units, search and rescue, crash fire rescue, bulldozers, helicopters, fixed wing aircraft, hand crews, fire boats, communications equipment, etc.

- B. Local Emergency:

Shall mean the existence of conditions within the territorial limits of a local agency, in the absence of a duly proclaimed state of emergency, which conditions are a result of an emergency created by great public calamity such as air pollution, extraordinary fire, flood, storm, earthquake, civil disturbances, or other disaster which is or is likely to be beyond the control of the services, personnel, equipment, and facilities of that agency and require the combined forces of other local agencies to combat. (California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code - 1970 Statutes.)



C. State of Emergency:

Means the duly proclaimed existence of conditions of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, civil disturbances, or earthquake, or other conditions, except as a result of war-caused emergencies, which conditions by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city, and would require the combined forces of a Mutual Aid Region or Regions to combat. "State of Emergency" does not include, nor does any provision of this plan apply to any condition resulting from a labor controversy. (California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code - 1970 Statutes.)

D. State of War Emergency:

Means the conditions which exists immediately, with or without a proclamation thereof by the Governor, whenever this state or nation is attacked by an enemy or upon receipt by the state of a warning from the federal government indicating that such attack is probable or imminent. (California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code - 1970 Statutes.)

E. Disaster Service Worker:

Shall mean any person who is registered with a disaster council for the purpose of engaging in disaster service pursuant to the "California Emergency Services Act" without pay or other consideration. "Disaster Service Worker" includes volunteer civil defense workers and public employees and also includes any unregistered person impressed into service during a State of Emergency by a person having authority to command the aid of citizens in the execution of that person's duties. "Disaster Service Worker" does not include any person registered as an active fire and rescue service member of any regularly-organized volunteer fire department, having official recognition and full or partial support of the county.

Pursuant to the *California Fire Service and Rescue Emergency Mutual Aid Plan*, "Disaster Service Workers" shall be recruited and trained to augment the regular fire and rescue forces. They will assist in fighting fires and/or rescuing persons, and save property and perform other duties as required.

Training necessary to engage in such activities is defined as authorized and supervised training carried on in such a manner and by a qualified person as the local disaster council shall prescribe. (Section 3211.92, California Labor Code.)



F. Mutual Aid:

Shall mean an agreement in which two or more parties agree to furnish resources and facilities and to render services to each and every other party of the agreement to prevent and combat any type of disaster or emergency.

Local needs not met by the *California Fire Service and Rescue Emergency Mutual Aid Plan* should be resolved through development of local automatic or mutual aid agreements.

1. Voluntary Mutual Aid

Mutual aid is voluntary when an agreement is initiated either verbally or in writing. When in writing, which is preferable, the conditions may be enumerated as to what and how much of a department's resources may be committed.

2. Obligatory Mutual Aid

Mutual aid under a "State of War Emergency" shall be deemed obligatory. Mutual aid under a "State of Emergency" may be obligatory. (Emergency Services Act, 1970)

3. Master Mutual Aid Agreement

An agreement made and entered into by and between the State of California, its various departments and agencies, and the various political subdivisions, municipal corporations, and other public agencies of the State of California to facilitate implementation of Chapter 7 of Division 1 of Title 2 of the Government Code entitled "California Emergency Services Act."

4. California Fire Assistance Agreement

An agreement made and entered into by and between the State of California, Governor's Office of Emergency Services (Representing the California Fire and Rescue Mutual Aid System) and California Department of Forestry and Fire Protection, and the five Federal Fire Agencies (USDA Forest Service, USDI National Park Service, Bureau of Land Management, Fish and Wildlife Services, and Bureau of Indian Affairs) for the purpose of coordinating the use of and reimbursement for local government Fire and Rescue resources used at wildfire incidents.

G. Mutual Aid Region:



Shall mean a subdivision of the state's fire and rescue organization, established to facilitate the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more county operational areas.

H. Operational Area:

Shall mean an intermediate level of the state's fire and rescue organization, normally consisting of a county and all fire and rescue organizations within the county. (Exception: Los Angeles County and the Tahoe Basin.)

I. Assistance by Hire:

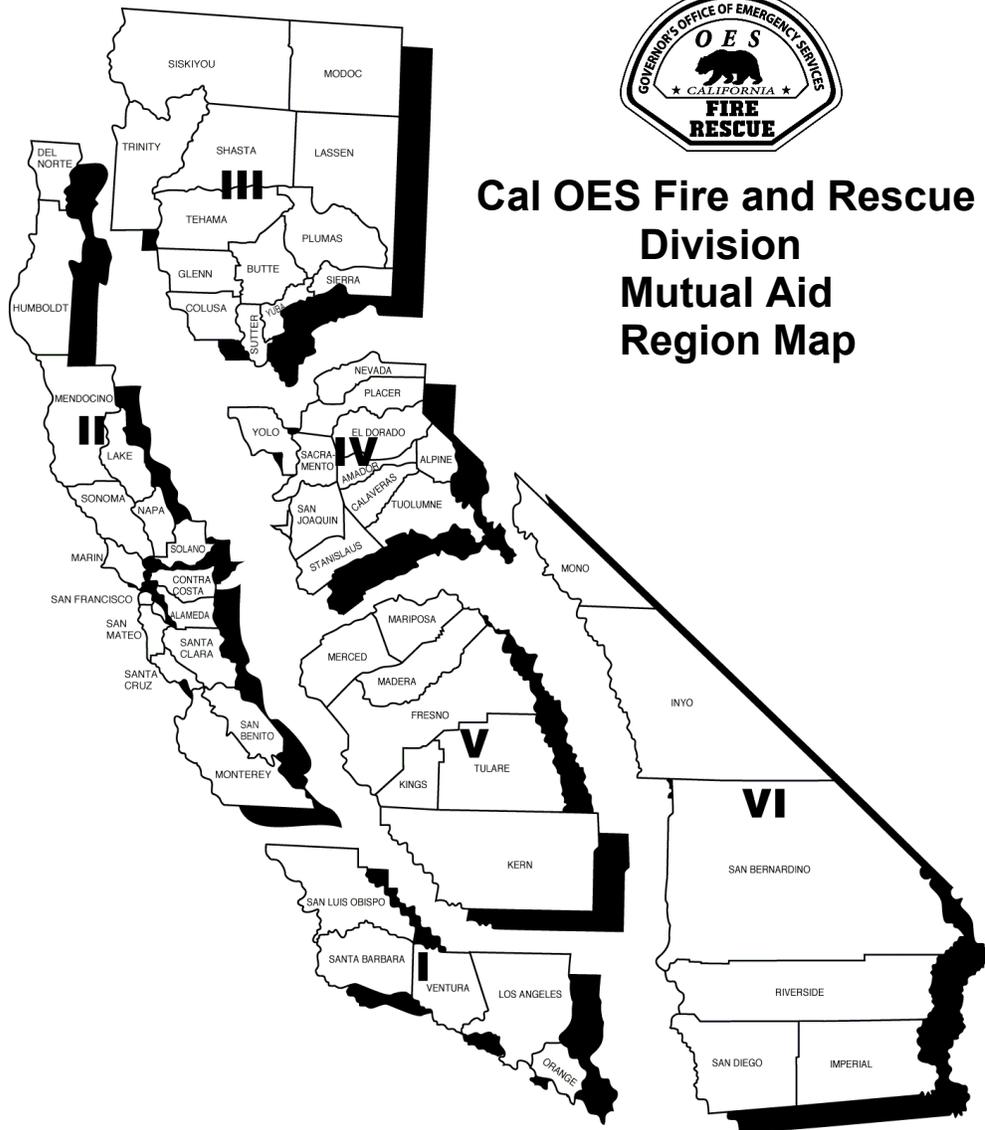
Shall mean elements of personnel and equipment, which are provided by cooperating agencies through specific arrangements not associated with this plan. Where such arrangements exist, parties should be thoroughly familiar with, and aware of, provisions at time of request and response.



V. MUTUAL AID REGIONS



Cal OES Fire and Rescue
Division
Mutual Aid
Region Map





VI. POLICIES

The following policies form the basis of the *California Fire Service and Rescue Emergency Mutual Aid Plan*:

- A. The basic tenets of emergency planning are self-help and mutual aid.
- B. Emergency planning and preparation is a task which must be shared by all political subdivisions and industries as well as every individual citizen.
- C. The *California Fire Service and Rescue Emergency Mutual Aid Plan* provides a practical and flexible pattern for the orderly development and operation of mutual aid on a voluntary basis between cities, cities and counties, fire districts, special districts, county fire departments, and applicable state agencies. Normal fire department operating procedures are utilized, including day-to-day mutual aid agreements, and plans which have been developed by local fire and rescue officials.
- D. Operational Area and Region Plans shall be consistent with policy of the Master Mutual Aid Agreement and the *California Fire Service and Rescue Emergency Mutual Aid Plan*.
- E. Reimbursement for mutual aid may be provided pursuant to a governor's disaster proclamation or when conditions warrant invoking the Cal OES/CAL FIRE/USFS/BLM/NPA/F&WS/BIA Cooperative Agreement. There is no other existing provision for mutual aid reimbursement.
 - 1. The California Governor's Office of Emergency Services shall be required to provide direction, ongoing guidance, and monitoring throughout the process until reimbursement is received by local agencies.
 - 2. Memorandums of understanding between federal, state, and local agencies will not include a commitment of local resources without the expressed, written consent of the local jurisdiction(s).
- F. In developing emergency plans, provisions should be made for integrating fire and rescue resources into mutual aid organizations for both fire and non-fire related disasters; e.g., earthquake, flood, radiological defense, hazardous materials incidents, and war-related sheltering and/or relocation of significant portions of the population. In planning for war-related emergencies, provisions for pre- and post-attack activities should be included; e.g., shelter improvement, radiological monitoring, and decontamination.
- G. In developing local mutual aid and emergency preparedness plans, provisions must be made for liability and property damage insurance coverage on



apparatus and equipment used beyond the territorial limits of the political subdivision. Consideration must also be given to the rights, privileges, and immunities of paid, volunteer, and auxiliary personnel in order that they may be fully protected while performing their duties under a mutual aid agreement or an emergency preparedness plan. Provision is made in state laws to deal with these matters, and the procedure outlined therein should be followed to ensure maximum protection.

- H. Local mutual aid and emergency preparedness plans should reference the Master Mutual Aid Agreement by signature of all parties concerned.
- I. The State of California provides Workers' Compensation coverage for certain classes of auxiliary and volunteer personnel engaged in activities directly related to defense preparedness or disaster operations. Coverage is also extended to those unregistered persons impressed into service during a State of Emergency or State of War Emergency by a person having authority to command the aid of citizens in the execution of required duties. No payment of premium is required of local political subdivisions for such coverage. Coverage is not, however, extended to any member registered as an active fire fighting member of any regularly organized volunteer fire department having official recognition, and full or partial support of the county, city, town, or district in which such fire agency is located.
- J. Responsible Agency will:
 - 1. Reasonably exhaust local resources before calling for outside assistance;
 - 2. Render the maximum practicable assistance to all emergency-stricken communities under provisions of the Master Mutual Aid Agreement;
 - 3. Provide a current annual inventory of all fire department personnel, apparatus, and equipment to the Operational Area Fire and Rescue Coordinator;
 - 4. Provide for receiving and disseminating information, data, and directives, and;
 - 5. Conduct the necessary training to adequately perform their functions and responsibilities during emergencies.

VII. ASSUMPTIONS

- A. MAJOR EMERGENCIES:



Fire and rescue emergencies may reach such magnitude as to require mutual aid resources from adjacent local and state levels.

B. NATURAL DISASTER:

Natural disasters may necessitate mobilization of fire and rescue resources for the preservation and protection of life and property from threats other than fire; e.g., earthquake, flood, windstorm, etc.

C. SABOTAGE:

Fire sabotage is an enemy capability. Urban areas would be particularly subject to sabotage during pre-attack periods. Metropolitan and wildland areas would be especially vulnerable to incendiarism.

D. CIVIL DISTURBANCE:

Civil disturbances frequently result in injuries to persons and property damage. Explosives and fire bombs are not uncommon components of civil disturbances. Fire and rescue mutual aid resources are likely to be mobilized for such occurrences.

E. POLITICAL VIOLENCE AND TERRORISM:

Incidents of kidnapping, bombing, bomb threat, and incendiarism to achieve political concession and public notoriety are becoming more prevalent. Such terrorist and violent activity may result in fire and/or rescue emergencies necessitating mobilization of mutual aid resources. There is potential for immobilization of local resources through bombing, blackmail, or sniping activity.

F. ATTACK:

An enemy attack upon California or adjacent states could result in fire and rescue problems of such magnitude as to require utilization of all fire and rescue resources within the state and the exchange of resources between states.

G. LOCAL FIRE SERVICES:

Local officials will maintain fire and rescue resources consistent with anticipated needs. Such services will be augmented by training volunteers for utilization in major disaster operations.

VII. ORGANIZATION



The fire and rescue service includes all public and private entities furnishing fire protection within the state. During a State of War, or when ordered by the Governor pursuant to the California Emergency Services Act, all such fire protection agencies become an organizational part of the California Governor's Office of Emergency Services, Fire and Rescue Division.

A. LOCAL FIRE OFFICIAL:

The fire chief, or senior fire and rescue official by other designated title, of each local entity providing public fire protection, will serve as fire and rescue representative to their respective Operational Area Fire and Rescue Coordinator.

B. OPERATIONAL AREA FIRE AND RESCUE COORDINATOR:

Operational Area Fire and Rescue Coordinators are selected by the fire chiefs of local fire and rescue entities within an operational area. They shall each appoint one or more alternate fire and rescue coordinators. They, or their alternates, will serve on the staff of the Operational Area emergency services official in their respective area.

C. REGIONAL FIRE AND RESCUE COORDINATOR:

Regional Fire and Rescue Coordinators are selected for a three-year term by Operational Area Fire and Rescue Coordinators within their respective regions. They shall each appoint one or more alternate Regional Fire and Rescue Coordinators. They, or their alternates, will serve on the staff of the Cal OES Regional Manager during a State of War Emergency or State of Emergency proclaimed by the Governor.

D. STATE FIRE AND RESCUE COORDINATOR:

The State Fire and Rescue Coordinator is the Chief of the Fire and Rescue Division of the California Governor's Office of Emergency Services and is a staff member of the Director of the California Governor's Office of Emergency Services. The State Fire and Rescue Coordinator is responsible for taking appropriate action on requests for mutual aid received through Regional Fire and Rescue Coordinator channels.

E. OTHER STATE AGENCIES:

The Governor may assign to state agencies any activities concerned with the mitigation of the effects of an emergency (Article 7, Chapter 7 of Division 1 of Title 2 of the Government Code).



F. CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES (Cal OES):

Provides coordination, guidance, and assistance in the planning, response, and recovery for all disasters within the state.

G. CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION (CAL FIRE):

Provides fire protection services, and when available, rescue, first aid, and other emergency services to those forest and other wildland areas for which the state is responsible, and to those areas and/or communities for which the state is responsible by contractual arrangements. The Department of Forestry and Fire Protection assists with personnel and equipment, including conservation camp crews (provided by the California Department of Corrections and California Youth Authority), in fire suppression, rescue, and cleanup, communications, radiological monitoring, and personnel care as emergencies may require and dependent upon their normally assigned fire protection responsibilities.

H. STATE FIRE MARSHAL:

Assists Cal OES, Fire and Rescue Division by providing personnel to facilitate coordination of mutual aid fire and rescue operations; provides personnel for arson and explosion investigation, and flammable liquid pipeline emergencies.

I. DEPARTMENT OF FISH AND GAME:

Assists other agencies in search and rescue missions; provides recommendations and guidelines for hazardous substance incidents, which have or may contaminate streams, waterways, or state properties.

J. MILITARY DEPARTMENT:

At the direction of the Governor, assists civil authorities in protecting life and property from fires, and conducts support operations designed to minimize devastation by fire; e.g., communications, transportation, evacuation, and engineering assistance, and by providing personnel and equipment for rescue operations.

K. DEPARTMENT OF TRANSPORTATION (CAL TRANS):

Assists in the identification and containment of hazardous materials incidents and the coordination of traffic flow restoration with the Highway Patrol.



L. CALIFORNIA HIGHWAY PATROL:

Acts as scene manager in hazardous material emergencies on all freeways, state owned toll bridges, highways, and roads in unincorporated areas of the state.

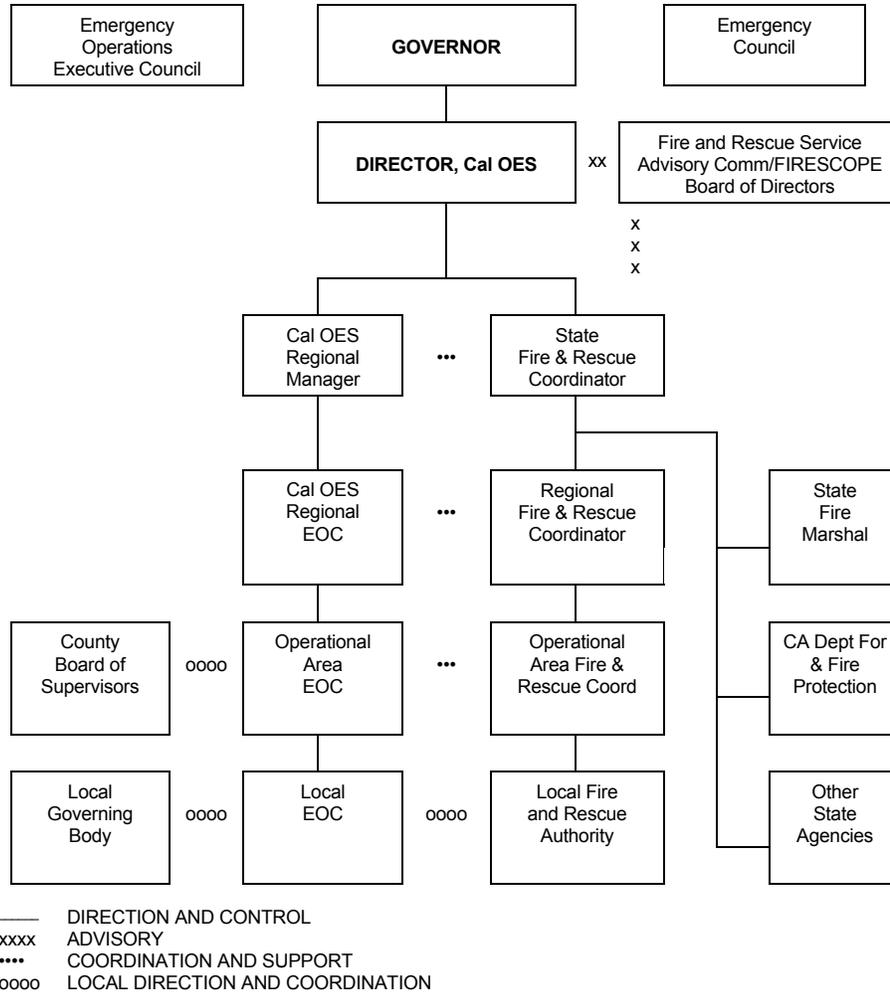
M. CALIFORNIA CONSERVATION CORPS

Provides hand crews, helitack crews, and fire camp crews to the California Department of Forestry and Fire Protection



Fire and Rescue Service Organization

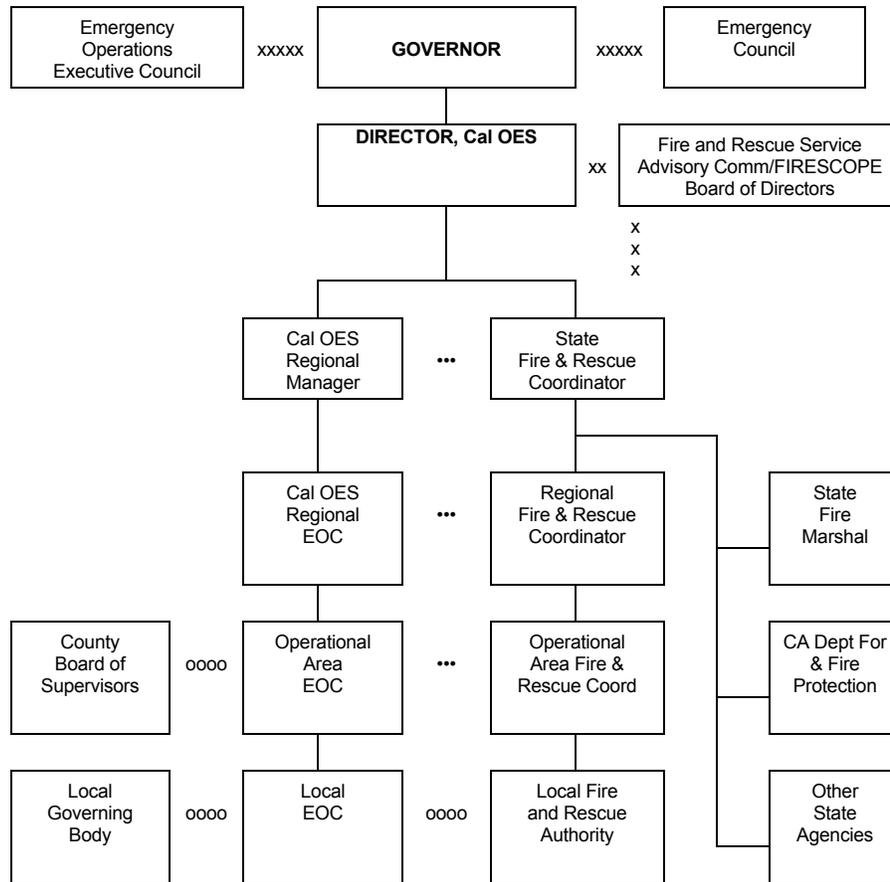
STATE OF EMERGENCY





Fire and Rescue Service Organization

LOCAL EMERGENCY



——— DIRECTION AND CONTROL
 xxxx ADVISORY
 COORDINATION AND SUPPORT
 oooo LOCAL DIRECTION AND COORDINATION



IX. RESPONSIBILITIES

A. LOCAL:

The appropriate Fire and Rescue Administrator:

1. Directs all action toward stabilizing and mitigating the emergency, including controlling fires, saving lives, safeguarding property, and assisting other emergency services in restoring normal conditions.
2. Develops an effective emergency plan for use of the resources under its control and ensures that such a plan is integrated into the emergency plan of the operational area of which the fire and rescue administrator is a part. This plan should include provision for, but not be limited to, fire and rescue operations, earthquake, floods, civil disturbances, riots, bombings, industrial accidents, hazardous material incidents, mass casualty incidents, air and water pollution, etc.
3. Makes maximum use of existing facilities and services within each community prior to requesting assistance from neighboring jurisdictions.
4. Conducts mutual aid activities in accordance with established operational procedures.
5. During emergency operations, keeps the Operational Area Fire and Rescue Coordinator informed on all matters.
6. The agency receiving mutual aid is responsible for logistic support to all mutual aid personnel and equipment received.
7. Prepares personnel and equipment inventories and forwards copies to the Operational Area Fire and Rescue Coordinator annually.
8. Maintains an up-to-date schedule for alerting fire and rescue personnel in emergencies and a checklist of timely actions to be taken to put emergency operations plans into effect.
9. Establishes emergency communications capabilities with the Operational Area Fire and Rescue Coordinator.
10. Anticipates emergency needs for such items as emergency fire equipment, commonly used spare parts, and expendable supplies and accessories, and ensures functional availability of these in locations convenient for ready use.



11. Develops a radiological monitoring capability and comprehensive training program within the department.
12. When requesting aid, will be in charge of all staffing and apparatus received. Requests for mutual aid will be directed to the Operational Area Fire and Rescue Coordinator.
13. Provides mutual aid resources when requested by the Operational Area Fire and Rescue coordinator to the extent of their availability without unreasonably depleting their own resources.
14. Maintains appropriate records, data, and other pertinent information of mutual aid resources committed.
15. Provides approximate time commitment and justification of mutual aid needs in request for resources to the Operational Area Fire and Rescue Coordinator. Periodically evaluates the need of mutual aid committed and notifies the Area Coordinator.

