

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



**ITEM: 2.8**  
(ID # 19587)

**MEETING DATE:**  
Tuesday, August 02, 2022


**FROM :** EMERGENCY MANAGEMENT DEPARTMENT:

**SUBJECT:** EMERGENCY MANAGEMENT DEPARTMENT: Receive and File the changes to the Riverside County Operational Area Emergency Operations Plan (EOP) and the Disaster Recovery Plan (DRP), All Districts, \$0

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Receive and file the changes to the Riverside County Emergency Operation Plan (EOP) and its Emergency Support Functions (ESFs), and the Operational Area Disaster Recovery Plan (DRP).

**ACTION:**


  
Bruce Barton, EMD Director 7/20/2022

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**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Washington, seconded by Supervisor Jeffries and duly carried by unanimous vote, IT WAS ORDERED that the above matter is received and filed as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt  
Nays: None  
Absent: None  
Date: August 2, 2022  
xc: EMD

Kecia R. Harper  
Clerk of the Board  
By:   
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,  
STATE OF CALIFORNIA**

<b>FINANCIAL DATA</b>	<b>Current Fiscal Year:</b>	<b>Next Fiscal Year:</b>	<b>Total Cost:</b>	<b>Ongoing Cost</b>
<b>COST</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>NET COUNTY COST</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>SOURCE OF FUNDS: N/A</b>			<b>Budget Adjustment:</b>	No
			<b>For Fiscal Year:</b>	22/23

**C.E.O. RECOMMENDATION:** Approve

**BACKGROUND:**

**Summary**

On August 06, 2019, Item 3.22, the Board of Supervisors adopted Resolution 2019-180 to ratify and approve the Riverside County Emergency Operations Plan (EOP), which had been updated for 2019 in conjunction with Ordinance 533.7 (adopted by the Board on April 30, 2019 and effective May 29, 2019) to reflect the revised Emergency Management Organization of the County of Riverside. The Board of Supervisors approved the revised EOP and at the Board's direction, the Emergency Management Department (EMD) submitted the revised EOP to the Governor's Office of Emergency Services. EMD was also directed to receive and file an annual report with the Board of Supervisors on the County's emergency management program, including any updates to the plan. Due to the COVID-19 pandemic, no changes were made to the existing EOP in 2020.

It is recommended that the Board of Supervisors receive and file EMD's modifications to the EOP. Changes were made to the EOP and its Emergency Support Functions (ESF)s to keep them current and to bring them in compliance with the Emergency Management Accreditation Program (EMAP) Standards.

Regular reports are given and input is received on the EOP at the Operational Area Planning Committee (OAPC) meetings attended by Operational Area emergency management partners. Revisions are performed and submitted every five years for adoption by the Board of Supervisors via resolution. Changes are made annually or as needed between the five year revisions to keep the EOP and its ESFs current. The next revision of the EOP and its ESFs will be in 2024 and will be brought to the Board for approval.

The Operational Area (OA) Disaster Recovery Plan (DRP) is designed as a reference document for providing the basis for the coordination of activities required to transition from response to recovery operations for the County of Riverside OA. EMD functions as the lead department for the coordination of disaster recovery activities for the County of Riverside OA. This DRP includes the critical elements of the Standardized Emergency Management System, the National Incident Management System, and the National Response Framework.

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,  
STATE OF CALIFORNIA**

The Emergency Management organization of the County of Riverside is rooted in an all hazards, whole community approach. Whole community includes all residents, visitors, businesses and employees, and is fully inclusive of those who have disabilities and/or access and functional needs. As outlined in the EOP and the ESFs, Riverside County, its employees, contractors and partner agencies, are committed to the planning, mitigation, response, and recovery for the whole community.

**Impact on Residents and Businesses**

The updated plan will provide better education, training, and response in case of emergencies or disasters. Residents and businesses will benefit through preparedness efforts based on the plan.

**ATTACHMENT(S)**

1. The Riverside County Operational Area Emergency Operations Plan
2. Emergency Support Functions (ESF)s:
  - ESF 1: Transportation
  - ESF 2: Communications
  - ESF 3: Construction and Engineering
  - ESF 4: Fire and Rescue
  - ESF 5: Management Command and Control
  - ESF 6: Care and Shelter
  - ESF 7: Logistics
  - ESF 8: Public Health and Medical
  - ESF 9: Search and Shelter
  - ESF 10: Hazardous Materials
  - ESF 11: Food and Agriculture
  - ESF 12: Utilities
  - ESF 13: Law Enforcement
  - ESF 14: Long-Term Recovery
  - ESF 15: External Affairs
  - ESF 16: Evacuation and Re-Entry
  - ESF 17: Volunteer and Donations Management
  - ESF 18: Multi-Agency Coordination System
  - ESF 19: Debris Management
  - ESF 20: Animal Care
  - ESF 21: Continuity of Operations and Continuity of Government
3. The County of Riverside Operational Area Disaster Recovery Plan

SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,  
STATE OF CALIFORNIA

*Rebecca S Cortez*  
Rebecca S Cortez, Principal Management Analyst 7/21/2022

# Emergency Operations Plan (EOP) Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951)358-7100.



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## **FOREWORD**

August 2019

Enclosed is the revised County of Riverside Emergency Operations Plan (EOP), which is designed as a reference tool for coordinating emergencies, whether it be a localized event or a catastrophic disaster.

The EOP serves as the foundation for response and recovery operations for the County of Riverside, as it establishes roles and responsibilities, assigns tasks, and specifies policies and general procedures. The plan includes critical elements of the Standardized Emergency Management System, the National Incident Management System, the Incident Command System, and the National Response Framework.

The EOP assists with facilitating an effective response to any emergency by providing a platform that encourages collaboration between The County of Riverside Operational Area (OA) Emergency Operations Center (EOC), first responders, and support agencies.

The County of Riverside gives full support to this plan and urges all officials, employees, and residents, individually and collectively, to do their share in emergency preparedness, response, and recovery efforts.

The EOP will be reviewed and exercised periodically and revised as necessary to meet changing conditions. The EOP will become effective upon resolution and adoption by the County of Riverside Board of Supervisors.



Copy of Resolution 2019-180

1 Board of Supervisors County of Riverside

RESOLUTION NO. 2019-180

A RESOLUTION OF THE BOARD OF SUPERVISORS OF

THE COUNTY OF RIVERSIDE ADOPTING THE COUNTY OF RIVERSIDE EMERGENCY OPERATIONS PLAN

WHEREAS, the Emergency Management Department (EMD), on behalf of the County of Riverside, has acted as the lead agency in the development of the County of Riverside Emergency Operations Plan (the "Plan");

WHEREAS, the Plan meets all federal and state criteria as described in the Federal Emergency Management Agency (FEMA) National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS) developed by the State Office of Emergency Services (OES);

WHEREAS, the Plan describes how the County of Riverside will manage and respond to major emergency incidents, including a system of organization consisting of clear designations of distinct functions which must be conducted during a disaster, assignment of each distinct function, which must be conducted during a disaster, assignment of each distinct function to County departments, and guidelines for performance of the distinct functions by the departments;

WHEREAS, the Plan describes the method of requesting mutual aid resources from the state and federal governments when needed;

WHEREAS, the Plan has been prepared in coordination with input from each County department, and reviewed and approved by County department heads; and

WHEREAS, the County of Riverside has determined that it would be in the best interest of the County to adopt the Plan

NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED by the Board of Supervisors of the County of Riverside, State of California (the "Board"), in regular session assembled on August 6, 2019, at 9:30 a.m. or soon thereafter, in the meeting room of the Board of Supervisors, located

08.06.19 3.22

FORM APPROVED COUNTY COUNSEL  
BY: SUSANNA OH  
DATE: 7/25/19

1 on the first floor of the County Administrative Center, 4080 Lemon Street, Riverside California, adopts  
2 the Riverside County Emergency Operations Plan

3 BE IT FURTHER RESOLVED, DETERMINED AND ORDERED that the County of Riverside  
4 Emergency Management Department submit the Riverside County Emergency Operations Plan to the  
5 California Governor's Office of Emergency Services on behalf of the County.

8 ROLL CALL:

9 Ayes: Jeffries, Spiegel, Washington and Perez  
10 Nays: None  
11 Absent: Hewitt

12 The foregoing is certified to be a true copy of a resolution duly  
13 adopted by said Board of Supervisors on the date therein set forth.

14 Kecia R. Harper, Clerk of said Board

15 By: *[Signature]*  
16 Deputy

28 08.06.19 3.22



## PLAN CONCURRENCE

August 2019

The County of Riverside Emergency Operations Plan (EOP) is a reference tool for coordinating emergencies and serves as a foundation for response and recovery operations. This statement confirms that the EOP, including annexes for the 21 Emergency Support Functions (ESFs), has been reviewed and concurred by departments within the County of Riverside and the Operational Area (OA). The OA consists of a combination of a County, all unincorporated areas, all cities and all political subdivisions within a County's geographic boundaries.

The ESFs are the framework of governmental capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following any localized or catastrophic event.

The Emergency Management organization of the County of Riverside is rooted in an all hazards, whole community approach. Whole community includes all residents, visitors, businesses and employees, and is fully inclusive of those who have disabilities and/or access and functional needs. As outlined in the EOP and the ESFs, Riverside County, its employees, contractors and partner agencies, are committed to the planning, mitigation, response, and recovery for the whole community.

Regardless of where ESFs may be assigned, the OA is committed to protecting life and property through the actions delineated in the EOP and ESFs.

### Plan Development and Maintenance

County of Riverside Emergency Management Department (EMD) is responsible for writing, reviewing, and updating the EOP and its annexes according to EMD Policy C-2: Method and Schedule for Evaluation, Maintenance, and Revision of Documents Used by the Emergency Management Program. The EOP and its applicable annexes will be evaluated following events and exercises to determine its application and relevance to each event. Updates will be performed annually to include any changes required as noted from evaluations and changes such as recent changes to standard operational procedures or organizational structures. Updates will be submitted annually to the County of Riverside Board of Supervisors as a receive a file. Revisions will be determined and performed every five years with stakeholder involvement. A record of changes, updates, and revisions will be maintained by the Emergency Management Department (see Records of Changes Schedule page VII).

### Distribution List

This distribution list names the departments or agencies receiving copies of the County of Riverside Emergency Operations Plan. The plan will be distributed in a printed or electronic version.

Organization	#	Organization	#
Cal OES, Southern Region	1	Office of Education	1 each
Board of Supervisors	5	Public Utility Districts (names, titles)	1 each
County Chief Executive Officer	1	School Districts (names, titles)	1 each
County Library Reference Desk	1	Special Districts (names, titles)	1 each
County Departments	1 each	Tribal Governments (names, titles)	1 each
Fire Protection Districts	1 each	Inland Empire Disability Collaborative (IEDC)	1 each
Operational Area Planning Committee	1 each		

City	#	City	#
City of Banning	1	City of Lake Elsinore	1
City of Beaumont	1	City of La Quinta	1
City of Blythe	1	City of Menifee	1
City of Calimesa	1	City of Moreno Valley	1
City of Canyon Lake	1	City of Murrieta	1
City of Cathedral City	1	City of Norco	1
City of Coachella	1	City of Palm Desert	1
City of Corona	1	City of Palm Springs	1
City of Desert Hot Springs	1	City of Perris	1
City of Eastvale	1	City of Rancho Mirage	1
City of Hemet	1	City of Riverside	1

City of Indian Wells	1	City of San Jacinto	1
City of Indio	1	City of Temecula	1
City of Jurupa Valley	1	City of Wildomar	1

### Record of Updates and Revisions

The County of Riverside Emergency Management Department will maintain the official copy of the EOP and use the record of revisions table below to track changes to the EOP.

Description	Date	Promulgation
August 2019 Revision	August 2019	Approved by the Board of Supervisors
2020 Update	N/A	
2021 Update		Pending
2022 Update		
2023 Update		
2024 Revision		



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## BASIC PLAN

### SECTION 1.0 ADMINISTRATIVE FEATURES

#### 1.1 Plan Format

The EOP consists of the Base Plan, Appendices, and Emergency Support Functions:

- Base Plan includes:
  - Introduction and administrative features; concept of operations including the principles and methods used to carry out emergency operations; hazards and threats to the county to provide a rationale for prioritizing emergency preparedness actions for specific hazards; and recovery and mitigation operations
- Appendices include:
  - Glossary; resources; contact lists; supporting documentation; EOC Operations; Department Emergency Operations
- Emergency Support Functions:
  - The Emergency Support Function annexes represent a set of specific protocols that are complementary to the EOP and will be used during specific, significant emergency situations that require unique planning and coordination beyond the all hazards approach within the Basic Plan (e.g., transportation)

#### 1.2 Purpose and Scope

This Emergency Operations Plan (EOP) applies to the County of Riverside. The EOP addresses the planned response to extraordinary situations associated with natural disasters and/or human caused incidents. The plan focuses on coordinating mutual aid and provides an overview of the operational concepts relating to various emergency situations, identifies components of the emergency response, and describes the overall responsibilities of the OA for supporting stakeholders in protecting life and property.

The EOP addresses the roles and responsibilities of the County during all-hazards emergency response. Specifically, the EOP identifies and describes interaction with the County of Riverside, State, and Federal entities, the role of the OA Emergency Operations Center (EOC), and the coordination that occurs between the EOC and OA departments and agencies. The Emergency Support Functions (ESF) to this plan will describe in more detail response actions specific to each corresponding ESF. In addition to this plan, every department within the County of Riverside maintains a departmental emergency plan, which shall be consistent with the provisions of the EOP. In accordance with Homeland Security Presidential Directive (HSPD)-5 and the subsequent National Incident Management System (NIMS), this plan falls under the response element noted in the National Preparedness Goal mission.

The OA EOP provides a consistent framework for emergency management and includes management staff and employees, federal, state and city governments, tribal governments, partner agencies, special districts, and school districts that serve Entity residents, and private and volunteer organizations involved in emergencies. This plan provides the structure for activation of the OA EOC during incidents and use of the OA EOC by OA Members.



### 1.3 Riverside County/OA EOP Implementation

Activation of emergency response activities in the Riverside County OA EOP occurs due to one of the following conditions:

- Upon the declaration of a Local Emergency by the Board of Supervisors of Riverside County, or by persons herein authorized to act in its stead; (Ordinance No. 533, as amended through 533.7, Section 5)
- Upon the existence of a State of War Emergency
- Upon a proclamation by the Governor of the State of California, or of persons authorized to act in his/her stead, of a State of Emergency affecting and including Riverside County
- Upon a Proclamation of a Local Emergency by the Board of Supervisors of Riverside County, or by persons herein authorized to act in its stead
- Upon the Proclamation of a Public Health Emergency by the Board of Supervisors of Riverside County, or by persons herein authorized to act in its stead
- When the County EOC is activated
- The Operational Area is requesting resources from outside its boundaries, except those resources used in normal day-to-day operations which are obtained through existing agreements providing for the exchange or furnishing of certain types of facilities and services on a reimbursable, exchange, or other basis as provided for under the Master Mutual Aid Agreement
- The Operational Area has received resource requests from outside its boundaries, except those resources used in normal day-to-day operations which are obtained through existing agreements for the exchange or furnishing of certain types of facilities and services on a reimbursable, exchange, or other basis as provided for under the Master Mutual Aid Agreement
- It is deemed necessary by the Director of Emergency Services to support emergency or extreme peril conditions beyond normal day-to-day operations

### 1.4 Authorities and References

The following documents provide emergency authorities for conducting and/or supporting emergency operations:

#### Federal

- Homeland Security Presidential Directive (HSPD) 5, Management of Domestic Incidents issued February 28, 2003
- Presidential Policy Directive (PPD) 8, National Preparedness issued March 30, 2011
- U.S. Department of Homeland Security, National Incident Management System (NIMS)
- U.S. Department of Homeland Security, National Protection Framework
- U.S. Department of Homeland Security, National Prevention Framework
- U.S. Department of Homeland Security, National Response Framework (NRF)



- U.S. Department of Homeland Security, National Mitigation Framework
- U.S. Department of Homeland Security, National Recovery Framework
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. §§ 5121, *et seq.*)
- National Fire Protection Association, Safer Act Grant; National Fire Protection Americans With Disabilities Act of 1990, 42 U.S.C. § 12101, *et seq.* (ADA)
- Association Standard No. 1710, 2010
- Americans With Disabilities Act of 1990, 42 U.S.C. § 12101, *et seq.* (ADA)
- Post-Katrina Emergency Management Reform Act of 2006 (6 U.S.C. §§ 701, *et seq.*)
- Sandy Recovery Improvement Act;
- The Pets Evacuation and Transportation Standards Act of 2006
- Flood Control and Coastal Emergency Act (33 U.S.C. § 701n)
- NRT-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide (Environmental Protection Agency's National Response Team)
- National Environmental Policy Act of 1969 (42 U.S.C. §§ 4321, *et seq.*)

### State

- California Constitution
- California Emergency Services Act (Government Code §§ 8550, *et seq.*)
- Standardized Emergency Management System (SEMS) Regulations (19 Cal. Code of Regulations §§ 2400, *et seq.* and Government Code § 8607)
- California State Emergency Plan
- California Natural Disaster Assistance Act (Government Code §§ 8680, *et seq.*)
- California State Private Nonprofit (PNP) Organizations Assistance Program, 2011
- California Hazardous Materials Incident Contingency Plan
- California Oil Spill Contingency Plan (Government Code §§ 8670.1, *et seq.*)
- California Health and Safety Code §§ 25115 and 25117; §§ 2550, *et seq.*; and §§ 25600 through 25610, dealing with hazardous materials
- Orders and Regulations selectively promulgated by the Governor during a State of Emergency
- Orders and Regulations promulgated by the Governor to take effect during a State of War
- California Master Mutual Aid Agreement
- Emergency Management Assistance Compact (Government Code §§ 179, *et seq.*)

### County

- County of Riverside, California, Code of Ordinances; Title 2 – Administration: Chapter 2.100 – Emergency Management Organization
- County of Riverside Emergency Services Ordinance 533.7; item 3.16 on April 30, 2019 (effective May 30, 2019)



- Resolution, adopting the California Master Mutual Aid Agreement, July 1958
- Resolution SLR-28, adopting Workmen's Compensation Benefits for Disaster Service Workers, June 8, 1988
- Resolution SLR-55, adopting the Emergency Operations Plan, November 15, 1988
- Resolution 95-205, adopting the Standardized Emergency Management System (SEMS), August 15, 1995
- Resolution 95-206, adopting the Operational Area Agreement, August 15, 1995
- Resolution 2006-051 adopting the National Incident Management System (NIMS) within County of Riverside on February 28, 2006
- Resolution adopting the County of Riverside Multi-Jurisdictional Local Hazard Mitigation Plan; item 3.11 on September 18, 2018
- Resolution 2019-180 adopting the revised County of Riverside Emergency Operations Plan on August 6, 2019

### 1.5 Relationship to Other Plans and References

The County of Riverside EOP is the primary document used by the County and the OA to describe the conduct of emergency management activities from the OA perspective. The County EOP provides a conceptual framework for emergency management planning to support the Operational Area, but not of OA Members who need their own EOP that reflects their resources and response capacity.

The County of Riverside EOP describes how activities will be conducted within OA limits, and how support will be requested and coordinated - in the form of mutual aid and other resources. When emergencies or disasters necessitate resource support from regional, State, Federal, international, private or nonprofit sources outside the immediate control of OA Members, then this EOP will serve as a guide to coordinating those resources.

The County of Riverside EOP is not a stand-alone document. Its purpose is to support the emergency plans and procedures of OA Members. This plan is designed to be flexible enough that it can adapt to a changing response environment and to the needs of supporting and requesting organizations. Some of the plans and guidelines this EOP frequently supports include:

- Federal Disaster Relief Act of 1974 (PL 93-288) Section 406 Minimum Standards for Public and Private Structures
- California State Emergency Plan
- California Coroner's Mutual Aid Plan
- Disaster Assistance Procedure Manual (Cal OES)
- California Law Enforcement Mutual Aid Plan
- California Fire and Rescue Operations Plan
- Disaster Service Workers regulations, adopted by the California Emergency Council, amended January 9, 1979



- County of Riverside Multi-Jurisdictional Local Hazard Mitigation Plan
- Local City Emergency Operations Plans and Procedures
- Riverside County Operational Area Strategic Plan
- County of Riverside Operational Area Disaster Recovery Plan
- Operational Area Training and Exercise Plan

### **1.6 Standard Operating Procedures/Guidelines**

Departments that have responsibilities in this plan have prepared organizational and/or position-specific Standard Operating Procedures (SOPs), Standard Operating Guidelines (SOGs), or plans detailing personnel assignments, policies, notification rosters, resource lists, and specific steps for accomplishing the functions assigned in this EOP. Staff emergency response personnel should be acquainted with these SOPs/SOGs and receive training on the policies and procedures contained within the SOPs/SOGs in support of this EOP.

## **SECTION 2.0 SITUATION AND ASSUMPTIONS**

### **2.1 General Description**

County of Riverside was officially formed on May 9, 1893 through a measure approved by voters. The county seat is in the City of Riverside. According to the January 2016 estimates from the State of California, Department of Finance, the county has a total population of 2,348,783, and is the fourth most populous county in California. There are 28 incorporated cities and many unincorporated communities and neighborhoods within the County of Riverside. The County of Riverside is located inland from Los Angeles County and is bordered by Orange County on the west; by La Paz County, Arizona on the east; by San Diego County on the southwest; by Imperial County on the southeast; and by San Bernardino County on the north.

The only commercial airport is Palm Springs International Airport. There is a military airport at March Air Reserve Base. The general aviation airports are Banning Municipal Airport, Bermuda Dunes Airport, Blythe Airport, Corona Municipal Airport, Flabob Airport, French Valley Airport, Murrieta, Hemet-Ryan Airport, San Jacinto Valley, Jacqueline Cochran Regional Airport, Thermal Airport, Perris Valley Airport, and Riverside Municipal Airport.

There are 12 federally recognized Tribal Governments and Reservations in the County of Riverside, which is second in the nation for the number of tribes within a county. The tribes in the County of Riverside are:

- Agua Caliente Band of Cahuilla Indians
- Augustine Band of Cahuilla Indians
- Cabazon Band of Mission Indians
- Cahuilla Band of Mission Indians
- Colorado River Indian Tribe (partly in La Paz County, AZ and San Bernardino County, CA)
- Morongo Band of Serrano Mission Indians
- Pechanga Band of Luiseno Mission Indians

- Ramona Band of Cahuilla Mission Indians
- Santa Rosa Reservation
- Soboba Band of Luiseno Indians
- Torres-Martinez Desert Cahuilla Indians (partly in Imperial County, California)
- Twenty-Nine Palms Band of Mission Indians (partly in San Bernardino County)

Critical facilities are sites that must remain operational after an incident or facilities that pose unacceptable risks to public safety if severely damaged. Critical facilities identified include schools, hospitals, fire and police stations, emergency operation centers, communication centers, and industrial sites that use or store explosives, toxic materials or petroleum products. Critical facilities also include dams, highways, waste management and water treatment sites, reservoirs, transportation providers and routes, and public utilities.

## 2.2 Geography

Geographically, the county is roughly 180 miles wide from east to west. The county elevation ranges from 60 feet in the city center of Riverside to 9561 feet at San Jacinto Peak. The total area of the county is 7,303.13 square miles, of which land is 7207.37 square miles, and water is 95.76 square miles. The county has a Mediterranean climate in the western portion of the county and is mostly desert in the central and eastern portions of the county. The County of Riverside experiences hot summers with average highs at 95 degrees, and cold winters with lows averaging at 42 degrees. The county is home to the Coachella Valley National Wildlife Refuge, the Santa Rosa and San Jacinto Mountains National Monument, and parts of the Joshua Tree National Park, Cleveland National Forest, and the San Bernardino National Forest. There are 19 official wilderness areas in the County of Riverside that are part of the National Wilderness Preservation System. Some are integral parts of the protected areas listed above. Most (11 of the 19) of these areas are managed solely by the Bureau of Land Management (BLM), and some share management between the BLM and relevant other agencies.

**Figure 2.3 County of Riverside Boundaries Map**





### 2.3 Hazard Analysis

A hazard represents an event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural losses, damage to the environment, interruption of business, or other types of harm or loss.

A detailed analysis of the hazards facing the County of Riverside are identified in the Multi-Jurisdictional Local Hazard Mitigation Plan, prepared by the County of Riverside in 2017. Formulas provided by FEMA were used to determine the 2017 hazard ranking for potential impact.

The natural hazards included in this EOP were agreed upon by the County of Riverside Hazard Mitigation Steering Committee. The hazards selected were ranked on potential effect using key criteria such as frequency, deaths, injuries, property damage, and economic effect. The natural hazards evaluated as part of this plan include those that have occurred historically or have the potential to cause significant human and/or monetary losses in the future. The following hazards were ranked by the Steering Committee for the 2017 plan:

<b>Hazard</b>	<b>2017 Ranking for Potential Impact in Riverside County</b>
Earthquake	1
Pandemic Flu	2
Wildland Fire	3
Electrical Failure	4
Emergent Disease/Contamination	5
Cyber Attack	6
Terrorist Event	7
Communications Failure	8
Flood	9
Civil Disorder	10
Drought	11
Nuclear/Radiological Incident	12
Extreme Weather	13
Transportation Failure	14
Dam Failure	15
Aqueduct	16
Tornado	17
Insect Infestation	18
Jail/Prison Event	19
Pipeline Disruption	20
Landslide	21
HazMat Incident	22
Water Supply Disruption/Contamination	23



## 2.4 Hazard Situation and Summaries

Earthquakes, wildland fire, and flooding are the most common incidents in the County of Riverside, followed by electric and communication failure and utility outages.

### 2.4.1 Earthquake

Earthquakes are caused by the sudden slip on a fault resulting in ground shaking. Earthquakes may cause great damage to human structures such as buildings, roads, rails, dams and bridges. The severity of the earthquake may also initiate additional hazards such as fires and damage to lifeline systems, elevating risk to psychological impacts, injury and death. The earthquake hazard for the County of Riverside comes primarily from three major faults that traverse the county: The San Andreas Fault, the Elsinore Fault, and the San Jacinto Fault. Proximity of earthquakes to populated areas and the time of day factor into the number of deaths and property damage.

The San Andreas Fault passes 11 miles from the downtown area of the City of Riverside. The fault stretches from Northern California to the Mexican border and is over 600 miles long. It has the potential for an 8.3 Moment Magnitude Scale (MMS) earthquake. The Elsinore Fault, though smaller than the San Jacinto Fault runs near the cities of Corona, Eastvale, Norco, Jurupa Valley, and south into Lake Elsinore. This fault has the potential for producing a 6.0 MMS earthquake. Earthquake effects could be aggravated by collateral emergencies such as fires, flooding, hazardous material spills, utility disruptions, landslides, transportation emergencies, or dam failure. Aftershocks to major earthquakes could also be large enough to cause damage and must be part of planning.