B. OPERATIONAL AREA:

The Operational Area Fire and Rescue Coordinator:

1. Organizes and acts as chairperson of an Operational Area Fire and Rescue Coordinating Committee composed of the Alternate Area Fire and Rescue Coordinators and/or fire chiefs within the operational area. The committee may include others as deemed necessary by the chairperson. This committee shall meet at least once each year and may hold additional meetings as deemed necessary by the chairperson.
2. In cooperation with its Operational Area Fire and Rescue Coordinating Committee, will:
 - a. Organize, staff, and equip area fire and rescue dispatch centers in accordance with the principles enumerated in the *California Fire Service and Rescue Emergency Mutual Aid Plan*.
 - b. Select and submit to the Regional Fire and Rescue Coordinator the names of individuals to serve as the alternates at Operational Area fire and rescue dispatch centers.
 - c. Aid and encourage the development of uniform fire and rescue operational plans within the Area.
 - d. Aid and encourage the development of countywide fire and rescue communication nets operating on the approved fire



frequency for the county. The communication net should tie the communications facilities of the county to the Operational Area Fire and Rescue Dispatch Center and alternate dispatch centers.

- e. Maintain an up-to-date inventory system on fire and rescue apparatus and personnel within the area for use in dispatching. Compile and forward this information to the respective Regional Fire and Rescue Coordinator annually.
 - f. Develop a dispatching procedure for all state-owned Cal OES fire apparatus, rescue trucks, and communication vehicles assigned within the area.
 - g. Provide fire and rescue coordination to the Cal OES operational area disaster preparedness official.
 - h. Responsible to aid and assist local, region, and state officials in planning, requesting, and utilizing mobilization centers as needed for staging strike teams and personnel where appropriate.
- 3. During a "State of War Emergency", shall report to the area Emergency Operations Center to serve on the staff of the Operational Area Disaster Preparedness Director. An authorized representative may serve on this staff in place of the Operational Area Fire and Rescue Coordinator, if necessary.
 - 4. During a "State of Emergency" declared by the Governor, or as may be necessary, shall report to the area Emergency Operations Center or such other location as directed by the Regional Fire and Rescue Coordinator. If necessary, an authorized representative may assume this duty.
 - 5. Will be responsible for dispatching all Cal OES and/or local fire and rescue resources within the operational area on major mutual aid operations.
 - a. If the emergency is within the jurisdiction of the Operational Area Fire and Rescue Coordinator and overloads the communication facilities, it assigns dispatching of mutual aid equipment to an alternate fire and rescue dispatch center.
 - b. Shall keep the Regional Fire and Rescue Coordinator informed of all operations.



- c. Evaluates requests for assistance from local agency; determines the resources from that operational area which can provide the timeliest assistance, and initiates appropriate response thereof. Determines if the timeliest assistance is from one adjacent operational area and if so, requests assistance from that Operational Area Fire and Rescue Coordinator not to exceed five engine companies or individual resources, and notifies the Regional Fire and Rescue Coordinator of this action. When resources are needed from more than one adjacent area, either for timely response or when the need is beyond operational area capability, the request must be made to region.
 - d. Determines approximate time commitment and justification of resources issued to local agency, and the length of time it will utilize these resources. Periodically evaluate the justification and commitment to the local agency of these resources, and notify the region.
 - e. The Operational Area Fire and Rescue Coordinator will advise the requesting jurisdiction of the origin of resources responding to the request for assistance.
 - f. Shall notify and advise the Regional Fire and Rescue Coordinator, in a timely manner, of the need to establish mobilization centers and/or staging areas.
6. The Operational Area Fire and Rescue Coordinator is not responsible for any direct fire or other emergency operations except those which occur within the jurisdiction of its own department, agency, etc. The local official in whose jurisdiction the emergency exists shall remain in full charge of all fire and rescue resources, staffing, and equipment furnished for mutual aid operations.

C. REGIONS:

The Regional Fire and Rescue Coordinator:

- 1. Organizes and acts as chairperson of a Regional Fire and Rescue Coordinating Committee, composed of Alternate Regional Fire and Rescue Coordinators and the Operational Area Fire and Rescue Coordinators within the region. This committee may include others as deemed necessary by the chairperson. This committee shall meet at least once each year and may hold additional meetings as deemed necessary by the chairperson.
- 2. On receipt of information of an emergency within the region which may require regional mutual aid, or upon request of the State Fire and



Rescue Coordinator, assumes its responsibilities for coordination and dispatch of regional mutual aid resources.

3. In cooperation with its Fire and Rescue Coordinating Committee, will:
 - a. Organize, staff, and equip a Regional Fire and Rescue dispatch center in accordance with the principles enumerated in the *California Fire Service and Rescue Emergency Mutual Aid Plan*.
 - b. Select and submit to the State Fire and Rescue Coordinator, the names of individuals to serve as its alternates at the Regional Fire and Rescue dispatch centers.
 - c. Aid, encourage, and approve the development of uniform fire and rescue emergency plans within the region through the Operational Area Fire and Rescue Coordinators.
 - d. Aid and encourage the development of countywide fire and rescue communication nets, tying local fire departments to an Operational Area Fire and Rescue dispatch center.
 - e. Maintain an up-to-date inventory system of fire and rescue apparatus and personnel within the region for use in dispatching. Compile and forward this information to the State Fire and Rescue Coordinator annually.
4. During a "State of War Emergency," the Regional Fire and Rescue Coordinator or the authorized representatives shall report to the Regional Emergency Control Center, acting as Fire and Rescue liaison to the Cal OES Regional Manager.
5. During a "State of Emergency" proclaimed by the Governor, or as may be necessary, the Regional Fire and Rescue Coordinator or the alternate will report to the Regional Emergency Control Center or other locations as directed by the State Fire and Rescue Coordinator.
6. Is responsible for dispatching all Cal OES and/or local fire and rescue resources within the region on major mutual aid operations.
 - a. If the emergency exists within the jurisdiction of the Regional Fire and Rescue Coordinator and overloads the communication facilities, the Regional Fire and Rescue Coordinator assigns dispatching of mutual aid equipment to an Alternate Regional Fire and Rescue dispatch center.



- b. Keeps the State Fire and Rescue Coordinator informed of all operations within the region.
 - c. Evaluates requests for assistance from Area; determines the region resources from that region which can provide the timeliest assistance, and initiates appropriate response thereof. Determines if the timeliest assistance is from an adjacent region and if so, requests assistance from that Region Fire and Rescue Coordinator (not to exceed five engine companies or individual resources), and must notify the State Fire and Rescue Coordinator of this action. When resources are needed from more than one adjacent region, either for timely response or when the need is beyond region capability, the request must be made to the State.
 - d. Needs to request approximate time commitment and justification of resources issued to operational area, and length of time it will utilize these resources. Shall periodically evaluate the justification and commitment to the Operational Area of these resources, and notify the State.
 - e. The Regional Fire and Rescue Coordinator will advise the requesting Area of the source of all assistance responding to the Area.
 - f. Shall notify and advise the State Fire and Rescue Coordinator, in a timely manner, of the need to establish mobilization centers and/or staging areas.
7. Regional Fire and Rescue Coordinator will monitor and coordinate backup coverage within an area or region when there is a shortage of resources.
 8. Calls and conducts elections within the respective Operational Areas for Operational Area Fire and Rescue Coordinator. These elections will be held every three years and when a vacancy occurs, or at the request of the State Fire and Rescue Coordinator. Communications and dispatch requirements will be considered in electing coordinators.
 9. The Regional Fire and Rescue Coordinator is not responsible for any direct fire or other emergency operations except those which occur within the jurisdiction of its own department, agency, etc. The local official in whose jurisdiction the emergency exists shall remain in full charge of all fire and rescue resources furnished for mutual aid operations.



10. Responsible to aid and assist in planning, utilizing, and requesting mobilization centers as needed for staging strike teams during mutual aid operations.

D. STATE:

The Chief, Fire and Rescue Division, California Governor's Office of Emergency Services, is the State Fire and Rescue Coordinator.

1. California Governor's Office of Emergency Services, Fire and Rescue Division:
 - a. Prepares, maintains, and distributes the basic *California Fire Service and Rescue Emergency Mutual Aid Plan* for coordinating statewide emergency fire and rescue resources which include, but are not limited to, all regularly established fire and rescue services within the state.
 - b. Develops and maintains a "Fire and Rescue Emergency Operations Plan" and "Standard Operating Procedure" for the use and dispatch of Cal OES Fire and Rescue personnel, apparatus, and other fire and rescue resources as necessary. Such plans shall be made available to appropriate levels of command; e.g., Operational Area and Region Fire and Rescue Coordinators, dispatch centers, and local fire and rescue officials.
 - c. Organizes, staffs, and equips the State Fire and Rescue dispatch center and alternate facilities necessary to ensure effective statewide coordination and control of mutual aid fire and rescue operations.
 - d. Monitors ongoing emergency situations, anticipates needs, and prepares for use of inter-regional fire and rescue mutual aid resources, establishing priorities and authorizing dispatch.
 - e. The State Fire and Rescue Coordinator will monitor and coordinate backup coverage between regions when there is a shortage of resources.
 - f. Consults with and keeps the Director of the California Governor's Office of Emergency Services informed on all matters pertaining to the fire and rescue services, and through the State Fire and Rescue Coordinator, keeps the California Emergency Council informed of current policy matters and proposed revisions in the *California Fire Service and Rescue Emergency Mutual Aid Plan*.



- g. Consults with and assists federal and other state agency representatives on all matters of mutual interest to the fire and rescue service.
 - h. Coordinates fire and rescue emergency mutual aid operations throughout the state, both on and off scene.
 - i. Assists state and local fire and rescue agencies in utilizing federal assistance programs available to them and keeps them informed of new legislation affecting these programs.
 - j. Assists in the coordination of the application and use of other state agency resources during a "State of Emergency" or "State of War Emergency."
 - k. Develops and provides training programs and materials for effective application and utilization of the *California Fire Service and Rescue Emergency Mutual Aid Plan*.
 - l. Encourages the development of training programs for specialized emergencies involving fire and rescue services; e.g., radiological monitoring, civil disturbances, staff and command training, etc.
 - m. Calls for and conducts elections for Regional Fire and Rescue Coordinators. These elections will be held every three years or any time a vacancy occurs.
 - n. Develops procedures for reimbursement of state and local agency expenses associated with assistance rendered during a major incident.
 - o. Standardizes forms and procedures for the records required for response of Cal OES and/or local fire and rescue resources responding to incidents or operational area coverage which qualify for reimbursement.
2. California Department of Forestry and Fire Protection:
- a. Provides fire protection services and when available, rescue, first aid, and other emergency services to those forest and other wildland areas for which the state is responsible either directly or through contractual agreements, and to those areas and/or communities for which the Department of Forestry and Fire Protection is responsible by local government fire protection contracts.



- b. Provides supervision for adult conservation camp inmates, Youth Authority wards, and Conservation Center Corps members in fire defense improvement work, fire fighting, and other emergency activities.
- c. Maintains a statewide radio and microwave communications system extended throughout administrative districts and all counties in which the Department of Forestry and Fire Protection has a fire protection responsibility.
- d. Has numerous agreements with federal, state, and local jurisdictions providing for contract fire protection, assistance by hire, and/or mutual aid.
- e. The Department of Forestry and Fire Protection assists by:
 - (1) Maintaining and making available to the State Fire and Rescue Coordinator and Regional and Operational Area Fire and Rescue Coordinators, emergency operations plans and resource inventories of the Department's firefighting equipment and personnel.
 - (2) Working cooperatively with State, Regional, and Operational Area Fire and Rescue Coordinators to integrate the Department's fire fighting resources into the state, regional, and local fire and rescue emergency mutual aid plan. (Any dispatch of CAL FIRE resources will be through CAL FIRE dispatch channels.)
 - (3) Providing personnel and equipment to the Cal OES Fire and Rescue Division for rescue operations, including inmates, wards, and conservation corps members under its jurisdiction. (Any dispatch of these crews under CAL FIRE jurisdiction will be through CAL FIRE dispatch channels.)
 - (4) Initiating requests to Cal OES for federal fire suppression assistance under Section 417, Public Law 95-288, Disaster Relief Act of 1976, as the needs may arise because of wildland fires on state responsibility lands. Upon FDA approval, CAL FIRE will be responsible for working directly with the appropriate federal agency (US Forest Service) to secure assistance, keeping Cal OES advised of this action and providing whatever information is required for justification and utilization of



such assistance. (Pursuant to Governor's Administrative Order No. 75-20.)

3. The State Fire Marshal:
 - a. Assists Cal OES Fire and Rescue Division by providing personnel to facilitate coordination of mutual aid fire and rescue operations, code enforcement, arson and explosion investigation, and flammable liquid pipeline emergencies.
 - b. Cooperates with Cal OES Fire and Rescue Division in training Fire Marshal personnel for emergency operations.
 - c. Assists Cal OES and local jurisdictions in post-emergency damage surveys and building inspections, advising them on use and/or hazards of damaged facilities, including hazardous liquid pipelines and state-owned or occupied buildings. (Pursuant to Administrative Order No. 75-15.)
4. California Conservation Corps (75-5):

Provides personnel and/or equipment to assist in:

 - a. The prevention and suppression of fire.
 - b. Rescue of lost or injured persons.
 - c. Support of other emergency operations.
5. California Highway Patrol (75-6):

Provides assistance in:

 - a. Emergency highway traffic regulations and control.
 - b. Evacuation of residents/inhabitants.
 - c. Scene manager for highway hazardous materials incidents. (V.C. 2454.)
6. Department of Corrections (75-10):
 - a. Supplies inmate personnel to support emergency operations.
 - b. Provides congregate care for displaced persons at departmental facilities.



- c. Prepare food for consumption in the disaster area.
- d. Furnish emergency medical treatment to disaster victims.

7. Military Department (75-26):

The Military Department may be activated by the Governor to provide any of the following support services:

- a. Air and surface transportation of authorized personnel, equipment, and supplies.
- b. Provision of interim voice, telegraph and teletype communications.
- c. Surface and aerial reconnaissance and photography.
- d. Mass feeding.
- e. Medical treatment and evacuation.
- f. Clearance of debris and rubble.
- g. Explosive ordinance disposal.
- h. Search and rescue.
- i. Emergency housing.
- j. Maintaining law and order.

The Military Department may respond directly to requests from the Department of Forestry and Fire Protection to aid in suppressing forest fires.

8. Department of Youth Authority (75-40):

- a. Ward camp crews assist in emergency operations.
- b. Provides congregate care for displaced persons at department facilities.
- c. Prepares food for consumption in the disaster area.
- d. Provides emergency medical treatment.



X. PROCEDURES - MUTUAL AID

Fire and rescue mutual aid rendered pursuant to California's Master Mutual Aid Agreement, is based upon an incremental and progressive system of mobilization. Mobilization plans have been based upon the concept of providing a local fire and rescue authority sufficient resources without extraordinary depletion of fire and rescue defenses outside the area of disaster. Under normal conditions, fire and rescue mutual aid plans are activated in ascending order; i.e., local, county, region, inter-region. Circumstances may exist that make mobilization of significant fire and rescue forces from within the area or region of disaster impractical and imprudent. Inter-regional mutual aid is, therefore, not contingent upon mobilization of uncommitted resources within the region of disaster.

A. LOCAL FIRE AND RESCUE RESOURCES:

Local fire and rescue resources include resources available through automatic and/or day-to-day mutual aid agreements with neighboring jurisdictions. Local mobilization plans are activated by requests to participating agencies and must provide for notification of the

Operational Area (county) Fire and Rescue Coordinator upon activation. The Operational Area Fire and Rescue Coordinator must know of those resources committed under local plans when determining resource availability for subsequent response.

B. OPERATIONAL AREA FIRE AND RESCUE RESOURCES:

Operational Area Fire and Rescue resources are those which are made available to a participating agency through the approved and adopted Operational Area (county) Fire and Rescue Emergency Mutual Aid Plan. Mobilization of Operational Area resources is activated by the Operational Area Fire and Rescue Coordinator, or his representative, in response to a request for assistance from an authorized fire and rescue official of the participating agency in need. The Operational Area Fire and Rescue Coordinator must notify the Regional Fire and Rescue Coordinator of area resources committed.

C. REGIONAL FIRE AND RESCUE RESOURCES:

Regional fire and rescue resources include all resources available to a participating agency through the approved and adopted Regional Fire and Rescue Emergency Mutual Aid Plan. Operational Area (county) plans are significant elements of regional plans.

Mobilization of regional fire and rescue resources is activated by the Regional Fire and Rescue Coordinator in response to a request for assistance from an Operational Area Fire and Rescue Coordinator. Regional Fire and Rescue



Coordinators must notify the Chief, Cal OES Fire and Rescue Division, of resources committed.

D. INTER-REGIONAL FIRE AND RESCUE RESOURCES

Inter-regional fire and rescue mutual aid is mobilized through the Cal OES Fire and Rescue Coordinator in the afflicted mutual aid region. Selection of region(s) from which resources are to be drawn is made in consideration of the imminence of threat to life and property and conditions existing in the various regions. Fire and rescue forces will be mobilized in the strike team mode for inter-regional fire and rescue mutual aid response. Strike teams will normally consist of five engines and a qualified strike team leader unless unusual circumstances prevent assemblage in these numbers. (Each Cal OES engine will be staffed by three [3] or more trained fire fighters.) Regional Fire and Rescue Coordinators must be notified of any strike team with less than five engines. This information must be relayed to the requesting agency. Strike teams of resources other than fire engines are identified within state ICS plans. Regional Fire and Rescue Coordinators requesting aid must specify the number, kind, and type of strike teams and support resources desired. Utilization of Multi-Agency Coordination System resource ordering form (MACS Form 420) is required; procedures for use to be developed by Cal OES.

Insofar as is practicable, a Cal OES Assistant State Fire and Rescue Coordinator will be dispatched when five or more Cal OES fire engines are activated. A Cal OES fire equipment mechanic will be dispatched to fire emergencies in which Cal OES fire equipment is involved when, in the opinion of the assigned Cal OES Assistant State Fire and Rescue Coordinator, such response is needed.

Cal OES fire and rescue resources may be included in local, area, and regional fire and rescue mutual aid plans when such resources are assigned within the boundaries covered by the plan.

E. DISPATCH CENTER:

Fire and rescue dispatch centers must be carefully selected and adequately equipped for emergency operations. They should be located in a facility which conducts 24-hour-per-day operations. They must be equipped with facilities which permit direct communications with all fire and rescue agencies within their area of operation. They must be staffed with competent personnel and equipped with such maps, charts, records, and operational data necessary to perform emergency operations on a 24-hour-per-day, full-time basis, etc. Alternate fire and rescue dispatch centers should have the same capability as primary centers, thus ensuring continued operations in the event of failure of the primary centers.



F. TRAINING:

1. *The training of regular emergency personnel in specialized skills and techniques is essential if each level of the fire and rescue service is to successfully discharge assigned emergency responsibilities to handle all-risk emergencies.* Fire and rescue officials should identify key personnel with emergency assignments and ensure the adequacy of their training.
2. The State of California Fire and Rescue Service has adopted the Incident Command System and Interagency Incident Management System. All agencies should maintain familiarity with these systems.

G. PLANNING:

A well-developed decision-making process can compliment all phases of mutual aid utilization. Failure to plan ensures failure. Effective emergency action is dependent upon comprehensive planning. All mutual aid planning must consider the logistical and financial obligations incurred in either providing or receiving mutual aid assistance; e.g., fuel, feeding, and overtime for personnel. Emergency situations evolve through a series of stages: Planning, Preparedness, and Response and Recovery.

1. Preparedness

While this phase does not apply to all emergencies, involved jurisdictions, when possible, will put pre-emergency plans into operation. Such plans include alerting key personnel, ensuring readiness of essential resources, and preparing to move resources to the threatened area when required. If a request for mutual aid resources is anticipated, the next higher level of jurisdiction must be advised, including all available information relative to the expected threat, its location, imminence, potential severity, and other associated problems.

2. Response

The nature of emergency operations is dependent upon the characteristics and requirements of the situation. This phase may require the use of local, operational area, regional, and state resources. The magnitude and severity of fire and rescue service emergencies may develop rapidly and without warning. Equally rapid pre-planned response on the part of the fire and rescue service is required. The situation may develop requiring federal assistance under provisions of a Presidential Disaster Declaration, thereby involving the Federal Emergency Management Agency (FEMA).



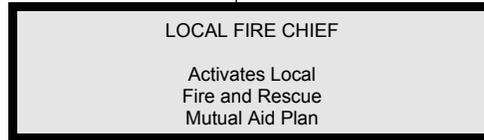
3. Recovery

Planning for this phase should include reestablishment of essential public services, public safety inspections, and restoration of public facilities.

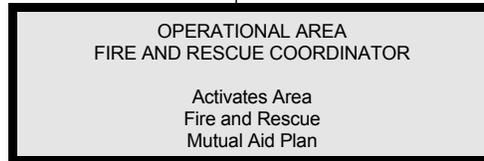


CHANNELS FOR REQUESTING FIRE AND RESCUE MUTUAL AID RESOURCES

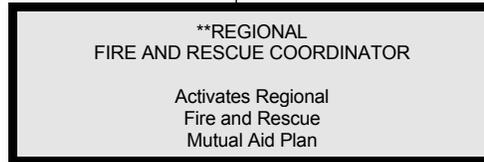
DETERMINE NEEDS



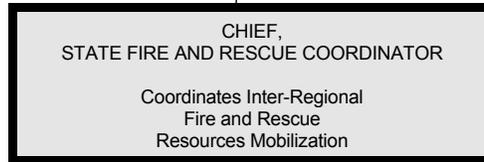
EVALUATE AREA SITUATION AND RESOURCES



EVALUATE REGION SITUATION AND RESOURCES



EVALUATE STATEWIDE SITUATION AND AVAILABLE RESOURCES



*Area Borderline Emergencies (See Part IX, Responsibilities, Section B., Operational Area, 5.c., page 17)

**Region Borderline Emergencies See Part IX, Responsibilities, Section C., Regions, 6.c., page 19)



EXECUTIVE ORDER D-25-83

**EXECUTIVE DEPARTMENT
STATE OF CALIFORNIA**



EXECUTIVE ORDER D-25-83

WHEREAS, it is the responsibility of the State of California to maintain a high degree of preparedness in the event of an earthquake, flood, fire, riot, epidemic, attack by a foreign power and other emergencies;

NOW, THEREFORE, I, GEORGE DEUKMEJIAN, Governor of the State of California, by virtue of the powers and authority vested in me by the Constitution and statutes of the State of California and in accordance with the provisions of Sections 3567 and 8595 of the Government Code, do hereby rescind Executive Order No. B-48-78, and do hereby issue this order to become effective immediately:

1. The Director, Office of Emergency Services, who is also the State Director of Emergency Planning and the State Director of Civil Defense, is responsible for preparation of the State of California Emergency Plan and the submission thereof, through the California Emergency Council, to me for approval;
2. The Director, Office of Emergency Services, shall coordinate the activities of all state agencies relating to preparation and implementation of the California Emergency Plan; and each state agency and officer shall cooperate with the Director and render all possible assistance during response and recovery phase of proclaimed emergencies;
3. The head of each department, bureau, board, commission and independent institution of state government, hereinafter referred to as an agency, is responsible for the emergency planning and preparedness of his or her agency;
4. Specific assignment of emergency functions to a given agency will be made in an Administrative Order by the Director, Office of Emergency Services, following consultation with the respective agency head;
5. Draft copies of agency emergency plans and procedures designed to carry out emergency assignments shall be submitted to the Director, Office of Emergency Services, for review and approval prior to publication;
6. Each agency shall prepare for and respond to emergency situations by ensuring:
 - a. Protection of its personnel, equipment, supplies, facilities, and vital public records against the destructive forces of nature or man;
 - b. The use of minimum resources required for continuation of normal services and redirection of all other resources to accomplish objectives in accordance with the California Emergency Plan;



Executive Order D-25-83 (Cont'd)

Page Two

- c. Designation of facilities for emergency use:
- 7. Authority is hereby granted each state agency to properly train employees for emergency assignments in test exercises conducted by the agency or the Office of Emergency Services. Agency directors may allow compensation or compensating time off for training outside of regular working hours.



IN WITNESS WHEREOF I have hereunto set my hand and caused the Great Seal of the State of California to be affixed this 27th day of October 1983

George Deukmejian
Governor of California

ATTEST:

March Fong Eu
Secretary of State

by *Anthony T. Kelly*
Deputy Secretary of State



XII. MASTER MUTUAL AID AGREEMENT

There are references in the following agreement to the California Disaster Act, State Disaster Council, and various sections of the Military and Veterans Code.

Effective November 23, 1970, by enactment of Chapter 1454, Statutes 1970, the California Disaster Act (Sections 1500 ff., Military and Veterans Code) was superseded by the California Emergency Services Act (Sections 1550 ff., Government Code), and the State Disaster Council was superseded by the California Emergency Council.

Section 8668 of the California Emergency Services Act provides:

"Master Mutual Aid Agreement" means the California Disaster and Civil Defense Master Mutual Aid Agreement, made and entered into by and between the State of California, its various departments and agencies, and the various political subdivisions of the state, to facilitate implementation of the purposes of this chapter.

Substantially, the same provisions as previously contained in Sections 1541, 1564, 1586 and 1587 of the Military and Veterans code, referred to in the foregoing agreement, are now contained in Sections 8633, 8618, 8652 and 8653, respectively, of the Government Code.



CALIFORNIA DISASTER AND CIVIL DEFENSE MASTER MUTUAL AID AGREEMENT

This agreement made and entered into by and between the STATE OF CALIFORNIA, its various departments and agencies, and the various political subdivisions, municipal corporations, and other public agencies of the State of California;

WITNESSETH:

WHEREAS, it is necessary that all of the resources and facilities of the State, its various departments and agencies, and all its political subdivisions, municipal corporations, and other public agencies be made available to prevent and combat the effect of disasters which may result from such calamities as flood, fire, earthquake, pestilence, war, sabotage, and riot: and

WHEREAS, it is desirable that each of the parties hereto should voluntarily aid and assist each other in the event that a disaster should occur, by the interchange of services and facilities, including, but not limited to, fire, police, medical and health, communication, and transportation services and facilities, to cope with the problems of rescue, relief, evacuation, rehabilitation, and reconstruction which would arise in the event of a disaster; and

WHEREAS, it is necessary and desirable that a cooperative agreement be executed for the interchange of such mutual aid on a local, countywide, regional, statewide, and interstate basis;

1. Each party shall develop a plan providing for the effective mobilization of all its resources and facilities, both public and private, to cope with any type of disaster.

2. Each party agrees to furnish resources and facilities and to render services to each and every other party to this agreement to prevent and combat any type of disaster in accordance with duly adopted mutual aid operational plans, whether heretofore or hereafter adopted, detailing the method and manner by which such resources, facilities, and services are to be made available and furnished, which operational plans may include provisions for training and testing to make such mutual aid effective; provided, however, that no party shall be required to deplete unreasonably its own resources, facilities, and services in furnishing such mutual aid.

3. It is expressly understood that this agreement and the operational plans adopted pursuant thereto shall not supplant existing agreements between some of the parties hereto providing for the exchange or furnishing of certain types of facilities and services on a reimbursable, exchange, or other basis, but that the mutual aid extended under this agreement and the operational plans adopted pursuant thereto, shall be without reimbursement unless otherwise expressly provided for by the parties to this agreement or as provided in Sections 1541, 1586, and 1587, Military and Veterans Code; and that such mutual aid is intended to be available in the event of a disaster of such magnitude that it is,



or is likely to be, beyond the control of a single party and requires the combined forces of several or all of the parties to this agreement to combat.

4. It is expressly understood that the mutual aid extended under this agreement and the operational plans adopted pursuant thereto shall be available and furnished in all cases of local peril or emergency and in all cases in which a *STATE OF EXTREME EMERGENCY* has been proclaimed.

5. It is expressly understood that any mutual aid extended under this agreement and the operational plans adopted pursuant thereto, is furnished in accordance with the "California Disaster Act" and other applicable provisions of law, and except as otherwise provided by law that: "The responsible local official in whose jurisdiction an incident requiring mutual aid has occurred shall remain in charge at such incident including the direction of such personnel and equipment provided him through the operation of such mutual aid plans." (Sec. 1564, Military and Veterans Code.)

6. It is expressly understood that when and as the State of California enters into mutual aid agreements with other states and the Federal Government, the parties to this agreement shall abide by such mutual aid agreements in accordance with the law.

7. Upon approval or execution of this agreement by the parties hereto all mutual aid operational plans heretofore approved by the State Disaster Council, or its predecessors, and in effect as to some of the parties hereto, shall remain in full force and effect as to them until the same may be amended, revised, or modified. Additional mutual aid operational plans and amendments, revisions, or modifications of existing or hereafter adopted mutual aid operational plans, shall be adopted as follows:

a. Countywide and local mutual aid operational plans shall be developed by the parties thereto and are operative as between the parties thereto in accordance with the provisions of such operational plans. Such operational plans shall be submitted to the State Disaster Council for approval. The State Disaster Council shall notify each party to such operational plans of its approval, and shall also send copies of such operational plans and who are in the same area and affected by such operational plans. Such operational plans shall be operative as to such other parties 20 days after receipt thereof unless within that time the party by resolution or notice given to the State Disaster Council, in the same manner as notice of termination of participation in this agreement, declines to participate in the particular operational plan.

b. Statewide and regional mutual aid operational plans shall be approved by the State Disaster Council and copies thereof shall forthwith be sent to each and every party affected by such operational plans. Such operational plans shall be operative as to the parties affected thereby 20 days after receipt thereof unless within that time the party by resolution or notice given to the State Disaster Council, in the same manner as notice of termination of participation in this agreement, declines to participate in the particular operational plan.



c. The declination of one or more of the parties to participate in a particular operational plan or any amendment, revision or modification thereof, shall not affect the operation of this agreement and the other operational plans adopted pursuant thereto.

d. Any party may at any time by resolution or notice given to the State Disaster Council, in the same manner as notice of termination of participation in this agreement, decline to participate in any particular operational plan, which declination shall become effective 20 days after filing with the State Disaster Council.

e. The State Disaster Council shall send copies of all operational plans to those state departments and agencies designated by the Governor. The Governor may, upon behalf of any department or agency, give notice that such department or agency declines to participate in a particular operational plan.

f. The State Disaster Council, in sending copies of operational plans and other notices and information to the parties to this agreement, shall send copies to the Governor and any department or agency head designated by him; the chairman of the board of supervisors, the clerk of the board of supervisors, the County Disaster Council, and any other officer designated by a county; the mayor, the clerk of the city council, the City Disaster Council, and any other officer designated by a city; the executive head, the clerk of the governing body, or other officer of other political subdivisions and public agencies as designated by such parties.

8. This agreement shall become effective as to each party when approved or executed by the party, and shall remain operative and effective as between each and every party that has heretofore or hereafter approved or executed this agreement, until participation in this agreement is terminated by the party. The termination by one or more of the parties of its participation in this agreement shall not affect the operation of this agreement as between the other parties thereto. Upon approval or execution of this agreement the State Disaster Council shall send copies of all approved and existing mutual aid operational plans affecting such party which shall become operative as to such party 20 days after receipt thereof unless within that time the party by resolution or notice given to the State Disaster Council, in the same manner as notice of termination of participation in this agreement, declines to participate in any particular operational plan. The State Disaster Council shall keep every party currently advised of who the other parties to this agreement are and whether any of them has declined to participate in any particular operational plan.

9. Approval or execution of this agreement shall be as follows:

a. The Governor shall execute a copy of this agreement on behalf of the State of California and the various departments and agencies thereof. Upon execution by the Governor a signed copy shall forthwith be filed with the State Disaster Council.

b. Counties, cities, and other political subdivisions and public agencies having a legislative or governing body shall by resolution approve and agree to abide by this agreement, which may be designated as "*CALIFORNIA DISASTER AND CIVIL DEFENSE*"



MASTER MUTUAL AID AGREEMENT." Upon adoption of such a resolution, a certified copy thereof shall forthwith be filed with the State Disaster Council.

c. The executive head of those political subdivisions and public agencies having no legislative or governing body shall execute a copy of this agreement and forthwith file a signed copy with the State Disaster Council.

10. Termination of participation in this agreement may be effected by any party as follows:

a. The Governor on behalf of the State and its various departments and agencies, and the executive head of those political subdivisions and public agencies having no legislative or governing body, shall file a written notice of termination of participation in this agreement with the State Disaster Council and this agreement is terminated as to such party 20 days after the filing of such notice.

b. Counties, cities, and other political subdivisions and public agencies having a legislative or governing body shall by resolution give notice of termination of participation in this agreement and file a certified copy of such resolution with the State Disaster Council, and this agreement is terminated as to such party 20 days after the filing of such resolution.

IN WITNESS WHEREOF this agreement has been executed and approved and is effective and operative as to each of the parties as herein provided.

/s/ EARL WARREN
GOVERNOR

On behalf of the State of California and all its
Departments and Agencies.

(SEAL) ATTEST:

November 15, 1950

/s/ FRANK M. JORDAN
SECRETARY OF STATE



Emergency Management Mutual Aid Plan (EMMA)



State of California Emergency Management Mutual Aid Plan

November 2012

Edmund G. Brown, Jr.
Governor

Mark Ghilarducci
Director
California Governor's Office of Emergency Services





Emergency Management Mutual Aid Plan

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Emergency Management Mutual Aid Plan

ACKNOWLEDGMENTS

Development of the Emergency Management Mutual Aid (EMMA) Plan, Appendices and Annexes was the result of cooperation and collaboration between the California Governor's Office of Emergency Services (Cal OES) and representatives from each Mutual Aid Region Advisory Committee (MARAC). The following members of the Standardized Emergency Management System (SEMS) EMMA Specialist Committee deserve recognition for their contributions to this effort:

Cecile Rollinson, Cal OES, Coastal Division
Jim Brown, Cal OES, Northern Region
Al Lehenbauer, Cal OES, Inland Division
JeriLyn Anderson, Cal OES, Inland Division
Georgianna Armstrong, MARAC V Representative, Kern County OES
Michael Baldwin, Cal EOES Recovery Branch
Scott Bryan, MARAC III Representative, Yuba County OES
Laura Hernandez, MARAC I & VI Representative, Ventura County OES
Gary Hinshaw, MARAC IV Representative, Stanislaus County OES
Douglas Huls, Cal OES, Southern Region
Scott Marotte, Cal OES Preparedness Division
Curry Mayer, Cal OES Training Branch
Sandra McKenzie, Cal OES, Coastal Division
Dana Owens, Cal OES, Inland Division
Linda Pryor, Cal OES Preparedness Division
Jeri Siegel, Cal OES, Southern Region
Bertha Simpson, MARAC II Representative, Monterey County OES

Sincere appreciation is expressed to the many OA representatives not listed above who reviewed EMMA document drafts and provided valuable feedback.



Emergency Management Mutual Aid Plan

SECTION ONE: BASE PLAN

1.0 INTRODUCTION

1.1 PURPOSE

The purpose of Emergency Management Mutual Aid (EMMA) is to provide emergency management personnel and technical specialists to support the disaster operations of affected jurisdictions during an emergency. This plan update supersedes the November 1997 EMMA Plan and the November 2001 EMMA Guidance.

1.2 OBJECTIVES

The objectives of the EMMA Plan include:

1. Providing emergency management personnel and technical specialists (collectively, “EMMA resources”) from unaffected areas to support local jurisdictions, Operational Areas (OAs), and regional emergency operations during emergencies.
2. Providing a system, including an organization, information, and forms necessary to coordinate the formal request, reception, assignment, training and demobilization of assigned personnel.
3. Establishing a structure to maintain this document (the Emergency Management Mutual Aid Plan), its appendices and its procedures (Annexes).
4. Providing for the coordination of training for EMMA resources, including Standardized Emergency Management System (SEMS) training, emergency management course work, exercises, and disaster response procedures.
5. Promoting professionalism in emergency management and EMMA response.



Emergency Management Mutual Aid Plan

2.0 BACKGROUND

In accordance with the California Master Mutual Aid Agreement, local and state emergency managers have responded in support of each other under a variety of plans and procedures. Immediately following the 1994 Northridge Earthquake, city and county emergency managers along with the Coastal, Inland and Southern Regions of the California Governor's Office of Emergency Services (Cal OES), developed a coordinated emergency management concept called the Emergency Management Mutual Aid (EMMA) system. EMMA provided a valuable service during the emergency response and recovery efforts at the Southern Region Emergency Operations Center (REOC), local Emergency Operations Centers (EOCs), the Disaster Recovery Center (DRC), Local Assistance centers and in the field.

Since that time, EMMA has often been used to deploy emergency managers and other technical specialists not covered by Law Enforcement or Fire Mutual Aid plans in support of emergency operations and response throughout California. This document is an update to incorporate advancements in Emergency Management Mutual Aid.

3.0 STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS)

The Standardized Emergency Management System (SEMS) incorporates its five functions; management, planning/intelligence, operations, logistics, and finance/administration consistently, from the field level to the state level. All phases of the EMMA system are to operate consistently with SEMS regulations.

4.0 ASSUMPTIONS

The Emergency Management Mutual Aid Plan is based on the following assumptions:

1. The main tenet of mutual aid operations is that the requesting jurisdiction has fully committed its resources or has a unique need prior to the initiation of a mutual aid request. This does not require actual exhaustion of all resources, but it does anticipate full mobilization and commitment to the emergency.
2. Mutual aid is requested and provided because it is needed to support the response to a credible threat or actual emergency, not because it is anticipated that local government will be reimbursed by state or federal disaster funds.



Emergency Management Mutual Aid Plan

3. All personnel deployed as EMMA resources are qualified in the job for which they are being deployed.
4. When emergency management mutual aid is requested, the Cal OES Regional Administrator, or designee, will assign an EMMA Coordinator at the regional level. Each SEMS level of government participating in EMMA will also designate an EMMA Coordinator. The EMMA Coordinator at each SEMS level will facilitate the assignment, reception and demobilization of EMMA resources.
5. Requests for mutual aid will follow normal mutual aid channels, consistent with the Master Mutual Aid Agreement and SEMS, using the Response Information Management System (RIMS).
6. Local government must use SEMS in order to be eligible for possible state funding of response-related personnel costs pursuant to activities identified in the California Code of Regulations.
7. The mutual aid extended under this agreement shall be without reimbursement unless otherwise expressly provided for by the parties to this agreement. This Agreement shall not supplant existing agreements between the parties hereto providing for the furnishing of certain types of facilities and services on a reimbursable, exchange or other basis.
8. The State may use the EMMA Plan to deploy EMMA resources from any level of government (State and Local) as a State coordinated resource.
9. All resources deployed under this Plan are public employees.
10. The EMMA Plan and Annexes do not apply to fire and law enforcement agencies which maintain their own mutual aid systems. EMMA does not supersede any government agency's internal deployment policies or procedures but should be used when deploying personnel outside of their organization.



Emergency Management Mutual Aid Plan

5.0 ORGANIZATION

The EMMA system is composed of emergency management personnel and other disciplines from local and state government. The process for the allocation of resources is as follows:

1. The county, cities, and special districts will forward their requests for mutual aid through their Operational Area.
2. The Operational Area will act as the coordination point between the county, cities, and special districts and the Cal OES region.
3. The Cal OES regional offices or Regional Emergency Operations Centers (REOCs), if activated, will act as the coordination point and facilitate mutual aid among Operational Areas within their jurisdiction.
4. The California Governor's Office of Emergency Services, State Operations Center (SOC) will facilitate the provision of mutual aid among Cal OES regions.

6.0 POLICIES AND PROCEDURES

6.1 GENERAL

The general policies and procedures guiding EMMA include the following:

1. Cal OES will develop training on the procedures and information contained in this plan. At the time of an event, Cal OES may request a knowledgeable local emergency management official to assist with EMMA requests as part of the Logistics Section during REOC and/or SOC activation.
2. Cal OES coordinates mutual aid from requesting to providing jurisdiction, primarily drawing from local government sources. As necessary, Cal OES may provide state agency employees in response to mutual aid requests.
3. EMMA resources will typically be assigned to a local jurisdiction EOC/DOC, Operational Area EOC/DOC, REOC, or in some instances the SOC. EMMA resources could be deployed to field response (e.g. Incident



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Command Posts, Shelters, Local Assistance Centers or other appropriate emergency coordination locations). EMMA resources may also be deployed to other states using the Emergency Management Assistance Compact (EMAC) or as part of a federal response to a disaster, with the concurrence of the EMMA resource, the State and providing jurisdiction.

4. The Response Information Management System (RIMS) forms will be utilized to the fullest extent possible.
5. Under certain circumstances (per Federal Disaster Assistance Policy 9523.6), mutual aid costs may be reimbursable. Individuals responding as mutual aid under the EMMA Plan are responsible for maintaining their own logs, time sheets, travel claims, and supporting documentation necessary for reimbursement. This documentation should be submitted to their home agency (the providing jurisdiction). The providing jurisdiction will submit this documentation to the requesting jurisdiction's EOC Finance/Administration Section.
6. Mutual aid between local jurisdictions is normally used as short-term assignments and should be no longer than 14 calendar days. In the event that a mutual aid assignment exceeds one operational period (normally considered to be a 12-hour shift worked at the requesting jurisdiction) per EMMA resource, post-event agreements for reimbursement of the services provided may be entered into. Nothing in this plan limits the right of a jurisdiction to make mutual aid requests pursuant to the Master Mutual Aid Agreement and the State Emergency Plan without entering into an assistance for hire post agreement.
7. Post-event agreements must be entered into immediately (within 30 days of the deployment) upon determining the need for extended commitment of the resource by both requesting and providing jurisdictions. The agreement should stipulate the conditions of reimbursement to be provided to memorialize the verbal agreement. Labor costs for the first operational period (normally considered to be 12 hours) of the original deployment are not reimbursed. Subsequent labor costs incurred will be reimbursable provided the labor rates are reasonable (to be determined case by case). The post-event agreement must be executed by the authorized official of each entity with the authority to request and provide assistance.



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8. Reimbursement claims will be rejected/denied eligibility if there is not a formal agreement between the parties (in some instances, this agreement is post-event). Having a post-event agreement does not guarantee reimbursement. Any claim based on services provided that are in any way dependent on reimbursement (e.g., contingencies) will also be rejected.
9. EMMA resource documentation shall reflect operational periods as defined by the requesting jurisdiction's Incident Action Plan or Event Action Plan.
10. In an effort to assist with the EMMA Plan maintenance and improvement, *EMMA Form 4 - Exit Survey* should be completed by EMMA resources. This form should be forwarded to the Regional Administrator of the affected jurisdictions for review by the Mutual Aid Regional Advisory Committee (MARAC).

6.2 PERSONNEL

The following principles guide the selection and use of EMMA resources:

1. The primary source of EMMA resources will be from emergency management personnel, defined as: "A state or local government employee responsible for management, planning/intelligence, operations, logistics or finance/administrative support to emergency activities or programs."
2. All those who expect to be deployed as an EMMA resource must ensure they have the appropriate training necessary to perform the EOC position or other duty they are being asked to fill. They must also meet basic SEMS/NIMS/ICS training requirements. For training requirements, please refer to Annex A: EMMA Training and Credentialing.
3. The requesting jurisdiction is to make special arrangements with the providing jurisdiction, in coordination with the REOC, to continue the duty assignments of an EMMA resource for more than 14 calendar days.
4. All EMMA resources should receive written assignment details and information from their EMMA Coordinator prior to being deployed.



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5. The requesting jurisdiction will brief assigned personnel and provide procedures, all paperwork, tools, and equipment necessary to perform the EMMA assignment.
6. The requesting jurisdiction may provide identification badges, if needed locally, to EMMA resources upon their arrival. All resources deployed under the EMMA Plan are required to have a current government issued identification card. All EMMA resources driving a vehicle during an EMMA deployment are required to have a valid driver's license appropriate for the vehicle they are driving.
7. The EOC position of EMMA Coordinator should be part of the Logistics Section (Personnel Branch) for State Level Coordinators. Local and OA Level Coordinators will be established within the EOC structure as per the local emergency management organization chart and structure.
8. In order to increase the number of experienced emergency management personnel available for mutual aid service, a "trainee" position to assist the requesting jurisdiction during the emergency may be established with the consent of all parties.
 - a. The definition of a trainee is a person with limited actual disaster response experience who accompanies and works under the general direction of an experienced EMMA responder on a given assignment.
 - b. The conditions of the trainee's assignment will include a statement of the general duties to be performed and the length of assignment.
 - c. If a providing and requesting jurisdiction agree to the deployment of an EMMA trainee/resource in a developmental or "shadow" role, the cost for that resource is not reimbursable, unless otherwise agreed to by the two parties.
9. Upon completion of an EMMA resource's assignment, the requesting local jurisdiction will send a release notification through the appropriate SEMS levels to the providing jurisdiction. The REOC/SOC will be kept informed via RIMS for tracking purposes.



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6.3 LIABILITY

Emergency management personnel provided under the EMMA Plan are public employees who, during disaster situations, are declared under California Government Code Section 3100 to be Disaster Service Workers. Work-related injuries to EMMA resources will be handled by the providing jurisdiction under Workers Compensation. EMMA resources must immediately report any injury suffered while deployed, to their assigned supervisor and home agency.

EMMA resources are Disaster Service Workers of the providing jurisdiction, and as such are provided the immunities, protections, and benefits of Disaster Service Workers, as provided in the California Emergency Services Act and the Master Mutual Aid Agreement. As between the jurisdictions requesting and providing assistance, the liability for the acts or omissions of EMMA resources, if any, shall be determined by the particular nature of those acts or omissions accomplished while providing or receiving mutual aid.

Responsibility for the repair or replacement of non-expendable equipment (e.g., vehicles, cell phones, laptop computers) that is extraordinarily damaged while being used in the performance of a specific assignment will be agreed upon between the requesting and providing jurisdictions, based on the particular situation. Generally, the requesting jurisdiction is not responsible for repair/replacement costs, unless the deployment of the equipment was specifically requested and documented on the original EMMA request. The requesting jurisdiction is not responsible for normal wear and tear.

7.0 RESPONSIBILITIES

7.1 LOCAL GOVERNMENT AND OPERATIONAL AREAS

Local government and Operational Areas are responsible for:

1. Reviewing and understanding the policies and procedures of the EMMA Plan.
2. Identifying staff and procedures to integrate the position of EMMA Coordinator into their emergency organization.
3. Participating in exercises of the system.



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4. Coordinating information between local governments and the Operational Area, and between Operational Areas and Cal OES Regions, as provided in SEMS to ensure timely resource information.

7.2 CALIFORNIA EMERGENCY MANAGEMENT AGENCY

The California Emergency Management Agency, through the Administrative Regions, is responsible for:

1. Training state and regional Emergency Operations Center personnel on use of the EMMA system and the functions of an EMMA Coordinator.
2. Facilitating mutual aid among the Operational Areas and Regions.
3. Appointing an EMMA Coordinator to the REOC/SOC Logistics Section, when needed, for the purpose of coordinating EMMA requests.
4. Providing the EMMA system to coordinate information between Operational Areas and the Cal OES Regions; and to coordinate and process information from the Cal OES Regions to the REOC/SOC.

8.0 CONCEPT OF OPERATIONS OVERVIEW

8.1 ACTIVATION

Activation involves the following:

1. The system can be activated to support the response to a credible threat or actual emergency of any scale, from small, single-jurisdictional emergencies to large-scale disasters, involving multiple jurisdictions.
2. EMMA Plan activation must be approved by an authorized official of the requesting jurisdiction.
3. Local government requests for mutual aid are made to the Operational Area. The Operational Area is responsible for coordinating mutual aid within its jurisdiction.
4. Mutual aid requests that an Operational Area is unable to fill are forwarded to the Cal OES Region, using RIMS whenever possible.



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5. When EMMA resources are needed from another region, the request is made by the affected Cal OES Region, through the SOC.
6. During all levels of activation, local jurisdictions coordinate information on resource utilization through their respective Operational Areas.
7. All SEMS levels will use RIMS whenever possible to initiate and process EMMA resource requests.

8.2 DEMOBILIZATION

Demobilization involves the following:

1. Prior to demobilization, each individual responding under EMMA will complete and submit demobilization paper work to the requesting jurisdiction.
2. Each person assigned as an EMMA resource will submit all time-tracking and expense documentation to the appropriate person at their agency.
3. The EMMA Coordinator or the personnel branch coordinator at each affected SEMS level shall submit copies of *EMMA Form 4 - Exit Survey* (completed by EMMA resources) and all other feedback regarding the EMMA process to the Regional EMMA Coordinator, with recommendations for improvements.
4. The requesting OA Logistics Section Chief should provide all EMMA resource performance verification and evaluation forms to the appropriate Regional Administrator.

9.0 PLAN MAINTENANCE

9.1 BASE PLAN, APPENDICES AND ANNEX MAINTENANCE

1. Lead responsibility for forming an EMMA SEMS Specialist Committee to review and update the EMMA Plan, Appendices and Annexes resides with the Cal OES Administrative Regions. The Northern Region will maintain lead in coordination with Southern Region.



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2. The EMMA Plan, Appendices and Annexes are dynamic documents maintained and updated with input from all State and local government stakeholders. Plan maintenance falls within a continuous cycle of planning, organizing and training, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response.
3. The EMMA Plan, Appendices and Annexes can be updated together or singularly as needed.

9.2 MAINTENANCE THRESHOLDS

1. Thresholds for reviewing and updating the EMMA Plan, Appendices and Annexes outside the bi-annual maintenance cycle include, but are not limited to:
 - a. Changes to State or Federal Law;
 - b. State or Federal emergency management procedural change;
 - c. Critical corrective actions to address lessons learned from activations and/or exercises;
 - d. Development of or advancement in emergency response capabilities;
 - e. Periodic Review as requested through the SEMS.