### 2.4.2 Pandemic Flu

Pandemic influenza is a widespread outbreak of disease that would affect many people worldwide caused by a new Influenza A virus. A pandemic flu outbreak can cause catastrophic consequences to Riverside County. The County Health Officer has the authority to proclaim a public health emergency and would lead the efforts throughout the OA in the event of a pandemic.

The 20th century saw three global pandemic influenza outbreaks, the most notable of which was the 1918 Spanish influenza pandemic that was responsible for 20-40 million deaths throughout the world. The most recent pandemic, the 2009 H1N1 flu, first identified in Imperial and San Diego counties, killed more than 550 Californians, sent thousands more to hospitals, caused widespread fear and anxiety and the declaration of a public health emergency.

County of Riverside EMD may establish Point of Dispensing sites in conjunction with the Riverside University Health System - Public Health, as part of the Strategic National Stockpile (SNS) plan and preparedness. The sites would be established at large gathering facilities such as a community center or public-school gym. These sites would allow for the dispensing of medications to many people for prophylaxis of asymptomatic individuals as well as treatment of symptomatic persons.





### 2.4.3 Wildland Fires

Fire is a continuous threat in the County of Riverside. Wildland fire (wildfire) spreads through vegetative fuels resulting in destruction to property. Wildfires can occur in undeveloped areas and spread to urban areas. The western end of the county is more urban, densely populated, and covered with vegetation that is susceptible to wildfires. The eastern end of the county is primarily desert, with far less population and far less vegetation than the western end of the county. People living near the borders of major forests and brush areas increases the probability of human-caused fires. Other factors related to fire spreading include lightning strikes, Santa Ana winds, homes with a shake roof, and poor control of flammable growth around structures.

In the County of Riverside, the cities and special districts that are most vulnerable to wildland fires are the cities of Banning, Beaumont, Canyon Lake, Corona, Desert Hot Springs, Eastvale, Hemet, Jurupa Valley, Lake Elsinore, Murrieta, Norco, Perris, Wildomar, and the Fern Valley Water District, Idyllwild Fire Protection District, Idyllwild Water District, Menifee Union School District, Riverside County Office of Education, Riverside Unified School District, and San Jacinto Unified School District.

### 2.4.4 Electrical Failure and Utility Outages

A utility failure of extended duration may become a major emergency when it involves a power outage, a disruption in natural gas delivery, or a loss of water supply. Even a short duration loss of telephone service may also rise to the level of a major emergency if it involves the public's ability to access the 9-1-1 system. Persons with access and functional needs are at highest risk from utility disruptions at home as well as at government, business, and private services.

Utility disruptions can be generally grouped into two categories: intentional and unintentional. Intentional disruptions include planned service for maintenance or upgrading. Unintentional disruptions can be caused by an accident; malfunctioning equipment, or equipment overload caused by natural, human-caused, or technological hazards.

### 2.4.5 Emergent Disease/Contamination

According to the Center for Disease Control, the term "emerging infectious diseases" refers to diseases of infectious origin whose incidence in humans has either increased within the past two decades or threatens to increase soon. Emergent diseases are new, new to the area, reappearing in the area after being dormant, or a strain has become resistant to antibiotics. These illnesses are caused by bacteria, viruses or fungi. Infectious diseases can be spread throughout the County population in several different ways:

- Vector
- Person to person
- Contaminated food water or soil

### 2.4.6 Cyber Attack

Cyber-terrorism is the use of computer network tools to shut down critical infrastructures such as energy, transportation, and government operations, or to coerce or intimidate a government or civilian

population. As nations and critical infrastructure became more dependent on computer networks for their operation, new vulnerabilities are created. These vulnerabilities can be exploited to penetrate a computer network and disrupt or even shut down critical public or business operations.

The goal of cyber terrorism is aimed at hurting the economy or causing confusion and panic. In 2016, the County of Riverside Emergency Management Department was targeted for a ransomware attack that resulted in a disruption of work. It affected a shared network drive, which could have hindered response to a disaster.

### **2.4.7 Terrorist Event**

County of Riverside is home to business and government agencies, transportation infrastructure, tourist attractions, natural parks/historic sites, and cultural facilities which are vulnerable to terrorist attack. Terrorism is a continuing threat throughout the world and a variety of political, social, religious, cultural, and economic factors underlie terrorist activities. Terrorists typically target civilians to advance their agenda and the media interest generated by terrorist attacks makes this a high visibility threat.

Domestic Security Threats may cause mass casualties, extensive property damage, fires, flooding, and other ensuing hazards. Domestic Security Threats take many forms, including:

- Active Shooter Event
- Chemical
- Cyber-terrorism
- Biological
- Radiological
- Nuclear
- Explosive
- Vehicle Ramming

The California State Terrorism Response Plan outlines the authorities and procedures for dealing with a terrorist incident in California. The Federal Bureau of Investigation (FBI) is designated as the lead federal agency for all terrorist activities within the United States. The FBI coordinates this activity with local law enforcement within the Riverside County OA through the Joint Regional Intelligence Center. The Riverside County Sheriff's Department supports the prevention and detection of terrorist activities through the Criminal Intelligence Unit.

### **2.4.8 Communication Failure**

The County Network (CoRNet) provides Voice and Data communication for most County departments and facilities. CoRNet is a distributed design consisting of regional hub locations which sites in that region connect. Each of these Hub locations is then connected to its adjacent Hub locations via high bandwidth circuits.

CoRNet provides both Voice and Data over the same network infrastructure. The same network connection that provided a data connection for the customers hardwired PC's now provides the connectivity for all phone communications and wireless devices. A loss of Network connectivity now



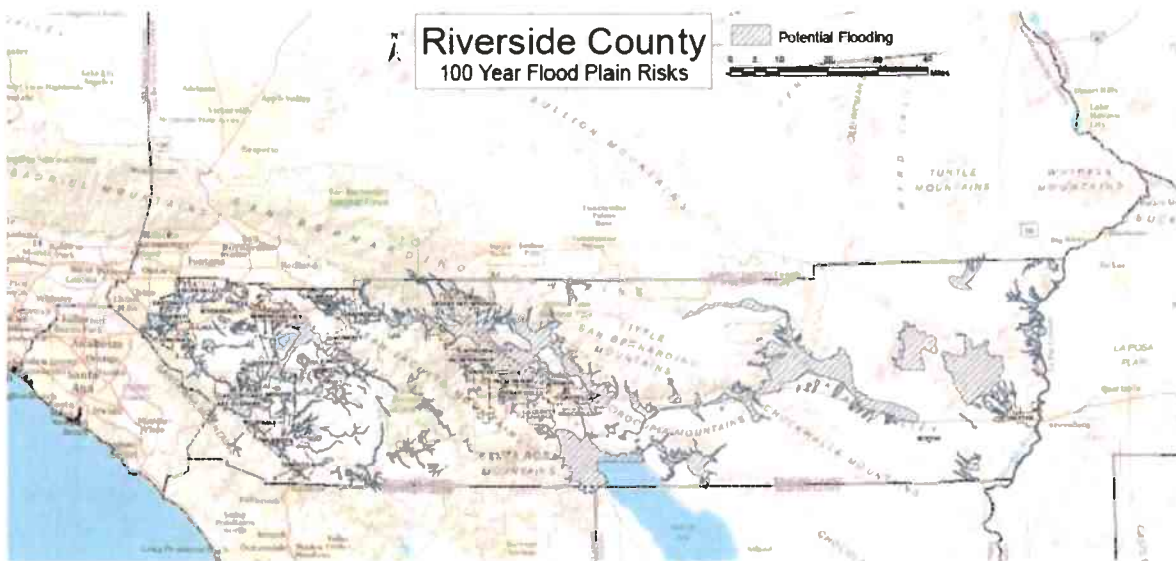
impacts both Voice and Data and wireless (Wi-Fi) communications. There are multiple hazards that could result in a “Network” failure such as earthquake, power outage and other natural disasters.

**2.4.9 Flooding**

Flooding is a frequent natural hazard in the county. Floods are generally classified as either slow-rise or flash floods. Slow-rise floods may be preceded by a warning time lasting from hours to days. Flash floods are characterized by extremely short warning times.

The County has several major river systems, dams, and reservoirs. Excessive rainfall can stress these systems causing flooding with serious damage to property and potential loss of life. The western portion of the County of Riverside contains portions of the Santa Ana River, San Jacinto River, and Santa Margarita River watersheds near urban centers. The eastern portion of the county is generally a sparsely populated agricultural region that experiences sporadic flooding and more flash flooding than other areas. Winter storm events and summertime monsoonal flows from Mexico’s Pacific Coast are common causes of flooding. Prevention and mitigation efforts consider the essential public facilities and hazardous materials sites located within 100-year flood zones.

FEMA has identified 100-year flood hazard areas across the County of Riverside as shown in the map below.



**2.4.10 Civil Disorder**

Civil disorder disrupts community affairs and threaten the public’s safety. Civil disorder includes riots, mob violence, and any unlawful demonstration resulting in police intervention and arrests. Civil Disorder is generally associated with controversial political, judicial, and/or economic issues and events.

The outcomes from civil disorder in the County may include traffic congestion, fire, destruction of property, disruption of utilities power, injury to persons, and even loss of life.



## 2.5 Planning Assumptions

This plan has been developed based on several general assumptions as follows:

- California SEMS requires the County Board of Supervisors to establish an OA to include all political subdivisions in the geographic area of the county which consists of the County, Cities, Special Districts, and School Districts. The OA is an intermediate level of the State emergency organization and provides coordination between and communication with the political subdivisions and the State
- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Services/Operational Area Coordinator (DES/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency

## 2.6 Defining Emergencies – Incidents, Disasters and Catastrophes

These terms are often used interchangeably and in some cases are used to both define a situation and to describe the level of response to a situation.

### 2.6.1 Incidents

Incidents are generally routine events handled at the local level. An incident is a natural, technological, or human caused event which requires emergency response to protect life, property, or the environment. Incidents may become disasters or catastrophes without immediate emergency response.



2.6.2 Disaster

A disaster is an emergency event that requires additional resources and are longer in duration than an incident, bringing severe damage, destruction, and loss of life. Disasters may occur with little or no warning and may develop from an incident or they may develop from natural, technological or a human-caused hazards.

Cascading disasters are occurrences that result from the initial disaster. These events are of concern and examples include flash flooding after a fire burns vegetation on a hillside or fires starting from ruptured natural gas line after an earthquake.

2.6.3 Catastrophe

A catastrophe is a disaster affecting a large geographical area bringing grave damage, large loss of life, and enormous environmental damage. Catastrophes require extensive outside aid and severely disrupt social order. Examples of catastrophes include Hurricane Katrina, September 11, and the Japanese Earthquake of 2011. Characteristics of incidents, disasters, and catastrophes are listed below.

Characteristics of Emergencies: Incidents, Disasters, and Catastrophes	
<b>Incident</b>	<ul style="list-style-type: none"> <li>• Single event</li> <li>• Short in duration</li> <li>• Local resources are sufficient</li> <li>• Routine event</li> <li>• Ordinary threat to life, property, and environment</li> <li>• Usually few agencies are involved</li> <li>• Local emergency may not be proclaimed</li> <li>• Limited disruption or long-term effect</li> </ul>
<b>Disaster</b>	<ul style="list-style-type: none"> <li>• Emergency Proclamation</li> <li>• Single or multiple events</li> <li>• Resources are exhausted and additional aid is required</li> <li>• High threat to life, property, and environment</li> <li>• Disrupts social order and psyche of region</li> <li>• Widespread population and geographic area affected</li> <li>• Longer in duration and state will proclaim an emergency</li> <li>• Emergency operations center activated to provide centralized coordination, department, and incident support functions, and initial recover operations</li> </ul>
<b>Catastrophe</b>	<ul style="list-style-type: none"> <li>• Emergency Proclamation</li> <li>• Extreme events</li> <li>• May include multiple, simultaneous disasters</li> <li>• Most, if not all, community structures and services are destroyed or impacted</li> <li>• Most first responders not able to perform their normal duties</li> </ul>



	<ul style="list-style-type: none"><li>● Affects the entire nation</li><li>● Exhaustion of state and local resources</li><li>● Extensive national and international aid required</li><li>● Very long in duration</li><li>● Significant loss of life and property</li><li>● Long term disruption to social order</li></ul>
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## SECTION 3.0 CONCEPT OF OPERATIONS

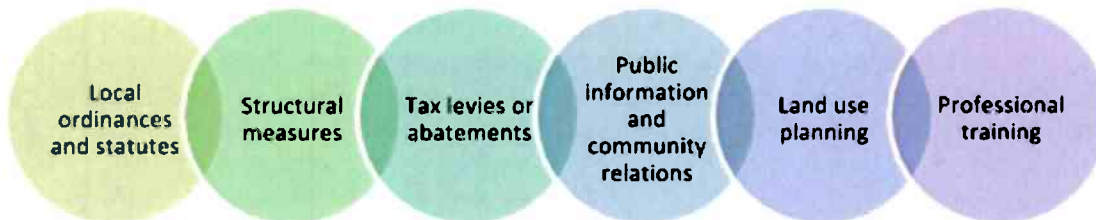
### 3.1 Phases of Emergency Management

Emergency management activities during peacetime and national security emergencies are often associated with the four federal emergency management phases indicated below, however, not every disaster necessarily includes all indicated phases. All departments of the County of Riverside have responsibilities in all the emergency phases.



#### 3.1.1 Mitigation Phase

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. It is required by the Robert T. Stafford Disaster Relief and Emergency Assistance Act. Mitigation efforts occur before and following disaster events as part of the recovery process. Hazard mitigation includes:



#### 3.1.2 Preparedness Phase

The preparedness phase involves activities that are undertaken in advance of an emergency or disaster to develop operational capabilities and effective responses to a disaster including:

- Emergency/disaster planning
- Training and exercises
- Public education on preparedness

For disasters with some warning INCREASED READINESS actions to be accomplished include, but are not necessarily limited to the activities listed below:



### *Increased Readiness between Warning and Disaster*



Disaster plans are reviewed to guide disaster response and increase available resources. Planning activities include developing hazard analyses, training response personnel, and improving public information and communications systems. Public awareness and education create resiliency from the bottom up, so our communities are less likely to need help if they can sustain themselves. Critical facilities undergo last minute preparations, additional staff and resources are brought in, and warning systems are utilized both to test and to let staff know what efforts are occurring.

#### **3.1.2 Response Phase**

The emergency response phase can be further broken down into:

- Pre-Emergency
- Emergency
- Sustained Emergency

**Pre-Emergency Response** – When a disaster is inevitable, actions are precautionary and emphasize protection of life. Typical responses might be:

- Evacuation of threatened populations to safe areas
- Alerting populations of safety measures to be implemented
- Notifying your organization leadership and partners
- Identifying and requesting mutual
- Requesting an emergency proclamation by local authorities

**Emergency Response** – During this phase and as the Operational Area Coordinator for Emergency Management, emphasis is placed on the support of saving lives and property, controlling the situation, and minimizing the effects of the disaster. Immediate response is accomplished by local agencies through





timely and effective deployment and the activation of designated department operations centers and emergency operations centers. One of the following conditions will apply during this phase:

- Support incident response
- Maintain good situational awareness and a common operating procedure
- Assist in the actions to minimize threats to the whole community
- Provide mass notification and evaluation instructions to affected residents, pets, and livestock
- Determine the requirements of opening of care and reception and shelter facilities
- Act as a liaison by providing coordination, communication, collaboration and cooperation between local and tribal governments, special and school districts, state and federal government and private and non-profit sectors
- Assist and provide with request of mutual aid of personnel and resources
- Functions as the brokering of scarce resources within the OA
- Ensure smooth transition from the response phase to the recovery phase

The County of Riverside will give priority to the following operations:

- Dissemination of accurate and timely emergency alert and warning to the public
- Situation analysis
- Resource allocation and control
- Evacuation and rescue operations
- Medical care operations
- Mass Care: reception, feeding, and shelter operations
- Access and perimeter control
- Public health operations
- Restoration of vital services and utilities
- Multi-agency coordination
- Prioritization of resource allocations

When local resources are overwhelmed, and additional resources are required, requests for mutual aid will be initiated through the County Emergency Management Department Duty Officer OR the Riverside County OA EOC (if activated). Fire and law enforcement agencies will request mutual aid directly through established mutual aid agreements. If required, the State of California, Governor's Office of Emergency Services (Cal OES) may be requested the County of Riverside to coordinate where resources and supplies can be received, stockpiled, allocated, and dispatched to support operations in affected areas.

Depending on the severity of the emergency, the Riverside County OA EOC may be activated to coordinate emergency activities for jurisdictions within the Riverside County OA. An emergency may be proclaimed at city and/or county levels. Cal OES may request a gubernatorial proclamation of a State of Emergency. Should a State of Emergency be proclaimed, state agencies will, to the extent possible, respond to requests for assistance. These activities will be coordinated with Cal OES, who may also activate the State Operations Center (SOC) in Sacramento to support regions within the state, state agencies, and other entities in the affected areas, and to ensure the effectiveness of the state's emergency response. The State Southern Regional EOC (REOC) in Los Alamitos will support the Riverside County OA EOC. If the Governor requests and receives a Presidential Declaration of an Emergency, or a Major Disaster under Public Law 93-288, he will appoint a State Coordinating Officer (SCO). Federal and State coordinating



officers use the options in the strategic plan to make decisions regarding priorities and resources for recovery operations and to coordinate with other State and Federal agencies to leverage available resources and funding.

In the event the Southern REOC is overwhelmed or inoperable, the State and Federal governments form a Unified Coordination Group to consolidate incident-related operational elements of the REOC, SOC, and Incident Management Assistance Team (IMAT) at the Joint Field Office (JFO). Forming the Unified Coordination Group is a decisive concept of operations task that is aimed at achieving effective incident management. The Unified Coordination Group does not assume responsibility for field-level Incident Command activities but provides a structure for the command, control, and coordination of State and Federal resources not yet delivered to the Operational Areas, field-level Incident Command, or end users.

**Sustained Emergency** – As initial life safety priorities continue; other objectives must be considered. In addition to continuing life and property protection operations, mass care, relocation, registration of displaced persons, family reunification, resource procurement, and damage assessment operations will be initiated.

**3.1.3 Recovery Phase**

Recovery operations address the procedures for accessing Federal and state programs available for individual, business, and public assistance following a disaster. This phase also continues long after the disaster is over with the purpose of getting the community back to normal, recovering disaster response funding, and learning from the response to prepare and mitigate for future responses.



**3.2 Presidential Policy Directive 8- the National Preparedness Goal**

The Presidential Policy Directive 8 (September 2011) directed creation of the National Preparedness Goal (NPG) by stating:

“I hereby direct the development of a national preparedness goal that identifies the core capabilities necessary for preparedness and a national preparedness system to guide activities that will enable the Nation to achieve the goal. The system will allow the Nation to track the progress of our ability to build and improve the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.”



The National Preparedness Goal which was published in 2011 and again in 2015 is:

“A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

The National Preparedness Goal is meant to strengthen the security and resilience of the United States preparing for threats with the greatest risk to the Nation such as terrorism, cyber-attacks, pandemics, and catastrophic natural disasters. National preparedness is a shared responsibility between governments, the private and nonprofit sectors, and individual citizens. Key elements of the National Preparedness Goal include:

- [National Planning Frameworks](#) organized to achieve the NPG:
  - [National Prevention Framework](#): Prevent, avoid, or stop an imminent, threatened, or actual act of terrorism
  - [National Protection Framework](#): Protect our citizens, residents, visitors and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive
  - [National Mitigation Framework](#): Reduce the loss of life and property by lessening the impact of future disasters
  - [National Response Framework](#): Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
  - [National Recovery Framework](#): Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident
- 32 Core Capabilities
- Strategic National Risk Assessment Scenarios
- Concept of the “whole community”

### 3.3 National Incident Management System (NIMS)

Homeland Security Presidential Directive-5 (HSPD-5) established the National Incident Management System (NIMS), integrating best practices into a consistent, flexible and adjustable nationwide approach for emergency management. Using NIMS, Federal, State, local and tribal governments, and private sector and non-governmental organizations work together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity. Federal and State government agencies are required to use NIMS, while local government agencies and special districts must use NIMS to be eligible for federal funding for emergency and disaster preparedness activities.



### 3.4 Standardized Emergency Management System (SEMS)

SEMS is required by the California Emergency Services Act (Government Code Section 8607(a)) for managing multiagency and multijurisdictional responses to emergencies in California. The system unifies all elements of California's emergency management community into a single integrated system and standardizes key elements. SEMS incorporates the use of the Incident Command System, California Disaster and Civil Defense Master Mutual Aid Agreement, the Operational Area concept, and multiagency coordination. State agencies are required to use SEMS and local government entities must use SEMS to be eligible for any reimbursement of response-related costs under the state's disaster assistance programs.

What sets SEMS apart from the Incident Command System (ICS) is that ICS applies to field operations and SEMS originated at the state level for coordinating multiagency resources and working together in a coordinated effort for sharing of critical resources and the prioritization of incidents. Unified command is what allows multiple agencies with responsibility for an incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, autonomy, responsibility, or accountability.

### 3.5 Incident Command System (ICS)

The Incident Command System (ICS) – which a part of both SEMS and NIMS - is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private
- Establishes common processes for planning and managing resources

ICS is used by all levels of government—Federal, State, tribal, and local—as well as by many nongovernmental organizations and the private sector. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is also applicable across disciplines. It is structured to facilitate activities in five major functional areas: Command, Operations, Planning/Intelligence, Logistics, and Finance/Administration. All the functional areas may or may not be used depending on the needs of the incident.

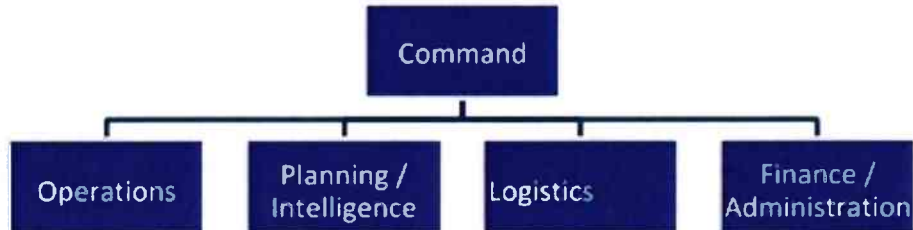
### 3.6 SEMS Organizational Levels

Fully activated, SEMS consists of five organizational levels: field response, local government, operational areas, Cal OES Mutual Aid Regions, and State government.



### 3.6.1 Field Response Level

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. Police and fire departments of the incorporated areas within the OA serve at the field response level. SEMS regulations require the use of ICS at the field level of a multi-agency or multi-jurisdictional incident. There are five major management functions in ICS:



Requests for any resources or support that cannot be filled at the field level are requested through a Department Operations Center (DOC) or the City EOC and/or the County/OA EOC.

### 3.6.2 Local Government Level

A local government is one of the five levels of SEMS. The basic role of a local government is to manage and coordinate the overall emergency response and recovery activities within its jurisdiction. A local government under SEMS is defined as a city, county, city and county, school district, or special district.

The County of Riverside Emergency Management Department has the lead responsibility for SEMS planning within the County of Riverside organization. This involves:

- Communicating information within the County of Riverside on SEMS requirements and guidelines
- Coordinating SEMS development among departments and agencies
- Identification of all departments and agencies involved in field level response
- Identification of departments and agencies with DOCs
- Coordinating with other local governments, the operational area and volunteer and private agencies on development of SEMS
- Ensuring SEMS is incorporated into the County of Riverside Emergency Operations Plan and procedures
- Ensuring SEMS is incorporated into the County of Riverside emergency ordinances, agreements, memorandum of understandings, etc.
- Identification of special districts that operate or provide services within the boundaries of the County of Riverside. The emergency role of these special districts should be determined, and provisions made for coordination during emergencies
- Identification of local volunteer and private agencies that have an emergency response role. Contacts should be made to develop arrangements for coordination in emergencies



### 3.6.3 Operational Area Level

The operational area is defined in the Emergency Services Act as an intermediate level of the state's emergency services organization consisting of a county and all political subdivisions within the County. Political subdivisions include cities and special districts. There are 58 Operational Areas within the State representing each geographic county. The County OA has an agreement in place that defines roles and responsibilities, as well as jurisdictional authority in an emergency.

The OA is responsible for:

- Managing and coordinating information, resources, and priorities among local governments within the Riverside County OA
- Serving as the coordination and communication link between the local governments within the operational area and the regional level
- Using multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency response activities

The County of Riverside Emergency Management Department is the lead agency for the Riverside County OA. All local, state and federal governments should cooperate in organizing an effective operational area, but the operational area authority and responsibility is not affected by the nonparticipation of any local government.

Activation of the OA EOC during a State of Emergency or a Local Emergency is required by SEMS regulations under the following conditions:

- A local government within the operational area has activated its EOC and requested activation of the OA EOC to support their emergency operations
- The county and one or more cities have proclaimed a local emergency
- A city, city and county, or county has requested a governor's proclamation of a state of emergency, as defined in the Government Code Section 8558(b)
- A state of emergency is proclaimed by the governor for the county or two or more cities within the operational area
- The OA is requesting resources from outside its boundaries. This does not include resources used in normal day-to-day operations that are obtained through existing mutual aid agreements
- The OA has received resource requests from outside its boundaries. This does not include resources used in normal day-to-day operations which are obtained through existing mutual aid agreements

The Riverside County OA is responsible for coordinating with local governments and the field response level, and for providing mutual aid within their capabilities. The County of Riverside will comply with SEMS regulations to be eligible for state funding of response-related personnel costs and will:

- Use SEMS when a local emergency is declared or proclaimed, or the local government EOC is activated



- Establish coordination and communications with Incident Commander(s) either through DOCs to the EOC or directly to the EOC
- Use existing mutual aid systems for coordinating fire and law enforcement resources
- Establish coordination and communications between city and special district EOCs when activated, the Riverside County OA EOC, and any state or local emergency response agency having jurisdiction at an incident within the county's boundaries
- Use multi-agency or inter-agency coordination to facilitate decisions for overall local government level emergency response activities

### **3.6.4 Regional Level**

The regional level manages and coordinates information and resources among operational areas. Cal OES has divided California into three Administrative Regions – Inland, Coastal and Southern – which are further divided into six mutual aid regions. The County of Riverside is in the Southern Administrative Region, and in Mutual Aid Region VI, which includes the counties of San Diego, Imperial, San Bernardino, Inyo and Riverside. Region VI is managed through the Regional Emergency Operations Center (REOC) at the Cal OES Southern Region Office, 4671 Liberty Avenue, Building 283, Los Alamitos, CA. The REOC is managed and staffed by Cal OES personnel.