9.3 APPROVAL

1. All changes to the EMMA Plan, Appendices and Annexes will be made in consultation and agreement with an EMMA SEMS Specialist Committee that, at a minimum, will include a representative from each MARAC and from each Cal OES Administrative Region.
2. All changes to the EMMA Plan, Appendices and Annexes will be vetted through the SEMS Maintenance System.



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SECTION TWO: APPENDICES

APPENDIX 1: AUTHORITIES AND REFERENCES

- The State of California Emergency Plan (July 2009)
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Code of Regulations, Title 19, Division 2, Sections 2400-2450 (Standardized Emergency Management System - SEMS)
- California Emergency Services Act (Gov. Code Section 8550 et seq.)
- California Disaster Assistance Act (Gov. Code Section 8680 et seq.)
- California Government Code Section 3100-3109 and California Labor Code, Section 3211.92 (Disaster Services Workers)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93-288 as amended
- Homeland Security Presidential Directive-5
- National Incident Management System (December 2008)
- Mutual Aid Agreements for Public Assistance and Fire Management Assistance (Disaster Assistance Policy 9523.6)



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APPENDIX 2: ACRONYMS

AAR	After Action Report
ACI	Approved Course of Instruction
AHJ	Authority Having Jurisdiction
Cal OES	California Governor's Office of Emergency Services
CCR	California Code of Regulations
CGC	California Government Code
CSTI	California Specialized Training Institute
CSWC	California State Warning Center
DRC	Disaster Recovery Center
DSW	Disaster Service Worker
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EMST	Emergency Management Support Team
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESA	Emergency Services Act
FEMA	Federal Emergency Management Agency
GETS	Government Emergency Telephone System
GSA	U.S. General Services Administration
ICS	Incident Command System
IDE	Initial Damage Estimate
IMT	Incident Management Team
JIC	Joint Information Center
LAC	Local Assistance Centers
MARAC	Mutual Aid Regional Advisory Committee



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MMAA	California Disaster and Civil Defense Master Mutual Aid Agreement
MRT	Mission Resource Tasking
NIMS	National Incident Management System
OA	Operational Area
PPE	Personal Protective Equipment
REOC	Regional Emergency Operations Center
RIMS	Response Incident Management System
SEMS	Standardized Emergency Management System
SOC	State Operations Center



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APPENDIX 3: GLOSSARY

Administrative Region: A Mutual Aid Region or several Mutual Aid Regions assigned to a Cal OES Administrator to facilitate effective emergency response and span of control during emergency operations.

Authorized Official: A person with expressed authority by a legal governing body to request resources, authorize purchases, and/or enter into contracts on behalf of a Requesting or Providing Jurisdiction during an emergency.

Disaster Service Worker (DSW): Any public employee (person employed by the state or any county, city, city and county, state agency or public district, excluding aliens legally employed) or any person registered with an accredited Disaster Council involved in any activities authorized by and carried out pursuant to the California Emergency Services Act. These activities include, but are not limited to, assisting any unit of an organization or performing any act contributing to the protection of life or property or mitigating the affects of an emergency. *(The EMMA Plan pertains only to public employee Disaster Service Workers.)*

Emergency Management Assistance Agreement: A contract-for-hire agreement that describes the liability and reimbursement details that govern the deployment of emergency management personnel for longer-term (normally 2-14 days) support.

Emergency Management Assistance Compact (EMAC): The Nation's state-to-state mutual aid system ratified by Congress and all 50 States, the District of Columbia, Puerto Rico, Guam and the U.S. Virgin Islands.

EMMA Coordinator: Local, Operational Area or Governor's Office of Emergency Services (Cal OES) (Region or State) staff member designated to support and coordinate Emergency Management Mutual Aid preparedness and response activities.

EMMA Resource: A person with a combination of training, experience and credentials that would serve in an ICS position, either in the field or an EOC, or as a technical specialist during an emergency response.

Home Agency: Agency or department for which an EMMA resource regularly works.

Mutual Aid: The interchange of services and facilities, including, but not limited to, emergency management, fire, police, medical and health, communication, and transportation services and facilities, to cope with response and recovery issues which would arise in the event of a disaster. This interchange will be conducted without the expectation of reimbursement unless otherwise expressly provided for by the parties involved.

Mutual Aid Agreements and/or Assistance Agreements: Written or oral agreements between and among agencies/organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel,

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equipment, materials and other associated services. The primary objective is to facilitate rapid short-term deployment of emergency support prior to, during and/or after an incident.

Mutual Aid Region: A geographical subdivision of California, made up of multiple Operational Areas, established to assist in the application, administration and coordination of mutual aid and other emergency-related activities. California's 58 Operational Areas are divided into six Mutual Aid Regions.

Operational Area (OA): An intermediate level of the state emergency services organization consisting of a county and all political subdivisions within the county area.

Providing Jurisdiction: The government entity providing EMMA resources. The different levels of providing jurisdictions include providing local jurisdiction, providing OA and providing region.

Requesting Jurisdiction: The government entity requesting EMMA resources. The different levels of requesting jurisdictions include requesting local jurisdiction, requesting OA and requesting region.



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APPENDIX 4: EMMA FORMS

The following forms will facilitate the request and provision of EMMA resources throughout California:

- EMMA Form 1 - Resource Request & Assignment, Part A & B
- EMMA Form 2 - Deployment Checklist
- EMMA Form 3 - Voluntary Performance Rating
- EMMA Form 4 - Exit Survey
- EMMA Form 5 - Individual Demobilization Checkout
- Sample Pre/Post-Event Agreement



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EMMA FORM 1- RESOURCE REQUEST & ASSIGNMENT

(Rev. 2/25/13)

Part A of this form must be attached to a RIMS Mission Request when the request is submitted. Part B must be attached to the RIMS Mission Request when an EMMA resource has been selected for assignment. The RIMS Mission Request may only be approved and a Mission # made available after Parts A and B are completed and attached.

Request #: (Generated by Requesting Jurisdiction to match Parts A and B.)

Incident Name:

Request Date / Time: /

Approved RIMS Mission #:
(May only be generated after EMMA resource has been selected for assignment.)

PART A (To be completed by Requesting Jurisdiction)

Requesting Jurisdiction Name:

24 Hour Phone Number: () - ,

EMMA Coordinator / PRIMARY Point of Contact Name:

Position / Title: **Phone:** () - , **Alt Phone:** () - ,

Fax: () - **E-Mail:**

Alternate Point of Contact:

Position / Title: **Phone:** () - , **Alt Phone:** () - ,

Fax: () - **E-Mail:**

Request Authorized By: (The following signature of an authorized official of the Requesting Jurisdiction indicates the Requesting Jurisdiction understands that this form does not constitute a contract with potential Providing Jurisdictions. Mutual aid extended under the EMMA Plan shall be without reimbursement unless otherwise expressly provided for in a separate pre/post-event agreement between the Requesting and Providing Jurisdictions. Such an agreement does not guarantee state or federal reimbursement.)

_____ **Print Name and Title**

_____ **Signature**

Resource Requested:

(One position / team per request form. More than one of the indicated position / team may be requested if they have the same check-in location and expected working conditions.)

Position	Quantity	Start Date and Time / End Date and Time	Shift		Security Clearance?
			<input type="checkbox"/> Day	<input type="checkbox"/> Night	
			<input type="checkbox"/> Yes	<input type="checkbox"/> No	

Tasks to be performed:

Any special skills / certifications / licenses required? Yes No If yes, please explain:

EMMA resource needs to bring the following equipment (Laptop, vehicle, personal protective equipment, etc.):

Check-in Location Information:

Check-in Location Address: **24 Hour Phone Number:**
() - ,

Point of Contact Name / Title: **Cell Phone:** **Alt Phone:** **Email:**
() - () - ,

Expected Working Conditions

Special health or environmental concerns in the assignment area?

Hardship living conditions (Lack of power or potable water, etc.)?

Special housing / transportation instructions:



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EMMA FORM 1- RESOURCE REQUEST & ASSIGNMENT

(Rev. 2/25/13)

Part A of this form must be attached to a RIMS Mission Request when the request is submitted. Part B must be attached to the RIMS Mission Request when an EMMA resource has been selected for assignment. The RIMS Mission Request may only be approved and a Mission # made available after Parts A and B are completed and attached.

Request #: (Generated by Requesting Jurisdiction to match Parts A and B.)

Incident Name:

Request Date / Time: /

Approved RIMS Mission #:
(May only be generated after EMMA resource has been selected for assignment.)

PART B (To be completed by Providing Jurisdiction)

Providing Jurisdiction Name:

24 Hour Phone Number: () - ,

EMMA Coordinator / PRIMARY Point of Contact Name:

Position / Title: **Phone:** () - , **Alt Phone:** () - ,

Fax: () - **E-Mail:**

Alternate Point of Contact (Optional):

Position / Title: **Phone:** () - , **Alt Phone:** () - ,

Fax: () - **E-Mail:**

Providing Jurisdiction Authorization: (The following signature of an authorized official of the Providing Jurisdiction indicates the Providing Jurisdiction has made a good-faith effort to ensure the potential EMMA resource(s) listed on this form is qualified to fulfill the corresponding request and is available for deployment. It is understood that this form does not constitute a contract with the Requesting Jurisdiction. Mutual aid extended under the EMMA Plan shall be without reimbursement unless otherwise expressly provided for in a separate pre/post-event agreement between the Requesting and Providing Jurisdictions. Such an agreement does not guarantee state or federal reimbursement.)

Print Name and Title

Signature

Potential EMMA Resource Information:

(For Requesting Jurisdiction only: Check this box to select EMMA resource for assignment.)

Name: **Cell Phone:** () - **Alt Phone:** () - ,

Email: **Available for the period specified above?** Yes No

Able to perform the tasks described above? Yes No **Security Clearance (if applicable)?** Yes No

Equipment needed for deployment as specified above is available? Yes No **Has been made aware of the expected working conditions?** Yes No

Experience / EOC Position Credentials:

Special Skills / Certifications / Licenses:

Emergency Contact Name: **Relationship:** **Cell Phone:** **Alt Phone:**
() - () - ,

Additional Comments:

Empty box for additional comments.



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EMMA FORM 1 - PART B (Continued)			
Additional Potential EMMA Resource Information:			
<input type="checkbox"/> (For Requesting Jurisdiction only: Check this box to select EMMA resource for assignment.)			
Name:	Cell Phone: () - () - ()	Alt Phone: () - () - ()	
Email:	Available for the period specified above?		<input type="checkbox"/> Yes <input type="checkbox"/> No
Able to perform the tasks described above?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Security Clearance (If applicable)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Equipment needed for deployment as specified above is available?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Has been made aware of the expected working conditions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Experience / EOC Position Credentials:			
Special Skills / Certifications / Licenses:			
Emergency Contact Name:	Relationship:	Cell Phone:	Alt Phone:
		() - () - ()	() - () - ()
<input type="checkbox"/> (For Requesting Jurisdiction only: Check this box to select EMMA resource for assignment.)			
Name:	Cell Phone: () - () - ()	Alt Phone: () - () - ()	
Email:	Available for the period specified above?		<input type="checkbox"/> Yes <input type="checkbox"/> No
Able to perform the tasks described above?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Security Clearance (If applicable)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Equipment needed for deployment as specified above is available?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Has been made aware of the expected working conditions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Experience / EOC Position Credentials:			
Special Skills / Certifications / Licenses:			
Emergency Contact Name:	Relationship:	Cell Phone:	Alt Phone:
		() - () - ()	() - () - ()
<input type="checkbox"/> (For Requesting Jurisdiction only: Check this box to select EMMA resource for assignment.)			
Name:	Cell Phone: () - () - ()	Alt Phone: () - () - ()	
Email:	Available for the period specified above?		<input type="checkbox"/> Yes <input type="checkbox"/> No
Able to perform the tasks described above?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Security Clearance (If applicable)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Equipment needed for deployment as specified above is available?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Has been made aware of the expected working conditions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Experience / EOC Position Credentials:			
Special Skills / Certifications / Licenses:			
Emergency Contact Name:	Relationship:	Cell Phone:	Alt Phone:
		() - () - ()	() - () - ()



EMMA FORM 2 - DEPLOYMENT CHECKLIST (1 OF 3)

When placed on standby for potential deployment:

- Inform the notifying Emergency Management Mutual Aid (EMMA) Coordinator of any special accommodations you may need**
- Check work and personal schedules for potential conflicts; develop plans or strategies to clear conflicts**
- Follow proper protocol within your agency to gain approval for the potential deployment**
 - **Check deployment personal 'Go Kit' to ensure readiness**
 - **Ensure that you have a two-week supply of prescription medications**
 - **Ensure you have adequate travel cash**
 - **Ensure personal identification is included**
- Charge and pack cell phone, pack charger**
 - **If you plan on bringing your personal electronics consider rules regarding replacement of items not requested as part of your deployment**
- Monitor media and other information sources to develop situational awareness**

Once requested to deploy:

- Contact the appropriate SEMS level EMMA Coordinator to do the following:**
 - **Request a copy of the most recent Situation Summary to establish operational awareness**
 - **Identify assigned position/role, deployment location, special route or other travel instructions (e.g., preferred mode of travel)**
 - **Identify assigned supervisor and phone/e-mail contact information**
 - **Identify travel arrangement process (e.g., has the Requesting jurisdiction blocked hotel rooms?)**
 - **Request a copy of the completed EMMA Form 1 - *Resource Request and Assignment***
 - **Request briefing on any special work site security or access procedures and any special environmental or health concerns for the area where you are being deployed**
 - **Exchange cell phone and other contact information**
- Notify your employer of your deployment schedule, change voicemail and e-mail messages to reflect your absence**
- Inform key business contacts of your deployment**



EMMA FORM 2 –DEPLOYMENT CHECKLIST (2 OF 3)

- Non-state personnel:** Log on to the Federal General Services Administration website, www.gsa.gov (see Policy & Regulations – Travel, Transportation & Relocation) to access the travel allowance schedules for the assigned city
- Make travel, rental car and lodging reservations, provide travel and lodging information to local and Regional EMMA Support Coordinators**
- Complete packing and travel**

Upon arrival at assigned location:

- Notify Providing Jurisdiction EMMA Coordinator and family of safe arrival**
- Sign in through the appropriate location and obtain any security passes/identification that may be required**
- Whenever possible obtain a copy of your ‘sign in sheet’, this may be an ICS-211 Incident Check-in List or other similar form**
- Notify the Requesting EMMA Coordinator of your arrival and verify assigned location (requesting EMMA Coordinator should inform Regional EMMA Coordinator)**
- Check in with your assigned supervisor for an assignment briefing, including:**
 - **Your position, operational period and shift assignment**
 - **Delegation of authority, resource request and financial commitment approval procedures**
 - **Personnel list for assigned staff**
 - **Information security protocols**
 - **Potential political issues or sensitivities**
 - **Workstation location**
 - **Point of contact to set up computer network and voicemail system access, acquire phone number directory, e-mail address lists and Emergency Operations Center (EOC) software tip sheets or operational software training**
 - **Copy of the current Incident Action Plan/Action Plan, including:**
 - **Daily meeting and conference call schedules**
 - **Reporting deadlines**
 - **Situation status**
 - **Current priority activities**



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EMMA FORM 2 –DEPLOYMENT CHECKLIST (3 OF 3)

- Request a copy of available EOC orientation/operations information, including incident-specific safety briefing materials
- Set up workstation, including files to track assignment information:
 - Copy of the *EMMA Form 1 - Resource Request and Assignment*
 - Timesheets to track hours worked (unless otherwise specified, deployed EMMA personnel should track time and hours as done at home agency)
- Maintain Duty Log (May use ICS 214-1 & 214-2) for reference after deployment, maintain copy.
- Note lessons learned and suggestions for improvement of the Emergency Management Mutual Aid plan
- Obtain *EMMA Form 4 - Exit Survey* to build a useful summary of after action items specifically aimed to build a better EMMA Plan.



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EMMA FORM 3 - VOLUNTARY PERFORMANCE RATING

INSTRUCTIONS: The immediate job supervisor will prepare and review this form with and only at the request of an individual responding under the EMMA Plan. If the rating form is signed this indicates concurrence with the rating and it will be forwarded to Cal OES according to EMMA Plan Guidance. This Document is not Confidential

THIS RATING IS VOLUNTARY AND CAN BE USED AS CREDIT TOWARD STATE EMERGENCY MANAGEMENT TRAINING AND CREDENTIALING. THIS FORM IS ONLY TO BE PROVIDED TO THE REQUESTING REGION EMMA COORDINATOR FOR RECORDING AND FORWARDING TO CREDENTIALING PROGRAM

1. Name _____

2. Incident Name and Number _____

3. Home Jurisdiction & Address _____

4. Location of Assignment _____

5. Position _____

6. Date of Assignment _____

7. Type of event _____

8. _____

9. Evaluation

Enter X under appropriate rating number and under proper heading for each category listed. Definition for each rating number follows:
 0 – Deficient = Does not meet minimum requirements of the individual element.
 1 - Needs to Improve = Meets some or most of the requirements of the individual element.
 IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
 2 – Satisfactory = Employee meets all requirements of the individual element.
 3 – Superior = Employee consistently exceeds the performance requirements.
 DEFICIENCIES MUST BE IDENTIFIED IN REMARKS.

Rating Factors	EOC			REOC			SOC			OTHER		
	0	1	2	3	0	1	2	3	0	1	2	3
Knowledge of the job												
Ability to obtain performance												
Attitude												
Decisions under stress												
Initiative												
Consideration for personnel welfare												
Obtain necessary equipment and supplies												
Physical ability for the job												
Safety												
Other (specify)												

10. Remarks _____

11. Rebuttal remarks _____

12. EMMA Resource (Signature indicates request for rating to be forwarded to Cal OES Regional EMMA Coordinator) _____

13. Date _____

14. Evaluator _____

15. _____

16. Address _____

17. Date _____



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EMMA FORM 4 - EXIT SURVEY EMMA System Evaluation

The information collected in this survey will be used during the after action review process to identify opportunities to strengthen the overall EMMA Plan. Please complete this form and return it to your requesting EMMA Coordinator and leave a copy with your assignment supervisor prior to departure.

Assignment Information:

Incident Name:

Assignment Location (EOC, Command Post, Field, etc.):

Position/Task:

Shift (Day / Night):

Assignment Dates:

Number of Shifts (In days, do not include travel):

A. Mobilization Process:

- Alert Notification Excellent Good Poor
- Recruitment Excellent Good Poor
- Assignment Briefing Excellent Good Poor
- Comments (Attach an additional page if necessary):

B. Assignment Support:

- Travel Arrangements Excellent Good Poor
- EOC In-processing Excellent Good Poor
- Deployment Support Kit Excellent Good Poor N/A
- SOPs/Forms Excellent Good Poor
- Comments (Attach an additional page if necessary):

C. Demobilization Process:

- EOC Out-processing Excellent Good Poor
- Personal Expense Reimbursement Excellent Good Poor
- Post-Assignment Debriefing Excellent Good Poor
- Overall Experience Excellent Good Poor
- Comments (Attach an additional page if necessary):

D. General Comments/Suggestions



Emergency Management Mutual Aid Plan

EMMA FORM 5 - INDIVIDUAL DEMOBILIZATION CHECKOUT		
1. Incident Name/Number	2. Date/Time (Of Release Notification)	3. Arrival Date/Time
4. Name of Released	5. Position of Released	
(Returning via Airline Name & Flight Number, POV...)		
6. Transportation Type		
7. Actual Release Date/Time	8. MRT # (RIMS Mission Tasking Number)	
9. Destination (Location Agreed Upon)	10. Notified: Agency { } Region { } Area { } Dispatch { } (check one, list information below) Name:	
11. Cell Phone or Emergency Contact #	Time:	
	Date:	
12. EMMA Coordinator Name (Providing Jurisdiction)		
13. Unit/Personnel		
You have been released subject to sign off from the following: (Demobilization Unit Leader check the appropriate box)		
Logistics Section		
Comment and Sign Off		
{ } EMMA Coordinator	EMMA Form 3 – Voluntary Performance Rating Copy Provided? Y N EMMA Form 4 - Exit Survey Provided? Y N	
{ } Supply Unit		
{ } Communications Unit		
{ } Facilities Unit		
{ } Ground Support Unit		
Plans/Intel Section		
Comment and Sign Off		
{ } Documentation Unit		
Finance/Admin Section		
Comment and Sign Off		
{ } Time Unit		
Other		
Comment and Sign Off		
{ }		
{ }		
14. Remarks		
15. Prepared by (include Date and Time)		



Emergency Management Mutual Aid Plan

SAMPLE PRE/POST-EVENT AGREEMENT (1 of 2)

MEMORANDUM OF AGREEMENT (MOA) BETWEEN _____ (PROVIDING AGENCY/JURISDICTION) AND THE COUNTY OF _____ (REQUESTING JURISDICTION) PERTAINING TO ASSISTANCE PROVIDED UNDER THE EMERGENCY MANAGEMENT MUTUAL AID (EMMA) PLAN

NOTE: Use of such an agreement does not guarantee state or federal reimbursement.

WHEREAS, this event and associated conditions will collectively be referred to as (Name of incident); and

WHEREAS, on (DATE), this declared emergency event consists of (List type of incident, i.e. fire, flood, earthquake, etc); and

WHEREAS, the following extreme conditions exist: (Briefly describe the incident, i.e. lives threatened, extent of property/infrastructure damaged and/or threatened. List the type of conditions contributing to the disaster such as strong winds and low humidity aiding fires that swept through the region); and

(If applicable) WHEREAS, on (DATE) a Presidential Declaration of Emergency (FEMA-XXXX-DR) was issued; and

WHEREAS, the Emergency Management Mutual Aid Plan delineates the current state policy concerning Emergency Management Mutual Aid; and

WHEREAS, the Emergency Management Mutual Aid Plan describes the standard procedures used to acquire emergency management mutual aid resources and the method to ensure coordination of emergency management mutual aid planning and readiness; and

WHEREAS, the county emergency manager is the Operational Area Emergency Management Mutual Aid Coordinator; and

WHEREAS, Emergency Management Mutual Aid Plan provides, in pertinent part, “When an emergency develops or appears to be developing which cannot be resolved by emergency management resources within an Operational Area, it is the responsibility of the Operational Area Mutual Aid Coordinator to provide assistance and coordination to control the problem;” and

WHEREAS, the Emergency Management Mutual Aid Plan provides, in pertinent part, “A request for emergency management mutual aid requires the approval of an authorized official of the requesting jurisdiction;” and

WHEREAS, the (Authorized Official Title) of the County of _____ (Requesting Jurisdiction) requested the mutual aid assistance of _____ (Providing Agency/Jurisdiction), pursuant to the Emergency Management Mutual Aid Plan to provide emergency management support in connection with the (Name of incident); and

WHEREAS, _____ (Providing Agency/Jurisdiction) provided emergency management mutual aid consisting of emergency management personnel, equipment, and/or materials from (date through date) to assist with emergency management services in connection with the (Name of incident); and



Emergency Management Mutual Aid Plan

SAMPLE PRE/POST-EVENT AGREEMENT (2 of 2)

WHEREAS, _____ (*Providing Agency/Jurisdiction*) agrees to document all of its mutual aid assistance costs related to the (Name of incident) as attachments to this MOA and submit to the County of _____ (*Requesting Jurisdiction*) as soon as practicable;

NOW, THEREFORE, IT IS HEREBY AGREED by and between the County of _____ (*Requesting Jurisdiction*) and _____ (*Providing Agency/Jurisdiction*) that the County of _____ (*Requesting Jurisdiction*) shall reimburse all reasonable costs associated with _____ (*Providing Agency/Jurisdiction*) emergency management mutual aid assistance during the (Name of incident).

Providing Jurisdiction

Providing Agency (*If different from Providing Jurisdiction*)

By _____
(Signature)

By _____
(Signature)

Name:
Title:
County:
Date:

Name:
Title:
Agency:
Date:

Requesting Jurisdiction

By _____
(Signature)

Name:
Title:
County:
Date:

DEFINITIONS

Authorized Official: A person with expressed authority by a legal governing body to request resources, authorize purchases, and/or enter into contracts on behalf of a Requesting or Providing Jurisdiction during an emergency.

EMMA Resource: A person with a combination of training, experience and credentials that would serve in an ICS position, either in the field or an EOC, or as a technical specialist during an emergency response.

Operational Area (OA): An intermediate level of the state emergency services organization consisting of a county and all political subdivisions within the county area.

Providing Agency/Jurisdiction: The government entity providing EMMA resources. The different levels of providing jurisdictions include providing local jurisdiction, providing OA and providing region.