### Cal OES Mutual Aid and Administrative Regions



#### 3.6.5 State Level

In response to the emergency needs and requests from local governments and operational areas, the state level manages state resources and coordinates mutual aid among the mutual aid regions and between the regional and state levels. The state level also serves as the coordination and communication link between the state and the federal disaster response system. The State Cal OES office is located at 3650 Schriever Avenue, Mather, CA 95655.

#### 3.6.6 Federal Level

The Department of Homeland Security has designated the Federal Emergency Management Agency (FEMA) to serve as the main federal government contact during disasters and national security emergencies. In a disaster, different federal agencies may be involved in the response and recovery operations. Federal disaster assistance is organized under the concept of Emergency Support Functions as defined in the National Response Framework. All contact with FEMA and other federal agencies is made through the Operational Areas to the State during the response phase. During the recovery phase, cities, or special district may have direct contact with FEMA and other federal agencies. The FEMA Region IX Office is located at 1111 Broadway, Suite 1200 Oakland, CA 94607.





### 3.7 SEMS Organization

SEMS has several features based on the Incident Command Organizational/ Response Levels System (ICS). The field response level uses functions, principals, and components of ICS as required in SEMS regulations. Many of these field response level features are also applicable at local government, operational area, regional and state levels. In addition, there are other ICS features that have application to all SEMS levels.

SEMS regulations require local governments to provide for the five management functions as the basis for structuring the EOC organization:

**Management:** Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations. In the Incident Command System (ICS), the Incident Commander (IC), with appropriate policy direction and authority from the responding agency, sets the objectives to be accomplished and approves the strategy and tactics to be used to meet those objectives. The IC must respond to higher authority. Depending upon the incident's size and scope, the higher authority could be the next ranking level in the organization up to the agency or department executive. This relationship provides an operational link with policy executives who customarily reside in the Department Operations Center (DOC) or EOC, when activated.

**Operations:** Responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the local government's EOC Action Plan. At the Field Level, the Operations Section is responsible for the coordinated tactical response directly applicable to, or in support of the objectives in accordance with the Incident Action Plan (IAP). In the EOC, the Operations Section Coordinator manages functional coordinators who share information and decisions about discipline-specific operations.

**Planning/Intelligence:** Responsible for collecting, evaluating, and disseminating information; developing the EOC Action Plan and After-Action Report; and maintaining documentation. Planning/Intelligence also maintains information on the current and forecasted situation and on the status of resources assigned to the emergency or the EOC. As needed, Unit Leaders are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists, and coordinate demobilization.

**Logistics:** Responsible for providing facilities, services, personnel, equipment, and materials. Unified ordering takes place through the Logistics Section Supply Unit to ensure controls and accountability over resource requests. As needed, Unit Leaders are appointed to address the needs for communications, food, medical, supplies, facilities, and ground support.

**Finance/Administration:** Responsible for financial activities and other administrative aspects. As needed, Unit Leaders are appointed to record time for incident or EOC personnel and hired equipment, coordinate procurement activities, process claims, and track costs.



### 3.7.1 SEMS Components

- **Management by Objectives:** The Management by Objectives feature of ICS as applied to SEMS, means that each SEMS level establishes for a given operational period, measurable and attainable objectives to be achieved. An objective is an aim or end of an action to be performed. Each objective may have one or more strategies and performance actions needed to achieve the objective. The operational period is the length of time set by command at the field level, and by management at other levels to achieve a given set of objectives. The operational period may vary in length from a few hours to days and will be determined by the situation
- **Operational Period:** The operational period is the length of time set by command at the Field Response level and by management at other levels to achieve a set of objectives. This period may vary in length from a few hours to days, command may change the length of the operational period and it will be determined by the situation
- **Incident Action Plans:** At the field response level, written or verbal incident action plans contain objectives reflecting the overall incident strategy and specific tactical action and supporting information for the next operational period. Incident action plans are essential and required element in achieving objectives under ICS
- **Organizational Flexibility – A Modular Organization:** The intent of this SEMS feature is that at each SEMS level: Modular Organization 1) only those functional elements that are required to meet current objectives need to be activated, and 2) that all elements of the organization can be arranged in various ways within or under the five SEMS essential functions. The function of any non-activated element will be the responsibility of the next highest element of the organization. Each activated element must have a person in charge of it; however, one supervisor may oversee more than one functional element. For example, to establish a "Planning/Intelligence and Logistics Section," it is better to initially create the two separate functions. If necessary, for a short time it is acceptable to place one person in charge of both functions. That way, the transfer of responsibility can be made easier. The reasons not to combine positions are:
  - If they need to be separated later, this could cause confusion due to the mix of assignments, staffing, etc.
  - This creates a "non-standard" organization, which would be confusing to incoming agencies

Also, General Staff, those functions directly under Management, such as liaison, safety, public information, should not be combined due to the importance and specific nature of these functions

- **Organizational Unity and Hierarchy of Command:** Organizational unity means every individual within an organization has a designated supervisor. Hierarchy of management/command means all functional elements within each activated SEMs level are linked together to form a singular overall organization with appropriate span of control limits
- **Span of Control:** Maintaining a reasonable span of control is the responsibility of every supervisor at all SEMS levels. The optimum span of control is one-to-five, meaning that one supervisor has direct supervisory authority over five positions or resources. The recommended span of control for supervisory personnel at the field response level and all EOC levels should be in the one-to-



three to one-to-seven range. A larger span of control may be acceptable when the supervised positions or resources are all performing a similar activity

- **Accountability:** An important feature of ICS applicable to all SEMS levels is accountability. This is accomplished through the Organizational Unity and Hierarchy of Command or Management feature along with the use of check-in forms, position logs and various status keeping systems. The intent in bringing this ICS feature into SEMS is to ensure that there are proper safeguards in place so all personnel at any SEMS level performing their duties and can be accounted for at any time
- **Common Terminology:** In ICS, common terminology is applied to functional elements, position titles, facility designations and resources. The purpose of having common terminology is to rapidly enable multi-agency, multijurisdictional organizations and resources to work together effectively. This feature, as applied to all SEMS levels, would ensure that there is consistency and standardization in the use of terminology within and between all five SEMS levels
- **Resource Management:** In ICS, resources management describes the ways in which field level resources are managed and how status is maintained. At all SEMS levels, there will be some functional activity related to managing resources. This will vary from level to level in terms of directing and controlling, to coordination, to resource inventorying. Procedures for effective resources management must be geared to the function and the level at which the function is performed
- **Integrated Communications:** This feature of ICS relates to hardware systems, planning for system selection and linking, and the procedures and processes for transferring information. At the field response level, integrated communications are used on any emergency. At all EOC levels, and between all SEMS levels, there must be a dedicated effort to ensure that communications systems, planning, and information flow are being accomplished in an effective manner. The specifics of how this is accomplished at EOC levels will be different than at the field response level
- **Response Information Management System:** The Response Information Management System (RIMS) was developed to achieve integrated communications between all EOC Management System levels of SEMS. RIMS is an internet-based system used to coordinate and manage the State's response to disasters and emergencies. Reporting of information and tracking resources is automated by RIMS. RIMS was developed by OES in 1995 and now over 2,000 internal and external clients access RIMS via the Internet. RIMS is available to all cities, special districts, and state agencies within California that have a computer with access to the Internet. Web access to RIMS is controlled by user identifications and passwords. Web browser clients and Internet access are standard and supported in nearly every government agency. RIMS user base has expanded from 137 agencies to 2,500 by developing the Internet-based system

### 3.7.2 EOC Activation Levels

Management Watch is often used during the initial stage of response activities for the Operational Area response without an OA emergency proclamation but can also be used as a step down from an EOC activation. Management Watch can be performed virtually with Management Watch representatives communicating from different locations. Management Watch requires Management Watch staff to collect and analyze situation information for executive decision. Riverside County EMD will monitor



current events and notify the CEO that Management Watch is being initiated. At the discretion of the EOC Director, or designee, the following activities may be taken:

- Determine level of staffing needed for Management Watch
- Determine if Management Watch can be performed virtually
- Recall County/OA EOC staff or place staff on standby as necessary for the situation
- Make necessary preparations to activate the OA EOC
- Establish communications with key County officials to assess the situation
- Establish communications with appropriate Riverside County OA partners, such as cities, Special Districts, schools, and/or Tribal Governments
- Coordinate emergency public information with the appropriate PIO
- Anticipate EOC logistical needs if situation escalates, e.g., food, lodging, supplies, etc.

If an incident requires additional staffing beyond Management Watch, an EOC activation follows levels similar to the state of California's Emergency Plan. These levels correlate with staffing requirements of the EOC.

**Level Three EOC Activation:** Level three activation is the minimum EOC activation for minor events. For this incident local resources are adequate and available; an emergency proclamation may or may not be proclaimed. Management, Section and Deputy Chiefs, and necessary Branches and Units will be activated.

**Level Two EOC Activation:** A moderate to severe emergency warrants a level two activation. At this level local resources are not adequate and regional or state mutual aid may be required. A Local Emergency is proclaimed, and State of Emergency may be proclaimed. Most positions in the EOC are staffed with some staff fulfilling more than one SEMs function. Management, Section and Deputy Chiefs, and necessary Branches and Units will be activated.

**Level One EOC Activation:** Level one activation occurs when county resources are overwhelmed, and State or Federal resources are required. A Local and State of Emergency are proclaimed, and a Presidential declaration of an emergency or disaster is requested. The EOC will be fully staffed. All response and early recovery activities will be directed from the EOC. Management, Section and Deputy Chiefs, all Branches, and necessary Units will be activated.



**EOC Activation Levels for Riverside County OA**

ACTIVATION LEVEL	CRITERIA	STAFFING LEVEL
<b>1 (MAJOR)</b>	Natural or man caused events with widespread damage and / or greater than 1000 people affected involving multiple jurisdictions or districts. These events can be caused by the hazards identified in the EOP Section 2.3 Hazard Analysis (page 7) and in the Riverside Operational Area Multi-Jurisdictional Local Hazard Mitigation Plan (LHMP) 5.0-Risk Assessment (page 204)	<ul style="list-style-type: none"> <li>•Management Staff</li> <li>•Section &amp; Deputy Chiefs</li> <li>•All Branches</li> <li>•Units, as necessary</li> </ul>
<b>2 (MODERATE)</b>	Natural or man caused events without widespread damage but involving two jurisdictions or districts with 500 to 1000 people affected. These events can be caused by the hazards identified in the EOP Section 2.3 Hazard Analysis (page 7) and in the LHMP 5.0-Risk Assessment (page 204)	<ul style="list-style-type: none"> <li>•Management Staff</li> <li>•Section &amp; Deputy Chiefs</li> <li>•Branches, as necessary</li> <li>•Units, as necessary</li> </ul>
<b>3 (MINOR)</b>	Natural or man caused events impacting one jurisdiction or district with 50 to 500 people affected and little to no damage. These events can be caused by the hazards identified in the EOP Section 2.3 Hazard Analysis (page 7) and in the LHMP 5.0-Risk Assessment (page 204)	<ul style="list-style-type: none"> <li>•Management Staff</li> <li>•Section &amp; Deputy Chiefs</li> <li>•Branches as necessary</li> <li>•Units as necessary</li> </ul>
<b>MANAGEMENT WATCH</b>	Management Watch is often used during the initial stage of an EOC activation level but can also be used as a step down from any level. Management Watch can also be used for planned community events, national / state security issues, and special or unusual events	<ul style="list-style-type: none"> <li>•Duty Chief</li> <li>•Duty Officer</li> <li>•Other County staff as necessary</li> </ul>

It should be noted this Activation Levels Chart is only a guide and the complexities of each event will drive the determination of the activation levels to meet staffing needs. These activation levels align with the State of California and the Federal Emergency Management Agency. See 2017 [California State Emergency Plan](#) for further guidance.



### **3.8 Field Level Interface with the EOC**

The concepts, principles, and organizational structure of the ICS will be used in managing field operations. The size, complexity, hazard environment, and objectives of the situation will determine the ICS organizational size and the support that will be required for field activities. The incident will be managed by objectives to be achieved that were developed using the action planning process.

Members of the IC Command and General Staff will communicate with the OA EOC, either via a DOC or directly. Some members of the EOC Command or General Staff may be asked to attend briefings or planning meetings at an Incident Command Post.

#### **3.8.1 Field/EOC Communications and Coordination**

Typically, field to EOC communications will occur at the Command and General Staff levels or, if they are established, field units will communicate with a Department Operations Center (DOC) who will, in turn, relay the information to the appropriate section/function in the Riverside County OA EOC.

The OA EOC will communicate situation and resource status information to the Southern REOC via appropriate means.

#### **3.8.2 Field/EOC Direction and Control Interface**

The Director of Emergency Services, or designee, will establish jurisdictional objectives and priorities and communicate those to everyone in the organization through the EOC Action Plan. The EOC Action Plan does not direct or control field units but supports their activities. Incident Commander(s) will ensure incident objectives and priorities are consistent with those policies and guidelines established at the county level by the Director of Emergency Services, or designee.

It is the responsibility of Incident Commanders to communicate critical information to the Director of Emergency Services, or designee, in a timely manner.

#### **3.8.3 Field/EOC Coordination with Department Operations Centers (DOCs)**

If a department within the County establishes a DOC to coordinate and support their departmental field activities, its location, time of establishment and staffing information will be communicated to the County OA EOC. All communications with the field units of that department will be directed to the DOC who will then relay situation and resource information to the County OA EOC. DOCs act as an intermediate communications and coordination link between field units and the Riverside County OA EOC.

### **3.9 EOC Action Plans**

At local, operational area, regional and state levels, the use of EOC action plans provide designated personnel with knowledge of the objectives to be achieved and the steps required for achievement. Action plans not only provide direction, but they also serve to provide a basis for measuring achievement of objectives and overall system performance.



Action planning is an important management tool that involves:

- A process for identifying priorities and objectives for response or recovery efforts
- Documentation of the priorities, objectives, tasks, and personnel assignments

The action planning process should involve the Management Staff and General Staff along with other EOC elements, special district representatives, and other agency representatives as appropriate. The Planning/Intelligence Section is normally responsible for development of the action plan and for facilitation of action planning meetings.

Action plans are developed for a specified operational period that may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex but should be sufficiently detailed to guide EOC elements in implementing the priority actions.

### **3.10 After Action/Corrective Action Reports**

The California Code of Regulations Title 19, Division 2, Chapter 1, Article 8, Section 2450 (a) requires the submission of After-Action Reports to the California Office of Emergency Services within 90 days of the close of an incident period for locally declared emergencies for which the governor proclaims a state of emergency.

An After Action/Corrective Action Report serves the following important functions:

- Provides a source for documenting response and early recovery activities
- Identifies problems and successes during emergency operations
- Analyzes the effectiveness of the different components of SEMS
- Identifies, documents, and facilitates corrective action for implementing and tracking improvements to existing emergency response and recovery efforts

The County of Riverside Emergency Management Department will be responsible for the development of the After-Action Reports with input from other departments as needed.

### **3.11 Coordination with Emergency Response Levels**

#### **3.11.1 Coordination with Field Response Level**

Coordination among SEMS levels is clearly necessary for effective emergency response. In a major emergency, Riverside County OA EOC may be activated to coordinate the overall response while the ICS is used by field responders. Incident Commanders may report pertinent information to DOCs, which in turn will report and coordinate with the EOC. When the Riverside County OA EOC is directly supporting Incident Command teams, the EOC is operating in a centralized coordination and support mode.

### **3.11.2 Coordination within the Riverside Operational Area**

Coordination and communications should be established between activated local government EOCs and the OA. The communications link may be through the radio system, telephone, fax, email, or amateur radio to ensure notifications, information sharing, and reporting are completed.

### **3.11.3 Coordination with Special Districts**

A special district may serve several communities and county unincorporated areas. Some special districts serve multiple jurisdictions. In an emergency, the special district may wish to provide a liaison representative to the Riverside County OA EOC to facilitate coordination and communication with the various entities it serves, through appropriate mode of communications.

### **3.11.4 Coordination with Volunteer and Private Sector Agencies**

Riverside County OA EOC will establish communication with private and volunteer agencies that assist the county during emergencies, e.g., American Red Cross, Volunteers Active in Disasters (VOAD), faith-based organizations, and community-based organizations. These agencies may assign a representative to the Riverside County OA EOC as an Agency Representative. Some agencies may have several personnel participating in functional elements in the Riverside County OA EOC, e.g., Red Cross personnel may be part of the staffing for the Care and Shelter Unit of the Riverside County OA EOC.

Riverside County OA EOC will establish communications with Business EOC partners that assist the county during emergencies. Most critical infrastructure in the county is owned by private agencies and establishing joint operations improves the OA's response and recovery operations.

Agencies that have countywide response roles and cannot respond to numerous city EOC's should be represented within the Riverside County OA EOC. Coordination with volunteer and private agencies that do not have representatives at an EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies, or involvement of agencies in special multi-agency groups on specific issues.

## **3.12 Statewide Emergency Management**

Governments at all levels must work together effectively, along with the private sector, business and industry, community-based organizations and volunteers, to meet the challenges posed by a disaster.

All resources available within the State that may be applied in disaster response and recovery phases, together with the private sector, are collectively referred to as the California Emergency Organization. During a state of war emergency, a state of emergency, or a local emergency, Cal OES will coordinate the emergency activities of all State agencies (California Emergency Services Act, §8587).

Emergency mutual aid response and recovery activities are generally conducted at the request and under the direction of the affected local government. Some emergency responses are led by designated State agencies that will be assigned authority at those emergencies or disasters.

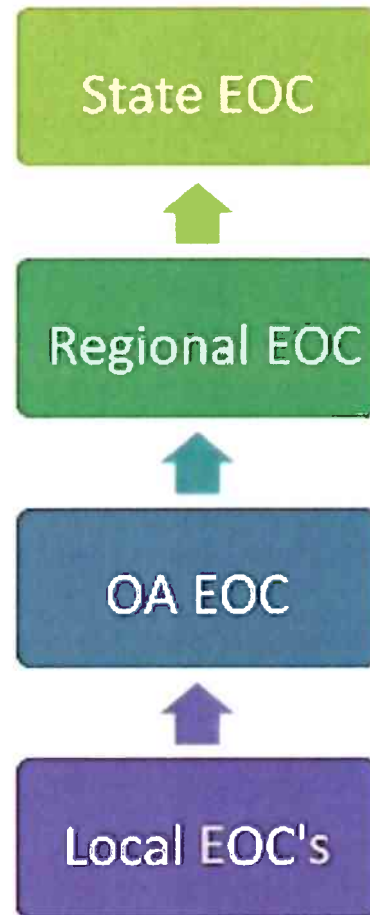




Resource requests for response and recovery originate at the lowest level of government and are progressively forwarded to the next level until filled. When support requirements cannot be met with State resources, the State may request assistance from federal agencies having statutory authority to aid in the absence of presidential declarations. The State may also request a Presidential Declaration of an Emergency or Major Disaster under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93288 as amended.

**3.12.1 Mutual Aid/Assistance Agreement**

The California Disaster and Civil Defense Master Mutual Aid Agreement is based on a statewide mutual aid system designed to provide additional resources to the state’s political subdivisions whenever their own resources are overwhelmed or inadequate. The various departments and agencies within the political subdivisions, municipal corporations, and public agencies agree to assist each other by providing resources during an emergency. The agreement provides for each signatory entity to offer aid during an emergency without expectation of reimbursement. Riverside County has established best practices by instituting pre-incident mutual aid/assistance agreements with surrounding Operational Areas. Pre-Incident agreements create an opportunity to move resources quickly across county lines since questions of cost, liability, and risk consequence have been resolved prior to the emergency.



The County of Riverside is a participant in the following mutual aid agreements:

- California Master Mutual Aid Agreement
- Region VI Fire and Rescue Operations Plan
- Region VI Law Enforcement Mutual Aid Agreement
- Region VI Public Works Mutual Aid Agreement
- Region VI Regional Disaster Medical and Health Mutual Aid Agreements
- Emergency Management Mutual Aid Agreement
- Volunteer and Private Agencies Mutual Aid Agreement
- Riverside Operational Area Agreement

**3.12.2 Emergency Management Assistance Compact (EMAC)**

California is a signatory to the interstate EMAC; a congressionally ratified organization that provides form, structure, and procedures for rendering emergency assistance between states. Once the governor has declared a state of emergency, Cal OES will assess the needs for the emergency incident. California can then request resources through the EMAC network for assistance provided by other states in the nation. The use of EMAC resolves two of the key issues regarding mutual aid, liability and reimbursement, so that



a disaster impacted state can request and receive assistance from other member states quickly and efficiently.

### **3.12.3 Mutual Aid System**

The statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, 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, medical, and public works, among others. 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.

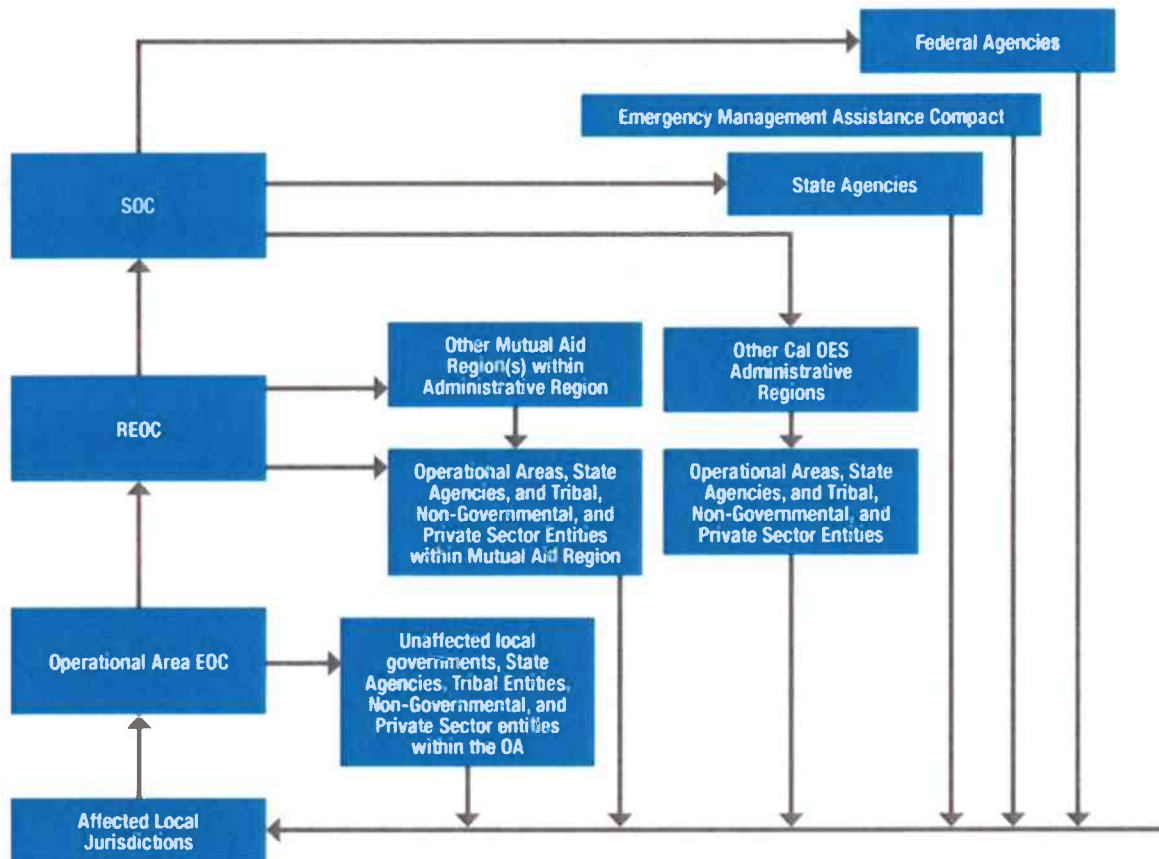
### **3.12.4 Mutual Aid Coordinators**

To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility and pass on unfilled requests to the next level. Law Enforcement, Fire and Rescue Services, and the Medical Health Operational Area Coordinator work within existing state mutual aid systems for requests and assignments of mutual aid.

When EOC's are activated, all discipline-specific mutual aid systems should establish coordination and communications within the respective local, operational area, regional, or state EOC's.



Figure: Discipline Specific Mutual Aid System



### 3.12.5 County of Riverside/OA Mutual Aid Requests

Cities within the County of Riverside will make mutual aid requests through the Riverside County OA EOC. The County of Riverside will make mutual aid requests through the Cal OES Southern REOC. Requests for Fire and Law Enforcement mutual aid will be made through existing Regional Mutual Aid Coordinators that may be present at the Riverside County OA EOC.

### 3.13 County of Riverside Emergency Organization

The California Emergency Services Act requires Riverside County to manage and coordinate the overall emergency response and recovery activities within its jurisdiction. The County Director of Emergency Services, per Riverside County Ordinance 533.7 is responsible to impress into service all officers and employees of the County of Riverside together with volunteers, groups, and organizations enrolled to aid them during an emergency, to constitute the emergency organization of the County of Riverside. All departments and agencies will use the ICS for emergency response and provide emergency related information to the Riverside County OA EOC. The Emergency Organization tables in section 3.13.1.1-3.13.1.5 shows the County departments within the SEMS/NIMS concept.

**3.13.1 County of Riverside EOC Staff and Positions**

**3.13.1.1 Management/Command Staff**

The EOC Director, Deputy EOC Director, EOC Manager, Deputy EOC Manager, Policy Group, Safety Officer Security Officer, Liaison Officer, and Public Information Officer constitute the Management Section of the OA EOC. This team has overall responsibility for management of the OA EOC and provides support and direction for the General Staff.

The Section Chiefs for Operations, Planning and Intelligence, Logistics, and Finance and Administration constitute the General Staff and are responsible for overseeing the internal function of their respective sections and interacting with other Section Chiefs, the EOC Director, EOC Manager, other entities in the OA EOC to ensure the effective functioning of their section. The table below shows the organizational structure for the Management Section.

**Table 3.13.1.1**

<b>EOC Position</b>	<b>Definition</b>	<b>Position Staffing</b>
<b>EOC Director</b>	The County Executive Officer is Director of Emergency Services but may delegate his/her authority to any of the Assistant County Executive Officers or the Director of the Emergency Management Department. The OA EOC Director manages and coordinates the county's emergency response	Riverside County Executive Office or County of Riverside Emergency Management Department when delegated.
<b>Deputy EOC Director</b>	The Deputy EOC Director oversees EOC activities in the absence of the EOC Director	Riverside County Executive Office or County of Riverside Emergency Management Department
<b>EOC Manager</b>	The EOC Manager is responsible for the overall function of the County OA EOC facility	County of Riverside Emergency Management Department
<b>Deputy EOC Manager</b>	The Deputy EOC Manager oversees the overall function of the County OA EOC in the absence of the EOC Manager	County of Riverside Emergency Management Department
<b>Policy Group</b>	The Policy Group provides executive level oversight during a disaster	Executive Office (Executive Officer and all Assistant Executive Officers).  County of Riverside Emergency Management Department
<b>Safety Officer</b>	The Safety Officer ensures Emergency Operations Center	Human Resources



<b>EOC Position</b>	<b>Definition</b>	<b>Position Staffing</b>
	facility and EOC personnel safety	
Security Officer	The Security Officer ensures the security of the facility and personnel	County of Riverside Office of the District Attorney
Liaison Officer	The Liaison Officer facilitates ongoing communication with partner agency representatives	County of Riverside Emergency Management Department
Public Information Officer	The Public Information Officer manages media inquiries, information dissemination, and on-going activities of the Joint Information System	Executive Office
Public Information Support	The Public Information Support position assists with the management of media relations and inquiries, information dissemination, and ongoing activities of the Joint Information System	County of Riverside Emergency Management Department  Riverside County Department of Public Social Services  Riverside University Health System - Public Health



**3.13.1.2 Operations Section**

The Operations Section implements all tactical activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety will always be the highest priorities and the first objectives in each EOC Action Plan.

The Operations Section is responsible for supporting field activities to include but not be limited to coordination of mass care and shelter, road closure information, building assessment and use, utility status, etc.

**Table 3.13.1.2**

<b>EOC Position</b>	<b>Definition</b>	<b>Position Staffing</b>
<b>Operations Chief</b>	The Operations chief manages the Operations Section and provides the Planning and Intelligence Section with intelligence collected from each branch while also directing the execution of Operations Section objectives	County of Riverside Emergency Management Department
<b>Deputy Operations Chief</b>	The Deputy Operations Chief serves as the Operations Chief in their absence	County of Riverside Emergency Management Department
<b>Fire and Rescue Branch Director</b>	The Fire and Rescue Branch Director coordinates functions assigned to the Fire & Rescue Branch and obtains and shares incident information between the Incident Command Post (ICP) and the EOC	Cal FIRE/Riverside County Fire
Fire Conflagration Unit	The Fire Conflagration Unit provides the EOC with intelligence regarding fire conflagrations	Cal FIRE/Riverside County Fire
Urban Search and Rescue Unit	The Urban Search and Rescue Unit supports Urban Search & Rescue response operations.	Cal FIRE/Riverside County Fire
Hazardous Materials Unit	The Hazardous Materials Unit supports hazardous material incident response and recovery operations	Riverside County Department of Environmental Health or CAL FIRE/Riverside County Fire Hazardous Materials Unit
<b>Law Enforcement Branch Director</b>	The Law Enforcement Branch Director supports the development of alert and	Riverside County Sheriff's Department



<b>EOC Position</b>	<b>Definition</b>	<b>Position Staffing</b>
	warning messages and provides intelligence regarding road closures and evacuations	
Traffic Management Unit	The Traffic Management Unit coordinates and communicates traffic management intelligence between field and OA EOC personnel	Riverside County Sheriff's Department
Fatalities Management Unit	The Fatalities Management Unit coordinates information sharing in the OA EOC with the Sheriff Department Operations Center (DOC) Coroner Unit; if the Sheriff DOC is not activated this unit in the EOC executes the Sheriff-Coroner mass fatality plan	Riverside County Sheriff's Department
Facilities Security Unit	The Facilities Security Unit coordinates security at County owned, leased, or operated facilities	Riverside County Sheriff's Department
Evacuation/Reentry Unit	The Evacuation/Reentry Unit coordinates evacuation and re-entry within the Sheriff's Department jurisdictions. If appropriate, communicates with local police departments regarding the plans for shelter-in-place, evacuation, and re-entry	Riverside County Sheriff's Department
<b>Medical &amp; Health Branch Director</b>	The Medical & Health Branch Director coordinates with the Medical Health Department Operations Center (MH DOC) and coordinates response activities within the county Medical Health System	Riverside University Health System - Public Health or County of Riverside Emergency Management Department
Public Health Unit	The Public Health Unit coordinates public health-related activities amongst public and private response agencies including hospitals and the Medical Health DOC	Riverside University Health System - Public Health or County of Riverside Emergency Management Department
EMS Unit	The EMS unit gathers data, communicates and coordinates	County of Riverside Emergency Management Department



EOC Position	Definition	Position Staffing
	with the MH DOC regarding pre-hospital provider status, communication and resources.	
Behavioral Health Unit	The Behavioral Health Unit coordinates behavioral health staffing at shelters and other locations to meet the psychological needs of the public, first responders. The Behavioral Health Unit also staffs the same position in the MH DOC	Riverside University Health System-Behavioral Health
Environmental Health Unit	The Environmental Health Unit monitors environmental impacts during incidents and coordinates food and water safety messages with the alert and warning group. Coordinates and communicates with the MH DOC	Riverside County Department of Environmental Health
Mass Care and Shelter Branch Director	The Mass Care and Shelter Branch Director coordinates the assessment of mass care needs as well as short and long-term housing requirements for the community	Riverside County Department of Public Social Services
Whole Community Assessment Unit	The Whole Community Assessment Unit coordinates with shelter managers to ensure whole community needs are met	County of Riverside Emergency Management Department
Functional Assessment Services Unit	The Functional Assessment Services Unit mobilizes and tracks Functional Assessment Service Team (FAST) team staff which conduct facility assessments to ensure accessibility for all residents and shelter sites	County of Riverside Emergency Management Department
Senior Services Unit	The Senior Services Unit coordinates with Mass Care Branch, units and/or shelter site managers to ensure the needs of	Riverside County Office on Aging





<b>EOC Position</b>	<b>Definition</b>	<b>Position Staffing</b>
	seniors are addressed	
Parks and Open Space Unit	The Parks and Open Space Unit coordinates use of parks and open spaces for mass care and shelter. Monitoring and protection of natural resources	Riverside County Parks and Open-Space District
Mass Care Unit	The Mass Care Unit coordinates with shelter site managers to provide guidance on matters relating to mass care and shelter	Riverside County Department of Public Social Services
American Red Cross Liaison	The American Red Cross Liaison coordinates mass care in collaboration with the Mass Care and Shelter Branch Director and units	Riverside County Chapter of American Red Cross
Animal Services Unit	The Animal Services Unit coordinates all aspects of animal care and shelter and communicates with field personnel	Riverside County Department of Animal Services
<b>Construction &amp; Engineering Branch Director</b>	The Construction & Engineering Branch Director ensures timely communication and coordination between the EOC and field personnel	County of Riverside Transportation and Land Management Agency
Infrastructure Assessment Unit	The Infrastructure Assessment Unit assesses County infrastructure and prioritizes resource allocation	County of Riverside Transportation and Land Management Agency
Infrastructure Restoration Unit	The Infrastructure Restoration Unit coordinates infrastructure restoration within the County	County of Riverside Transportation and Land Management Agency
Debris Management Unit	The Debris Management Unit executes the County Debris Management Plan including communication and coordination with County Departments, vendors, and stakeholders	Riverside County Waste Resources
Flood Facilities Unit	The Flood Facilities Unit provides coordination, communication, and information sharing between the EOC and field personnel	Riverside County Flood Control and Water Conservation District.
<b>Transportation Assessment</b>	The Transportation Assessment	County of Riverside



EOC Position	Definition	Position Staffing
<b>Branch Director</b>	Branch Director is responsible for the assessment, coordination, and utilization of County transportation resources	Transportation and Land Management Agency
Ground Route Restoration Unit	The Ground Route Restoration Unit coordinates re-establishing ground routes, coordination with private, local, state, and federal agencies	County of Riverside Transportation and Land Management Agency
Rail Route Restoration Unit	The Rail Route Restoration Unit responsible for coordination with private, local, state, and federal agency stakeholders who have a role in route restoration	Riverside County Transportation Commission
Airfield Route Restoration Unit	The Airfield Route Restoration Unit is responsible for coordination with private, local, state, and federal agency stakeholders	County of Riverside Transportation and Land Management Agency
<b>Agricultural Branch Director</b>	The Agricultural Branch Unit oversees impacts to plants and livestock that could have an impact on the local economy	County of Riverside Agricultural Commissioner's Office
Plant Unit	The Plant Unit analyzes impacts to plants that could have an impact on local economy	County of Riverside Agricultural Commissioner's Office
Livestock Unit	The Livestock Unit analyzes impacts to livestock that could have an impact on local economy	County of Riverside Agricultural Commissioner's Office
<b>Utilities Branch Director</b>	The Utilities Branch Director oversees the coordination, communication, and information sharing with utility providers and stakeholders	County of Riverside Emergency Management Department
Electric & Power Unit	The Electric & Power Unit acts as liaison with electric utility companies serving the impacted area	Southern California Edison
Gas & Pipeline Unit	The Gas & Pipeline Unit acts as liaison with gas and pipeline	Southern California Gas



EOC Position	Definition	Position Staffing
	companies serving the impacted area. Communicates and coordinates information sharing amongst OA stakeholders	
Water & Wastewater Unit:	The Waste & Wastewater Unit acts as liaison with water and wastewater companies serving the impacted area. Communicates and coordinates information sharing amongst OA stakeholders	This position is staffed by California Water/Wastewater Agency Response Network (CalWARN).
Telecommunications Unit	The Telecommunications Unit acts as liaison with telecommunications companies serving the impacted area. Communicates and coordinates information sharing amongst OA stakeholders	AT&T or other agency representatives
<b>Business and Non-Profit Branch Director</b>	The Business and Non-Profit Branch coordinates business and nonprofit information and resource sharing	County of Riverside Emergency Management Department
VOAD Liaison	The VOAD Liaison facilitates nonprofit organizations to fill unmet community needs. Coordinates with Mass Care & Shelter Branch and the Logistics Section	Voluntary Organizations Active in Disaster (VOAD)
Business Emergency Operation Center (BEOC) Liaison	The BEOC Liaison facilitates information sharing and business to business resource support	County of Riverside Emergency Management Department

**3.13.1.3 Planning and Intelligence Section**

The Planning Section collects, displays and disseminates intelligence on behalf of all EOC sections; they prepare and disseminate the EOC Action Plan for each identified operational period

**Table 3.13.1.3**

EOC Position	Definition	Position Staffing
<b>Planning &amp; Intelligence Chief</b>	The Planning & Intelligence Chief Is responsible for managing the Planning & Intelligence section and ensuring section objectives are identified and executed	County of Riverside Emergency Management Department



EOC Position	Definition	Position Staffing
Deputy Planning and Intelligence Chief	The Deputy Planning and Intelligence Chief assumes the Planning and Intelligence Chief role in their absence	County of Riverside Emergency Management Department
Situation Status Unit	The Situation Status Unit directs the collection and display of disaster intelligence and damage assessment information. Monitors and assesses situational and operational information and prepares situation status updates for the EOC Action Plan	County of Riverside Emergency Management Department
GIS Support Unit	The GIS Support Unit develops and displays interactive maps	Riverside County Information Technology
Advanced Planning Unit	The Advanced Planning Unit identifies issues and requirements related to future time periods, normally 36 to 72 hours or longer. Prepares special reports and briefings as necessary for use in strategy and planning meetings. Monitors action-planning activities to determine the shift in operational objectives from response to recovery	County of Riverside Emergency Management Department
Recovery Planning Group	The Recovery Planning Group is responsible for the planning of long-term recovery efforts	County of Riverside Emergency Management Department
Demobilization Group	The Demobilization Group oversees the development and implementation of the demobilization plan for the OA EOC. Ensures the demobilization plan is included in each EOC Action Plan	County of Riverside Emergency Management Department
Documentation Unit	The Documentation Unit monitors and prints information from incident-related emails, reports, EOC action plans, and other documents for retention	County of Riverside Emergency Management Department
Technical Specialists	Technical Specialists are	Technical Specialists



EOC Position	Definition	Position Staffing
	responsible for providing subject matter expertise as required	

**3.13.1.4 Logistics Section**

The Logistics Section provides facilities, services, and material support for the EOC, county departments and the OA.

**Table 3.13.1.4**

EOC Position	Definition	Position Staffing
<b>Logistics Section Chief</b>	The Logistics Section Chief is responsible for overseeing the coordination, allocation, distribution and tracking of essential resources, essential services to support field operations, OA Area EOC and department DOCs	Riverside County Purchasing and Fleet Services
<b>Deputy Logistics Chief</b>	The Deputy Logistics Section Chief serves as the Logistics Section Chief in their absence	Riverside County Purchasing and Fleet Services
<b>Resources Tracking Branch</b>	The Resources Tracking Branch tracks incident resource locations, delivery, and pick up	Riverside County Purchasing and Fleet Services
<b>Procurement Branch</b>	The Procurement Branch acquires internal and external commodities and services, administers contracts, rental agreements, and coordinates purchase and delivery of resources	Riverside County Purchasing and Fleet Services
<b>Personnel Branch</b>	The Personnel Branch Coordinates County personnel, volunteers, and spontaneous volunteers. Develops and maintains a tracking system for assigned personnel and volunteers	Riverside County Human Resources
<b>Facilities Branch</b>	The Facilities Branch coordinates County facilities and facility maintenance support. Secures locations for incident lodging as necessary for EOC or other personnel	Riverside County Facilities Management



EOC Position	Definition	Position Staffing
<b>Movement Branch</b>	The Movement Branch coordinates ground, air, and rail movement. Manages and coordinates the use of transportation resources and services to support emergency operations, evacuations, and disaster survivors	Riverside County Purchasing and Fleet Services. Transportation and Land Management Agency for Air Movement Unit Leader
<b>Technical Systems Branch</b>	The Technical Systems Branch maintains OA EOC Information systems oversight: phones, RACES, Alert and Warning Coordination, etc.	Riverside County Information Technology
<b>EMD Coordinator</b>	The EMD Coordinator provides subject matter expertise to section responders	County of Riverside Emergency Management Department

**3.13.1.5 Finance/Administration Section**

The Finance/Administration Section is responsible for all financial and cost tracking of an incident. These include recording personnel and equipment time, documenting and processing claims for accidents and injuries occurring at the OA EOC and keeping a running tally of the costs associated with the incident.

**Table 3.13.1.5**

EOC Position	Definition	Position Staffing
<b>Finance/Administration Section Chief</b>	The Finance /Administration Section Chief executes financial components of each EOC Action Plan, provides disaster cost projections to the Management Section and tracks all incident related costs	Auditor-Controller's Office / EMD
<b>Deputy Finance / Administration Section Chief</b>	The Deputy Finance and Administration Section Chief oversees the section in the absence of the Section Chief	Auditor-Controller's Office / EMD
<b>Response/Recovery Cost Unit</b>	The Response and Recovery Unit collects and analyze response and recovery processes	Auditor-Controller's Office / EMD
<b>Timekeeping Unit</b>	The Timekeeping Unit is responsible to obtain and track all costs and documentation related to personnel time worked	Riverside County Human Resources



EOC Position	Definition	Position Staffing
Compensation/Claims Unit	The Compensation/Claims Unit oversees the processing of claims (workers compensation, property, or liability)	Riverside County Human Resources Risk Management

### 3.13.2 Emergency Support Functions

Riverside County has adopted the concept of ESFs from the Federal National Response Framework for the coordination and organization of EOC operations. As utilized by the County, an ESF represents functional activities needed during local emergency response. Appropriate departments will be charged with the “coordinating” responsibility for each ESF. Several other departments may support the coordinating department and a department may be involved in multiple ESFs.

ESFs are organized by emergency functions in the table below. Some coordinating departments responsible for an ESF may have a statutory responsibility to perform that function. Other departments are assigned the “coordinating” responsibility based on subject-matter expertise.

When the EOC is activated, the coordinating ESF departments will send a qualified representative to the EOC or appropriate DOC to coordinate that ESF, as needed.

Table 3.13.2

Emergency Support Function	Definition	Lead Department	Support Department
ESF #1 Transportation	The Transportation Emergency Support Function coordinates the resources (human, technical, equipment, facility, materials, and supplies) of member agencies to support emergency transportation (air, ground, and water) needs during an emergency/disaster situation. In addition, assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents	Riverside County Transportation & Land Management Agency	Riverside County Facilities Management  County of Riverside Emergency Management Department  Purchasing & Fleet Services  Riverside County Waste Resources
ESF #2 Communications	The Communications Emergency Support Function provides provisions for communications support before, during, and after an emergency/disaster situation. The Communications function coordinates communications resources (equipment, services, and personnel) that may be available from a variety of sources (i.e., County departments, state & federal agencies, voluntary groups, the telecommunications industry, etc.) before and/or after the activation of the Operational Area Emergency Operations Center	Riverside County Information Technology	CAL Fire/Riverside County Fire  Riverside County Facilities Management  County of Riverside Emergency Management Department  RUHS Public Health



Emergency Support Function	Definition	Lead Department	Support Department
<p>ESF #3 Construction &amp; Engineering</p>	<p>The Construction &amp; Engineering Emergency Support Function facilitates the delivery of services, technical assistance, engineering expertise, construction management and other support to local jurisdictions</p>	<p>Riverside County Transportation &amp; Land Management Agency</p>	<p>Riverside County Facilities Management  County of Riverside Emergency Management Department  Riverside County Flood Control &amp; Water Conservation District  Riverside County Transportation &amp; Land Management Agency  Riverside County Waste Resources</p>
<p>ESF #4 Fire &amp; Rescue</p>	<p>The Fire &amp; Rescue Emergency Support Function monitors the status of fire mutual aid activities. Provides support related to the detection and suppression of urban, rural and wildland fires and emergency incident scene rescue activities and provides personnel, equipment, and supplies to support local jurisdictions' disaster condition or event in accordance with Fire and Rescue Mutual Aid Plans</p>	<p>CAL Fire/Riverside County Fire</p>	<p>County of Riverside Emergency Management Department  Riverside County Facilities Management</p>
<p>ESF #5 Management Command and Control</p>	<p>The Management Command and Control Emergency Support Function coordinates and resolves issues among the four phases of emergency management to ensure consistency in the development and maintenance of the EOP annexes. During emergencies, serves in an advisory capacity to the EOC Director</p>	<p>County of Riverside Emergency Management Department</p>	<p>Riverside County Board of Supervisors  Riverside County Counsel  CAL Fire/Riverside County Fire  Riverside County Executive Office  Riverside University Health System - Public Health  Riverside County Sheriff</p>





<b>Emergency Support Function</b>	<b>Definition</b>	<b>Lead Department</b>	<b>Support Department</b>
			Riverside County Transportation & Land Management Agency
ESF #6 Care & Shelter	The Care and Shelter Emergency Support Function coordinates actions to assist responsible jurisdictions with the needs of victims displaced during an incident including sheltering, food assistance, clothing, non-medical and medical care, behavioral health care, family reunification, and victim recovery	Riverside County Department of Public Social Services	Whole Community Coordinator Riverside County Animal Control Cal Fire/Riverside County Fire Riverside County Facilities Management County of Riverside Emergency Management Department Riverside County Environmental Health Riverside County Office of Aging Riverside County Probation Riverside County Purchasing Riverside University Health System - Public Health Riverside County Transportation & Land Management Agency Riverside County Waste Resources
ESF #7 Resource Management	The Resource Management Emergency Support Function coordinates and supports the resource management process that plans, implements, and controls the efficient, effective flow of goods, services, and related information from the point of origin to the point of consumption during	County of Riverside Emergency Management Department	County of Riverside Agricultural Commissioner's Office Riverside County Animal Control



Emergency Support Function	Definition	Lead Department	Support Department
	emergency response and recovery phases. Coordinates plans and activities to locate, procure and pre-position resources to support emergency operations	County of Riverside Purchasing & Fleet Department	Riverside County Facilities Management Riverside County Environmental Health Riverside County Flood Control & Water Conservation District Riverside County Human Resources Riverside County Information Technology Riverside County Office of Aging Riverside County Probation Riverside County Department of Public Social Services Riverside County Purchasing Riverside County Registrar of Voters RUHS Public Health Riverside County Sheriff Riverside County Transportation & Land Management Agency Riverside County Veteran's Services



<b>Emergency Support Function</b>	<b>Definition</b>	<b>Lead Department</b>	<b>Support Department</b>
			Riverside County Waste Resources
ESF #8 Public Health & Medical	The Public Health & Medical Emergency Support Function coordinates Public Health, Behavioral Health, and Medical services in support of local jurisdiction needs for detection & monitoring, preparedness, response, and recovery from emergencies and disasters	RUHS Public Health  Riverside County Emergency Management Department	Riverside County Animal Control  Riverside County Environmental Health  Riverside County Sheriff  Riverside University Health System - Behavioral Health
ESF #9 Search & Rescue	The Search & Rescue Emergency Support Function supports and coordinates personnel and equipment to search for and rescue missing or trapped persons  <u>Law Enforcement - Search and Rescue (SAR):</u> Support and coordinate responses to search and rescue missing or lost persons or aircraft, high angle rock rope rescue, water rescues, and investigations of missing person incidents that may involve criminal acts  <u>Fire – Urban Search &amp; Rescue (USAR):</u> Support and coordinate responses to search and rescue victims of structure collapse, construction cave-ins, trenches, confined space, high angle structure rope rescue, and water rescues	SAR Riverside County Sheriff  USAR CAL Fire/Riverside County Fire	County of Riverside Emergency Management Department  Riverside County Flood Control & Water Conservation District  Riverside County Transportation & Land Management Agency  Riverside County Waste Resources
ESF #10 Hazardous Materials	The Hazardous Materials Emergency Support Function coordinates resources and supports the responsible jurisdictions to prepare for, prevent, detect & monitor, minimize, assess, mitigate, respond to, and recover from a threat to the public or environment by actual or potential hazardous materials releases	Riverside County Fire  Riverside County Environment Health	County of Riverside Emergency Management Department  Riverside County Waste Resources
ESF #11 Food & Agriculture	The Food and Agricultural Emergency Support Function supports the responsible jurisdictions and coordinates activities during emergencies impacting the agriculture and food industry and supports the recovery of impacted industries and resources after incidents	County of Riverside Agricultural Commissioner's Office's Office	Riverside County Animal Control  County of Riverside Emergency Management Department  Riverside County Environmental Health

Emergency Support Function	Definition	Lead Department	Support Department
			Riverside County Waste Resources
ESF #12 Utilities	The Utilities Emergency Support Function provides resources and support to responsible jurisdictions (both public and private) responding to or recovering from shortages and disruptions in gasoline, electricity, water, wastewater, telecommunications, fuels, and natural gas in affected areas after emergencies or disaster events. Monitors and coordinates with the suppliers of utilities to ensure that they are available and deliverable for normal community functioning	County of Riverside Emergency Management Department	CAL Fire/Riverside County Fire  Riverside County Flood Control & Water Conservation District  Riverside County Information Technology
ESF #13 Law Enforcement	The Law Enforcement Emergency Support Function coordinates law enforcement personnel and equipment to support law enforcement, coroner activities, detection and monitoring, mortuary services, and public safety in accordance with Law Enforcement and Coroner’s Mutual Aid Plans	Riverside County Sheriff	County Emergency Management Department  Cal Fire/Riverside County Fire  County of Riverside Office of the District Attorney  Riverside County Probation
ESF #14 Long-Term Recovery	The Long-Term Emergency Support Function supports economic recovery of communities from the long-term consequences of emergencies and disasters	County of Riverside Emergency Management Department	Riverside County Executive Office  Riverside County Assessor Clerk Recorders Office  Riverside County Auditor-Controller’s Office  CAL Fire/Riverside County Fire  Riverside County Facilities Management  Riverside County Sheriff



Emergency Support Function	Definition	Lead Department	Support Department
			Riverside University Health System - Public Health  Riverside County Transportation & Land Management Agency  Riverside County Department of Public Social Services  County of Riverside Purchasing & Fleet Department
ESF #15 External Affairs	The Public Information Emergency Support Function disseminates accurate, coordinated, timely and accessible information regarding emergencies to affected audiences, including government, media, the private sector and the local populace before, during, and following a disaster	Riverside County Executive Office	Riverside County Counsel  County of Riverside Emergency Management Department  CAL Fire/Riverside County Fire  County of Riverside Office of the District Attorney  Riverside County Flood Control  Riverside County Information Technology  Riverside University Health System - Public Health  Riverside County Transportation & Land Management Agency



Emergency Support Function	Definition	Lead Department	Support Department
<p>ESF #16 Evacuation and Re-entry</p>	<p>The Evacuation and Re-Entry Emergency Support Function supports jurisdictions in the safe evacuation, re-entry, or shelter-in-place of persons, domestic animals, and livestock from hazardous areas</p>	<p>Riverside County Sheriff</p>	<p>County of Riverside Agricultural Commissioner’s Office  County of Riverside Emergency Management Department  Riverside County Environmental Health  Riverside County Office of Aging  Riverside University Health System - Public Health</p>
<p>ESF #17 Volunteer and Donations Management</p>	<p>The Volunteer and Donations Management Emergency Support Function supports jurisdictions use of affiliated and spontaneous unaffiliated volunteers, organizations, and donations to support incidents</p>	<p>Human Resources/County of Riverside Emergency Management Department</p>	<p>Riverside County Animal Control  CAL Fire/Riverside County Fire  County of Riverside Office of the District Attorney  Riverside County Office of Aging  Riverside County Department of Public Social Services  Riverside University Health System - Public Health  Riverside County Transportation &amp; Land Management Agency</p>
<p>ESF #18 Multi-Agency Coordination System</p>	<p>The Multi-Agency Coordination System Emergency Support facilitates allocating scarce resources by utilizing a standardized business process for prioritizing multiple requests of</p>	<p>Policy Group  Riverside County Executive Office</p>	<p>County of Riverside Emergency Management Department</p>



<b>Emergency Support Function</b>	<b>Definition</b>	<b>Lead Department</b>	<b>Support Department</b>
	resources. The activation of a multi-agency coordination system would be necessary for an incident that is too large in scale for a single jurisdiction or grows beyond the capabilities of the local response efforts		CAL FIRE/Riverside County Fire  Riverside County Information Technology  Riverside County Sheriff  RUHS Public Health
ESF #19 Debris Management	The Debris Management Emergency Support Function procedures facilitate removal and recovery of debris resulting from natural and technological disasters or other major incidents. The goal is to use existing solid waste best practice strategies and methods to reduce, reuse, recycle, or recover, with landfill as a final option. Debris Management staff will help establish priorities for the allocation of resources, collaborate with damage assessment team needs, physically remove debris, open transportation routes, and, if needed, locate temporary storage sites for the collection and recovery of debris	Riverside County Waste Management	County of Riverside Emergency Management Department
ESF #20 Animal Care	The Animal Care Emergency Support Function coordinates public and private sector resources to meet the animal service needs during an emergency including: rescue and capture animals that have escaped confinement, evacuation, transportation, sheltering, medical care, quarantine, and disposal of dead animals	Riverside County Animal Services	County of Riverside Emergency Management Department  Riverside County Environmental Health  County of Riverside Purchasing & Fleet Department  Riverside University Health System - Public Health
ESF #21 Continuity of Operations/ Continuity of Government	The Continuity of Operations (COOP)/Continuity of Government Emergency Support Function assists in the planning that will ensure that essential government functions continue after a significant event that impacts functions or infrastructure	County of Riverside Emergency Management Department	All Departments



### 3.13.3 Joint Information Center

A Joint Information Center (JIC) is a central location that facilitates operation of the Joint Information System (JIS). It is a location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions. The JIC isn't the same as the JIS and doesn't replace the JIS. The JIS is a way of operating; the JIC is one location where the operation takes place. JICs may be established at the OA EOC, incident sites, or can be components of Federal, State, tribal, territorial, regional or local MACs.