Requesting Jurisdiction: The government entity requesting EMMA resources. The different levels of requesting jurisdictions include requesting local jurisdiction, requesting OA and requesting region.



Emergency Management Mutual Aid Plan

SECTION THREE: FUNCTIONAL ANNEXES

The following documents are attached:

ANNEX A: EMMA TRAINING AND CREDENTIALING

ANNEX B: EMMA RESOURCE ACTIVATION AND DEPLOYMENT

ANNEX C: EMMA TEAMS

ANNEX D: EMMA COORDINATOR / CONCEPT OF OPERATIONS

ANNEX E: EMMA DEMOBILIZATION

ANNEX F: EMMA REIMBURSEMENT



State of California **Emergency Management Mutual Aid Plan**

ANNEX A: EMMA Training and Credentialing

November 2012

Edmund G. Brown, Jr.
Governor

Mark Ghilarducci
Secretary

California Emergency Management Agency





Emergency Management Mutual Aid Plan
ANNEX A: EMMA Training and Credentialing

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1.0 PURPOSE

The primary goal of the Emergency Management Mutual Aid (EMMA) Plan is to provide emergency management personnel and technical specialists (collectively, “EMMA resources”) to support the disaster operations of affected jurisdictions during an emergency. The purpose of this Annex is to provide a baseline standard of training among all levels of government that is consistent with the Cal OES Emergency Response/Management Credentialing Program.

2.0 EMERGENCY MANAGEMENT MUTUAL AID RESOURCES

Depending on response requirements and resource needs, EMMA resources can be deployed in accordance with SEMS as an individual, multiple individuals, or as an organized team. The requesting local jurisdiction, in coordination with the Operational Area (OA) and/or Regional EMMA Coordinators, will fill the request with available, qualified local emergency management or technical specialist resources.

3.0 EMMA SELECTION CONSIDERATIONS

EMMA Coordinators at each SEMS level will make a good-faith effort to provide personnel qualified to be EMMA resources. Until the State credentialing program has matured and a database is established and maintained, EMMA resources may be required to show proof of training and/or experience before being activated under the EMMA Plan. Selection of prospective EMMA resources will be based on the following considerations:

1. Experience during an EOC activation and exercise participation in accordance with the Emergency Response/Management Credentialing Program. (For more information about credentialing, including position task books with details about training and other requirements, visit the Cal OES website at www.caloes.ca.gov, search keyword “credentialing”.)
2. Training (see Training Requirements in Section 4.1).
3. Willingness/ability to work any shift, including weekends, and holidays as needed and/or under adverse conditions associated with the emergency, including extreme weather, heat, dust, smoke, etc.
4. Willingness/ability to work long Operational Periods of varying length as needed by requesting jurisdiction.
5. Willingness/ability to travel to various locations within California and/or other parts of the United States.
6. Willingness/ability to work in a team environment.
7. Availability for assignment on short notice.

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Emergency Management Mutual Aid Plan
ANNEX A: EMMA Training and Credentialing

8. Willingness/ability to contribute to EMMA program development by:
 - a. Participating in After Action Review process meetings (sharing best practices and lessons learned).
 - b. Completing the *EMMA Form - 4 Exit Survey* and other EMMA process evaluation documents.
 - c. Providing input on future training/exercise needs and updates.
 - d. Acting as an EMMA resource mentor, when appropriate.

4.0 EMMA RESOURCE TRAINING AND CREDENTIALING REQUIREMENTS

4.1 TRAINING

EMMA resources have the responsibility to maintain their emergency management education. Basic Incident Command System (ICS) and NIMS training is available in a self-study format on the FEMA website, search keyword "Emergency Management Institute". Basic SEMS study material can be found on the Cal OES website, search keyword "SEMS training".

Continuing education can be met through participation in one or more of the following, at least every three years:

1. Participation in an exercise that includes functions of an EOC.
2. Participation in an EOC activation, minimum of 8 hours.
3. Attend EOC position training.

The Position Credentialing Incident Response & Exercise Performance Rating forms found in the credentialing task books may be used to document participation in an activation or exercise. Links to each task book are found on the Cal OES website at www.caloes.ca.gov, search keyword "credentialing".



Emergency Management Mutual Aid Plan
ANNEX A: EMMA Training and Credentialing

4.1.1 EMMA Resource Training Requirements

Training requirements outlined by the Cal OES Emergency Response/Management Credentialing Program are:

1. SEMS Introduction
2. IS 700 NIMS Introduction
3. IS 800 b. National Response Framework
4. ICS – 100.a Introduction to the Incident Command System (ICS)
5. ICS – 200.a ICS for Single Resources and Initial Action Incidents
6. ICS – 300 Intermediate Incident Command System
7. ICS – 400 Advanced Incident Command System
8. ICS Position-Specific Training (for all selected positions)
9. SEMS G611 Emergency Operations Center or G-775 (Federal EOC course)
10. Web EOC Basic Training (recommended, but not required)
11. Response Information Management System (recommended, but not required)
 - a. Situation Reports
 - b. Mission Request Form
 - c. Initial Damage Estimate Form (IDE)

4.2 CREDENTIALING

Credentialing of emergency management personnel will be coordinated through local jurisdictions and agencies, along with Cal OES. Standards and processes are consistent with Cal OES Emergency Response/Management Credentialing Program.

To promote ongoing EMMA Plan improvement, professional development of EMMA resources, and documentation of EMMA resource experiences as recognized by the Cal OES Emergency Response/Management Credentialing Program, the *EMMA Form 3 - Voluntary Performance Rating* and *EMMA Form 4 - Exit Survey* will be forwarded through the appropriate Regional EMMA Coordinator to Cal OES's State Agency Direct Support Section, Mather Office.

For detailed information on the Emergency Response/Management Credentialing Program, visit the Cal OES website at www.caloes.ca.gov, search keyword "credentialing".



**State of California
Emergency Management Mutual Aid Plan**

**ANNEX B:
EMMA Resource Activation and Deployment**

November 2012

Edmund G. Brown, Jr.
Governor

Mark Ghilarducci
Secretary
California Emergency Management Agency





Emergency Management Mutual Aid Plan
ANNEX B: EMMA Resource Activation and Deployment

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1.0 PURPOSE

Activation of the Emergency Management Mutual Aid (EMMA) Plan must be approved by an authorized official, as defined in the Base Plan, Appendix 3 –Glossary, of the requesting jurisdiction. The EMMA system is based on the Standardized Emergency Management System’s (SEMS) organizational structure, which begins at the local level of government. Requests for EMMA resources are submitted to the next SEMS level, through the Operational Area (OA), State Administrative Regions (Cal OES Regions) and the State Operations Center.

The purpose of this Annex is to outline the deployment procedures of EMMA resources under SEMS and the EMMA Plan, utilizing EMMA Coordinators and other qualified staff. EMMA Coordinators operate at each SEMS level and are responsible for coordinating EMMA resources between jurisdictions, as well as their logistical needs prior to and during an EMMA deployment. (See Annex D: EMMA Coordinator/Concept of Operations)

EMMA resources can be deployed as an individual, multiple individuals, or as an organized team that would assist jurisdictions in emergency management and other emergency response activities.

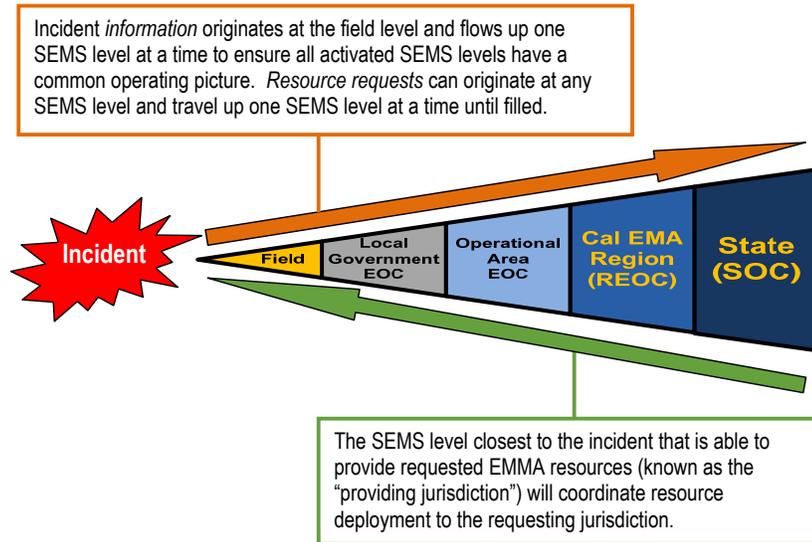
2.0 EMMA RESOURCE REQUESTS

EMMA Coordinators will be designated to act as the primary point of contact for the coordination of EMMA resource requests at each SEMS level. These specially trained personnel are responsible for providing coordination of EMMA resources between jurisdictions and logistical support prior to and during deployments under the EMMA Plan.

- A. Jurisdictions requesting assistance under the EMMA Plan may request an individual, multiple individuals or an EMMA Team to operate an entity’s EOC or other appropriate location. Requests for EMMA resources will follow the SEMS process and must be entered into RIMS to obtain a mission request tasking (MRT) number. In addition, the requesting jurisdiction must complete and submit the appropriate EMMA forms. The *EMMA Form 1 - Resource Request and Assignment* should be attached to the MRT in RIMS. It may also be emailed, scanned and or provided by FAX to the appropriate EMMA Coordinator for attachment. (See Base Plan, Appendix 4: EMMA Forms)

Emergency Management Mutual Aid Plan
 ANNEX B: EMMA Resource Activation and Deployment

Under the SEMS process, resource requests move upward to the next SEMS level from the requesting jurisdiction, as illustrated in the following diagram:



- B. Entities requesting EMMA resources should have or expect to have significant commitment of their own resources prior to submitting requests for mutual aid assistance. This does not require total exhaustion of all resources, but resources are expected to be at risk or imminent risk of exhaustion.

3.0 EMMA RESOURCE PREPAREDNESS

To be an EMMA resource, becoming a credentialed emergency management professional is highly recommended but not currently required. However, a requesting jurisdiction may reject an EMMA resource that is not credentialed or qualified. For detailed information on the Emergency Response/Management Credentialing Program, visit the Cal OES website at www.caleoesca.gov, search keyword "credentialing".

EMMA resources may be deployed to various parts of the State of California, as well as to other states under the Emergency Management Assistance Compact.



Emergency Management Mutual Aid Plan
ANNEX B: EMMA Resource Activation and Deployment

3.1 EMMA TEAM PREPAREDNESS

All personnel deployed under the EMMA Plan are required to have a current government issued identification card. All EMMA resources driving a vehicle during an EMMA deployment are required to have a valid driver's license appropriate for the vehicle they are driving. As a potential EMMA resource, individuals should be prepared to deploy on short notice and consider preparing a "Go Kit". The following are just a few items a Go Kit should contain:

- Current government issued I.D. and Agency identification
- USB memory stick
- Cell Phone with charger
- Laptop Computer
- ICS Field Operations Guide
- California Map Book (Thomas Guide or equivalent)
- Spiral 6" x 9½" notepad
- Ink Pens (Blue), highlighters, etc.
- Government Emergency Telecommunications System (GETS) card
- Personal medical information card
- Flashlight with batteries
- Change of clothing and other essentials

Jurisdictions requesting assistance under EMMA will be seeking experienced EMMA resources to provide assistance. Therefore, guidelines regarding training and experience have been developed to assist in setting parameters for those qualified to deploy under the EMMA Plan. (See Annex A: EMMA Training and Credentialing)

4.0 PUBLIC EMPLOYEE DISASTER SERVICE WORKER STATUS

California law (G.C. §§ 3100–3109) declares each public employee is a Disaster Service Worker (DSW). All resources deployed under this Plan are public employees. Regular time and overtime pay rates and eligible benefits apply.



5.0 EMMA RESOURCE ACTIVATION

When requests are made by an affected jurisdiction for an EMMA resource, the request is processed by the EMMA Coordinator or other personnel as designated. Once the resource is identified and approved, the EMMA resource is considered activated. As soon as details are coordinated through the appropriate SEMS level EMMA Coordinators, the EMMA resource may be deployed.

5.1 ASSIGNMENT LOCATION

EMMA resources shall report to the assigned location immediately upon arrival. EMMA responders may be assigned to a variety of work settings, based on the operational requirements of the response. The following list provides examples, but should not be considered as the only potential assignment locations:

- Local jurisdiction EOC
- Incident Command Post
- Field Operations
- OA EOC
- Local Assistance Center (LAC)
- Regional EOC
- State Operations Center (SOC)
- Disaster Assistance Center
- FEMA Joint Field Office (when FEMA and the State are operating under Unified Command)

5.2 ASSIGNED ROLES

EMMA resources will normally function in a support role based on the operational needs of the requesting jurisdiction. Assigned roles may include, but are not limited to:

- Command Staff
- Management or General Staff
- Branch Director/Coordinator



Emergency Management Mutual Aid Plan
ANNEX B: EMMA Resource Activation and Deployment

- Technical Specialist
- Team

Depending on the circumstances of the assignment, deployed resources may be asked to temporarily assume a role of higher or lesser rank than initially assigned, to fill a critical need. EMMA resources should make every effort to provide the necessary support to the requesting jurisdiction.

If a deployed resource is assigned to a role they believe is outside of their skill set, the individual should express their concerns to their immediate supervisor at the assigned location. If the concern cannot be resolved, the EMMA resource should then consult with the EMMA Coordinator of the requesting jurisdiction, or may contact the on-duty Regional EMMA Coordinator for assistance to resolve the issue. If a suitable resolution cannot be reached, the resource assignment can be terminated. A replacement will require a new RIMS request.

5.3 LENGTH OF ASSIGNMENT

The length of an EMMA deployment will be for a specific period of time for each emergency response. Normally, an assignment should be no longer than 14 calendar days. In the event that a mutual aid assignment exceeds one operational period (normally considered to be a 12-hour shift) per EMMA resource, post-event agreements for reimbursement of the services provided may be entered into. In extraordinary circumstances, such as a catastrophic disaster, extended assignment lengths may be necessary. If this occurs, the requesting jurisdiction will notify the appropriate SEMS level EMMA Coordinator of its intent to request an extension. The specific length of an assignment extension will be agreed upon by the requesting and providing jurisdictions and the EMMA resource.

Deployed personnel retain the right to turn down an assignment extension or redeployment. Personnel also have the right to request an early release from an assignment for personal or employment reasons.

The EMMA Coordinator from the providing jurisdiction will serve as the primary point of contact for family and friends of the EMMA resource. If the EMMA request requires regional level response, the Regional EMMA Coordinator may serve as a backup.



5.4 DEPLOYMENT SUPPORT

When using EMMA, steps must be taken to ensure successful use and continued maintenance of the system. This is done from the time of activation through the demobilization process. The following table provides a summary of deployment support actions and the parties with primary responsibility for providing the support.

Table 1: Deployment Support

Phase	Support Action	Responsible Parties
Pre	Assignment and situation briefing information	<ul style="list-style-type: none"> • Providing EMMA Coordinator
Pre	Travel arrangements	<ul style="list-style-type: none"> • Requesting EMMA Coordinator • Providing EMMA Coordinator
Deploy	Emergency family/friends point of contact	<ul style="list-style-type: none"> • Providing EMMA Coordinator • Regional EMMA Coordinator
Deploy	Assignment problem resolution	<ul style="list-style-type: none"> • Immediate Supervisor • Requesting EMMA Coordinator • Regional EMMA Coordinator
DeMob	Coordination of critical incident stress debriefings	<ul style="list-style-type: none"> • EOC Director • Safety Officer
Home	Coordination of After Action Report	<ul style="list-style-type: none"> • Appropriate SEMS level EMMA Coordinator

EMMA resources must immediately report any injury suffered while deployed, to their assigned supervisor and home agency. Non-expendable equipment (e.g., vehicles, cell phones, laptop computers) lost or damaged as a result of an EMMA deployment must be documented at the time of the occurrence, in an accepted manner to the requesting jurisdiction (use of their forms), and reported through the immediate supervisor to the Logistics and Finance Sections at the assigned location. Details of the incident should also be recorded in the EMMA resource's personal duty log (e.g. ICS 214 Individual Duty Log or similar document).

Responsibility for the repair or replacement of non-expendable equipment that is extraordinarily damaged while being used in the performance of a specific assignment will be agreed upon between the requesting and providing jurisdictions, based on the particular situation. Generally, the requesting jurisdiction is not responsible for repair/replacement costs, unless the deployment of the equipment was specifically



Emergency Management Mutual Aid Plan
ANNEX B: EMMA Resource Activation and Deployment

requested and documented on the original EMMA request. The requesting jurisdiction is not responsible for normal wear and tear.

5.5 DEMOBILIZATION PROCESS

Careful attention to detail during the demobilization process is essential to ensure a smooth transition of response activities, prompt payment of personnel, the reimbursement to the providing jurisdiction (if any), as well as the collection of After Action information critical for improvements to the EMMA Plan. (See Annex E: EMMA Demobilization)



State of California Emergency Management Mutual Aid Plan

ANNEX C: EMMA Teams

November 2012

Edmund G. Brown, Jr.
Governor

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California Emergency Management Agency





Emergency Management Mutual Aid Plan
ANNEX C: EMMA Teams

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1.0 PURPOSE

Recent experiences during catastrophic disasters, such as the 2007 Southern California fires and hurricanes Katrina and Rita have highlighted the need for a more robust, integrated Emergency Management Mutual Aid (EMMA) system. This system needs to ensure that impacted jurisdictions throughout California have the capacity to staff emergency operations centers (EOCs), regardless of the duration of event response, with well-qualified personnel.

The purpose of this annex is to provide a framework for expanding the scope of available EMMA resources beyond individuals and ad hoc groups of emergency managers. This annex lays the groundwork for establishing, maintaining and deploying teams of emergency managers based on SEMS/NIMS standards that include personnel from a variety of agencies and disciplines who are qualified to fill Incident Command System (ICS) positions in an EOC or other response coordination site.

2.0 EMERGENCY MANAGEMENT SUPPORT TEAM DEFINITION

A team deployed under the EMMA Plan is defined as a designated team, typically staffed by 5-20 trained personnel. These personnel can be from a single jurisdiction or from different departments, organizations, agencies, and jurisdictions within the state. The team is deployed to support emergency management at major and/or complex incidents requiring a significant number of local, regional, and state resources, and incidents that extend into multiple operational periods and require a written Action Plan (AP), such as a fire, earthquake or flood.

The teams described in this annex will primarily fill the support and coordination role at the EOC level. To reflect this support role, teams deployed under the EMMA Plan will be called Emergency Management Support Teams (EMSTs). Requests for Incident Management Teams (IMTs) to direct fire and law enforcement operations will be processed through the Cal OES Fire and/or Law mutual aid systems.

3.0 TEAM ASSUMPTIONS

1. Building, training and deploying EMSTs is voluntary. The participation of state agencies, operational areas and other political subdivisions in EMSTs should be based on the availability of qualified personnel and support resources within their jurisdictions.
2. All EMST members will be public employees.
3. EMST members are expected to comply with the baseline standard of training outlined in Annex A: EMMA Training and Credentialing.



Emergency Management Mutual Aid Plan
ANNEX C: EMMA Teams

4. Demographics throughout the state vary widely. To promote flexibility and the ability to meet varying needs both in team development and deployment, EMSTs can be structured using a variety of models to most efficiently utilize available resources and personnel. For example:
 - a. An EMST may consist of personnel from the same agency/jurisdiction or individuals from various agencies/jurisdictions.
 - b. Team functions may include command and general staff (5) or, staffing a specific section or branch. For instance, command staff may be provided by the requesting jurisdiction but a qualified EMST may fill all section coordinator functions (known as "general staff").
 - c. An EMST may also be deployed to fill one specific section in its entirety.

4.0 GENERAL PROCEDURES

1. Depending on the response requirements of the situation, EMMA requests can be made for a single position or for multiple positions. The requesting jurisdiction, in consultation with the appropriate EMMA Coordinator, will determine if the request can be filled by any available qualified EMMA resource or if the complexity and potential duration of the assignment requires deployment of a partial or full EMST.
2. When the members of an EMST come from a variety of agencies or jurisdictions, they shall be recorded on a single RIMS MRT and receive the same MRT number with expectation of deployment for the same arrival, duration and return dates.
3. Should a deployed EMST member choose to or be required to return home prior to the commitment period specified on the MRT, the EMST member, date and time of departure will be noted in RIMS or relayed to the appropriate EMMA Coordinator for update to the RIMS MRT. The EMST member's replacement must be requested on a separate MRT providing the same time commitment period as the original EMST deployment. This must only be done in the closest coordination with the requesting jurisdiction.
4. Overall responsibility of any event resides with the authority having jurisdiction (AHJ) or the requesting jurisdiction. In the event the AHJ requests the EMST to manage EOC operations, they will provide a Delegation of Authority to the EMST.
5. When an EMST is deployed, a providing jurisdiction may request authorization to deploy an EMMA Trainee in a shadow role in order to build local capability, but with no expectation of cost reimbursement.



5.0 TEAM STRUCTURE

EMSTs will be deployed with their designated members whenever possible. An EMST should roster three members for each position to increase the likelihood of full team functionality in the event of short-notice activation. If a particular position cannot be filled by a designated EMST member, it will be backfilled with available personnel outside the pre-formed team roster.

5.1 TEAM CONFIGURATION

EMSTs are available at both the State and OA/local levels and can be maintained as a component of normal preparedness/capacity-building programs. The teams will typically be comprised of the following positions:

- Emergency Operations Center (EOC) Management (Director and Deputy)
- Public Information Officer (PIO)
- Safety Officer
- Liaison Officer
- Section Chiefs/Coordinators
 - Plans
 - Operations
 - Logistics
 - Finance and Administration

Additional positions, such as Branch Coordinators within the Planning and Logistics Sections of the EMSTs, may be added to the team composition. There are no predetermined limitations regarding where a State or OA/local EMST may be assigned.

5.2 TEAM LEADERSHIP

To ensure effective team support and coordination when a full or partial EMST is deployed, a team member will be designated as the "Team Lead". Unless otherwise defined, the individual who is designated in the EOC Management position will act as the Team Lead. However, depending on the situation and the team configuration, another member of the team may be designated by the Regional EMMA Coordinator to fill this role. Specific responsibilities of the Team Lead include:

Preparedness

- Collaborate with appropriate EMMA Coordinators to schedule periodic EMST training and exercises.
- Provide team leadership during exercises.
- Support ongoing team recruiting outreach efforts.

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Emergency Management Mutual Aid Plan
ANNEX C: EMMA Teams

During Deployments

- Team status communication with appropriate EMMA Coordinators.
- During the initial deployment transit phase, account for team personnel and provide them with appropriate logistical support.
- Serve as the primary on-site team point of contact to facilitate emergency communications between team members and their families (with support from the appropriate EMMA Coordinator).
- Ensure capability and stability of the deployed team.
- Establish meeting schedules for off-shift communication with EMST members throughout the deployment to ensure they are provided the support required to be successful. Once EMST personnel have arrived at their assigned location, they will report to their designated site supervisor (rather than their Team Lead).
- Review safety concerns with EMST members as appropriate.
- Encourage EMST members' use of personal evaluations prior to demobilization for training and accreditation records.
- Facilitate completion of team assignment documentation and brief the requesting jurisdiction on team demobilization requirements and processes.
- Encourage After Action participation as a Team

5.3 MEMBERSHIP CRITERIA

One of the primary goals of the EMMA system is to identify all available assets throughout the state that will benefit the public welfare of anyone at risk from enemy or natural disasters and then provide a streamlined process to request, activate, deploy and demobilize those assets when needed. Establishing EMST membership criteria will help to accomplish that goal.

EMST membership criteria include, but are not limited to, the following:

- Selection considerations and minimum training standards as outlined in Annex A: EMMA Training and Credentialing.
- A team member must have the endorsement of his/her home agency, which also must certify that the individual will be released whenever possible for deployment.
- A team member may be required to participate in one team training session and one exercise per year.

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Emergency Management Mutual Aid Plan
ANNEX C: EMMA Teams

- A team member must also be generally available (subject to special circumstances) for a minimum of one deployment (normally 14 calendar days or less) per year.
- A team member must be able and willing to contribute to program development by sharing best practices and lessons learned, assisting with training development, and when appropriate, acting as a team instructor or mentor.

Applicants that satisfy most but not all of the membership criteria may be granted “provisional” membership status for a period of up to 24 months, allowing them the opportunity to acquire additional training and gain operational experience. The decision to grant provisional membership status rests with the Team Lead. If an EMST member is designated as a provisional team member, that individual will be assigned in secondary roles, with an experienced team member as a mentor.