A single JIC location is preferable, but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required. For example, multiple JICs may be needed for complex incidents spanning wide geographic areas or multiple jurisdictions. Each JIC must have procedures and protocols to communicate and coordinate effectively with other JICs.

### 3.13.4 Emergency Proclamations

A Local Emergency may be proclaimed by the Board of Supervisors or by the County Director of Emergency Services (Chief Executive Officer) as specified by Riverside County Ordinance 533.7 or by the County Health Officer, per Health and Safety Code 101080. A Local Emergency proclaimed by the Chief Executive Officer or Health Officer must be ratified by the Board of Supervisors within seven days. The governing body must review the need to continue the proclamation at least every thirty days until the Local Emergency is terminated or may expire. The Local Emergency may be terminated by resolution when conditions warrant. Proclamations are normally made when there is an actual incident, threat of disaster, or extreme peril to the safety of persons and property within the county caused by natural or man-made situations. The proclamation of a Local Emergency provides the governing body with the legal authority to:

- Request that the Governor proclaim a State of Emergency
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements
- Request state agencies and other jurisdictions to provide mutual aid
- Require the emergency services of any local official or employee
- Requisition necessary personnel and materials from any local department or agency
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use
- Impose penalties for violation of lawful orders
- Conduct emergency operations without incurring legal liability for performance or failure of performance (see Article 17 of the Emergency Services Act for privileges/immunities)

### 3.13.5 State of Emergency

A State of Emergency may be proclaimed by the Governor when:





- Conditions of disaster or extreme peril exist which threaten the safety of persons and property within the state caused by natural or man-made incidents
- The Governor is requested to do so by local authorities
- The Governor finds that local authority is inadequate to cope with the emergency and
- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any county, city and county, or city for outside assistance

When a State of Emergency has been proclaimed:

- The Governor shall, to the extent deemed necessary, have the right to exercise all police power vested in the state by the Constitution and the laws of the State of California within the designated area
- Jurisdictions may command the aid of citizens as deemed necessary to cope with an emergency
- The Governor may suspend the provisions of orders, rules or regulations of any state agency and any regulatory statute or statute prescribing the procedure for conducting state business
- The Governor may commandeer or make use of any private property or personnel (other than the media) in carrying out the responsibilities of their office
- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary

### 3.13.6 State of War Emergency

Whenever the Governor proclaims a State of War Emergency, or if a State of War Emergency exists, all provisions associated with a State of Emergency apply, additionally:

- All state agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor which are made or given within the limits of his authority as provided for in the Emergency Services Act

### 3.14 Continuity of Government

Continuity of Government (COG) is the principle of establishing defined procedures that allow a government to continue its essential operations in case of a catastrophic event and ensure an enduring constitutional government. The essential functions are normal operations not disaster response functions. Continuity of Government is operationalized through the Continuity of Operations Plan which specifies essential functions, alternate facilities, and lines of succession.

#### 3.14.1 Alternate Seat of Government

Section 23600 of the California Government Code provides alternate seats of government:

- The Board of Supervisors shall designate alternative county seats, which may be located outside county boundaries
- Real property cannot be purchased for this purpose
- A resolution designating the alternate county seats must be filed with the Secretary of State
- Additional sites may be designated after the original site designations if circumstances warrant

In the event the primary location is not usable because of emergency conditions, the City of Indio is



designated as the alternate seat of government for the county.

- The alternate seat shall be used at the determination of the Board of Supervisors or the County Director of Emergency Services, or designee, when there is no ability to continue with county business from a location within the general jurisdiction of the city due to war or peacetime emergencies
- If the alternate seat for the county is activated, all business of the county transacted there shall be legal and binding as if transacted at the county seat
- Two emergency operating centers shall be maintained to meet emergency contingencies and shall be maintained in accordance with Board Policy H-14

### 3.14.2 Lines of Succession

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a natural, technological, or national security disaster. Article 15, Section 8638 of the Emergency Services Act authorizes governing bodies to designate and appoint three standby officers for each member of the governing body and for the chief executive, if not a member of the governing body. Standby officers may be residents or officers of a political subdivision other than that to which they are appointed.

Notification of any successor changes shall be made through the established chain of command. Article 15, Section 8637 of the Emergency Services Act authorizes political subdivisions to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety.

Article 15, Section 8633 of the Emergency Services Act establishes a method for reconstituting the governing body. It authorizes that should all members, including all standbys, be unavailable, temporary officers shall be appointed as follows:

- By the chairman of the board of the county in which the political subdivision is located
- By the chairman of the board of any other county within 150 miles (nearest and most populated down to farthest and least populated)
- By the mayor of any city within 150 miles (nearest and most populated down to farthest and least populated)

Article 15, Section 8642 of the Emergency Services Act authorizes local governing bodies to convene as soon as possible whenever a State of War Emergency, State of Emergency, or Local Emergency exists, and at a place not necessarily within the political subdivision. Article 15, Section 8643 of the Emergency Services Act describes the duties of a governing body during emergencies as follows:

- Ascertain the damage to the jurisdiction and its personnel and property
- Reconstitute itself and any subdivision
- Perform function in preserving law and order and furnishing local services

### 3.14.3 Departmental Lines of Succession



Should the County Chief Executive Officer be unavailable or unable to serve, the positions listed below, in order, shall act as the County Director of Emergency Services. The individual who serves as acting director shall have the authority and powers of the Director and will serve until the Director is again able to serve, or until a successor has been appointed by the Board of Supervisors.

- 1<sup>st</sup> Alternate: Chief Operating Officer
- 2<sup>nd</sup> Alternate: Assistant County Executive Officer – Public Safety
- 3<sup>rd</sup> Alternate: Assistant County Executive Officer – Human Services
- 4<sup>th</sup> Alternate: Assistant County Executive Officer – Economy and Community Development
- 5<sup>th</sup> Alternate: Assistant County Executive Officer – Public Works, Land Use & Environment
- 6<sup>th</sup> Alternate: Assistant County Executive Officer – Riverside University Health System
- 7<sup>th</sup> Alternate: Emergency Management Department Director

### 3.14.4 Vital Record Retention

Vital records include those records that are essential to the rights and interests of individuals, governments, corporations, and other entities such as vital statistics, land and tax records, license registers, articles of incorporation, and historical information. Vital records also include those records essential for emergency response and recovery operations, including utility system maps, emergency supplies and equipment locations, emergency operations plan and procedures, and personnel rosters.

The preservation of vital records is critical to the County’s recovery from a catastrophic event. In addition to the information retrieval requirements of response, each response function has a record-keeping component. Although the principal focus of vital records preservation is to support recovery through reimbursement of disaster-related costs, vital records also have a broader and more important function in that they help to describe a reasonably complete compilation of damage, death, physical and mental trauma, and allocation of public and private resources, making it possible to learn from the disaster experience. Vital records for the County are maintained by the County Assessor-Clerk-Recorder’s Office.

These vital records are essential to the re-establishment of normal government functions for the County of Riverside, serving to protect the rights and interests of government which are encapsulated in the constitutions, charters, statues, ordinances, court records, official proceedings, and financial records of the County of Riverside. Vital records of the County of Riverside are routinely stored in the County-Assessor-Clerk-Recorder’s Office.

### 3.15 Training, Documentation and Exercises

The appropriate SEMS/NIMS/ICS training will be provided to all public safety, EOC, and first responder personnel. Each county department is responsible to schedule and document emergency management training for their employees that have been designated with an emergency role.

The core ICS training courses have been revised to reflect lessons learned since their release in 2006. The courses of training will be selected from the following list, commensurate with individual and supervisory responsibilities:

- Introduction to SEMS
- IS-100.b: Introduction to Incident Command System, ICS 100
- IS-200.b: ICS for Single Resources and Initial Action Incidents, ICS 200
- IS-700.a: NIMS An Introduction
- IS-800.b: National Response Framework, An Introduction
- ICS-300: Intermediate ICS for Expanding Incidents
- ICS-400: Advanced ICS Command and General Staff—Complex Incidents

The County of Riverside Emergency Management Department is responsible for coordination and scheduling of regular exercises of this plan to train all necessary County staff in primary and alternate EOC procedures and proper response to disaster situations.

There are additional courses designed to enhance skills development and are geared towards fulfilling SEMS/NIMS credentialing tracks. County departments should document the training provided to emergency response personnel. Copies of SEMS/NIMS training records are maintained by the department as follows:

- An individual training record for each person, kept in their personnel file, or in a separate training record file. The name of the course, instructor, location, and date of the course should be included in the training record
- Maintenance of the individual training record for as long as the person is employed in a position that involves an emergency response role. Records of personnel involved in an actual emergency are archived for five years after the close of a disaster or indefinitely
- Documentation of the agency's SEMS/NIMS training program including copies of the training materials used, such as instructor syllabus, lesson plans, student notebook, exercises, and tests

Exercises, drills, and actual incidents are a means for improving plans and systems through evaluation of the response activities. Exercises also encourage participation from Operational Area jurisdictions for effective coordination of disaster response capabilities. An After-Action Report will be developed for exercises and actual incidents. In addition, a corrective action plan process will be completed for implementing improvements outlined in AARs. This system is in accordance with the guidance on SEMS/NIMS implementation.

An exercise is a simulation of a series of emergencies for identified hazards affecting the County. During these exercises, emergency response organizations are required to respond as though a real emergency had occurred. If necessary, the public will be made aware of these exercises through normal media communications. Tabletop, Functional, and Full-Scale exercises will be conducted utilizing the concepts and principles of the SEMS/NIMS. Tabletop, Drills, Functional, and Full-Scale exercises will be conducted utilizing the concepts and principles of the SEMS/NIMS and the Homeland Security Exercise and Evaluation Program.

**Tabletop Exercise:** A tabletop exercise is typically held in an informal setting intended to generate discussion of various issues regarding a hypothetical, simulated emergency. Tabletop exercises are a way to provide convenient and low-cost training.



**Drills:** A drill is a coordinated, supervised activity usually employed to validate a specific operation or function in a single agency or organization. Drills are commonly used to provide training on new equipment, develop or validate new policies or procedures, or practice and maintain current skills.

**Functional Exercise:** Functional exercises are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. Functional exercise is typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. A functional exercise is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.

**Full-Scale Exercise:** Full scale exercises simulate an actual emergency. They typically involve complete emergency management staff and are designed to evaluate the operational capability of the emergency management system.

The County Emergency Management Department will inform County departments and OA partners of training and exercise opportunities associated with emergency management. Those with responsibilities under this plan must ensure their personnel partake in training and exercises to effectively carry out their disaster responsibilities. An actual EOC activation may take the place of a scheduled exercise.

### **3.16 Requirements of the Americans with Disabilities Act and California Access and Functional Needs Legislation**

Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, or handicap. To ensure that this goal is met, Title II of the ADA requires State and local governments to make their programs and services accessible to persons with disabilities. This requirement extends not only to physical access at government facilities, programs, and events -- but also to policy changes that governmental entities must make to ensure that all people with disabilities and others with access and functional needs can take part in, and benefit from, the programs and services of State and local governments.

The Americans with Disabilities Act of 1990 (ADA) signed into law on July 26, 1990, by President George H. W. Bush, is a broad civil rights law that prohibits discrimination against people with disabilities and others with access and functional needs, including but not limited to mobility, vision, hearing, cognitive disorders, mental illnesses, and language barriers. In 2008, President George W. Bush signed an updated version of the ADA, which is known as the ADA Amendments Act (ADAAA). The revised law broadens the scope of the definition of what it means to have a disability. These changes went into effect January 1, 2009. These amendments make it easier for individuals who require whole community support services to seek protection under the law.

According to a 2010 study, there are almost 11 million people who require access to Whole Community Support Services in California. The lessons documented from the years of assisting individuals who require whole community support services in disasters show three areas that are repeatedly identified as most important to these individuals: communications (alert, warning, notification), evacuation (transportation), and sheltering. California Assembly Bill 2311 (Brown, Chapter 520, Statutes of 2016), added California



Government Code section 8593.3, which requires each county and city to integrate access and functional needs upon the next update to its emergency response plan. The new Government Code reads:

8593.3. (a) A county, including cities, 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 by the following:

(1) Emergency communications, including the integration of interpreters, translators, and assistive technology

(2) Emergency evacuation, including the identification of transportation resources and resources that are compliant with the federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12101 et seq.) for individuals who are dependent on public transportation

(3) Emergency sheltering, including ensuring that designated shelters are compliant with the federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12101 et seq.) or can be made compliant through modification and that showers and bathrooms are fully accessible to all occupants

(b) For purposes of this section, the "access and functional needs population" consists of individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or who are non-English speaking, older adults, children, people living in institutionalized settings, or those who are low income, homeless, or transportation disadvantaged, including, but not limited to, those who are dependent on public transit or those who are pregnant

The County will make every effort to address the needs of individuals who require whole community support services. Initially, priorities are focused on lifesaving operations, evacuations and stabilization of the incident. The County of Riverside will take into consideration the needs of individuals such as issues with communications, mobility, and accessibility. Included in the County's planning efforts for individuals who require whole community support services are:

- TTD/TTY contact and captioned cable alert for the hearing-impaired
- Spanish/English outreach programs identified language skills of County employees for interpretation
- ADA compliant access to County facilities and Red Cross shelter facilities
- Identified transportation assistance for those requiring physical assistance
- Reverse 911 telephone system for specific geographic areas
- Notification and warning procedures
- Evacuation considerations
- Emergency transportation issues
- Sheltering requirements
- Accessibility to medications, refrigeration and back-up power
- Accessibility for mobility devices or service animals while in transit or at shelters



- Accessibility to emergency information

The County will plan for and serve access and functional needs, including the needs commonly found to necessitate improvement:

- Emergency communications
- Emergency evacuations
- Emergency sheltering

Part of any successful planning effort is to understand the impacted population(s). The legal requirements are set forth in Government Code section 8593.3, and define access and functional needs as individuals who have:

- Developmental, intellectual, or physical disabilities
- Chronic conditions or injuries
- Limited English proficiency or non-English speaking

Or, individuals who are:

- Older adults, children, or pregnant
- Living in institutional settings
- Low-income, homeless, and/or transportation disadvantaged
- From diverse cultures

Lessons documented from years of assisting individuals with access and functional needs in disasters show three areas repeatedly identified as needing improvement: communications, evacuation, and sheltering.

**Emergency communications**

During a disaster, effective communication becomes especially critical. As such, information delivered at press conferences by public officials and broadcasted on television during a disaster needs to be effective, understood, consumable, and actionable by the whole community. Effective communication considerations include:

- Sign Language interpreters for individuals who are deaf or hard of hearing
- Alternative formats for individuals who are blind/low vision
- Translation services for persons with limited English proficiency or for non-English speaking individuals

**Emergency evacuation**

When local evacuations become necessary, considerations for the whole community include:

- Accessible transportation options
- Medical needs
- Keeping individuals connected with their families, personal care providers, essential equipment, technologies, and service animals



Proper planning should include agreements and partnerships with local public and private accessible transportation providers to ensure individuals with disabilities and persons with access and functional needs can evacuate safely during emergencies.

Emergency evacuation plans should be viewed as living documents because communities change and integrating the needs of individuals with access and functional needs is a dynamic process. Emergency managers should work and partner with their local disability and whole community stakeholders to regularly practice, review, revise, and update their plans to reflect changes in technology, personnel, and procedures.

### **Sheltering**

Shelters can be stressful environments and may, without proper planning, exacerbate the physical and emotional impacts that survivors with access and functional needs experience during disasters.

Sheltering needs to be inclusive and integrated, not segregated. General population shelters need to be in physically accessible locations and equipped with accessible resources (e.g. bathrooms, cots, showers, etc.) to meet the needs of individuals with access and functional needs in a manner that ensures they can remain with their support systems (e.g. personal care provider, service animal, etc.). Assessing potential sheltering facilities before disasters occur is essential as designated shelters should comply with the requirements of the Americans with Disabilities Act (ADA).

### **Cal OES Office of Access and Functional Needs**

The County Operational Area receives guidance from the California Governor's Office of Emergency Services (Cal OES), Office of Access and Functional Needs. The Cal OES Office of Access and Functional Needs has made resources available to assist communities as they integrate access and functional needs within their emergency planning. Two such tools are:

### **The Cal OES Access and Functional Needs Web Map**

To empower emergency managers to identify the access and functional needs-related assets and resources needed to support the health and independence of survivors, the Cal OES Office of Access and Functional Needs partnered with the Cal OES' GIS Division to create the [California AFN Web Map](#) – the first-ever searchable, comprehensive, statewide resource for locating AFN-related assets and resources in California.

Using data from the U.S. Census, the web map contains the following information for every county in the State of California:

- Disability - Total number of individuals in each county with a disability, listed into four categories: hearing difficulty; vision difficulty; cognitive difficulty; and ambulatory difficulty
- Culture - The ethnicity and primary language(s) spoken at home within each county
- Age - The age (across the life spectrum) of individuals in every county

The web map outlines where each of the following resources are located:





- Accessible Hygiene Resources - Showers, toileting, and hand washing stations that meet Americans with Disabilities Act (ADA) standards
- Accessible Transportation - Organizations providing public transportation services to seniors and individuals with disabilities that meet Americans with Disabilities Act (ADA) standards
- American Sign Language Interpreting Services - Organizations providing interpretation services for individuals who are deaf or hard of hearing
- Assistive Technology - Organizations providing devices, equipment or technology systems, and services for individuals with disabilities
- Community Emergency Response Teams (CERT) Programs - Local programs that educate individuals about disaster preparedness and train them in basic disaster response skills
- Independent Living Centers - Community-based, nonprofit organizations designed and operated by individuals with disabilities
- Language Translation Services - Organizations providing written text or interpretation services in a language other than English
- Regional Centers - Non-profit private corporations that contract with the Department of Developmental Services to provide or coordinate services and support for individuals with developmental disabilities

**The Cal OES Office of Access and Functional Needs Library**

In order to ensure that community leaders, state agencies, advocacy organizations, emergency managers and others have the best and most current access and functional needs-related planning resources available in an easy to access, one-stop-shop central repository, we created the [OAFN Library](#). The OAFN Library is a comprehensive clearinghouse for access and functional needs-specific best practices, guidance documents, videos, and more. For additional questions regarding access and functional needs contact the Cal OES Office of Access and Functional needs at: [OAFN@caloes.ca.gov](mailto:OAFN@caloes.ca.gov)

**3.17 Animal Care Considerations**

The PETS Act (Pets Evacuation and Transportation Standards Act of 2006) directs that state and local emergency preparedness plans address the needs of people with pets and service animals after a major disaster, including the rescue, care and sheltering of animals. The PETS Act amends the Stafford Act, and requires evacuation plans to consider the needs of individuals with household pets and service animals, prior to, during, and after a major disaster or emergency. The County of Riverside has the department of animal services that will lead the effort to comply with the PETS Act.

In conjunction with the department of animal services, animal control officers and shelter attendants will provide for the coordination of evacuation and sheltering of household and service pets in the event of a disaster.

Shelter Name	Areas Served
Animal Friends of the Valleys	Canyon Lake, City of Lake Elsinore, City of Temecula, City of Murrieta
Beaumont Animal Control	City of Beaumont, Banning, Calimesa
Corona Animal Shelter	City of Corona
Moreno Valley Animal Shelter	City of Moreno Valley
Norco Animal Shelter	City of Norco

Shelter Name	Areas Served
Palm Springs Animal Shelter	City of Palm Springs
Perris Animal Control	City of Perris (Animals go to Moreno Valley shelter)
Ramona Humane Society	Hemet, Homeland, Nuevo, Romoland, San Jacinto, Sun City, Winchester
Rancho Cucamonga Animal Shelter	City of Rancho Cucamonga
Rancho Mirage Animal Control	City of Rancho Mirage (Animals go to the Coachella Valley Animal Campus)
Riverside County Animal Shelter	Blythe
Riverside County Animal Shelter	Coachella Valley
Riverside County Animal Shelter	Western Riverside
Riverside County Animal Shelter	San Jacinto

These shelters also provide animal control services, shelter and rescue services in the event of animal evacuations.

### 3.18 Communications and Warning

Warning is the process of alerting governmental forces and the general public to the threat of imminent danger. Dependent upon the nature of the threat and the population group at risk, warning can originate at any level of government. Success in saving lives and property is dependent upon timely dissemination of warning and emergency information to persons in threatened areas. Local governments are responsible for warning the populations within their jurisdiction. Government officials accomplish this using various warning systems and devices that can originate or disseminate information from a central location that is staffed 24 hours a day, typically a communications center.

The County has several systems available that are described below for providing disaster information to the public to alert and warn them of impending danger.

#### 3.18.1 Emergency Alert System (EAS)

The Emergency Alert System is designed for the broadcast media to disseminate emergency public information. This system enables the President, as well as federal, state, and local governments to communicate with the general public through commercial broadcast stations.

EAS is operated by the broadcast industry on a volunteer basis according to established and approved EAS plans, standard operating procedures, and within the rules and regulations of the Federal Communications Commission (FCC). EAS can be accessed at federal, state, and local levels to transmit essential information to the public. Message priorities under Part 73.922(a) of the FCC’s rules are as follows:

- Priority One - Presidential Messages (carried live)
- Priority Two - EAS Operational (Local) Area Programming
- Priority Three - State Programming



- Priority Four - National Programming and News

State programming originates from the state operations center and is transmitted through the state using the state's CLERS VHF/UHF radio relay stations. California has 30 EAS Operational Areas within radio reception range of EAS stations serving the area. The State message priorities are as follows:

- Priority One - Immediate and positive action without delay is required to save lives
- Priority Two - Actions required for the protection of property and instructions to the public requiring expedient dissemination
- Priority Three - Information to the public and all others

Emergency information is broadcast directly through the transmitters to all broadcasters in the County of Riverside simultaneously and to special districts and businesses with more than 100 employees, who by law must monitor this frequency. Emergencies that may warrant an alert include an avalanche, child abduction emergency, civil danger or emergencies, evacuations, law enforcement or fire warning, radiological or hazardous materials warnings, flash flooding, and severe weather warnings.

In the County of Riverside, the EAS is administered under the authority of the Riverside County Sheriff. Any official requesting an EAS warning or message will request such through the Sheriff's Office Watch Commander or County Fire Department. Messages in the County of Riverside will be disseminated through the Sheriff's Communications Center. The message must be a voice message that can be prerecorded. All OA partners are authorized to request an EAS activation.

If the Local Programming (LP) 1 EAS station receives an EAS message request, the station will call-back the requesting communication center using the phone number provided on the separate list to verify authenticity of request. A list of phone numbers for communications centers is provided separately for authentication. It is not for public release, but only for those with a need to know.

**Monitor Assignments**

This FCC Local Area is divided into five (5) Zones comprising two of the largest counties in the United States. No one broadcast station covers one entire county. There are a few locations without adequate California coverage due to terrain and distances. Stations monitor each other for redundancy.

Station/Facility	Monitors
<b>Zone1: INLAND EMPIRE EAS ZONE</b>	
LP1 KFRG 95.1 MHz Simulcast KXFG 92.9 MHz	KFI 640, KGGI (FM) 99.1, CLERS 158.790 KNWS 162.450 Santa Ana for San Diego NWS
LP2 KGGI 99.1 MHz	KFRG 95.1, NWS 162.45, CLERS 158.790, KFI 640
<b>Zone 2. COACHELLA VALLEY EAS ZONE</b>	
LP1 KDES 104.7 MHz	KFRG 95.1, NWS 162.400, CLERS 158.790, KCLB 93.7, KFI 640
LP2 KCLB 93.7 MHz	KDES 104.7, NWS 162.400, CLERS 158.790, KFRG 95.1
<b>Zone 3. VICTOR VALLEY EAS ZONE</b>	
LP1 KZXY 102.3 MHz	KGGI 99.1, KFI 640, CLERS 155.910, NWS San Diego 162.550 (No LP2)



Station/Facility	Monitors
<b>Zone 4. MOJAVE DESERT EAS ZONE</b>	
LP1 KHWY 98.9 MHz*	KFI 640, KJAT 105.3
KRXV 98.1 MHz*	NWS Las Vegas or San Diego to telephone when alert imminent *
KHYZ 99.7 MHz* (*Trimulcast) (No LP2)	CLERS 155.910 Government Peak
<b>Zone 5. SOUTH WEST (SW) RIVERSIDE EAS ZONE</b>	
LP1 KATY 101.3 MHz	KXFG 92.9 MHz, KFI 640 KHz
(No LP2)	NWS Las Vegas or San Diego to telephone when alert imminent *
LP2 KXFG 92.9 MHz	KATY 101.3, KFI 640, KWRP

\* Area of incomplete or no NWR coverage, telephone alert arranged with appropriate NWS facility  
 All stations and CATV control points must monitor two of the following:

- LP1 Station for their area
- LP2 Station for their area
- Out-of-area LP1 (such as KFI, Los Angeles)
- NWR, CLERS or EDIS if capable of being received

Stations unable to reliably receive the LP-1, LP1S, or an LP-1 alternate, must monitor the LP-2 station and one other assignment from paragraph 1.2 above.

In addition, but not in lieu of, any other station listed in 1.1 and 1.2 above are recommended monitoring.

**3.18.1.1 Integrated Public Alert and Warning System**

Mass media used to alert and warn the American public must now incorporate the use of technologies needed to reach people with disabilities and others with access and functional needs. Executive Order 13407 requires FEMA to “include in the public alert and warning system the capability to alert and warn all Americans, including those with disabilities.” In response, FEMA established the Integrated Public Alert and Warning System (IPAWS).

FEMA’s IPAWS allows authorities to send Wireless Emergency Alerts (WEAs), which are geographically targeted, text-like alerts to the public via their wireless handsets. WEAs use a unique signal and vibration to attract attention, which may be helpful to individuals with hearing or vision loss. Industry partners develop content and/or devices that can be used by individuals with disabilities and others with access and functional needs to receive emergency alerts. The public doesn’t need to sign up to receive WEAs and wireless customers are not charged for the delivery of WEA messages. Wireless carriers sell WEA capable phones with the service already included.

FEMA’s IPAWS also allows authorities to send messages through traditional media sources, such as television, radio, etc. along with social media, NOAA alerts, and electronic roadway signs.



Local alerting authorities must complete the necessary authentication steps to use the Integrated Public Alert and Warning System (IPAWS). Riverside and San Bernardino Counties, as a Local Emergency Communications Committee (LECC), are authorized to use IPAWS.

### **3.18.2 National Warning System (NAWAS)**

NAWAS is a dedicated wire-line system that provides two-way voice communications between the federal warning center, state warning points and local warning points. If the situation ever presents itself, NAWAS is a nationwide system developed to send warnings of impending attack throughout the nation. The system may be activated from two federal facilities that are staffed 24 hours daily: The National Warning Center (North American Air Defense Command, Colorado Springs) and the Alternate National Warning Center (Olney, Maryland).

CALWAS is the State portion of NAWAS that extends to communications and dispatch centers throughout the state. Both state and federal circuits are monitored 24 hours a day at the Warning Center, the alternate point, and each of the local warning points. Circuits then extend to county warning points. Counties not on this system will receive warning through other means (normally over the California Law Enforcement Telecommunications System (CLETS)).

NAWAS is tested three times daily at unscheduled times. Immediately following the NAWAS test through the Warning Center, the state conducts the CALWAS test through Cal OES. On alternate Wednesdays, the CHP conducts a test at 10:00 a.m. local time.

Backup communications systems for CALWAS alerts include:

- CESFRS - California Emergency Services Fire Radio System;
- CESRS - California Emergency Services Radio System;
- CLEMARS - California Law Enforcement Mutual Aid Radio System;
- CLERS - California Law Enforcement Radio System and
- CLETS - California Law Enforcement Telecommunications System.

### **3.18.3 California State Warning Center (CSWC)**

The CSWC is a signal and information conduit for Cal OES and a central information hub for statewide emergency communications. The CSWC is under the command and direction of the CHP and staffed by sworn officers and civilian emergency services communications personnel. The CSWC provides service to all California law enforcement agencies and their officers 24 hours a day, 365 days a year. Additionally, the CSWC will provide how fire service agencies can communicate intelligence information to the FBI.

The following is a list of current functions and responsibilities of the CSWC:

- Facilitates multi-regional and statewide AMBER Alerts
- Carries out critical incident notifications, warnings, and tactical alerts to all involved agencies and organizations
- Conducts computer crime incident notifications
- Conducts homeland security incident notifications



- Conducts hazardous material notifications
- Monitors natural disasters and coordinates emergency response
- Monitors and maintains state and national emergency response communications
- Conducts Governor and executive staff notifications
- Facilitates toxic callouts

#### **3.18.4 Operational Area Satellite Information System (OASIS)**

OASIS is a system that consists of a communications satellite, multiple remote sites, and a hub that allows virtually uninterrupted communication between state, regional, and operational area level EOC's. The system, which uses technology similar to cellular telephones, has 60 channels. When a user picks up the line, the system automatically searches for the best available channel and can conduct six simultaneous voice conversations and one data channel at a rate of 9600 baud.

#### **3.18.5 Emergency Digital Information System (EDIS)**

The Emergency Digital Information Service (EDIS) delivers official information about emergencies and disasters to the public and the news media in California. California emergency bulletins posted to EDIS are available by email and pager from various providers. EDIS has been in operation since 1990 and was upgraded to add image and sound capabilities and to use an advanced satellite datacast technology for reliable statewide service in 1999. People and businesses can receive EDIS messages via their e-mail, wireless cell phone, or pager by registering on the EDIS webpage at <http://edis.oes.ca.gov/>.

#### **3.18.6 Public Safety Enterprise Communication (PSEC)**

PSEC is the County's standards-based P25 Phase II system, encrypted, digital radio system that provides communications and greater geographic coverage, reliability, access to data, and enhanced interoperability for Riverside County Fire, Riverside County Sheriff's Department, and non-public safety county departments.

#### **3.18.7 County Disaster Net**

The Riverside County OA EOC staff uses a low-band radio to communicate countywide with other staff members as well as with City EOCs located in Western Riverside County. The capability exists to link the Western County Disaster Net with the Coachella Valley Disaster Net.

The County Alternate EOC in the Coachella Valley uses a VHF radio system to communicate internally and with City EOCs located in the Coachella Valley.

#### **3.18.8 Satellite Telephones**

The County EOC uses permanent and portable satellite phones to communicate with various cities and agencies that belong to the emergency managers talk group. Satellite phones utilize a high-powered satellite positioned in geostationary orbit, 22,300 miles in the sky, as a repeater. Satellite phones are also an alternate means of communications in the event communications systems are degraded.



### **3.18.9 Radio Amateur Civil Emergency Services (RACES)**

The County utilizes the services of volunteer HAM radio operators to provide an alternate means of communications when primary systems are non-operational for communications where systems do not normally exist. Amateur radio operations are under the leadership of the County of Riverside Emergency Management Department. Riverside County RACES members are registered disaster service workers licensed by the Federal Communications Commission (FCC) for amateur radio service.

### **3.18.10 Alert RivCo**

The Alert RivCo system uses telephone calls, text messages, and emails to alert residents, and businesses in Riverside County with emergency notifications. The Alert RivCo system uses phone numbers in the region's 9-1-1 database to contact listed and unlisted landline telephones. It is TTY/TDD capable. If the call is picked up by an answering machine, the system will leave a voice message. In addition, Alert RivCo allows community members to register additional contact information not in the 9-1-1 database including Voice over Internet Protocol (VoIP) lines, cell phone numbers, and email addresses.

### **3.18.11 Social Media**

The County of Riverside uses several forms of social media to reach the community during emergency incidents, including Twitter, Facebook, and YouTube. The County also has websites ([www.countyofriverside.us](http://www.countyofriverside.us) or [www.rivcoready.org](http://www.rivcoready.org)) that may be used to post public information. In an emergency or disaster, the County of Riverside Emergency Management Department or the EOC will post information to these accounts, as well as conduct social media monitoring for rumors and trends.

### **3.18.12 Relay Services**

Free relay services are available within the State of California and anywhere in the United States by dialing 711. This service allows individuals with hearing or speech disorders to communicate with all telephone users.

### **3.18.13 SKYMARS**

SKYMARS (Sky Mutual Aid Radio System). Mutual Aid talk group on the "Skycell" satellite based 2-way telephone/radio system. Used for interagency (Cal Fire, etc.) and Cal OES internal communications with mobile or portable units in remote locations.

### **3.18.14 Green Phone**

GREEN PHONE (Operational Dial Telephone) is primarily a redundant system. ODT is a State-owned network of dedicated telephone circuits using the State Public Safety microwave system and dedicated



switches. Used to connect critical State dispatch and command facilities in case of PSTN failure.

## SECTION 4.0 THE COUNTY OF RIVERSIDE DISASTER RECOVERY OPERATIONS

The recovery phase of an emergency or disaster is often defined as restoring a community to its pre-disaster condition. In other words, recovery refers to the measures taken by the County following a disaster that will return existence back to normal, or at least as normal as possible. Effective recovery consists of an array of interdependent and coordinated actions. The specific approach to recovery operations following a disaster will be determined by the location, type, magnitude, and effects of the incident. Recovery operations are divided into two phases; short term and long term.

### 4.1 Federal – Robert T Stafford Disaster Relief Act of 1974

The following is a brief overview of this program:

A Presidential Declaration of Major Disaster or Emergency is required to activate the provisions of this law. Eligible applicants include the following:

- State agencies
- Counties
- Cities
- Special districts
- Schools K-12
- Colleges and institutions of higher education
- Tribal Governments
- Private non-profit organizations organized under § 501(c) 3 of the Internal Revenue Code
- Utilities
- Emergency agencies
- Medical agencies
- Custodial care organizations
- Government services such as: community centers, libraries, homeless shelters, senior citizen centers, and similar facilities open to the public

### 4.2 Short Term Recovery

Short term recovery refers to the measures taken by the County following a disaster addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery National Disaster Recovery Framework organizations and resources including restarting and/or restoring essential services for recovery decision-making. Effective recovery consists of a complex array of interdependent and coordinated actions. Recovery operations are divided into two phases; short term and long term.





The first phase of recovery operations is short term. The goal of short-term recovery is to restore local government services to at least minimal capacity operations. Short-term recovery includes:

- Assessment of the extent and severity of damages to homes and other property
- Restoration of services generally available in communities - water, food, and medical assistance
- Repair of damaged homes and property
- Professional counseling when the sudden changes resulting from the emergency have resulted in mental anguish and inability to cope
- Utility and infrastructure restoration
- Expanded social, medical, and behavioral health services
- Re-establishment of County government operations
- Transportation route restoration
- Debris removal and clean-up operation
- Abatement and demolition of hazardous structures

### **4.3 Long Term Recovery**

Long-term recovery consists of actions that will return government functions back to normal pre-disaster levels of service to facilitate the community recovery processes. Behavioral health services will be coordinated such as Critical Stress Debriefings for emergency response personnel, disaster service workers, and victims of the disaster/event.

It is critical that the documentation functions during response continue and expand into long term recovery. The major objectives of long-term recovery operations include:

- Coordinated delivery of long-term social and health services
- Improved zoning regulations
- Re-establishing the local economy to pre-disaster levels
- Recovery of disaster response costs
- Effective integration of hazard mitigation strategies into recovery planning and operations

Failure to strictly account for damage documentation and personnel costs can result in loss of reimbursement.

### **4.4 Damage Assessment**

During the early phase of a disaster, the initial damage from the disaster is estimated due to time constraints related to the response. Plans should include procedures for conducting more detailed surveys to be used in disaster project applications once the recovery process begins.

#### **4.4.1 Structural Damage**

Checklists and procedures for survey teams should include the following terms when describing damages, which are limited to the structure and not contents:



- Destroyed - Cost of repair is more than 75% of value
- Major Damage - Cost of repair is greater than 10% of value
- Minor Damage - Cost of repair is less than 10% of value

#### 4.4.2 Hazard Mitigation Grant Programs

The Hazard Mitigation Grant Program (HMGP) activities are aimed at reducing or eliminating future damages. Activities include hazard mitigation plans approvable by FEMA and cost-effective hazard mitigation projects. HMGP grants are provided on a cost-share of 75% federal share and 25% non-federal share.

Disaster Mitigation Act of 2000 (DMA 2000) (Public Law 106-390) provides the legal basis for FEMA mitigation planning requirements for State, local and Indian Tribal governments as a condition of mitigation grant assistance. DMA 2000 amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act by repealing the previous mitigation planning provisions and replacing them with a new set of requirements that emphasize the need for State, local, and Indian Tribal entities to closely coordinate mitigation planning and implementation efforts. The requirement for a State mitigation plan is continued as a condition of disaster assistance, adding incentives for increased coordination and integration of mitigation activities at the State level through the establishment of requirements for two different levels of state plans.

The Pre-disaster Hazard Mitigation Act of 2010 (H.R. 1746 111th) amended the Robert T. Stafford Relief and Emergency Assistance Act to reauthorize the pre-disaster mitigation program of the Federal Emergency Management System (Disaster Mitigation Act of 2000). This bill was enacted after being signed by the President on January 4, 2011. The Act states that each jurisdiction (counties, cities, towns, and special districts) must have a Local Hazard Mitigation Plan (LHMP) approved by Cal OES to be eligible for FEMA pre and post disaster mitigation funds. The objective of the LHMP is to save lives, preserve property, and protect the environment during times of disaster. The County of Riverside participated in the DMA2000 program and adopted the County of Riverside Local Hazard Mitigation Plan in May 2016 and the County submitted the plan in 2017.

#### 4.5 Disaster Assistance

Disaster assistance is divided into two forms: Individual and Public Assistance. Individual Assistance is provided by the Federal Emergency Management Agency (FEMA) to individuals and families who have sustained losses due to disasters. Public Assistance can fund the repair, restoration, reconstruction or replacement of a public facility or infrastructure damaged or destroyed by a disaster. Recovery plans should address both types of assistance, methods of acquiring help, restrictions, and other pertinent information. The state Natural Disaster Recovery Act (NDAA) requires documentation for damage sustained to the following:

- Public buildings
- Levees
- Flood control events



- Irrigation works
- County Roads
- City Streets

#### 4.5.1 Federal Programs

Under federal disaster assistance programs, documentation must be obtained regarding damage sustained to:

- Roads
- Water control facilities
- Public buildings and related equipment
- Public utilities
- Facilities under construction
- Recreational and parks facilities
- Educational institutions
- Certain private non-profit facilities

The documentation information should include the location and extent of damage and estimates of costs for debris removal, emergency work, and repairing or replacing damaged facilities to pre-disaster conditions. The cost of compliance with building codes for new construction, repair, and restoration will also be documented.

These are only a few federal programs that can be activated under a presidentially declared disaster. Disaster assistance may also be altered by legislation passed at the time of the event. Other types of assistance may also be made available depending on the disaster.

#### 4.5.2 Government Assistance to Individuals

Individual assistance consists of services provided to individuals and families.

- Disaster Housing Assistance Program - This is a federal program administered by FEMA that provides temporary housing to disaster victims during presidentially declared disasters
- Disaster Mortgage and Rental Assistance Program - This program provides grants for home related mortgage or rent payments to disaster victims, who because of a disaster have lost their job or business and face foreclosure or eviction from their homes. It is a federal program available under a presidentially declared disaster
- Housing and Urban Development (HUD) Program - This program is offered to families that meet certain income guidelines and may provide a percentage of the rental cost for a limited period to disaster victims. It is also available under a presidentially declared disaster
- Small Business Administration (SBA) - This program is automatically implemented following a presidential disaster declaration for Individual Assistance or may be implemented at the request of the governor. It provides low interest loans to businesses and individuals who have suffered disaster losses
- Individual and Family Grant Program (IFGP) - This is authorized only by a federal disaster declaration. It provides grants to disaster victims who are not eligible for SBA loans
- Cora Brown Fund - This is authorized only by a federal disaster declaration. The fund provides

disaster victims with assistance provided they are not eligible for any other disaster assistance award from the government or other organizations

#### 4.5.3 Public Assistance

Public assistance consists of various programs of disaster relief to the public and private nonprofit sectors:

- Debris Management
- Public Assistance (PA)
- Private Nonprofit Program (PNP)
- Safety Assessment Program (SAP)
- Technical Assistance Programs (TAP)
- Laws and Regulations

Public sector includes state and local government (city, county, special district). Private nonprofit includes certain eligible Private Nonprofits (PNP) or an Intermediary PNP applicant to receive state assistance for extraordinary costs incurred while aiding at the request of local agencies during a state disaster event.

FEMA processes PA grant funding according to the type of work the applicant undertakes. Eligible work must: be required, in the declared incident location's designated area, the legal responsibility of the applicant, and be undertaken at a reasonable cost.

Eligible work is classified into the following categories:

##### Emergency Work

- Category A: Debris Clearance - Clearance of debris, wreckage, demolition, and removal of buildings damaged beyond repair
- Category B: Protective Measures - Measures to eliminate or lessen immediate threats to life, public health, and safety

##### Permanent Work

- Category C: Roads & Bridges - All non-emergency work and any that may require more time for decision-making, preparation of detailed design, construction plans, cost estimates, and schedules
- Category D: Water Control Facilities - Includes flood control, drainage, levees, dams, dikes, irrigation works, and bulkheads
- Category E: Public Buildings and Equipment - Buildings, vehicles or other equipment, transportation systems, fire stations, supplies or inventory, higher education facilities, libraries, and schools
- Category F: Utilities - Water supply systems, sanitary sewerage treatment plants, storm drainage, and light/power
- Category G: Other - Park facilities, public and private non-profit facilities, recreational facilities, and playground equipment



Federal funding guidelines for each of these categories are listed in the Public Assistance Program and Policy Guide, which is located online at <https://www.fema.gov/media-library/assets/documents/111781>

#### **4.5.4 State – California Disaster Assistance Act (CDAA)**

The California Disaster Assistance Act provides state financial assistance for recovery efforts to counties, cities, special districts, and certain eligible private nonprofit agencies after a Cal OES Director's Concurrence or the Governor's Proclamation. CDAA may be implemented as a "stand alone" funding source following a state disaster.

CDAA is available to counties, cities, and special districts to repair disaster-related damages to public buildings, levees, flood control works, channels, irrigation works, city streets, county roads, bridges, and other public works except those facilities used solely for recreational purposes. This program offers a percentage of the eligible cost to: repair, restore, reconstruct or replace public property or facilities; to cover direct and indirect costs of grant administration with the Cal OES Director's concurrence; and to cover the cost of overtime and supplies used for response. The conditions for implementation of the CDAA are as follows:

- The Cal OES Director must concur with local emergency declaration for permanent restoration assistance
- The Governor must proclaim a state of emergency for disaster response and permanent restoration assistance
- The President must declare a major disaster or emergency for matching fund assistance for cost sharing required under federal public assistance programs

#### **4.6 Non-Governmental Organizations and Community Bases Organizations**

Non-Governmental Organizations and Community-Based Organizations (CBO), such as the American Red Cross and the Salvation Army, may or will often provide support to individuals and households who are displaced by a disaster and work with governmental organizations to support the transition from care and shelter operations to interim housing arrangements. Community organizations active before a disaster may expand their services to meet increased needs. Such groups include faith-based organizations, neighborhood health clinics, and food distribution agencies. NGO and CBOs may provide a range of services such as donations management, emergency food, clothing and shelter, behavioral and spiritual counseling, assist with non-hazardous debris removal from private property, as well as support of housing reconstruction. They provide these services independently or in coordination with federal, state, and local efforts.

#### **4.7 Recovery Reporting and Documentation**

Recovery documentation and reporting is the key to recovering eligible emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs. Without proper documentation the County and local jurisdictions may be liable to FEMA for disaster recovery funding.

#### 4.7.1 After-Action Reporting

SEMS regulations under Title 19, Division 2, Chapter 1, Section 2450(a) requires any federal, state, or local jurisdiction proclaiming or responding to a Local Emergency for which the governor has declared a *State of Emergency* or *State of War Emergency* shall complete and transmit an AAR to Cal OES within 90 days of the close of the emergency period. Upon completion of the AAR, corrective actions are identified to make recommendations for correcting problems noted in the response/recovery effort, or during exercises and training. Depending on the level of the AAR, corrective action may encompass anything from detailed recommendations for improving individual agency plans and procedures to broader system-wide improvements. Priority corrective actions are assigned to relevant stakeholders and tracked to ensure the identified problem has been addressed.

#### 4.7.2 Recovery Documentation

The recovery documentation information should include the location and extent of damage, and estimates of costs for debris removal, emergency work, and repairing or replacing damaged facilities to a non-vulnerable and mitigated condition. The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be provided under federal hazard mitigation grant programs. Documentation is the key to recovering expenditures related to emergency response and recovery operations. Documentation must begin at the field response level and continue as the disaster unfolds. Included in the County OA EOC Planning/Intelligence Section is a Documentation Branch that will coordinate the collection of all incident documentation for dissemination and filing.

#### 4.8 Joint Field Office

Following a Presidential Declaration of a Major Disaster or Emergency, a Joint Field Office (JFO) will be established in the proximity of the disaster area. The JFO provides the direction and coordination point for federal assistance. The State will appoint a State Coordinating Officer (SCO) to serve as the state point of contact. A Federal Coordinating Officer (FCO) is appointed upon a Presidential Declaration of an Emergency or Major Disaster. Typical functions of the JFO include:

- Management - Coordination of the overall federal assistance programs for Individual and Public Assistance, as well as any existing emergency work
- Public Information - Overall direction of public news releases on the progress of the emergency recovery actions, public notices on obtaining assistance, problems, and other pertinent information
- Liaison - Provides coordination and cooperation with other federal and state agencies
- Operations - Responsible for damage survey teams, outreach activities, and program implementation (i.e., Public Assistance, Individual Assistance, Hazard Mitigation, etc.)
- Planning/Intelligence - Develops action plans, identifies priorities, potential problems, documents the overall recovery actions
- Logistics - Provides materials and resources to perform the tasks associated with recovery and
- Finance/Administration - Tracks and monitors costs, approves purchases, audits activities as needed



## Appendix A – Glossary of Terms

This list contains definitions of terms commonly used in Emergency Management, the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS) and the Incident Command System (ICS)

**Action Plan:** The plan prepared in the EOC containing objectives for the emergency response SEMS level reflecting overall priorities and supporting activities for a designated period. See also EOC or Incident Action Plan.

**Activate:** At a minimum, a designated official of the emergency response agency that implements SEMS as appropriate to the scope of the emergency and the agency's role in response to the emergency.

**After Action Report:** A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required under SEMS after any emergency which requires a declaration of an emergency. Reports are required within 90 days.

**Agency:** An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency and Multi-agency).

**Agency Dispatch:** The agency or jurisdictional facility from which resources are assigned to incidents.

**Agency Executive or Administrator:** Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

**Agency Representative:** An individual assigned to an incident or to an EOC from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident or at the EOC. Agency Representatives report to the Liaison Officer at the incident, or to the Liaison Coordinator at SEMS EOC levels.

**Air Operations Branch Director:** The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

**Allocated Resources:** Resources dispatched to an incident.

**Area Command:** An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed.

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.



**Assignments:** Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident or EOC Action Plan.

**Assistant:** Title for subordinates of the Command Staff positions at the Field SEMS level. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

**Assisting Agency:** An agency directly contributing tactical or service resources to another agency.

**Available Resources:** Incident-based resources which are available for immediate assignment.

**Base:** The location at an incident at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term "Base.") The Incident Command Post may be collocated with the Base.

**Branch:** The organizational level at the SEMS Field Level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified using Roman Numerals or by functional name (e.g., medical, security, etc.).

**Branch Director:** The ICS title for individuals responsible for supervision of a Branch at the Field Level. At SEMS EOC levels, the title Branch Coordinator is preferred.

**Cache:** A pre-determined complement of tools, equipment and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Chain of Command:** A series of management positions in order of authority.

**Check-in:** The process whereby resources first report to an incident or into an EOC. Check-in locations at the SEMS Field level include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

**Clear Text:** The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

**Command:** The act of directing, and/or controlling resources at an incident by explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

**Command Post:** (See Incident Command Post).





**Command Staff:** The Command Staff at the SEMS Field level consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. These functions may also be found at the EOC levels in SEMS. At the EOC, they would report to the EOC Director but may be designated as Coordinators. At EOCs, the functions may also be established as Sections, or Branches to accommodate subsequent expansion.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

**Compacts:** Formal working agreements among agencies to obtain mutual aid.

**Compensation/Claims Unit:** Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at the incident or within an EOC.

**Complex:** Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to a Unified Command.

**Cooperating Agency:** An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., American Red Cross, Telephone Company, etc.).

**Coordination:** The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc. Multi-agency or Inter-agency coordination is found at all SEMS levels.

**Coordination Center:** Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**Cost Sharing Agreements:** Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be verbal between authorized agency or jurisdictional representatives at the incident.

**Cost Unit:** Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**Demobilization Unit:** Functional unit within the Planning Section responsible for assuring orderly, safe and efficient demobilization of incident or EOC assigned resources.

**Department Operations Center (DOC):** A facility used by a distinct discipline, such as flood operations, fire, medical, hazardous material, or a unit, such as Department of Public Works, or RUHS-Public Health. Department Operations enters may be used at all SEMS levels above the field response level depending upon the needs of the emergency.

**Deputy Incident Commander:** A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies may also be found as necessary at all SEMS EOC levels.

**Disaster:** A sudden calamitous emergency event bringing great damage loss or destruction.

**Dispatch:** The implementation of a command decision to move a resource or resources from one place to another.

**Dispatch Center:** A facility from which resources are assigned to an incident.

**Division:** Divisions are used to divide an incident into geographical areas of operation. Divisions are identified by alphabetic characters for horizontal applications and, often, by numbers when used in buildings. Divisions are also used at SEMS EOC levels and are found organizationally between Branches and Units.

**Division or Group Supervisor:** The position title for individuals responsible for command of a Division or Group at an Incident. At the EOC level, the title is Division Coordinator.

**Documentation Unit:** Functional unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to an incident or within an EOC.

**Emergency:** A condition of disaster or of extreme peril to the safety of persons and property caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake or other conditions, other than conditions resulting from a labor controversy.

**Emergency Management Coordinator:** The individual within each jurisdiction that is delegated the day to day responsibility for the development and maintenance of all emergency management coordination efforts.

**Emergency Medical Technician (EMT):** A health-care specialist with skills and knowledge in pre-hospital emergency medicine.



**Emergency Operations Center (EOC):** A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

**Emergency Operations Plan:** The plan that each jurisdiction has and maintains for responding to appropriate hazards.

**Emergency Response Agency:** Any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

**Emergency Response Personnel:** Personnel involved with an agency's response to an emergency.

**Emergency Services Director:** The individual within each political subdivision that has overall responsibility for jurisdiction emergency management. For cities and counties, this responsibility is commonly assigned by local ordinance.

**EOC Action Plan:** The plan developed at SEMS EOC levels which contains objectives, actions to be taken, assignments and supporting information for the next operational period. See also Action Plan and Incident Action Plan.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts or sporting events.

**Facilities Unit:** Functional unit within the Support Branch of the Logistics Section at the SEMS Field Response Level that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

**Field Operations Guide:** A pocket-size manual of instructions on the application of the Incident Command System.

**Finance/Administration Section:** One of the five primary functions found at all SEMS levels which is responsible for all costs and financial considerations. At the incident the Section can include the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.

**Food Unit:** Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident and or EOC personnel.

**Function:** In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics and Finance/Administration. The same five functions also are found at all SEMS EOC levels. At the EOC, the term Management replaces Command. The term function is also used when describing the activity involved, e.g., "the planning function."

**Functional Element:** Refers to a part of the incident, EOC or DOC organization such as section, branch, group or unit.



**General Staff:** The group of management personnel reporting to the Incident Commander or to the EOC Director. They may each have a deputy, as needed. At the Field SEMS level, the General Staff consists of the Operations Section Chief, Planning/Intelligence Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. At the EOC levels, the position titles are Section Coordinators.