5.4 ASSIGNMENT ROLE

EMST assignments will be based on the operational requirements of the requesting jurisdiction. Assigned roles may include:

- Designated primary EOC position (any shift)
- Deputy
- Branch Coordinator

Depending on the circumstances during an assignment, deployed personnel may be asked to temporarily assume a role of higher or lesser rank to fill a critical personnel shortfall. Team members are expected to be flexible and make every effort to provide the necessary support required to ensure the success of the response.

If a deployed individual is assigned to a role that (s)he believes is outside of his/her skill set, the individual should express his/her concerns to his/her immediate supervisor at their assigned location. If the concern cannot be resolved at that level, the person can consult with his/her Team Lead, or can contact the appropriate EMMA Coordinator. The EMMA Coordinator will work with the requesting jurisdiction to resolve the issue. If a suitable resolution cannot be reached, the person’s assignment can be terminated and replacement team member deployed.

Team members or other personnel have the option of turning down an activation request based on employment or personal reasons. However, because their absence can have a negative impact on team efficacy, members with a pattern of being unavailable for assignment continuing for more that 18 months may be placed in an inactive status and removed from the deployment roster.

Personnel assigned under this EMMA Plan cannot be transferred to another assignment in a different jurisdiction without the knowledge and consent of the providing jurisdiction.



5.5 ASSIGNMENT LENGTH

The normal length of an emergency management assignment will be 14 calendar days or less. In extraordinary circumstances, such as a catastrophic disaster, extended assignment lengths or multiple deployments may be necessary. If this occurs, the requesting jurisdiction will notify the Regional EMMA Coordinator of its intent to request an extension. The specific length of an assignment extension will be negotiated between the requesting jurisdiction, the team member and the providing jurisdiction.

Deployed personnel retain the right to turn down an assignment extension or redeployment. They also have the right to request an early release from an assignment for personal or employment reasons.



**State of California
Emergency Management Mutual Aid Plan**

**ANNEX D:
EMMA Coordinator / Concept of Operations**

November 2012

Edmund G. Brown, Jr.
Governor

Mark Ghilarducci
Secretary

California Emergency Management Agency





Emergency Management Mutual Aid Plan
ANNEX D: EMMA Coordinator / Concept of Operations

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1.0 PURPOSE

The Emergency Management Mutual Aid (EMMA) Plan is based on the Standardized Emergency Management System's (SEMS) organizational structure, which begins at the local level of government. Requests for emergency managers and technical specialists (collectively, "EMMA resources") are submitted to the next SEMS level, through the Operational Area (OA), State Administrative Regions (Cal OES Regions) and the State Operations Center.

The purpose of this Annex is to outline the roles, responsibilities and procedures of the EMMA Coordinator under SEMS and the EMMA Plan. EMMA Coordinators operate at each SEMS level and are responsible for coordinating EMMA resources between jurisdictions, as well as their logistical needs prior to and during an EMMA deployment.

2.0 POSITION DESIGNATION

The designation within each SEMS level normally given to the person that would act as the EMMA Coordinator when Emergency Operations Center (EOC)s are not activated or fully staffed are commonly referred to as:

- Emergency Manager or designee at the Local & OA SEMS Level
- Regional Duty Officer at Administrative Region SEMS level
- Executive Duty Officer at State SEMS level

2.1 LOCAL JURISDICTION EMMA COORDINATOR

The Local Jurisdiction EMMA Coordinator position will be designated as deemed appropriate by the Jurisdiction. It is assumed this position may be assigned to the Emergency Manager, or their designee. Accordingly, this position will be established within the EOC organizational structure, as per the local emergency management organization chart and structure.

2.2 OPERATIONAL AREA EMMA COORDINATOR

The OA EMMA Coordinator position will be designated as deemed appropriate by the OA. It is assumed this position may be assigned to the OA Emergency Manager or their designee. Accordingly, this position will be established within the EOC organizational structure, as per the OA emergency management organization chart and structure.

2.3 CAL OES ADMINISTRATIVE REGION EMMA COORDINATOR

The Cal OES Region EMMA Coordinator will be designated by the corresponding



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Regional Administrator. This position will be assigned to the Regional Emergency Operations Center (REOC) Logistics Section, Personnel Branch.

2.4 CAL OES STATE EMMA COORDINATOR

The Cal OES State EMMA Coordinator may be designated by the Cal OES Assistant Secretary of Prevention, Information, Analysis and Operations. This position will be assigned to the State Operations Center (SOC) Logistics Section, Personnel Branch.

3.0 TRAINING

EMMA Coordinators are an integral part of the jurisdiction requesting EMMA resources AND the jurisdictions providing them. Because the EMMA process relies so heavily on the coordinator position, individuals acting as EMMA Coordinators are expected to meet state training requirements and be credentialed as an EMMA Coordinator at all SEMS levels. (For detailed training information see Annex A: EMMA Training and Credentialing.)

4.0 ROLES AND RESPONSIBILITIES

The roles and responsibilities for EMMA Coordinators will reflect the functions appropriate to the corresponding SEMS level. EMMA Coordinators at each level act as lead to establish and maintain the processes and procedures necessary to support EMMA Plan implementation. Responsibilities include, but are not limited to:

- Coordinating EMMA program outreach and training within jurisdiction.
- Coordinating with other EMMA Coordinators at all levels to maintain and refine procedures for requesting and providing assistance.
- Promoting training in the use of Cal EMA's Response Incident Management System (RIMS), the system currently used to track EMMA resource requests and status updates.
- Coordinating periodic status updates of personnel qualified as EMMA resources within jurisdiction.
- Facilitating development and use of existing notification and call out systems for EMMA resources deployment.

During emergencies:

- Acting as the primary point of contact for the EMMA Coordinators on each SEMS level.
- Determining and communicating the need for EMMA resources in a jurisdiction affected by a disaster.

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- Making a good-faith effort to select and provide personnel qualified to be EMMA resources from unaffected jurisdictions. Until the State credentialing program has matured and a database is established and maintained, EMMA resources may be required to show proof of training and/or experience before being activated under the EMMA Plan.
- Providing EMMA resource availability information as required.
- Facilitating the activation, deployment and demobilization of those EMMA resources.
- Acting as point of contact for EMMA resources deployed into or out of their jurisdiction.

During and after demobilization:

- Encouraging participation of requesting and providing jurisdictions and all EMMA resources in the development of After Action Reports.
- Coordinating or participating in the improvement planning cycle.
- Maintaining all records pertaining to the activation and demobilization of EMMA resources.

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5.0 POSITION CHECKLISTS

The checklists below detail functions needed to adequately meet the EMMA Coordinator roles at each level of SEMS. These lists provide general guidance and each Coordinator may wish to add tasks and/or provide more implementation details as appropriate.

5.1 LOCAL JURISDICTION EMMA COORDINATOR

5.1.1 Local Requesting Jurisdiction - Request Process

- Coordinate with EOC Logistics Section to activate EMMA Plan.
- Create a complete Mission Request Tasking (MRT) in RIMS.
- Prepare *EMMA Form 1 - Resource Request and Assignment*, complete all required sections to identify positions or tasks to be performed, special skills needed, reporting location, date and time, duration of assignment, logistics responsibility information and two (2) contact names with phone numbers; attach to RIMS MRT and alert OA EMMA Coordinator.
- Confirm OA EMMA Coordinator reviews MRT submittal; discuss options.
- If the local jurisdiction does not have RIMS access they may request the OA EMMA Coordinator create the MRT in RIMS on behalf of local jurisdiction. The local jurisdiction must still complete the *EMMA Form 1 - Resource Request and Assignment* and provide it to the OA EMMA Coordinator for attachment to the RIMS MRT.
- Prior to an EMMA Resource being committed to an assignment, the requesting EMMA Coordinator will be advised of EMMA resource availability and shall approve or reject the proposed resource for each assignment.
- Inform EOC Logistics Section of planned arrival of EMMA resources and coordinate logistical support.
- Upon check-in, confirm EMMA resource has deployed under the corresponding MRT number.
- Update EMMA resource status in RIMS (or request that the OA EMMA Coordinator update RIMS); notify providing jurisdiction and OA EMMA Coordinator of RIMS update submittals.
- Confirm responding EMMA resources are properly briefed on sign-in and check-out processes, work area, work assignments, operational periods, expectations and duration of assignments.
- Ensure responding EMMA resources have necessary equipment and supplies to perform assigned functions (i.e., timesheets, daily activity logs, travel claim forms, etc.).

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- If the duration of the EMMA deployment is expected to exceed the time commitment described on the MRT, the requesting jurisdiction EMMA Coordinator must make special arrangements to continue the duty assignment of an EMMA resource in coordination with the appropriate EMMA Coordinators and the EMMA resource or create a new RIMS MRT for replacement.

5.1.2 Local Requesting Jurisdiction - Demobilization Process

- Provide EMMA resource with copy of the *Resource Demobilization Checklist*.
- Update EMMA resource status in RIMS (or request that the OA EMMA Coordinator update RIMS); notify providing jurisdiction and OA EMMA Coordinator of RIMS update submittals.
- Ensure that all EMMA resources are provided the option of receiving an *EMMA Form 3 - Voluntary Performance Rating* to enhance their training and credentialing records (Optional).
- If an EMMA resource does request an *EMMA Form 3 - Voluntary Performance Rating*, confirm the immediate supervisor completes the *EMMA Form 3 - Voluntary Performance Rating* prior to demobilization of the EMMA resource.
- Confirm copy of the completed *EMMA Form 3 - Voluntary Performance Rating* is provided to the EMMA Resource and forwarded through the EMMA Coordinator to the appropriate Regional Administrator where all Performance Rating Forms will be gathered, recorded and forwarded to the Cal OES Training Branch.
- Confirm EMMA resource receives, completes, and returns an *EMMA Form 5 - Individual Demobilization Checkout* prior to demobilization. This form should be retained and used as part of the official incident record and confirmation of resource return.
- Confirm EMMA resource receives, completes, and returns an *EMMA Form 4 - Exit Survey* prior to demobilization. This form should be retained and used to develop the After Action report and Improvement Plan for the EMMA program.
- At close of the Operation, the EMMA Coordinator will use all *EMMA Form 4 - Exit Surveys* (including their own) to identify information to be used in the After Action Report process. They should provide a single consolidated document to the next level EMMA coordinator or, if appropriate, directly to Cal OES outlining considerations and recommendations for EMMA program improvement.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

5.1.3 Local Providing Jurisdiction - Resource Activation Process

- Receive notification of EMMA request via any number of media to include RIMS, *EMMA Form 1 - Resource Request and Assignment* Fax or Scan via Email.

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- Confirm understanding of the resource needs and other relevant details by contacting the appropriate SEMS level EMMA Coordinator.
- Identify local EMMA resources qualified to fill the resource request.
- Confirm acceptance of EMMA resource with requesting jurisdiction EMMA Coordinator.
- Confirm that complete MRT has been initiated and approved with an assigned MRT number.
- Provide MRT numbers to the deploying EMMA resources to facilitate check-in process at requesting jurisdiction.
- Coordinate details of logistical support to be provided for the EMMA resource with appropriate EMMA Coordinators.

5.1.4 Local Providing Jurisdiction - Demobilization Process

- Collect from returning EMMA resource the following forms and information for review:
 - EMMA resource documentation (i.e., timesheets, travel claims, daily activity logs, EOC Duty Log, etc)
- At close of their activation, the EMMA Coordinator will complete an *EMMA Form 4 - Exit Survey* to identify information to be used in the After Action Report process. They should submit the survey to the next level EMMA coordinator or, if appropriate, directly to Cal OES outlining considerations and recommendations for EMMA program improvement.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

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5.2 OPERATIONAL AREA (OA) EMMA COORDINATOR

5.2.1 Requesting OA - Request Process

5.2.1.1 Local Jurisdiction as Requesting Jurisdiction

- Coordinate with EOC Logistics Section to activate EMMA Plan.
- Review RIMS MRT and *EMMA Form 1 - Resource Request and Assignment* submitted by requesting jurisdiction; confirm MRT identifies positions or tasks to be performed, special skills needed, reporting location, date and time, duration of assignment, logistics responsibility information and two (2) contact names with phone numbers.
- Discuss EMMA resource options with requesting jurisdiction EMMA Coordinator.
- If the local requesting jurisdiction does not have RIMS access, create the RIMS MRT on their behalf; attach the *EMMA Form 1 - Resource Request and Assignment*.
- Distribute *EMMA Form 1 - Resource Request and Assignment* to local EMMA Coordinators within the Operational Area to identify qualified personnel.
- Once identified, discuss available EMMA resource options with potential providing jurisdiction EMMA Coordinators.
- Prior to committing an EMMA Resource, advise the requesting EMMA Coordinator of the resource availability and record acceptance or rejection of proposed EMMA resource.
- Request approval of RIMS MRT from Cal OES Administrative Region EMMA Coordinator; provide corresponding MRT numbers and planned arrival of EMMA Resources to requesting jurisdiction EMMA Coordinator.
- If local requesting jurisdiction does not have RIMS access, update EMMA resource status in RIMS; notify requesting jurisdiction EMMA Coordinator of RIMS update submittals.
- If EMMA resources are unavailable within the OA, forward *EMMA Form 1 - Resource Request and Assignment* to the Cal OES Administrative Region EMMA Coordinator.
- Discuss EMMA resource options with Cal OES Administrative Region EMMA Coordinator.
- Prior to committing an EMMA Resource, advise the requesting jurisdiction EMMA Coordinator of the resource availability and record acceptance or rejection of proposed EMMA resource; advise Cal OES Administrative Region EMMA Coordinator of resource acceptance or rejection.
- Request approval of RIMS MRT from Cal OES Administrative Region EMMA Coordinator; provide the MRT number to the local requesting jurisdiction EMMA Coordinator.

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- Review resource status RIMS reports submitted by requesting jurisdiction; update Cal OES Administrative Region EMMA Coordinator as appropriate.
- If local requesting jurisdiction advises the duration of the EMMA deployment will exceed the time commitment described on the MRT, discuss extension with the appropriate EMMA Coordinators and affected EMMA resources. If local requesting jurisdiction does not have RIMS access, support process to create a new RIMS MRT for replacement.
- If local requesting jurisdiction does not have RIMS access, update EMMA resource status in RIMS; and notify all involved SEMS level Coordinators of RIMS update submittal.

5.2.1.2 County as Requesting Jurisdiction

- Coordinate with EOC Logistics Section to activate EMMA Plan.
- Create a complete Mission Request Tasking (MRT) in RIMS.
- Prepare *EMMA Form 1 - Resource Request and Assignment*, complete all required sections to identify positions or tasks to be performed, special skills needed, reporting location, date and time, duration of assignment, logistics responsibility information and two (2) contact names with phone numbers; attach to RIMS MRT and alert OA EMMA Coordinator.
- Distribute *EMMA Form 1 - Resource Request and Assignment* to local EMMA Coordinators to identify personnel qualified to fill the EMMA resource request within the Operational Area; discuss options.
- Evaluate proposed EMMA resources available from local jurisdictions; accept or reject proposed assignment.
- Inform County EOC Logistics Section of pending arrival of EMMA resources; confirm provision of logistical support.
- Request approval of RIMS MRT from Cal OES Administrative Region EMMA Coordinator; provide MRT number to requesting jurisdiction EMMA Coordinator.
- Upon check-in, confirm EMMA resource has deployed under the corresponding MRT number.
- Confirm County EOC tracks and documents EMMA resource arrival and release.
- If qualified EMMA resources are unavailable within the Operational Area, forward *EMMA Form 1 - Resource Request and Assignment* to Cal OES Administrative Region EMMA Coordinator.
- Discuss EMMA resource options; accept or reject proposed EMMA assignments.
- If the duration of the EMMA deployment is expected to exceed the time commitment described on the MRT, the requesting jurisdiction EMMA Coordinator must make special arrangements to continue the duty assignment of an EMMA resource in coordination with the appropriate EMMA Coordinators and affected EMMA resources or create a new RIMS MRT for replacement.



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- Confirm responding EMMA resources are properly briefed on sign-in and check-out processes, assignment area, work assignments, expectations and duration of assignments.
- Ensure responding EMMA resources have necessary equipment and supplies to perform assigned functions (i.e., timesheets, daily activity logs, travel claim forms, etc.).
- Update EMMA resource status in RIMS; notify providing jurisdiction and all involved SEMS level Coordinators of RIMS update submittals.

5.2.2 Requesting OA - Demobilization Process

5.2.2.1 Local Jurisdiction as Requesting Jurisdiction

- Review RIMS MRT status updates input by requesting jurisdiction EMMA Coordinator.
- At close of the Operation, ensure the local jurisdiction EMMA Coordinator submits all completed *EMMA Form 4 - Exit Surveys* to be used in the After Action Report process. Consolidate all Operational Area level input and provide a single document to Cal OES outlining considerations and recommendations for EMMA program improvement.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

5.2.2.2 County as Requesting Jurisdiction

- Provide EMMA resource with copy of the *Resource Demobilization Checklist*.
- Update EMMA resource status in RIMS; notify all appropriate SEMS level EMMA Coordinators of RIMS update submittals.
- Ensure that all EMMA resources are provided the option of receiving an *EMMA Form 3 - Voluntary Performance Rating* to enhance their training and credentialing records (Optional).
- If an EMMA resource does request an *EMMA Form 3 - Voluntary Performance Rating*, confirm the immediate supervisor completes *EMMA Form 3 - Voluntary Performance Rating* prior to demobilization of the EMMA resource.
- Confirm copy of the *EMMA Form 3 - Voluntary Performance Rating* is provided to the EMMA Resource and forward to the appropriate Cal OES Administrative Regional EMMA Coordinator.
- Confirm EMMA resource receives, completes, and returns an *EMMA Form 5 - Individual Demobilization Checkout* prior to demobilization. This form should be retained and used as part of the official incident record and confirmation of resource return.
- Confirm EMMA resource receives, completes, and returns an *EMMA Form 4 - Exit Survey* prior to demobilization. This form should be retained and used to develop

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the After Action report and Improvement Plan for the EMMA program.

- At the close of the operation, complete an *EMMA Form 4 - Exit Survey*.
- At close of the Operation, ensure the local jurisdiction EMMA Coordinator submits all completed *EMMA Form 4 - Exit Surveys* to be used in the After Action Report process. Consolidate all Operational Area level input and provide a single document to Cal OES outlining considerations and recommendations for EMMA program improvement.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

5.2.3 Providing OA - Resource Activation Process

5.2.3.1 Local OR County as Providing Jurisdiction

- Review RIMS MRT and *EMMA Form 1 - Resource Request and Assignment* submitted by the requesting jurisdiction; request clarification as needed.
- Identify personnel qualified to fill the EMMA resource request from the County jurisdiction and/or, distribute *EMMA Form 1 - Resource Request and Assignment* to local EMMA Coordinators to identify qualified personnel from within the Operational Area.
- Discuss available EMMA resource options with requesting jurisdiction EMMA Coordinator.
- Confirm requesting jurisdiction acceptance or rejection of proposed EMMA resource.
- Upon confirmation of acceptance of proposed EMMA resource from the local or county requesting jurisdiction, notify providing jurisdiction EMMA Coordinator to activate the EMMA resource.
- Confirm that complete MRT has been initiated and approved with an assigned MRT number.
- Provide MRT numbers to the deploying EMMA resources and appropriate EMMA Coordinators to facilitate check-in process at requesting jurisdiction.
- Coordinate details of logistical support to be provided for the EMMA resource with appropriate EMMA Coordinators.

Note: Providing jurisdiction may request authorization to deploy an EMMA Trainee in a shadow role in order to build local capability, but with no expectation of cost reimbursement.

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5.2.4 Providing OA - Demobilization Process

5.2.4.1 Local OR County as Providing Jurisdiction

- Upon notification from appropriate SEMS Level EMMA Coordinator, review EMMA resource status updates input into RIMS by requesting jurisdiction EMMA Coordinator.
- For EMMA resources provided by local jurisdiction, at the completion of activation, collect *EMMA Form 4 - Exit Surveys* from Local Providing EMMA Coordinator; review and identify data appropriate for inclusion in the consolidated EMMA program After Action report and Improvement Plan.
- For EMMA resources provided by county jurisdiction, collect from deployed EMMA resource all appropriate documentation (i.e., timesheets, travel claims, copy of daily activity logs, etc.).
- Develop the EMMA Program After Action Report and Improvement Plan; submit to the Cal OES Administrative Region EMMA Coordinator.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

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5.3 ADMINISTRATIVE REGION EMMA COORDINATOR

5.3.1 Requesting Administrative Region – Request Process

5.3.1.1 OA to OA within Administrative Region - Request Process

- Region is notified by OA EMMA Coordinators of pending Mission Requests in the RIMS System, should also receive copy of the *EMMA Form 1 - Resource Request and Assignment, Part A* generated from the requesting jurisdiction.
- Coordinate with the REOC Logistics Section to activate the EMMA Plan; if the plan is implemented with Region EMMA Coordinator as a Duty Officer, the EMMA Coordinator will act as the Logistics Section and follow established Duty Officer procedures.
- Review RIMS MRT and *EMMA Form 1 - Resource Request and Assignment, Part A* for accuracy and confirm MRT identifies positions or tasks to be performed, DSW status, special skills required, reporting location, date and time needed, duration of assignment, logistic responsibility information and two (2) contact names with phone numbers from the requesting jurisdiction.
- If needed, make contact with the requesting jurisdiction EMMA Coordinator for clarification of the request.
- Request EMMA resource by providing the *EMMA Form 1 - Resource Request and Assignment, Part A* to OA EMMA Coordinators throughout the Region following pre-established protocol in order to identify qualified EMMA resources for response.
- Receive and review *EMMA Form 1 - Resource Request and Assignment, Part B* from OA EMMA Coordinators within the Region with consideration to the details outlined on the *EMMA Form 1 - Resource Request and Assignment, Part A* and the MRT.
- Compare the requested qualifications, time commitment, special skills, DSW status and reporting time requirements. Select only those candidates who best meet the request.
- Provide the selected EMMA resources' *EMMA Form 1 - Resource Request and Assignment, Part Bs* to the requesting jurisdiction EMMA Coordinator for consideration.
- Upon approval of the *EMMA Form 1 - Resource Request and Assignment, Part B* by the requesting EMMA Coordinator, the Region EMMA Coordinator will approve the MRT and notify all appropriate SEMS level EMMA Coordinators of the MRT number.
- It is appropriate at this point in the process for the EMMA Resource and the requesting jurisdiction to engage in regular communication.
- Review resource status RIMS reports submitted by the requesting jurisdiction; include this information in daily reports.



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5.3.1.2 Region to Region – Request Process

- Coordinate with the REOC Logistics Section to activate the EMMA Plan; if the plan is implemented with Region EMMA Coordinator as a Duty Officer, the EMMA Coordinator will act as the Logistics Section and follow established Duty Officer procedures.
- Review RIMS MRT and *EMMA Form 1 - Resource Request and Assignment, Part A* for accuracy and confirm MRT identifies positions or tasks to be performed, DSW status, special skills required, reporting location, date and time needed, duration of assignment, logistic responsibility information and two (2) contact names with phone numbers from the requesting jurisdiction.
- When the resource cannot be found within an Administrative Region, provide the *EMMA Form 1 - Resource Request and Assignment, Part A* to the State EMMA Coordinator or Executive Duty Officer following pre-established protocol in order to identify qualified EMMA resources from another Administrative Region.
- Receive and review *EMMA Form 1 - Resource Request and Assignment, Part B* from the State EMMA Coordinator or Executive Duty Officer with consideration to the details outlined on the *EMMA Form 1 - Resource Request and Assignment, Part A* and the MRT.
- Compare the requested qualifications, time commitment, special skills, DSW status and reporting time requirements. Select only those candidates who best meet the request.
- Provide the selected EMMA resources' *EMMA Form 1 - Resource Request and Assignment, Part Bs* to the requesting jurisdiction EMMA Coordinator for consideration.
- Upon approval of the *EMMA Form 1 - Resource Request and Assignment, Part B* by the requesting EMMA Coordinator, the Region EMMA Coordinator will request approval of the MRT by the State EMMA Coordinator or Executive Duty Officer and notify all appropriate SEMS level EMMA Coordinators of the MRT number.
- It is appropriate at this time for the requesting OA EMMA Coordinator to make contact with the EMMA Resource.
- Review resource status RIMS reports submitted by the requesting jurisdiction; include this information in daily reports.

5.3.2 Requesting Administrative Region – Demobilization Process

- Receive EMMA resource release notifications from requesting OA EMMA Coordinator and disseminate to appropriate SEMS level EMMA Coordinators.
- Review EMMA resource status updates in RIMS from the requesting jurisdiction EMMA Coordinator.