**Ground Support Unit:** Functional unit within the Support Branch of the Logistics Section at the SEMS Field Response level that is responsible for the fueling, maintaining and repairing of vehicles, and the transportation of personnel and supplies.

**Group:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

**Helibase:** The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

**Helispot:** Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

**Incident:** An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

**Incident Action Plan:** The plan developed at the field response level which contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written.

**Incident Base:** Location at the incident where the primary logistics functions are coordinated and administered. The Incident Command Post may be collocated with the Base. There is only one Base per incident.

**Incident Commander:** The individual responsible for the command of all functions at the field response level.

**Incident Command Post (ICP):** The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

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



**Incident Communications Center:** The ICS facility designated for use by the Communications Unit and the Message Center.

**Incident Management Team:** The Incident Commander and appropriate General and Command Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**Initial Action or Response:** The actions taken by resources which are the first to arrive at an incident or the resources initially committed to an incident.

**Joint Information Center (JIC):** A central location that facilitates operation of the Joint Information System where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.

**Joint Information System (JIS):** Provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector. Includes the plans, protocols, procedures, and structures used to provide public information. Federal, State, tribal, territorial, regional, or local Public Information Officers and established Joint Information Centers (JICs) are critical supporting elements of the JIS.

**Jurisdiction:** The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., special district city, county, state or federal boundary lines), or functional (e.g., Sheriff's Office, health department, etc.). (See Multi-jurisdiction.)

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

**Landing Zone:** (See Helispot.)

**Leader:** The ICS title for an individual responsible for a functional unit, task forces, or teams.

**Liaison Officer:** A member of the Command Staff at the Field SEMS level responsible for coordinating with representatives from cooperating and assisting agencies. At SEMS EOC levels, the function may be done by a Coordinator and/or within a Section or Branch reporting directly to the EOC Director.

**Life-Safety:** Refers to the joint consideration of both the life and physical well-being of individuals.



**Local Government:** Means local agencies per Article 3 of the SEMS regulations. The Government Code 8680.2 defines local agencies as any city, city and county, county, school district or special district.

**Logistics Section:** One of the five primary functions found at all SEMS levels. The Section responsible for providing facilities, services and materials for the incident or at an EOC.

**Management by Objectives:** In SEMS field and EOC levels, this is a top-down management activity which involves a three-step process to achieve the desired goal. The steps are establishing the objectives, selection of appropriate strategy(s) to achieve the objectives; and the direction or assignments associated with the selected strategy.

**Master Mutual Aid Agreement:** An agreement entered by and between the State of California, its various departments and agencies, and the various political subdivision, municipal corporations, and other public agencies of the State of California to assist each other by providing resource during an emergency. Mutual aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other to prevent and combat any type of disaster or emergency.

**Medical Unit:** Functional unit within the Service Branch of the Logistics Section at SEMS Field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

**Message Center:** The Message Center is part of the Incident or EOC Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information to appropriate locations at an incident or within an EOC.

**MHOAC:** Medical Health Operational Area Coordinator; a functional position established by Health and Safety Code &1979.153. In the event of a local, State, or federal declaration of emergency, the MHOAC provides a 24-hour, seven day a week capability to staff public health and medical emergency operations.

**Mobilization:** The process and procedures used by all organizations federal, state and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-Agency or Inter-Agency Coordination:** The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

**Multi-Agency Coordination System (MACS):** The combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS. MACS organizations are used within the California Fire Services.



**Multi-Agency Incident:** An incident where one or more agencies assist a jurisdictional agency or agencies. The incident may be managed under single or unified command.

**Multi-jurisdiction Incident:** An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

**Mutual Aid Agreement:** Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

**Mutual Aid Coordinator:** An individual at local government, operational area, region or state level that is responsible to coordinate the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

**Mutual Aid Region:** A mutual aid region is a subdivision of state OES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more county (operational) areas.

**Operational Area:** An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county area.

**Operational Period:** The period scheduled for execution of a given set of operation actions as specified in the Incident or EOC Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** One of the five primary functions found at all SEMS levels. The Section responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the SEMS Field Response Level can include Branches, Divisions and/or Groups, Task Forces, Teams, Single Resources and Staging Areas. At the EOC levels, the Operations Section would contain Branches or Divisions as necessary because of span of control considerations.

**Out-of-Service Resources:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**Planning Meeting:** A meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan. Planning meetings are also an essential activity at all SEMS EOC levels.

**Planning/Intelligence Section:** One of the five primary functions found at all SEMS levels. Responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of Incident or EOC action plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. At the SEMS Field Response level, the Section will include the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.



**Procurement Unit:** Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one PIO per incident. The PIO may have assistants. At SEMS EOC levels, the information function may be established as a Coordinator or as a section or branch reporting directly to the EOC Director.

**Recorders:** Individuals within ICS or EOC organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics and Finance/Administration Units.

**Regional Emergency Operations Center (REOC):** Facilities found at State OES Administrative Regions. REOCs are used to coordinate information and resources among operational areas and between the operational areas and the state level.

**RDMHS:** Regional Disaster Medical Health Specialist - performs the Medical and Health Branch functions in the REOC, providing support and coordination to the MHOAC.

**Reporting Locations:** Specific locations or facilities where incoming resources can check-in at the incident. (See Check-in).

**Resources:** Personnel and equipment available, or potentially available, for assignment to incidents or to EOCs. Resources are described by kind and type and may be used in tactical support or supervisory capacities at an incident or at EOCs.

**Resources Unit:** Functional unit within the Planning Section at the SEMS Field Response level responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

**Safety Officer:** A member of the Command Staff at the incident or within an EOC responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

**Section:** That organization level with responsibility for a major functional area of the incident or at an EOC, e.g., Operations, Planning, Logistics, Administration/Finance.

**Section Chief:** The ICS title for individuals responsible for command of functional sections: Operations, Planning/Intelligence, Logistics and Administration/Finance. At the EOC level, the position title will be Section Coordinator.

**Service Branch:** A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical and Food Units.





**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

**Situation Unit:** Functional unit within the Planning Section responsible for the collection, organization and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

**Span of control:** The supervisory ratio maintained within an ICS or EOC organization. A span of control of five-positions reporting to one supervisor is considered optimum.

**Special District:** A unit of local government (other than a city, county, or city and county) with authority or responsibility to own, operate or maintain a project (as defined in California Code of Regulations 2900(s) for purposes of natural disaster assistance. This may include a joint powers authority established under section 6500 et seq. of the Code.

**Staging Area:** Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

**Staging Area Managers:** Individuals within ICS organizational units that are assigned specific managerial responsibilities at Staging Areas.

**Standardized Emergency Management System (SEMS):** A system required by California Government Code for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels which are activated as necessary: Field Response, Local Government, Operational Area, Region, and State.

**State Operations Center (SOC):** An EOC facility operated by the California Office of Emergency Services at the state level in SEMS.

**Strategy:** The general plan or direction selected to accomplish incident or EOC objectives.

**Supply Unit:** Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

**Support Branch:** A Branch within the Logistics Section responsible for providing personnel, equipment and supplies to support incident operations. Includes the Supply, Facilities and Ground Support Units.

**Support Resources:** Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections or the Command Staff.

**Supporting Materials:** Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

**Tactical Direction:** Direction given by the Operations Section Chief at the SEMS Field level which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.



**Task Force:** A combination of single resources assembled for a tactical need, with common communications and a leader.

**Technical Specialists:** Personnel with special skills that can be used anywhere within the ICS or EOC organization.

**Time Unit:** Functional unit within the Finance/Administration Section responsible for recording time for incident or EOC personnel and hired equipment.

**Type:** Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

**Unified Command:** In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

**Unit:** An organizational element having functional responsibility. Units are commonly used in incident Planning, Logistics, or Finance/administration sections and can be used in operations for some applications. Units are also found in EOC organizations.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person.



## Appendix B – Acronyms

AAR – After Action Report  
ADA – American with Disabilities Act  
ARES – Amateur Radio Emergency Services  
BC – Business Continuity  
CBO – Community Based Organization  
CBRNE – Chemical, Biological, Radiological, Nuclear, Explosive  
CERT – Community Emergency Response Team  
CI – Critical Infrastructure  
COG – Continuity of Government  
COOP – Continuity of Operations  
CP – Command Post  
DHS – Department of Homeland Security  
DOC – Department Operations Center  
DPSS – Department of Public Social Services  
EF – Essential Functions  
EMD – Emergency Management Department  
EOC – Emergency Operations Center  
EOP – Emergency Operations Plan  
ESF – Emergency Support Function  
FBI – Federal Bureau of Investigation  
FBO – Faith-Based Organization  
FEMA – Federal Emergency Management Agency  
HSEEP – Homeland Security Exercise and Evaluation Plan  
HSPD – Homeland Security Presidential Policy Directive  
IC – Incident Commander  
ICS – Incident Command System  
IP – Improvement Plan  
JIS – Joint Information System  
JIC – Joint Information Center  
JTTF – Joint Terrorism Task Force  
LAC – Local Assistance Center  
LHMP – Local Hazard Mitigation Plan  
MACS – Multiagency Coordination System  
MHCOM – Medical Health Communications  
MHOAC – Medical Health Operational Area Coordinator  
MOU – Memorandum of Understanding  
NIMS – National Incident Management System  
NPG – National Preparedness Goal  
NRF – National Response Framework  
PIO – Public Information Officer  
PPD – Presidential Policy Directive  
PSEC – Public Safety Enterprise Communication  
OA – Operational Area  
RACES – Radio Amateur Civil Emergency Services



REMSA – Riverside Emergency Medical Services Agency  
REOC – Regional Emergency Operations Center  
RDMHC – Regional Disaster Medical Health Coordinator  
RDMHS – Regional Disaster Medical Health Specialists  
SEMS – Standardized Emergency Management System  
SEOC – State Emergency Operations Center  
TTX – Tabletop Exercise  
THIRA – Threat Hazard Identification Risk Assessment  
TLMA – Transportation and Land Management Agency  
UC – Unified Commander  
USAR – Urban Search and Rescue  
VOAD – Volunteer Organization Active in Disaster



### **Appendix C – Contact List**

Please contact the County of Riverside EMD for contact list for the EOP, (951) 358-7100.



## Appendix D – Supporting Documentation

U.S. Department of Homeland Security, National Incident Management System (NIMS)

U.S. Department of Homeland Security, National Protection Framework

U.S. Department of Homeland Security, National Prevention Framework

U.S. Department of Homeland Security, National Response Framework (NRF)

U.S. Department of Homeland Security, National Mitigation Framework

U.S. Department of Homeland Security, National Recovery Framework

Please contact the County of Riverside EMD for Operational Area plans or other supporting documentation, (951) 358-7100.



# **Emergency Support Function 1: Transportation**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



# Riverside County EOP Emergency Support Function # 1: Transportation

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Transportation and Land Management Agency (TLMA)
<b>Supporting Agencies</b>	Riverside County Sheriff's Department; Riverside County Fire Department; County of Riverside Emergency Management Department (EMD); County of Riverside Transportation and Land Management Agency (TLMA); Flood Control; Dept. of Public Social Services (DPSS); California Department of Transportation (CalTrans); California Highway Patrol

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>TLMA</b>	<ul style="list-style-type: none"> <li>▪ Coordinate all transportation system and infrastructure preparedness, response, &amp; recovery activities and operations</li> <li>▪ Maintain contact with field personnel and/or DOC(s) involved with response operations</li> <li>▪ Staff EOC Transportation Branch as required</li> <li>▪ Request Mutual Aid when needed</li> <li>▪ Coordinate support to all transportation systems</li> <li>▪ Maintain communication with supporting agency representatives; provide ongoing situation status updates</li> <li>▪ Provide road condition status to DPSS and other agencies involved in the movement of residents, including those with access and functional needs</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide agency-specific damage assessment information</li> <li>▪ Send a representative to the relevant DOC(s), local EOCs, and/or OA EOC to assist with transportation activities</li> <li>▪ Provide ongoing situation status updates to the OA EOC and/or appropriate DOC</li> <li>▪ Assist with transportation route reconnaissance and reconfiguration</li> <li>▪ Provide intelligence about individuals who may or do require transportation assistance, the type of assistance required, duration of need, accommodations required, etc.</li> <li>▪ Coordinate with appropriate providers to ensure timely and efficient transportation for the whole community</li> <li>▪ Perform other emergency responsibilities as assigned</li> </ul>



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### 1.3 Purpose

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The Transportation Functional Annex provides guidance for the effective coordination and management of transportation systems and infrastructure within the Riverside Operational Area (OA), during threatened or actual emergency/disaster events.

The purpose of this annex is to outline critical activities, roles and responsibilities of public and private transportation entities to identify and assess the impacts to transportation infrastructure, systems and partners; and support the overall response and recovery through the process of identifying and prioritizing the effective use and repair of critical transportation systems and infrastructure within the Riverside County OA. The purpose extends to the coordination of transportation services for the whole community, including individuals who are transportation dependent before, during or after a disaster. Transportation assistance may be required during evacuation phases, during sheltering operations or immediately following the disaster. During such times, acquisition of available resources shall be through available County resources, through private and/or non-profit resources. TLMA shall coordinate and ensure that appropriate agencies, such as DPSS or others, are aware of available traffic routes for the safe evacuation or movement of residents. DPSS shall be the primary agency to coordinate transportation resources for such movement of residents from evacuation zones to shelter sites and or from shelter sites to other locations as required. Other OA EOC positions may be activated or utilized to assist in the process, such as VOAD.

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### 1.4 Scope

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This annex supports transportation response activities within the Riverside County OA by facilitating the collection and coordination of transportation system information, and by assisting local and OA governmental entities, voluntary organizations, nongovernmental organizations, and the private sector in the management of transportation systems and infrastructure in response to actual or potential natural or human-caused incidents, emergencies, or disasters. The scope includes the provision of emergency transportation to any individual(s) who may require it, including traditional transportation services, para transit, medical transportation and/ or other identified needs in support of the whole community, including those who are homeless, transportation deficient or have no means of self-transportation. Transportation of individuals shall include the transportation of required medical equipment, nursing or care staff, service animals such that the individual(s) requiring transportation shall not, unless necessary or required, should not be separated during transport. As noted above, DPSS will be the primary coordinating department for transportation services and TLMA will ensure awareness of available routes, etc.

This annex details the procedures, responsibilities, and concept of operations of transportation response during a potential, imminent, or declared emergency. Specific objectives are to:

- Monitor and report status of damage to transportation systems, facilities, and infrastructure because 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 mutual aid assets as the availability of regional assets is impacted by and/or



influences the Riverside County OA.

- When identified, assist in the coordination of individuals potentially or actually impacted by disaster during evacuations as well as during shelter operations when transportation to and from normal daily activities are required.
- The County will assist individuals with obtaining or accessing their normal transportation services such as bus service, para transit, etc.



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

Transportation is the responsibility of all of the transportation system entities and providers within Riverside County OA. It is also the responsibility of DPSS, as the mass care and shelter lead agency, to work with appropriate staff or non-profit agencies, during mass care operations, to provide information to the County EOC about individual needs and transportation requests. DPSS shall coordinate such requests with VOAD Liaison, or if procurement is needed, the OA EOC Logistics Section. During a Riverside County Operational Area Emergency Operations Center (OA EOC) or transportation agency Department Operations Center (DOC) activation, the implementation of the Transportation Functional Annex will be led by the County of Riverside Transportation and Land Management Agency (TLMA) and supporting departments. Procedures pertaining to this function are compliant with the Standardized Emergency Management System (SEMS), Incident Command System (ICS), and the Riverside County Emergency Operations Plan (EOP).

This Concept of Operations outlines the following elements of the Transportation function:

- Transportation Primary Roles
- Emergency Transportation of People
- Private Sector Partners
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

### 2.2 Transportation Primary Roles

#### 2.2.1 Transportation Department Operation Center (DOC)

A DOC is an operational/logistical entity designed to serve as a departmental coordinating body in support of field-level incident management. Its broad function is to maintain internal department operations, e.g., continuity of operations (COOP) and continuity of government (COG), assist in bringing an incident to a close, and, when necessary, to collaborate a countywide response through the OA EOC.

The Transportation and Land Management Agency (TLMA) has a Department Operations Center (DOC) that may be activated in an emergency or disaster incident requiring coordination of transportation activities.

Depending on the type and scale of the event, Riverside County OA transportation support departments may activate their DOCs to better facilitate departmental response operations. If the event is large in scale, Unified Command may be established among several departments to better coordinate field operations. In addition, the OA EOC may be activated to coordinate a countywide emergency response. If the OA EOC is activated, Riverside transportation agencies may send a representative to the OA EOC Transportation Unit to assist with the countywide coordination of transportation activities. Such coordination may include the OA EOC Mass Care



and Shelter Branch, the EMS Unit Leader and/or other EOC positions that become aware of transportation needs for the whole community.

### **2.2.2 Riverside County Operational Area Emergency Operations Center (OA EOC), Transportation-related Positions**

The primary purpose of the various positions within the OA EOC is to collect and disseminate information about the status, needs, and available resources of the transportation systems and infrastructure within Riverside County OA. These positions will ensure that information is sufficiently verified and coordinated with the EOC Operations and Logistics Sections, county departments, local government, and other transportation entities.

During an activation of the OA EOC, the Operations Section Transportation Branch provides a single point within the OA wherein all transportation-related information is collected, and common operating picture is developed. The Transportation Branch will provide regular updates about road conditions to OA EOC Mass Care and Shelter Branch for the purpose of ensuring their awareness so that if individuals require transportation assistance, DPSS can appropriately route those resources in a safe and effective manner. With this information, the Transportation Unit, in conjunction with other Operations branches, will facilitate OA -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 Riverside County OA public transportation systems
- Designate evacuation routes and provide evacuation information to emergency responders and the Joint Information Center (JIC)
- Assist with the transportation route information so that DPSS can best coordinate transportation services for individuals unable to evacuate themselves
- Assist with the transport of emergency commodities and assets

The OA EOC Operations Section, Transportation Unit has direct lines of communication with other county departments, regional and state authorities, and private sector partners. Other departments operating within the EOC, such as DPSS and Emergency Management Department, also have access to resources which may assist in this process.

#### ***Transportation Positions***

According to the needs of the event, the following positions may be activated within the OA EOC:

- **Operations Section, Law Enforcement Branch**
  - Traffic Management Unit Leader: The Traffic Management Unit Leader will coordinate with the Law Enforcement Branch to ensure that appropriate traffic control measures are in place.
  - Evacuation/Re-Entry Unit Leader: The Evacuation/Re-Entry Unit Leader will coordinate the orderly, systematic evacuation/re-entry of residents and visitors.
- **Operations Section, Construction & Engineering Branch**
  - Route Recovery Unit Leader: The Route Recovery Unit Leader will coordinate



with the Construction & Engineering Branch, California Highway Patrol (CHP), and CalTrans to gather assessment data about damage to roads and highways, and with the Construction and Engineering Group to identify priority routes and develop and implement route recovery plans.

- **Operations Section, Transportation Unit Leader:** The Transportation Unit Leader will develop a transportation plan to support response and recovery operations and arrange for the acquisition or use of required transportation resources; this unit will provide regular updates to the Mass Care and Shelter Branch

## **2.3 Emergency Transportation of People**

### **2.3.1 Evacuation**

The authority for evacuation orders is the responsibility of the local jurisdiction, including OA city law enforcement agencies, and/or the Riverside County Sheriff's Department, with logistical support by County departments, cities and other local agencies. Evacuation authorities are defined at both the state and city levels in the Closing Areas in Emergencies Section of the California Penal Code 409.5(a) and the Government Code, Section 8607.

In addition to the Riverside County Sheriff, other officials may issue an evacuation order. The Board of Supervisors in consultation with the Policy Group, or the following individuals or their designee, can issue the order:

- County Executive Officer
- OA City Police Chiefs
- Local Health Officer

Once approved, the Riverside County Sheriff's Department and their mutual aid partners will be dispatched to implement the order if it is safe to do so. In some cases, it may be necessary to order residents to shelter in place. In this case, considerations for supporting those residents will be discussed in the OA EOC with all relevant sections and branches. Considerations for such orders and assisting the whole community in those cases, should consider the following:

- Are there individuals in the shelter in place zone that have been identified as having access and functional needs? Sources for such identification may include but are not limited to: law enforcement at the time the notice is given (i.e. door knocks, etc.) and/or resident self-identification. Note: in some cases, providers may not be able to release specific locations of individuals with access and functional needs to the OA EOC due to privacy restrictions)
- What are the identified needs?
- What is the estimated duration of shelter in place order?
- Is it feasible/safe to remove individuals with access and functional needs?
- Is it feasible/safe to bring commodities into the area that is sheltering in place?



The table below lists the county departments and supporting organizations that may be involved in an evacuation warning or order: <b>Riverside County and Support Organizations</b>	
Amtrak	French Valley Airport
Banning Dial-A-Ride	Greyhound Bus Lines
Banning Municipal Airport	Hemet-Ryan Airport
Beaumont Dial-A-Ride	Jacqueline Cochran Regional Airport
Blythe Airport	Metrolink
California Department of Transportation (CalTrans)	MoVan (Moreno Valley)
California Highway Patrol	Norco Senior Bus
Chiriaco Summit Airport	Omnitrans
City of Banning Transit	Palm Springs Airport
City of Beaumont Transit	Pass Transit
City of Corona Bus Line	Palo Verde Valley Transit Agency
Coachella Valley Area of Governments (CVAG)	Riverside County Transportation Commission (RCTC)
Corona Cruiser	Riverside Municipal Airport
Corona Dial-a-Ride	Riverside Special Transportation
Corona Municipal Airport	Riverside Transit Agency
Economic Development Agency	Sunline Transit Agency
Flabob Airport	Western Riverside County of Governments (WRCOG)
Flood Control	

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

***Evacuation Routes***



The Riverside County Sheriff's Department, collaboration with TLMA, city law enforcement, Caltrans, and CHP, will establish evacuation routes. The Riverside County Sheriff's Department or other recognized agencies with authority may staff traffic control points/road closures.

- TLMA will place message boards at requested intersections to divert traffic along the evacuation routes if required
- The Riverside County Sheriff's Department, CHP, and city law enforcement will provide security by setting up roadblocks, barricades, and/or a system of patrols; TLMA may also aid with barricades. In some cases, road closures may be unmanned with only barricades being placed.

### 2.3.3 Para-transit

Para-transit, provided by Riverside Transit Agency (RTA) and local transit agencies throughout the OA, provides an essential lifeline of service which links individuals with disabilities and others with access and functional needs within the OA to life sustaining critical medical services, and other necessary services. When a disaster occurs, damage to the Riverside County OA transportation infrastructure, including para-transit services, may result in a significant decrease of available transportation resources.

During an emergency event, Para transit may be called upon to provide transportation for individuals. Specifically, Riverside County OA para-transit providers may support emergency transportation activities in the following areas:

- DPSS will utilize the support of RTA, local transit agencies and/or County Fleet Services for the emergency movement of people who may require para-transit buses, traditional buses, vans and/or pre-hospital providers such as American Medical Response (AMR)
- DPSS will provide access to transportation for life-sustaining medical appointments, support facilities, etc., as the situation permits. In cases where individuals utilize a specific form of transportation, work to create access to those same services either by transporting them to their regular pick-up/drop-off location, and/or by arranging for those services to pick up/drop off at the shelter location where they have been evacuated to. Transportation services may also be needed by individuals to get to and from work, school, etc. DPSS shall coordinate these services in conjunction with TLMA to ensure route accessibility and notification to providers.
- Communicate service changes, interruptions, or suspensions of para-transit service to contract service providers and customers. If necessary, request representatives to the shelter or other service sites to inform residents about how to acquire their normal services, such as para transit, estimated closure of bus routes, roads, etc. TLMA may assist in the coordination of this if requested.

Para-transit services will be conducted by organizations pre-identified by and contracted through Omnitrans, or by community-based organizations or private vendors. If a resident typically utilizes services, such as para transit, and their normal provider is not able to accommodate pick up/drop off at the shelter sites, the County should work with that or other providers to provide equal service at the shelter site. It is the intent to assist residents by ensuring they have access to their normal/day-to-day modes of transportation or provide such needed transportation.





## 2.4 Private Sector Partners & Non-OA Organizations

Some private sector and non-OA organizations, such as private transit companies and/or agencies outside of the OA, play a direct response role in emergency transportation. Others may assist in providing response and recovery resources. Responsibilities of private sector organizations and non-governmental organizations may include:

- Collaborating with the County to ensure the needs of the whole community are met during and after a disaster
- Transporting goods, providing equipment, removing debris, and performing other response and recovery functions under contracts with local and state governments
- Providing status reports and sending liaisons to local EOCs, the EOC, the Regional Emergency Operations Center (REOC), or the State Operations Center (SOC) upon request
- Coordinating with government agencies to facilitate an effective restoration of services
- Providing specific emergency response and recovery roles (for example, the American Red Cross, represented in the REOC Care and Shelter Branch, the SOC, and most OA EOCs, may provide care and shelter for displaced persons during a regional emergency or disaster)
- Providing resources to support an emergency event in response to a Governor’s Order, as authorized in the Emergency Services Act
- Receiving EOC cumulative Situation Status Reports to inform field-level response teams

Private sector/organization partners that may have a role in mass transportation operations include the following:

Private Sector/Non-OA Organization Partners	
Amtrak	Omnitrans
Care-A-Van	Riverside Transit Agency (RTA)
Flabob Airport	Sunline
Greyhound Bus Lines	Taxis ( <i>Yellow Cab, Redtop City, American Cab, Airport Taxi, Blue Crown Taxi, Fallbrook Taxi</i> )
Metrolink	American Medical Response (or other ALS, BLS, or non-critical transportation providers)
Dial-A-Ride	Uber, Lyft or other like providers

## 2.5 Information Flow

The Transportation Functional Annex facilitates communication among multiple response levels during OA-wide coordination of transportation information. The following provides an overview of the various coordination levels that maintain communication during a disaster event. The list below depicts the relationship of how information is collected and passed up from the field level to the OA EOC and from the OA EOC back to the field level.