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- Collect from the requesting region EMMA Coordinator copies of the following forms for review:
 - EMMA Form 4 - Exit Survey*
 - EMMA resource documentation (i.e. timesheets, travel claims, daily activity logs, EOC Modified ICS-221, etc)
- Forward the *EMMA Form 4 - Exit Survey* to the providing OA EMMA Coordinator for use in the After Action Process and the review of the EMMA Plan.
- Update MRT upon notification from the requesting jurisdiction that the EMMA resource has been released.
- Update MRT upon notification from providing jurisdiction that the EMMA resource has returned and is accounted for.
- Evaluate all forms collected to gather information that may be used in the After Action Report process for EMMA program improvement.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

5.3.3 Providing Administrative Region – Resource Activation Process

- Receive notification from the State EMMA Coordinator of pending Mission Requests in the RIMS System, should also receive a copy of the *EMMA Form 1 - Resource Request and Assignment, Part A* generated from the requesting jurisdiction.
- Coordinate with the REOC Logistics Section to activate the EMMA Plan; if the plan is activated with Region EMMA Coordinator acting as a Duty Officer, the EMMA Coordinator will act as the Logistics Section and follow established Duty Officer procedures.
- Review RIMS MRT and *EMMA Form 1 - Resource Request and Assignment, Part A* for accuracy and confirm MRT identifies positions or tasks to be performed, DSW status, special skills required, reporting location, date and time needed, duration of assignment, logistic responsibility information and two (2) contact names with phone numbers from the requesting jurisdiction.
- If needed, make contact with the requesting jurisdiction EMMA Coordinator for clarification of the request.
- Request EMMA resource by providing the *EMMA Form 1 - Resource Request and Assignment, Part A* to OA EMMA Coordinators throughout the Region following pre-established protocol in order to identify qualified EMMA resources for response.
- Receive and review *EMMA Form 1 - Resource Request and Assignment, Part B* from OA EMMA Coordinators within the Region with consideration to the details outlined on the *EMMA Form 1 - Resource Request and Assignment, Part A* and the MRT.

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- Compare the requested qualifications, time commitment, special skills, DSW status and reporting time requirements. Select only those candidates who best meet the request.
- Provide the selected EMMA resources' *EMMA Form 1 - Resource Request and Assignment, Part Bs* to the State EMMA Coordinator for consideration.
- Upon approval of the *EMMA Form 1 - Resource Request and Assignment, Part B* by the requesting EMMA Coordinator, the State EMMA Coordinator or Executive Duty Officer will approve the MRT and notify all appropriate SEMS level EMMA Coordinators of the MRT number.
- Notify providing jurisdiction EMMA Coordinator to activate the EMMA resource and provide MRT number for dissemination to EMMA resources; this will assist with the check-in process at the requesting jurisdiction.
- Coordinate details of logistical support to be provided for the EMMA resource with appropriate EMMA Coordinators.

Note: *Providing jurisdiction may request authorization to deploy an EMMA Trainee in a shadow role in order to build local capability, but with no expectation of cost reimbursement.*

5.3.4 Providing Administrative Region – Demobilization Process

- Receive EMMA resource release notifications from requesting region EMMA Coordinator and disseminate to appropriate SEMS level EMMA Coordinators.
- Confirm logistical support from the requesting jurisdiction to return EMMA resource to home agency.
- Review EMMA resource status updates in RIMS from the requesting jurisdiction EMMA Coordinator.
- Collect from the requesting region EMMA Coordinator copies of the following forms for review:
 - EMMA Form 4 - Exit Survey*
 - EMMA resource documentation (i.e. timesheets, travel claims, daily activity logs, EOC Modified ICS-221, etc)
- Update MRT upon notification from the requesting jurisdiction that the EMMA resource has been released.
- Update MRT upon notification from the providing jurisdiction that the EMMA resource has returned and is accounted for.
- Evaluate all forms collected to gather information that may be used in the After Action Report process for EMMA program improvement and forward them to State EMMA Coordinator as appropriate.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

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5.4 STATE EMMA COORDINATOR

5.4.1 Region to Region – Resource Activation Process

- Receive notification from a Region EMMA Coordinator of pending Mission Requests in the RIMS System, should also receive a copy of the *EMMA Form 1 - Resource Request and Assignment, Part A* generated from the requesting jurisdiction.
- Coordinate with REOC Logistics Section to activate EMMA Plan; if EMMA Plan is activated with the State EMMA Coordinator acting as Executive Duty Officer, the State EMMA Coordinator will act as the Logistics Section and follow established Duty Officer procedures.
- Review RIMS MRT and *EMMA Form 1 - Resource Request and Assignment, Part A* for accuracy and confirms MRT identifies positions or tasks to be performed, DSW status, special skills required, reporting location, date and time needed, duration of assignment, logistic responsibility information and two (2) contact names with phone numbers from the requesting jurisdiction.
- Request EMMA resource by providing the *EMMA Form 1 - Resource Request and Assignment, Part A* to other Region EMMA Coordinators for distribution to OA EMMA Coordinators throughout their respective region in order to identify qualified EMMA resources for the response.
- Receive and review the *EMMA Form 1 - Resource Request and Assignment, Part B* from Region EMMA Coordinators and forward to the requesting region EMMA Coordinator.
- Receive notification of the EMMA Resource being identified and cleared for the assignment and approve the State MRT.
- Confirm that the MRT has been approved and number assigned.
- Provide MRT numbers to the providing region EMMA Coordinator for dissemination to OA and EMMA resource; this will assist with the check-in process at the requesting jurisdiction.

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Emergency Management Mutual Aid Plan
ANNEX D: EMMA Coordinator / Concept of Operations

5.4.2 Region to Region - Demobilization

- Receive EMMA resource release notifications from requesting region EMMA Coordinator and disseminate to appropriate SEMS level EMMA Coordinators.
- Review EMMA resource status updates in RIMS from the receiving jurisdiction EMMA Coordinator.
- Collect from the requesting region EMMA Coordinator copies of the following forms for review:
 - EMMA Form 4 - Exit Survey*
 - EMMA resource documentation (i.e. timesheets, travel claims, daily activity logs, EOC Modified ICS-221, etc)
- Update MRT upon notification from the requesting jurisdiction that the EMMA resource has been released.
- Update MRT upon notification from the providing jurisdiction that the EMMA resource has returned and is accounted for.
- Evaluate all forms collected to gather information that may be used in the After Action Report process for EMMA program improvement.
- Follow up on open or unresolved issues with EMMA resources and/or appropriate SEMS level EMMA Coordinators.

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**State of California
Emergency Management Mutual Aid Plan**

ANNEX E: Demobilization

November 2012

Edmund G. Brown, Jr.
Governor



Mark Ghilarducci
Secretary
California Emergency Management Agency





Emergency Management Mutual Aid Plan
ANNEX E: EMMA Demobilization

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1.0 PURPOSE

The purpose of this annex is to outline the process for the demobilization of EMMA resources. The demobilization process is essential to ensuring a smooth transition of response activities, prompt payment of personnel, efficient processing of reimbursement requests (if any) and proper collection of after action information critical for system improvement.

2.0 DEMOBILIZATION PROCESS

2.1 PROCESS

Demobilization of EMMA resources may occur on an individual basis. However, it may also involve the rotation or demobilization of an entire team of EMMA resources. Demobilization normally involves one or more of the following situations:

- Incident response activities have concluded or transitioned to the recovery phase and the support requirement no longer exists.
- Resources have served for their agreed-upon length of assignment.
- Resources are released for health or other personal reasons.

A deployed individual must be formally released by his/her on-site supervisor. If the resource is part of a team, the individual must be released by the team lead before formalizing travel arrangements. The release and demobilization process should be documented using the *EMMA Form 5 - Individual Demobilization Checkout* or per jurisdictional protocol.

The Demobilization Checklist in this Annex outlines the specific steps that resources are required to follow during the demobilization process. Questions regarding the process should be clarified through the appropriate Regional EMMA Coordinator.

2.2 PERFORMANCE EVALUATION PROCESS

The performance rating process plays a key role in building both individual and system capacity by highlighting the strengths and developmental opportunities of deployed



Emergency Management Mutual Aid Plan
ANNEX E: EMMA Demobilization

EMMA resources. The *EMMA Form 3 - Voluntary Performance Rating* Form provides a tool to document the performance of personnel.

Performance criteria are based on several rating factors. Performance is rated on a scale from 0-3:

- 0 = Deficient
- 1 = Needs Improvement
- 2 = Satisfactory
- 3 = Superior

EMMA Form 3 - Voluntary Performance Rating is voluntary and must be requested by the responding EMMA resource from their immediate supervisor at the requesting jurisdiction. This may be completed at demobilization following all deployments lasting one operational period (normally considered to be 12 hours) or longer. Once the supervisor completes the *EMMA Form 3 - Voluntary Performance Rating*, the form becomes the basis for the supervisor's performance evaluation discussions with the assigned individual.

For purposes of improving the EMMA system and facilitating professional development of EMMA resources, if a *EMMA Form 3 - Voluntary Performance Rating* is requested by the EMMA resource, a copy will be provided to:

- The EMMA resource
- The requesting region EMMA Coordinator for recording and forwarding to Credentialing Program (see **Annex A: Training and Credentialing**)

2.3 CRITICAL INCIDENT STRESS DEBRIEFING

EMMA resources shall participate in a Critical Incident Stress Debriefing if required by the EOC Director and/or Safety Officer.

2.4 AFTER ACTION REVIEW PROCESS

The adequacy of procedures, forms, tools and training sessions must be continually evaluated and improved. The *EMMA Form 4 - Exit Survey* is designed to collect input from assigned resources and should be provided to the requesting jurisdiction's EOC Planning Section and all SEMS level EMMA Coordinators. The information collected is later used in the development of the After Action Report and Improvement Plan.

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Emergency Management Mutual Aid Plan
ANNEX E: EMMA Demobilization

2.5 DEMOBILIZATION CHECKLIST

Once informed of the projected release date of the EMMA resource by the requesting EMMA Coordinator:

- Inform home agency of projected release date.
- Complete a first draft of the *EMMA Form 4 - Exit Survey*.
- Complete all work assignments.
- Transition all position information, as directed by the immediate supervisor.
- Ensure assigned workstation is left clean.
- Return all assigned equipment (i.e. vehicle, radios, laptops, PPE, communication devices) to appropriate representative of requesting jurisdiction.
- Assemble personal expense receipts and other information to facilitate possible reimbursement.
- Submit and retain copies of site check-in and duty assignment forms (e.g. ICS-211 Incident Check-in List, ICS-204 Assignment List or ICS-214 Unit Log) to facilitate home agency reimbursement documentation and provide to requesting jurisdiction.
- If desired, request a performance evaluation from immediate supervisor (*EMMA Form 3 - Voluntary Performance Rating*).
- Complete any recommended Critical Incident Stress Debriefings.
- Check out with the Planning Section.
- Finalize travel arrangements.
- Provide copies of the following documents to the providing EMMA Coordinator:
 - *EMMA Form 4 - Exit Survey*
 - *EMMA Form 5 - Individual Demobilization Checkout*

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Emergency Management Mutual Aid Plan
ANNEX E: EMMA Demobilization

After the EMMA resource has returned home:

- To facilitate reimbursement, complete the appropriate personal expense reimbursement paperwork and submit along with check-in and duty assignment forms to:
 - Providing jurisdiction through the normal finance process for reimbursement
 - Requesting jurisdiction

- Complete any recommended Critical Incident Stress follow-up counseling, as needed.



**State of California
Emergency Management Mutual Aid Plan**

ANNEX F: EMMA Reimbursement

November 2012

Edmund G. Brown, Jr.
Governor



Mark Ghilarducci
Secretary
California Emergency Management Agency





Emergency Management Mutual Aid Plan
ANNEX F: EMMA Reimbursement

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1.0 PURPOSE

The primary goal of the Emergency Management Mutual Aid (EMMA) Plan is to provide qualified emergency management personnel and technical specialists (collectively, “EMMA resources”) to support the disaster operations of affected jurisdictions during an emergency. The purpose of this annex is to enhance understanding of the circumstances and the process under which reimbursement may occur.

2.0 EMERGENCY MANAGEMENT SUPPORT SYSTEM

2.1 MUTUAL AID

California’s emergency assistance is based on a statewide mutual aid system designed to coordinate the provision of additional resources to the state’s political subdivisions whenever their own resources are overwhelmed or inadequate. The basis for this system is the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies to assist each other by providing resources during an emergency. Mutual aid is typically provided without the expectation of reimbursement.

2.2 ASSISTANCE FOR HIRE

The EMMA Plan has been developed in accordance with the MMAA. However, it also allows the requesting and providing jurisdictions to enter into an agreement referred to as assistance for hire.

For deployments of less than or equal to one operational period (normally considered to be a 12-hour shift), mutual aid as defined by the MMAA will be in effect unless otherwise agreed upon in advance. For deployments greater than one operational period (normally considered to be a 12-hour shift), reimbursement may be formally agreed upon in the form of a written agreement as assistance for hire. (See Appendix 4: EMMA Forms, *Sample Pre/Post-Event Agreement*)

3.0 EMERGENCY ASSISTANCE COST RECOVERY GUIDELINES

An agency or jurisdiction providing EMMA resources will be referred to as the providing jurisdiction. Jurisdictions requesting EMMA resources will be referred to as the requesting jurisdiction. The guidelines contained in this section focus on the cost recovery process should the providing and requesting jurisdictions opt to enter into an assistance for hire contract.

Cost recovery for providing jurisdictions under the EMMA Plan will be done in accordance with state and federal regulations.



Emergency Management Mutual Aid Plan
ANNEX F: EMMA Reimbursement

3.1 DEPLOYMENT COSTS

Under the EMMA Plan, requesting jurisdictions are responsible for reimbursing 100 percent of the reasonable deployment costs to providing jurisdictions. Deployment costs may include, but are not limited to:

- Travel (including airfare or vehicle mileage allowance);
- Ground support costs – lodging, rental car, per diem allowance for meals and allowable incidental expenses; and
- Equipment and materials (when equipment and materials are deployed at the request of the requesting jurisdiction).

Cost recovery for lodging, mileage and per diem expenses under the EMMA Plan should follow the current U.S. General Services Administration (GSA) expense schedule for the assigned location. State employees and all EMMA resources deployed on behalf of the State must follow state reimbursement guidelines. Air travel is assumed to be standard coach class (Refer to the Department of General Services website at www.dgs.ca.gov for details).

3.2 SALARY AND BENEFITS

For an EMMA resource, labor costs for the first operational period of the original deployment (normally considered to be 12 hours worked at the requesting jurisdiction) are not reimbursed. Labor expenses may be treated as contracted labor after the initial operational period. Regular time, overtime and eligible benefits will be reimbursable provided labor rates are reasonable (to be determined case by case). Labor expenses should be calculated for hours worked after completion of the initial operational period and continue until the date of return to the providing jurisdiction unless another agreement has been made.

If a providing and requesting jurisdiction agree to the deployment of an EMMA trainee/resource in a developmental or “shadow” role, the cost for that resource is not reimbursable, unless otherwise agreed to by the two parties.

3.3 VEHICLES USED DURING DEPLOYMENT

All resources deployed under the EMMA Plan are required to have a current government issued identification card. All EMMA resources driving a vehicle during an EMMA deployment are required to have a valid driver’s license appropriate for the vehicle they are driving and to maintain the state minimum for vehicle liability insurance coverage. Use of personal vehicles is not recommended as a method of transportation for deploying EMMA resources. It is understood that it may be necessary to use a personal vehicle; however, rental or government-owned vehicles are preferred. If a personal vehicle is used during a deployment, it is important to meet the insurance requirements of the providing jurisdiction. Parking tickets and moving violations incurred before, during and after deployment are the responsibility of the EMMA resource.

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Emergency Management Mutual Aid Plan
ANNEX F: EMMA Reimbursement

If EMMA resources are deployed to their assignment location via either personal vehicle or commercial air and use a rental car for local transportation, the requesting jurisdiction is responsible for reimbursement for the following:

- Personal vehicle used as primary transportation to the assigned work location: Mileage fee (as defined by the current U.S. General Services Administration rate schedules for non-state employees or the state rate for state employees), or
- Rental car: Daily rental fee, (as defined by the current GSA rate schedules for non-state employees or the state rate for state employees) plus insurance coverage and gas.

4.0 ASSIGNMENT DOCUMENTATION

The requesting jurisdiction may not be required to reimburse expenses unless EMMA resources are deployed in response to an official request placed through SEMS or other arrangements are made in advance. Resources assigned under the EMMA Plan will be provided with a copy of the *EMMA Form 1 - Resource Request and Assignment, Part A & B*, signed by an authorized official of the requesting jurisdiction to verify their status as an authorized resource.

EMMA resources are required to maintain assignment documentation for reimbursement and system improvement. These documents include:

- Copy of *EMMA Form 1 - Resource Request and Assignment, Part A & B*;
- Copies of *ICS-204 Assignment List* or *EOC Modified ICS-214 Duty Logs (or similar duty logs)*;
- Copies of check-in and demobilization check-out forms (e.g., *EOC Modified ICS-211 Check-in List* and *EMMA Form 5 - Individual Demobilization Checkout*);
- Timesheets tracking hours worked by day (if available);
- *EMMA Form 4 - Exit Survey*, documenting lessons learned and suggestions for improvement of the EMMA Plan; and

When the demobilization process is initiated, the appropriate EMMA Coordinator should brief the requesting jurisdiction's Emergency Operations Center (EOC) Director on the required documentation and performance evaluation process established under the EMMA Plan.

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Emergency Management Mutual Aid Plan
ANNEX F: EMMA Reimbursement

5.0 REIMBURSEMENT FILING (PROVIDING JURISDICTION)

Reimbursement filings must be done as soon as possible following the completion of a deployment, ideally within 30 days of demobilization. The following support documentation should be submitted by the providing jurisdiction for each resource deployed:

- Copy of *EMMA Form 1 - Resource Request and Assignment*, Part A & B;
- Copies of check-in and demobilization check-out forms (e.g., EOC Modified ICS-211 *Check-in List* and *EMMA Form 5 - Individual Demobilization Checkout*);
- Timesheets tracking hours worked by day;
- Copies of related receipts, payment vouchers, etc.; and
- Transportation (e.g., airfare) invoices and a copy of the related payment voucher.

Cost recovery paperwork should be submitted to the requesting jurisdiction's EOC Finance/Administration Section. Questions regarding submission of the cost recovery documentation should be directed to the appropriate SEMS-level EMMA Coordinator or the local authorized representative assigned to manage the disaster recovery application.

6.0 DOCUMENT RETENTION

Requesting and providing jurisdictions should retain copies of reimbursement-related records in accordance with state and federal guidelines.

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San Francisco Bay Area Transit Operators Mutual Aid Agreement

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APPENDIX B

SAN FRANCISCO BAY AREA TRANSIT OPERATORS MUTUAL AID AGREEMENT



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San Francisco Bay Area Regional Transportation Emergency Management Plan

**SAN FRANCISCO BAY AREA TRANSIT OPERATORS
MUTUAL AID AGREEMENT**

This Mutual Aid Agreement ["Agreement"] is made and entered into as of the October 1 of 2015 by those parties who have adopted and signed this Agreement (individually a "Party," or together, the "Parties"), which include the following organizations:

- Alameda-Contra Costa Transit District**
- Central Contra Costa County Transportation Authority**
- Eastern Contra Costa Transit Authority**
- Golden Gate Bridge, Highway & Transportation District**
- Livermore-Amador Valley Transit Authority**
- Napa County Transportation and Planning Agency**
- Peninsula Corridor Joint Powers Board**
- San Francisco Bay Area Water Emergency Transportation Authority**
- San Francisco Bay Area Rapid Transit District**
- San Francisco Municipal Transportation Agency**
- San Joaquin Regional Rail Commission**
- San Mateo County Transit District**
- Santa Clara Valley Transportation Authority**
- Solano County Transit District**
- Sonoma-Marin Area Rail Transit**

WHEREAS, the San Francisco Bay Area is susceptible to serious local and major regional emergencies, including moderate to great earthquakes that could interrupt normal public transit services; and

WHEREAS, the Parties have determined that it would be in their best interest to enter into an Agreement that provides equipment, personnel, supplies and other goods and services to each other under Emergency (as defined below) conditions to ensure transit services experience minimal interruption and recover rapidly; and

WHEREAS, the Parties understand that any organization that lend resources (the "Lending Organization") to another organization (the "Borrowing Organization") will be reimbursed by the Borrowing Organization for equipment, personnel, supplies and other resources made available under this Agreement; and

WHEREAS, the Parties understand that each must give priority attention to Emergencies (as defined below) affecting its own operations, and that no party should unreasonably deplete its own resources, facilities, or services to provide such mutual aid; and

WHEREAS, such an Agreement is in accord with the California Emergency Services Act as set forth in Title. 2, Division 1, Chapter 7 (Section 8550 et seq.) of the Government Code, and specifically Article 14 (Section 8630 et seq.) of the Act, Section 3211.92 of the Labor Code related to Disaster Service Workers, and the California Master Mutual Aid Agreement;



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NOW THEREFORE, in consideration of the conditions and covenants contained herein, the Parties agree as follows:

1. Purpose. The purpose of this Agreement is to provide an organized framework within which the Parties can provide voluntary mutual assistance to each other to ensure public transportation services continue to the maximum practical extent in the event of Emergencies.

2. Definition of Emergency. For purposes of this Agreement, "Emergency" means a condition of disaster, calamity, or catastrophe (both natural and man-made) arising in a portion or entire area of operations of one or more of the Parties to this Agreement which is, or is likely, to be beyond the control and response capabilities of the services, personnel, equipment, and facilities of the affected Parties. Examples include but are not limited to floods, urban and wild fires, earthquakes, and acts of terrorism.

3. Guiding Policies. The Parties acknowledge the following principles in order to effectively implement this Agreement:

- a. The basic tenets of Emergency planning are self-help and mutual aid;
- b. No single Party has sufficient resources to cope with any and all potential Emergencies;
- c. Parties shall plan for their Emergency operations to assure a rapid and efficient use of their available resources;
- d. California's system of Emergency planning provides a system of mutual aid in which each Party's jurisdiction relies first upon its own resources;
- e. Each county in California coordinates the responses of jurisdictions within its borders with the State's Office of Emergency Services;
- f. Each local jurisdiction has the authority to prepare a local Emergency plan; such plans shall include a transportation element that contains methods for coordinating Emergency transportation services; and
- g. Each Party shall prepare its own emergency operations plan that provides appropriate procedures for responding to and recovering from Emergencies affecting its operating area.

4. Mutual Aid Coordinators. Each Party to this Agreement shall designate a point of contact, who shall be responsible for performing all Emergency actions associated with this Agreement.

5. Nature of Assistance.



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- a. General. Lending Organizations will provide assistance in the form of resources such as equipment, supplies, and personnel (together, the "Loaned Items"). Lending Organizations will provide Loaned Items only in the event a Lending Organization determines in its sole discretion that its own needs can be met before releasing such Loaned Items to support this Agreement. The Parties intend that this Agreement cover Loaned Items required for the Borrowing Organization to provide public transportation in the event of an Emergency, such as transit vehicles, vehicle operators, and the services and supplies required to operate and maintain such vehicles.
- b. Equipment. Use by the Borrowing Organizations of Loaned Items that constitute equipment, such as transit and maintenance vehicles, portable generators, and tools, shall be at the Lending Organization's current equipment rates, and if no rates have been established, rates equivalent to reasonable commercial rates for the lease or rental of similar equipment, and subject to the following conditions:
 - (1) At the option of the Lending Organization, Loaned Items that constitute equipment may be provided with an operator and/or fuel. If an operator is provided by the Lending Organization, the following costs will be reimbursed by the Borrowing Organization: travel, lodging, per diems, all wages and compensation, and any other reasonable costs mutually agreed to by the parties. If fuel is provided by the Lending Organization, it will be reimbursed at the Lending Organization's actual cost;
 - (2) In the event the Lending Organization requires Loaned Items to be returned before the end of the emergency period, the Lending Organization shall provide written notice to the Borrowing Organization requesting such a return, and the Borrowing Organization shall return Loaned Items to the Lending Organization within one and two working days after the initial request for equipment return for small- and large-scale incidents, respectively. Small-scale incidents are incidents that span up to two 12-hour operational periods. Large-scale incidents are those that last for more than two 12-hour operational periods;
 - (3) Unless the Lending Organization provides fuel in accordance with paragraph (1) above or the Parties involved make alternate arrangements, the Borrowing Organization shall, at its own expense, supply all fuel, lubrication and routine maintenance for any Loaned Items during the time they are in use by the Borrowing Organization;
 - (4) Any costs accrued or incurred by the Lending Organization related to the transportation, handling, and unloading or loading of Loaned Items shall be reimbursed by the Borrowing Organization, based on actual receipts or invoices with supporting documentation;



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- (5) In the event that any Loaned Items are damaged during delivery to, or while in the custody or use of, the Borrowing Organization, the Borrowing Organization shall reimburse the Lending Organization for the reasonable cost of repairing the damaged equipment, based on actual receipts;
 - (6) If a damaged Loaned Item cannot be economically restored to the condition it was in prior to the loan, the Borrowing Organization shall reimburse the Lending Organization for the cost of replacing any such damaged Loaned Items with equivalent (or functionally equivalent) equipment of equivalent value to the equipment prior to the loan, based on actual receipts (unless the parties agree otherwise in writing); and
 - (7) If the Lending Organization is required to rent or lease items while Loaned Items are being repaired or replaced, the Borrowing Organization shall reimburse the Lending Organization for any such lease or rental costs, provided that the duration and cost of such lease or rental is reasonable under the circumstances, and that any such reimbursement is based on actual invoices.
- c. Supplies. With respect to any Loaned Items that are expendable or non-returnable, the Borrowing Organization shall reimburse the Lending Organization with in-kind items or the replacement cost for such items, plus any applicable handling charges, taxes and other incurred expenses. With respect to such Loaned Items that are timely returned to the Lending Organization without damage (other than normal wear and tear), no costs shall be due from the Borrowing Organization to the Lending Organization, including but not limited to, any rental fees for use of the Loaned Items;
- d. Personnel. The Lending Organization may make available to the Borrowing Organization employees who are willing to participate in providing mutual aid under the provisions of this Agreement. If the Borrowing Organization accepts the services of such employees, the Borrowing Organization shall reimburse the Lending Organization for the full costs of the employees' services; that is, at a rate equal to the employees' current salary or hourly rate plus fringe benefits and overhead charges, including any costs arising from Workers' Compensation claims. Costs to feed, shelter, transport, and otherwise care for the Lending Organization's employees shall be paid by the Borrowing Organization. The Lending Organization shall not be liable for cessation or slowdown of work, or any other damages incurred by reason of the Lending Organization's employee's refusal to perform any assigned task due to the loaned employee's perception of risks of harm or injury.
6. Financial Records. Both the Lending Organizations and the Borrowing Organizations shall keep accurate financial records of any Loaned Items and personnel provided or received. Such records will be used to settle accounts among the Parties and to support claims for reimbursement from insurance carriers or the local state and/or federal



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governments, should such aid be made available. All financial records shall be maintained for a minimum of three years, or as required by applicable federal or state law as a condition of receiving financial assistance, whichever is longer. All Parties shall have full access to such records for the purposes of this provision.

7. Emergency Routing. Inasmuch as the Parties recognize that mutual aid provided under this Agreement depends on the Lending Organizations' abilities to move their resources to places designated by the Borrowing Organizations, the Parties shall cooperate in determining which routes shall be used to reach the Borrowing Organizations' operating areas and in arranging for any necessary escorts to assure the timely and safe arrival of the Loaned Items or Personnel.

8. Liability and Hold Harmless. Pursuant to Government Code Section 895.4 and federal and state requirements, whenever mutual aid assistance is provided – except for liabilities arising from gross negligence or intentional conduct on the part of mutual aid partners, the Borrowing Organization shall assume the defense of, fully indemnify and hold harmless the Lending Organization, including its directors, supervisors, officers, and employees from all claims, losses, damages, injuries, and liabilities of every kind, nature and description directly or indirectly arising from the negligent or wrongful acts of the Borrowing Organization in connection with work rendered hereunder, including but not limited to negligent or wrongful use of Loaned Items, or faulty workmanship or other negligent acts, errors or omissions by the Borrowing Organization, or by loaned personnel.

Each Party to this Agreement shall give to the others prompt and timely written notice of any claim made, or any suit instituted, coming to its knowledge which in any way, directly, or indirectly, contingently or otherwise, affects or might affect one or more of the other Parties. Each Party shall have the right to participate in the defense of the same to the extent of its own interest.

9. Modifications and Other Provisions.

- a. Amendments. Any provision of this Agreement may only be modified, altered or rescinded only by written amendment to this Agreement executed by all of the Parties; however, the Agreement as a whole may only be rescinded in compliance with Section 11, Termination.
- b. Review. This Agreement shall be reviewed as needed, and necessary changes shall be made.
- c. Reporting. The Lending Organization shall, at the request of the Borrowing Organization, provide to the Borrowing Organization a written estimate of the costs of Loaned Items provided under this Agreement within three (3) days of the date of any such request. This report shall be revised weekly thereafter until mutual aid is terminated at the Borrowing Organizations, or pursuant to Section 5b (2) above, at the Lending Organization's request. The Lending Organization



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will provide a final estimate to the Borrowing Organization no later than ninety (90) days following the return or redeployment of all Loaned Items. If the federal and/or state government require a different reporting schedule for public assistance, it will supersede those stated in this Agreement.

- e. Non-Exclusivity. This Agreement is not an exclusive Agreement for the provision of Emergency resources. Any Party may provide such resources to entities not party to this Agreement, and any Party may enter into Agreements similar to this with other organizations. In the event that there are conflicting requests for Loaned Items pursuant to two or more Agreements entered into by a Lending Organization, the Lending Organization shall have the final right to determine which request shall be honored, and such determination shall not give rise to any claim of damages or other monetary recovery by a Borrowing Organization the request of which was denied.
- f. Third Parties. Nothing herein shall be construed to create any right of action by third parties for any cause whatsoever.
- g. Entire Agreement. This Agreement constitutes the entire understanding of the Parties with respect to the subject matter hereof, any prior or contemporaneous oral or written agreements by and between the Parties or their agents and representatives with respect to the subject matter of this agreement are revoked and extinguished by this Agreement.

10. Notices.

All communications relating to the day-to-day activities associated with this Agreement shall be exchanged between the Mutual Aid Coordinators designated in the Appendix to this Agreement. All other notices and communications deemed by the Parties to be necessary or desirable to be given to the other Parties shall be in writing and may be given by personal delivery to a representative of the Parties, by electronic communication to the email addresses indicated, or by mailing the same, postage prepaid, addressed as follows:



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

Michael Hursh General Manager Alameda-Contra Costa County Transit District 1600 Franklin Street Oakland, CA 94612	Grace Crunican General Manager Bay Area Rapid Transit District P.O. Box 12688 Oakland, CA 94604-2688
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Jim Hartnett Executive Director Peninsula Corridor Joint Powers Board 1250 San Carlos Avenue San Carlos, CA 94070-1306	Kate Miller Executive Director Napa County Transportation and Planning Agency 625 Burnell St. Napa, CA 94559
Farhad Mansourian General Manager Sonoma-Marín Area Rail Transit 5401 Old Redwood Highway, Suite 200 Petaluma, CA 94954	



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The address to which mailings may be made may be changed from time to time by notice mailed as described above. Any notice given by mail shall be deemed given on the day after that on which it is deposited in the United States mail as provided above.



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**Mutual Aid Coordinators
(Point of Contact for mutual aid)**

Alameda-Contra Costa County Transit District Operations Control Center (510) 891-4901 Chief Operating Officer (510) 891-7215	San Francisco Bay Area Rapid Transit District Central Manager (510) 834-1297
Central Contra Costa County Transportation Authority Director, Plans & Intelligence (925) 687-8438 Director, Maintenance (925) 689-5142	Golden Gate Bridge Highway & Transportation District Bus Dispatch (415) 257-4420 Ferry Division (daytime only) (415) 925-5775
Livermore-Amador Valley Transportation Authority Operations Manager (925) 455-7516 (925) 455-7557 (after hours)	San Mateo County Transit District Chief Operating Officer (bus & rail) (650) 508-6252 Operations Managers (650) 508-6414 (bus)
San Francisco Municipal Transportation Agency Director of Transit (415) 701-4588	Santa Clara Valley Transportation Authority Chief Operating Officer (408) 321-7005
San Joaquin Regional Rail Commission Operations Director (209) 649-0643 Ops Supervisor (209) 649-7491	SF Bay Area Water Emergency Transportation Authority Manager, Operations (415) 364-3192
Eastern Contra Costa Transit Authority Director, Administrative Services (925) 754-6622	Solano County Transit District Transportation Superintendent (707) 648-5241
Peninsula Corridor Joint Powers Board Chief Operating Officer (650) 508-6420	Napa County Transportation and Planning Agency Transit Manager (707) 259-8631
Sonoma-Marin Area Rail Transit Security Director (707)-794-3076	



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

AC TRANSIT
Agency

Michael A. Hurst
Name

General Manager
Title

12 JAN 2016
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Central Contra Costa Transit Authority
Agency

[Signature]
Name

General Manager
Title

10/21/15
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Eastern Contra Costa Transit Authority-Tri Delta Transit Agency


Name Jeanne Krieg

Chief Executive Officer
Title

11-17-2015
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Golden Gate Bridge, Highway and Transportation District
Agency

[Signature]
Name

General Manager
Title

12/4/15
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

LAVTA
Agency

[Signature]
Name

Executive Director
Title

December 2, 2015
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Napa County Transportation and Planning Agency
Agency

Kate Miller

Executive Director
Title

Date

11/2/16



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Peninsula Corridor Joint Powers Board

Jim Hartnett

Executive Director

Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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San Mateo County Transit District



Jim Hartnett

General Manager/CEO



Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY
Agency

Nina Rannels
NINA RANNELLS

Name

EXECUTIVE DIRECTOR

Title

12-7-15

Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

San Francisco Bay Area Rapid Transit District
Agency


Name

General Manager
Title

10/23/2015
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

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San Francisco Municipal Transportation Agency
Agency


Name


Title


Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

San Joaquin Regional Rail Commission
Agency

Stacy Mortensen
Name

Executive Director
Title

10/26/15
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Talley Transportation Authority
Agency

Kevin J. Semler
Name

General Manager / CEO
Title

January 25, 2016
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

11. Termination.

This Agreement is not transferable or assignable, in whole or in part. Any Party may terminate its participation in this Agreement by providing 30 days' written notice delivered or mailed electronically to the other Parties to the Agreement. Prior to the effective date of termination, with respect to the terminating Party, all sums due for Loaned Items shall be paid to the Lending Organization, and all Loaned Items shall be returned to the Lending Organization. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement. The provisions under Section 6 and Section 8 shall survive any termination of this Agreement with respect to financial record keeping, claims, losses, damages, injuries and liabilities arising out of acts or omissions occurring prior to the effective date of termination. The Agreement shall continue in full force and effect as to the remaining Parties to the Agreement.

IN WITNESS WHEREOF, the Parties to the Agreement have executed this Agreement on the day and year set forth above.

Solano County Transit
Agency

[Signature]
Name

Executive Director
Title

11/24/2015
Date



Metropolitan Transportation Commission
San Francisco Bay Area Regional Transportation Emergency Management Plan

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Sonoma Marin Area Rail Transit

Agency

Farhad Mansourian

Name

General Manager

Title

10/29/15

Date



Appendix E. Essential Elements of Information (EEIs)

Example taken from the Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan:
Appendix D: Critical Information Collection Requirements



Appendix D: Critical Information Collection Requirements

Table D-1. Critical information collection requirements.

Critical Information	Specific Information	Methodology/Source	Responsible Entity	Product	Timeline
1	Boundaries of disaster area (shaking/liquefaction, landslides)	<ul style="list-style-type: none"> • Geographic limits of damage • Description of the severity of damage • Estimated percentage of population evacuated or in need of evacuation 	<ul style="list-style-type: none"> • Local jurisdictions • Operational Areas • REOC • SOC 	<ul style="list-style-type: none"> • GIS impact maps • Situation report • Status briefing 	Initial estimate within 4 hours and updated every operational period
2	Access points to disaster area	<ul style="list-style-type: none"> • Location of access points located • Credentials needed to enter • Best routes to approach the disaster area 	<ul style="list-style-type: none"> • Local jurisdictions • Operational Areas • CHP • Caltrans • USCG 	<ul style="list-style-type: none"> • GIS maps • Displays • Briefings 	Initial estimate within 4 hours and updated every 12 hours
3	Jurisdictional boundaries	<ul style="list-style-type: none"> • Cities • Counties • Tribal nations • Congressional districts • Special districts 	<ul style="list-style-type: none"> • Local jurisdictions • Operational Areas • REOC/SOC 	<ul style="list-style-type: none"> • GIS maps • Jurisdictional profiles 	Initial estimate within 4 hours and updated every operational period
4	Population/ community support impacts	<ul style="list-style-type: none"> • Estimated population affected • Number of shelters open/population • Potential unmet shelter requirements • Number of homes affected (destroyed, damaged) • Percentage of grocery stores open and able to meet the needs of the public • Percentage of pharmacies open and able to meet the needs of the public 	<ul style="list-style-type: none"> • Existing maps • GIS database • State REOC and SOC reports 	<ul style="list-style-type: none"> • FEMA disaster information database • Individual Assistance module • Reporting • Situation briefing • Situation reports • Displays • GIS products 	Initial estimate within 4 hours and updated every operational period
5	Hazard-specific information Hazardous toxic and radiological issues Safety hazards	<ul style="list-style-type: none"> • Extent of fires • Potential for (or extent of) flooding • Number/estimate of collapsed structures potentially requiring Urban Search and Rescue • Actual or potential for release of hazardous materials • Actual or potential radiological incidents • Affected locations and what they contain • Actions being taken under the National Contingency Plan, if any • Personal safety issues • Public health concerns 	<ul style="list-style-type: none"> • Local jurisdictions • Operational Areas • REOC • SOC • FEMA 	<ul style="list-style-type: none"> • GIS product depicting actual or potential threats • Situation report • Status briefing • Daily intelligence summary • Safety briefings/ messages 	Initial estimate within 4 hours and updated every 12 hours
6	Seismic and/or other geophysical information	<ul style="list-style-type: none"> • Location of epicenter • Location of mud flows and land slides • Potential magnitude of aftershocks • Location of ground liquefaction sites 	<ul style="list-style-type: none"> • SOC • USGS 	<ul style="list-style-type: none"> • GIS maps of affected areas • Situation briefings • Situation reports 	Initial estimate within 4 hours and updated every 6 hours
7	Weather	<ul style="list-style-type: none"> • Forecast post-incident and implications for impending operations 	<ul style="list-style-type: none"> • NOAA 	<ul style="list-style-type: none"> • Status briefings • Situation reports • Daily intelligence summaries 	As soon as possible post-event and ongoing as required



Table D-1. Critical information collection requirements.

Critical Information	Specific Information	Methodology/Source	Responsible Entity	Product	Timeline
8	Demographics	<ul style="list-style-type: none"> Population of affected areas Demographic breakdown of population including income levels, information on elderly and children Number/type of housing units in impacted areas Level of insurance coverage Tribal nations impacted Unemployment levels Foreign languages spoken by more than 1% of the population What HAZUS models show for damage impacts and casualties 	<ul style="list-style-type: none"> Local jurisdictions Operational Areas SOC 	<ul style="list-style-type: none"> Jurisdiction profiles GIS analysis Regional analysis and summary 	Initial information no later than 12 hours post-event
9	Predictive modeling	<ul style="list-style-type: none"> Reports of rapid needs assessment and preliminary damage assessment teams Damages reported by local, State and Federal agency EOCs Requests for Federal support from the State 	<ul style="list-style-type: none"> SOC FEMA 	<ul style="list-style-type: none"> GIS products 	No later than 2 hours post-event
10	Initial needs and damage assessments	<ul style="list-style-type: none"> Reports of rapid needs assessment and preliminary damage assessment teams Damages reported by local, State and Federal agency EOCs Requests for Federal support from the State 	<ul style="list-style-type: none"> Local jurisdictions Operational Areas REOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	Initial estimate within 4 hours and updated every 12 hours
11	Status of communications systems	<ul style="list-style-type: none"> Status of telecommunications service (including Internet and infrastructure) Reliability of cellular service in affected areas Potential requirement for radio/satellite communications capability Status of emergency broadcast (TV, radio, cable) system and ability to disseminate information 	<ul style="list-style-type: none"> Utility operators Local jurisdictions Operational Areas REOC 	<ul style="list-style-type: none"> Situation briefings Situation reports 	Initial estimate within 4 hours and updated every 12 hours
12	Status of transportation systems	<ul style="list-style-type: none"> Area airports Major/primary roads, including identified priority transportation routes Critical bridges Railways Ports Evacuation routes Public transit systems Pipelines Accessibility to most severely affected areas Debris on major roadways and bridges 	<ul style="list-style-type: none"> State SOC reports Caltrans MTC U.S. Department of Transportation Assessment team reports WETA Community relations U.S. Army Corps of Engineers Remote sensing/aerial reconnaissance Predictive modeling 	<ul style="list-style-type: none"> Situation briefings Situation reports 	Initial estimate within 4 hours and updated every 12 hours
13	Status of Emergency Operations Centers	<ul style="list-style-type: none"> Local EOCs State EOC Agency EOCs RRCC IMAT Back-up region RRCC 	<ul style="list-style-type: none"> Local jurisdictions Operational Areas DGS REOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	No later than 1 hour post-event
14	Status of critical infrastructure and facilities	<ul style="list-style-type: none"> Potable and non-potable water and sewage treatment plants/distribution systems Medical facilities (hospitals and nursing homes) Schools and other public buildings Fire and police facilities Levees and dams—U.S. Army Corps of Engineers, U.S. Bureau of Reclamation, DWR 	<ul style="list-style-type: none"> Local jurisdictions Operational Areas Special districts CDPH REOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	Initial estimate within 4 hours and updated every 12 hours



Table D-1. Critical information collection requirements.

Critical Information	Specific Information	Methodology/Source	Responsible Entity	Product	Timeline
15 Status of energy systems	<ul style="list-style-type: none"> Electricity-generating facilities and distribution grid Households/people without electric power Natural gas transmission facilities and distribution pipelines Households/people without natural gas Refineries and gasoline and oil distribution systems Remote sensing missions that have been requested Target areas Data availability Whether a rapid assessment is being conducted Areas that are being assessed Report availability and format Whether the Civil Air Patrol has been activated Where over-flights are being conducted Other aerial reconnaissance missions in progress Commercial remote sensing sources availability Staffing needs for response operations 	<ul style="list-style-type: none"> CUEA NERC reports Investor-owned utilities (e.g., PG&E) and municipal utility districts Remote sensing USCG USGS DoD NASA Private-sector entities 	<ul style="list-style-type: none"> CUEA CPUC Utility operators REOC FEMA 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products Remote sensing imagery derived products 	<p>Initial estimate within 4 hours and updated every 12 hours</p>
16 Status of remote sensing operations	<ul style="list-style-type: none"> Target areas Data availability Whether a rapid assessment is being conducted Areas that are being assessed Report availability and format Whether the Civil Air Patrol has been activated Where over-flights are being conducted Other aerial reconnaissance missions in progress Commercial remote sensing sources availability Staffing needs for response operations 	<ul style="list-style-type: none"> USCG USGS DoD NASA Private-sector entities 	<ul style="list-style-type: none"> FEMA 	<ul style="list-style-type: none"> Remote sensing imagery derived products 	<p>Ongoing</p>
17 Status of key personnel/personnel issues	<ul style="list-style-type: none"> Staffing needs for response operations 	<ul style="list-style-type: none"> Operational Areas REOC Other EOCs 	<ul style="list-style-type: none"> SOC FEMA 	<p>—</p>	<p>Within 2 hours following disaster declaration and updated every operational period</p>
18 Status of declarations	<ul style="list-style-type: none"> Local Emergency declarations Governor's State of Emergency declaration Presidential Disaster Declaration Jurisdictions that are included Types of assistance authorized Special cost-share provisions regarding direct Federal assistance 	<ul style="list-style-type: none"> State SOC reports FEMA declarations The White House 	<ul style="list-style-type: none"> Operational Areas SOC FEMA 	<p>—</p>	<p>As soon as information becomes available and updated every operational period</p>
19 Priorities for response—upcoming activities	<ul style="list-style-type: none"> Operational priorities Priorities: water, food, power, medical, search and rescue, communications 	<ul style="list-style-type: none"> EOC reports Rapid needs assessment team reports Elected officials 	<ul style="list-style-type: none"> Operational Areas REOC FEMA 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	<p>Initial 4 hours post-event and updated every operational period</p>
20 Major issues/shortfalls	<ul style="list-style-type: none"> Actual or potential resource shortfalls of the affected counties Anticipated requirements Potential or actual shortfalls Potential sources for resource shortfalls Resources available and where located 	<ul style="list-style-type: none"> EOC reports Rapid needs assessment team reports Community relations field reports 	<ul style="list-style-type: none"> Operational Areas REOC FEMA 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	<p>Initial assessment within hours post-event and updated every operational period</p>
Source: URS analysis (2009)	<ul style="list-style-type: none"> Cal EPA = California Emergency Management Agency Caltrans = California Department of Transportation CDFG = California Department of Fish and Game CDPH = California Department of Public Health CHP = California Highway Patrol CPUC = California Public Utilities Commission CUEA = California Utilities Emergency Association 	<ul style="list-style-type: none"> DGS = Department of General Services DoD = Department of Defense DWR = California Department of Water Resources EOC = Emergency Operations Center EPA = (U.S.) Environmental Protection Agency ESF = (Federal) Emergency Support Function FEMA = Federal Emergency Management Agency GIS = Geographic Information System 	<ul style="list-style-type: none"> HazUS = Hazards U.S. IMAT = Incident Management Assistance Team MTC = Metropolitan Transportation Commission NASA = National Aeronautics and Space Administration NOAA = National Oceanic and Atmospheric Administration NRC = Nuclear Regulatory Commission PG&E = Pacific Gas and Electric REOC = Regional Emergency Operations Center 	<ul style="list-style-type: none"> R RCC = Regional Response Coordination Center SOC = State Operations Center USCG = U.S. Coast Guard USGS = U.S. Geological Survey WETA = Water Emergency Transportation Authority 	



Appendix F. Civil Air Patrol and California DART

Civil Air Patrol Overview

Civil Air Patrol is a U.S. public service organization for carrying out emergency services and disaster relief missions nationwide. As the auxiliary of the U.S. Air Force, CAP's 60,000 citizen volunteers are available to search for and find the lost, provide comfort in times of disaster and work to keep the homeland safe. Members of the Civil Air Patrol perform emergency services for state and local agencies as well as the federal government as the civilian auxiliary of the U.S. Air Force and for states/local communities as a nonprofit organization.

For more information: Visit <https://www.gocivilairpatrol.com/>

California Disaster Airlift Response Team (DART) Network Overview

Mission Statement: In response to a catastrophic event which degrades regional surface transportation, California pilots and their aircraft will provide volunteer emergency airlift services to benefit their surrounding communities.

Concept of Operations: CalPilots operates a wholly owned subsidiary, The California DART Network (CalDART), which consists of a volunteer Board of Directors leading a statewide group of DART Operators and DART Supporters at various airports. A DART is a Disaster Airlift Response Team. The DART Operator is a DART which conducts practice mobilization exercises once per year and which has been accepted by The California DART Network. The DART Operator consists of pilots and administrative staff who together organize and provide free air transportation during an emergency under Part 91 flight rules. The DART Operator encourages Volunteer Organizations Active in Disaster (VOADs) and local city and county emergency managers to participate with them in their practice exercises. DART Operators can request Mutual Aid from other DART Operators and from DART Supporters in the California DART Network Contact List. The DART Supporter is one or more pilots at an airport who don't operate a DART, but who have agreed to call upon their local pilots to assist other DART Operators who request it, and who are able to call upon DART Operators in the California DART Network Contact List for their community's assistance. Additionally, DART Supporters are encouraged to reach out to the VOADs and emergency managers in communities around the airport to let them know they can request air transportation resources to help cope with a local disaster.

In a DART, pilots do what they already know how to do – fly from one airport to another and give people or things a ride. A variety of other DART volunteers guided by an Operations Director, a Flight Operations Manager, a Materiel Manager, a Ramp Manager, and a Recruitment Manager assemble the team, take in flight requests, weigh the cargo, assign materiel and passengers to be transported on specific aircraft, maintain safety, help pilots load, and so on. Air transportation services can include:

- Transfer of displaced individuals and families to distant locations where they have family or friends who can care for them.
- Large scale food airlift into the area.
- Movement of emergency workers into or out of the area, assistance with commutes
- Reservoir reconnaissance.
- Movement of ambulatory medical patients (e.g., dialysis users) to out-of-area facilities.



- Relocation of nursing home residents to out-of-area facilities who can care for them.

For More Information: Visit www.CalDART.org, or, contact CalDART President Paul Marshall at paul.marshall@caldart.org.