- **Field Level**
  - Assess and monitor the status of transportation systems
  - Implement transportation operations as necessary
  - Submit frequent Situation Status Reports to the appropriate DOC or OA EOC
  - Repair and restore transportation roadways, facilities, and infrastructure
  - Communicate identified needs of individuals with access and functional needs to the OA EOC
- **DOC Level**
  - Maintain communication with the field level regarding the status of transportation systems
  - Receive requests for resources from the field; fill requests internally, or forward requests that cannot be filled to the OA EOC
  - Coordinate with the appropriate agencies to plan for multiple operational periods
  - Submit periodic Situation Summary Reports and Flash Reports to the OA EOC
  - Communicate identified needs of individuals with access and functional needs to the OA EOC
- **Riverside County OA EOC, Operations Section Transportation Branch**
  - Gather information from DOC representative on a continual basis
  - Submit DOC Situation Summary Reports and Flash Reports to the OA EOC, Transportation Branch Coordinator
  - Disseminate cumulative OA EOC Situation Summary Reports and Flash Reports to the DOC and field
  - Coordinate with regional, state, and/or federal entities as necessary
  - Coordinate with all appropriate OA EOC positions to ensure they are aware of the road closures/openings so that residents can be transported in a safe and efficient manner
- **Riverside County OA EOC Logistics Section Chief**
  - Ensure OA EOC situational awareness of ongoing transportation system status and issues
  - When resource needs are identified, assist in acquisition of required services through emergency memorandums or contracts, procurement, or other means
- **Supporting Departments, Agencies, & Organizations**



- Support TLMA as the lead agency in transportation system issues; support the OA EOC, DOC(s), and field operations as requested
- Maintain communication with appropriate departmental representatives by providing frequent Situation Summary Reports and Flash Reports updates

## **2.6 Organization and Structure**

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### **2.6.1 Organization**

The Transportation ESF (Emergency Support Function) encompasses support from numerous transportation entities to ensure that OA-wide transportation information and activities are communicated and conducted in a coordinated manner. The OA EOC Transportation Unit is the central location in which this coordination takes place during a major event. The organization chart below depicts the relationship between the OA EOC Transportation Unit and the various departments involved, as well as its coordination within the OA EOC.

**Insert Ops Org Chart Here (TBD)**



### 2.6.2 Transportation Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with Transportation. Entities needed to support Transportation operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
County/OA Entities	
TLMA	<ul style="list-style-type: none"> <li>• Activate the TLMA DOC as necessary</li> <li>• Coordinate the collection, organization, and dissemination of information about the operational status of Transportation ESF agencies</li> <li>• Report all road closures, and ensure that accurate information about road closures is communicated to the OA EOC Situation Status Unit and Operations Section</li> <li>• Liaise with local, state, federal, private, and special districts transportation agencies; ensure appropriate integration of state and federal agencies into local command and support organizations</li> <li>• Prioritize damage assessments, and reporting, of critical transportation systems, infrastructure, facilities, and equipment within the County</li> <li>• Coordinate with supporting agencies to provide appropriate personnel and equipment for enforcement of traffic control points</li> <li>• Assist with the identification of alternate routes of travel for critical response and recovery activities, such as responders, evacuation, commodities, debris management, etc.</li> <li>• Provide road signage for access to and egress from incident site</li> <li>• Coordinate with appropriate functions within the Operations Section to assist in identifying and managing access to and from impacted areas</li> <li>• Coordinate resources, such as civil engineers, to conduct transportation systems and infrastructure damage assessments and road closures</li> <li>• Report, with maps, graphics, etc., updated situation status, damage assessment, and road closure information to the OA EOC, DOCs, and Incident Command Posts</li> <li>• Develop alternate routes and collection points for response operations and activities, based on</li> </ul>



	<p>established priorities and requirements</p> <ul style="list-style-type: none"> <li>• Recommend alternate routes for day-to-day transportation services</li> <li>• Identify priorities and requirements for placing appropriate signs, barricades, adjusting traffic signals, etc., within the impacted areas</li> <li>• Remove debris on identified essential routes</li> <li>•</li> </ul>
<b>Dept. Public Social Services</b>	<ul style="list-style-type: none"> <li>• Develop a communication pathway to the OA EOC to ensure that when/if individuals with access and functional needs who have transportation assistance requirements, are provided access to services timely and equally</li> <li>• Coordinate transportation for individuals who require evacuation assistance or other transportation assistance while at service sites</li> <li>• Collaborate with TLMA to ensure awareness of road closures/openings</li> </ul>
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>• Activate the OA EOC</li> <li>• Assist in acquiring OA Regional, State, and Federal resources, if requested</li> </ul>
<b>Riverside County Sheriff's Department</b>	<ul style="list-style-type: none"> <li>• Activate the DOC as necessary</li> <li>• Determine evacuation routes, manage evacuation traffic, and evacuate citizens to safety zones</li> <li>• Ensure efforts are coordinated with the OA city law enforcement, CHP, TLMA, and CalTrans</li> </ul>
<b>Regional/State/Federal Entities</b>	
<b>State of California, Office of Emergency Services</b>	<ul style="list-style-type: none"> <li>• Activate the REOC</li> <li>• Receive a damage report Situation Summary Reports and Flash Reports that includes damage, incapacitation, closure of facilities and of major roads; casualties sustained on transportation systems in the Riverside County OA</li> <li>• Prepare, coordinate, and communicate regional emergency information, response activities, resources, and transportation capabilities available to respond to the transportation needs for the Riverside County OA</li> <li>• Make decisions when competing demands for limited resources exist</li> </ul>



<b>California Highway Patrol</b>	<ul style="list-style-type: none"> <li>• Enforce route restrictions on California roadways and bridges</li> <li>• Implement road and street closures in the affected areas</li> <li>• Assist with establishing and securing traffic control and access points as needed</li> <li>• Inform the OA EOC Transportation Branch, in conjunction with the 511 Traveler Information System and Caltrans, of information for roadway conditions, capacity, and delays within or affecting Riverside County OA</li> </ul>
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## 2.7 Notification and Activation

### 2.7.1 Notification

In the event of an incident requiring OA -wide transportation coordination, TLMA in coordination with the OA EOC will determine the activation needs of Transportation. Notification will then be issued to relevant supporting entities, and to any additional departments or agencies as required. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail incident information, reporting instructions, and any relevant coordination information.

### 2.7.2 Activation

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. Coordination between Transportation DOC(s) and/or the OA EOC 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 will involve multiple county departments
- Response and/or recovery efforts are expected to last for an extended period
- Residents who are transportation dependent or who have access and functional needs have been identified as requiring assistance to evacuate
- Residents already evacuated have requested assistance with resuming normal day-to-day living, such as gaining access to para transit, dial a ride services or traditional bus operations. Provision for such services shall consider the needs of the individual, their care provider, service animal, medical equipment, etc. remaining with them at all times

#### **Step 1: Initial Assessment**

- Transportation entity field units conduct initial damage assessments



- Identify infrastructure damage or potential major problems that may impact transportation systems; report to department supervisors

***Step 2: Activate DOC(s); Provide EOC Staff***

- If appropriate, activate the TLMA DOC
- If the OA EOC is activated, send departmental representatives as requested to staff Transportation positions
  - Determine activation needs and assign unit leader responsibilities to the most appropriate personnel
- Make notifications to affected transportation agencies

***Step 3: Gather Information***

Obtain continual situational awareness of the entire transportation network for specific impacts from the incident. Information will be gathered from the following sources:

- Transportation personnel in the field
- Other responding departments
- Regional transportation entities
- State and Federal agencies, as appropriate
- Media (via broadcast, web information, blogs, print, social media)

***Step 4: Coordinate Response Activities***

- Identify potential major problems and mitigate minor problems on priority roadways and at roadway structures
- Identify temporary alternative transportation solutions to be implemented by others when primary systems or routes are unavailable or overwhelmed
  - Provide vehicle operators, plus law enforcement officers, with route information and maps
  - Update all affected transportation agencies of road closures and route changes
  - Provide updates to OA EOC Mass Care Branch to ensure they are making appropriate notifications about alternate routes, access points, etc. to residents at service sites
- Implement appropriate air traffic and airspace management measures
- Coordinate the issuance of regulatory waivers and exemptions

***Step 5: Coordinate/Obtain Resources***

- Arrange and acquire required resources such as: buses, trains, planes, taxi's, shuttle vans, and vehicle operators, and support personnel
- Notify and request assistance from supporting departments as needed
- Determine additional transportation resource needs and request mutual aid assistance



as necessary

- Track all costs including personnel time, fuel, repairs and resources for reimbursement and cost expenditure records

**Step 6: Coordinate Public Information**

- Provide information to the OA EOC JIC for the public, regarding transportation system use
- Initial public information includes, but will not be limited to, the following:
  - Damage assessment and estimated/anticipated duration
  - Transportation actions to resolve issues
  - Collaborative community efforts from businesses, industries, and residents
  - Alternate bus schedules, para transit pick up points, etc.

**Step 7: Continue to Monitor, Track, and Inform**

- Monitor and report the status of and damage to the transportation system and infrastructure
- Receive and respond to requests for information
- Provide Summary Reports and Flash Reports, as necessary
- Obtain continual situational awareness of the entire transportation network for specific impacts from the incident
- Maintain communication pathways with all appropriate OA EOC positions to ensure continuity of information sharing and route options, etc.

**2.7.3 Deactivation/Demobilization**

Transportation support will be deactivated when the need for additional transportation coordination has diminished, ceased, or returned to normal operations. Deactivation of transportation support may occur incrementally according to the need or lack of need for specific transportation functions. Transportation may be deactivated or scaled back at the discretion of TLMA, the OA EOC Director, Deputy EOC Director, or the Logistics Section Chief once a plan for demobilization has been coordinated.





### 3. Planning Assumptions

The following planning assumptions for the Transportation Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same;
- OA agencies are encouraged to develop their emergency plans and/or operating procedures in accordance with this plan and to train appropriate staff in their contents and use;
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations;
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws;
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area;
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance;
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency.
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs.



# **Emergency Support Function 2: Communications**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function # 2: Communications

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside County Information Technology (RCIT)
<b>Supporting Agencies</b>	Riverside County Sheriff's Department; Riverside County Sheriff's Communications Bureau (RSCB); Riverside County Fire Department; Riverside County Fire Emergency Command Center (ECC); County of Riverside Emergency Management Department (EMD); Transportation and Land Management Agency (TLMA), County Public Information Officer (PIO); City Police and Fire Departments; United States Forest Service; California Office of Emergency Services (Cal OES); California Highway Patrol; and California Border Patrol

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
RCIT	<ul style="list-style-type: none"> <li>▪ Provide oversight for all Communications ESF activities</li> <li>▪ Coordinate the activation of the Communications ESF and the staffing of the OA EOC Communications Unit</li> <li>▪ Activate various public warning systems as necessary</li> <li>▪ Provide information to the OA EOC Communications Unit about Riverside County communications infrastructure status and estimated timeframe for repairs</li> <li>▪ Provide maintenance and repair to Riverside County communications infrastructure (radio/wireless, fiber, servers, network, web) to ensure timely, efficient emergency messaging among responders</li> <li>▪ Assist in the development of the Riverside County Communications Plan (ICS 205), as part of the OA EOC Incident Action Plan</li> <li>▪ Provide access to the Riverside County website and resources under existing telecommunications vendor contracts</li> </ul>



Department	Responsibilities
<b>RSCB/ECC</b>	<ul style="list-style-type: none"> <li>▪ Act as an information relay point between:               <ul style="list-style-type: none"> <li>○ First responders and the OA EOC via CAD and 700 MHz/various two-way radio systems</li> <li>○ Dispatch and the OA EOC via CAD</li> </ul> </li> <li>▪ Provide information verification via CAD and 700 MHz/various radios</li> <li>▪ Provide channel utilization support to 700 MHz degradation activities</li> <li>▪ Access the Public Warning Systems</li> <li>▪ Communicate public safety information to OA EOC</li> <li>▪ Provide staff to OA EOC Communications Unit as requested</li> </ul>
<b>PIO</b>	<ul style="list-style-type: none"> <li>▪ Communicate emergency information to the public</li> <li>▪ Maintain coordination with the OA EOC Communications Unit to ensure the provision of needed information to the public through the Joint Information Center (JIC)</li> </ul>
<b>EMD</b>	<ul style="list-style-type: none"> <li>▪ Activate Riverside County Radio Amateur Civil Emergency Services (RACES) Communications Reserve when their services are needed</li> <li>▪ Activate various public warning systems as necessary (Fire, Law or EMD may activate)</li> <li>▪ Activate auxiliary communication links between:               <ul style="list-style-type: none"> <li>○ DOCs and the OA EOC</li> <li>○ Incident Command Posts, DOCs, Fire Stations, Sheriff Stations, and other facilities as required</li> <li>○ OA EOC and REOC if requested</li> </ul> </li> <li>▪ Provide communications assistance to Riverside County departments and agencies during an emergency or in any event where additional communications equipment or personnel may be needed</li> <li>▪ Support communication and the flow of information by whatever means available and appropriate to the situation, including amateur radio (voice and digital), telephone, cellular phone, and Internet</li> <li>▪ Coordinate all efforts with OA EOC Communications Unit</li> <li>▪ Activate resources to support flow of information in the OA EOC</li> <li>▪ Provide operational knowledge of backup and auxiliary communications systems</li> <li>▪ Assist in the development of the Riverside County Communications Plan (ICS 205) if requested</li> </ul>



### **1.3 Purpose**

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The Communications Emergency Support Function (ESF) provides the countywide capability to receive and transmit priority communications traffic during an imminent or actual emergency event that necessitates expanded coordination of communications systems. During such an event, the Communications ESF will provide management, oversight, and coordination of communications functions among County of Riverside first responders, the Riverside Operational Area (OA) Emergency Operations Center (EOC), County departments, OA local governments, and the public.

### **1.4 Scope**

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The Communications ESF will assist emergency response personnel to coordinate the establishment, maintenance, and restoration of Riverside County communications systems to ensure the provision of efficient communications during emergency operations. This ESF will enable the receipt and transmission of priority messages by coordinating emergency systems used to communicate with and among the various response departments and emergency systems used to communicate disaster information to the public. The Communications Annex applies to all departments that may require communications services, or whose communications systems may be affected during emergency response operations.



## 2. Concept of Operations

### 2.1 General Concepts

The Riverside County Information Technology Department will activate the Communications ESF during an impending or actual emergency event that threatens the integrity of or relies heavily on Riverside County communications systems. When activated, the Communications Annex provides communications support to the affected area, field personnel, all Riverside County Department Operation Centers (DOCs), and to the OA EOC.

As the coordinating department, RCIT has ultimate responsibility to oversee the Communications ESF activities. Response resources such as equipment and personnel are drawn from the Communications ESF supporting departments.

This Concept of Operations will outline the following elements of the Communications support function:

- Emergency Communications
- OA EOC Communications Unit
- Organizational Structure
- Positions and Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

#### 2.1.1 Emergency Communications

##### *Response Department Communications*

During any major event impacting Riverside County OA, emergency communications systems are at risk of becoming limited due to systems being damaged, destroyed, overloaded, or otherwise rendered inoperable. Because effective communication is a critical component of emergency management, the use of interoperable, redundant communications systems among all response elements is essential to ensure a prompt and coordinated response. Response agencies within Riverside County OA share a variety of intra-system “shared channels” with common frequencies/talk groups established and programmed into radios to provide interoperable communications among agencies using the same shared radio systems. These channels are a combination of local, state, and federal frequencies designated for interoperability.

The Communications ESF has been designated to ensure the flexibility of emergency response messaging among county departments. Through monitoring communications systems, coordinating the repair of damaged systems, providing backup and auxiliary communication assets, and notifying relevant departments of systems status, the Communications ESF enables effective and interoperable communications between responders. As a result, response departments can:

- Establish and maintain a common operating picture of the event
- Develop and disseminate appropriate public warnings
- Formulate, execute, and communicate operational decisions made at an incident site and among Riverside County OA response departments
- Facilitate departmental awareness and understanding of the event
- Enable emergency management personnel to develop, coordinate, and execute operational



decisions and requests for assistance

### **Public Warning Communications**

Public warning systems are designed to allow Riverside County OA authorities to warn the public of impending or current emergencies affecting their area. During a major disaster or event where the need to relay public information is immediate, the Communications ESF will coordinate the development of public warning messages and their release via the most appropriate/effective public warning system. **All public information messages are released by the PIO through the JIC.**

Public warning systems may be activated by local government officials, and will typically contain alert, notification, and educational information. Such public warning systems are valuable due to their ability to communicate critical information to the public when other communications systems are undependable. Public warnings may be issued during severe weather, flooding, fire, hazardous material release, terrorist threat, water contamination, and any other threats to life, safety, and property.

Several public warning systems are utilized throughout the Riverside County OA, to include:

- Emergency Digital Information Service (EDIS) – activated by State/Local Govt.
- Integrated Public Alert and Warning System (IPAWS) – activated by State/local Govt.
- California Warning System (CALWAS) – can be activated by the Cal OES
- Local Government Cable Television – Operated by local access channel(s)
- Alert Riverside County (Alert RivCo) - can be activated by designated EMD staff.
- Local Government Websites – activated/updated by site owner(s)
- Social Media – coordinated by County PIO, RCIT, County Fire PIO or other dept.

### **Emergency Communications Systems Overview**

The Riverside County communications and warning capabilities presently available are telephone communications, radio communications, data / internet connection communications, and public warning system communications. The tables in **Appendix A** of this ESF provide an overview of the systems available within Riverside County OA.

## **2.1.2 Riverside County OA EOC Communications Unit**

### **Mission**

The mission of the Riverside County OA EOC Communications Unit is to enable OA EOC to receive and transmit priority message traffic on a 24-hour daily basis during an emergency; to facilitate the receipt and transmission of emergency message traffic among Riverside County departments and the OA in support of imminent or actual emergency operations; and to ensure that warnings, weather advisories, and critical event information are efficiently and appropriately delivered to the public as reasonable.

### **Overarching Responsibilities**

The overarching responsibilities of the OA EOC Communications Unit include the following:

- Implement OA EOC information systems
- Coordinate assessment and restoration of communications infrastructure
- Develop and distribute an ICS 205 Communications Plan that identifies all systems in use, ensures enough frequencies are allocated to facilitate operations and lists specific frequencies





allotted for the emergency (see the *Riverside County Tactical Interoperable Communications Plan* [TICP] for further details)

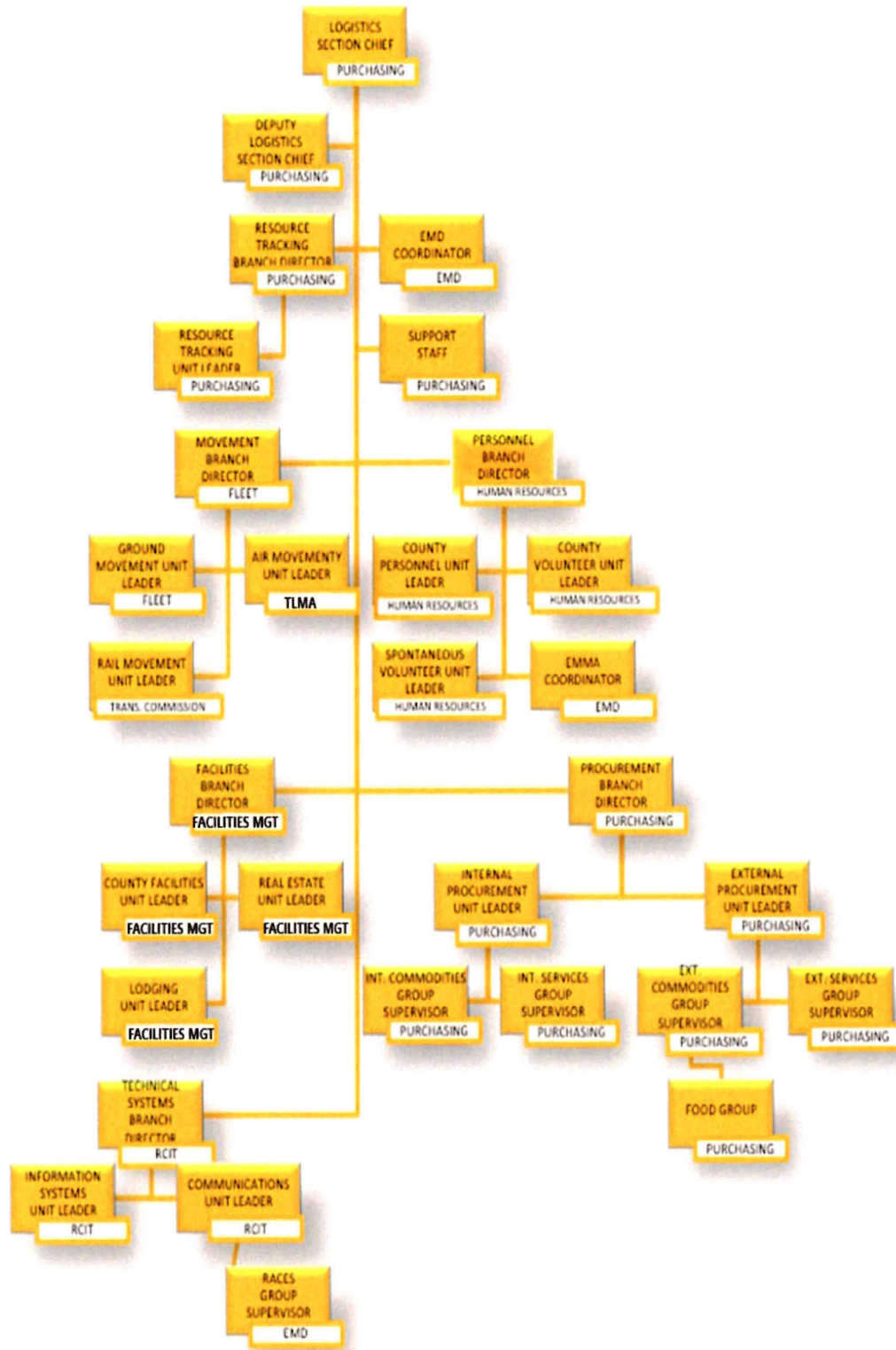
- Coordinate activities with the Utilities Branch and Agency Representatives within the OA EOC, as necessary
- Ensure sufficient staffing of the Communications Unit
- Request communications-related Mutual Aid resources as necessary

## **2.2 Communications Organization**

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### **2.2.1 Communications ESF Organizational Structure**

During an activation of the OA EOC, the Communications ESF will be used at the EOC Communications Unit. The Communications Unit is within the Services Branch of the Logistics Section as shown in the following organization chart.





### 2.2.2 Communications Unit Positions and Responsibilities

The Communications Unit Leader may establish the following positions in the Communications Unit as needed:

Position	Responsibility
<b>Communications Unit Leader</b>	<ul style="list-style-type: none"><li>• Coordinates overall Communications Unit activities</li><li>• Exchanges information with appropriate Section Chief(s) on a regular basis to ensure continual event awareness</li><li>• Determines staffing needs according to the event and assigns personnel to fill positions</li></ul>
<b>Auxiliary Communications Leader</b>	<ul style="list-style-type: none"><li>• Coordinates the use of alternate communications systems according to the needs of the event</li><li>• Maintains situational awareness to continually assess the status of auxiliary communications that are needed and those that are in use</li><li>• Provide situation status updates to Communications Branch Coordinator</li></ul>
<b>Emergency Communications Unit Leader</b>	<ul style="list-style-type: none"><li>• Receives communications systems status updates from the 911 Public Safety Answering Point (PSAP) and Dispatch Center</li><li>• Provides Computer-Aided Design (CAD) support for OA EOC Law and Fire as requested</li><li>• Receives and coordinates requests for communications assistance</li><li>• Coordinates the repair of damaged communications systems as needed</li><li>• Coordinates the switchover to secondary communications systems as needed</li><li>• Delivers regular communications system status updates to the Communications Unit Leader</li></ul>



Position	Responsibility
<b>Infrastructure Unit Leader</b>	<ul style="list-style-type: none"> <li>Receives communications systems status updates from non-public safety Riverside County departments</li> <li>Receives and coordinates requests for communications assistance</li> <li>Coordinates the repair of damaged communications systems as needed</li> <li>Coordinates the switchover to secondary communications systems as needed</li> <li>Delivers regular communications system status updates to the Communications Unit Leader</li> </ul>

## **2.3 Notification and Activation**

### **2.3.1 Notification**

Upon activation of the Communications ESF, the OA EOC Communications Unit Leader will notify all necessary supporting Communications ESF departments. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant communications coordination information. Supporting department representatives involved within the OA EOC Communications Branch will be activated according to the needs and scope of the event.

### **2.3.2 Activation**

RCIT will determine the extent to which communication coordination activities are needed and will identify which OA EOC Communications Unit positions will be necessary to best facilitate the OA EOC mission. Conditions in which the Communications Unit of the OA EOC may be activated include but are not limited to:

- During an event (natural or manmade) of such magnitude that the need for countywide communications coordination is self-evident
- Immediately following a terrorist attack affecting or possibly affecting Riverside County
- During any event that requires close coordination and monitoring of Riverside County OA communications systems to guarantee successful event management

#### **Activation Authorities**

Communications support will be coordinated through the OA EOC and may be activated independently or in conjunction with other OA EOC positions, depending on the needs of the situation.

The *EOC Director, Deputy EOC Director, and/or Logistics Section Chief* will notify the RCIT of OA EOC activations and request that representative's report to the OA EOC to coordinate Communication Unit activities.

### **2.3.3 Communications Unit Response Actions**

#### **Step 1: Assess Communications Systems**

- Determine status of primary and alternate communications systems



**Step 2: Coordinate with OA EOC**

- Identify and assign Communications Unit positions
- Determine specific communications requirements for the OA EOC
- Ensure support for OA EOC information systems
- Initiate reporting processes to EOC Logistics Section Chief
- Establish and maintain communications with the Communications ESF supporting departments and other relevant departments as necessary
- Implement the Riverside County OA Tactical Interoperability Communications Plan (TICP) as necessary
- Activate and staff the Communications Leader position
- Communicate internal incident response information to OA EOC Planning Section
- Provide frequent communications status updates to OA EOC Logistics Section Chief and other relevant entities (Riverside County OA authorities, State/Federal Liaisons, etc.)
- Coordinate response actions with the OA EOC in support of emergency management actions
- Report and document event activities by completing and submitting required forms, reports, documentation, and follow-up notations on immediate response communications
- Coordinate communications with Regional and State entities
- Facilitate communications with local private sector and community partners to assist in awareness, prevention, response, and recovery communications activities

**Step 3: Coordinate Communications Systems**

- Assist Planning Section to develop an Incident Communications Plan (ICS 205 or equivalent) that identifies all systems in use, ensures enough frequencies are allocated to facilitate operations, and lists specific frequencies allotted for the emergency
- Distribute Incident Communications Plan to relevant department representatives and authorities
- If moving to alternate communications system, ensure that affected departments are notified
- Ensure redundant communications circuits/channels are available for use

**Step 4: Manage Resources**

- Maintain, manage, and ensure protection of interoperable communications assets
- Coordinate the acquisition and deployment of communications resources
- When local resources will be exhausted, coordinate resource requests or requests for communications assets through the OA EOC Logistics Section
- Assess the need for mobile and transportable telecommunications assets (e.g., mobile communications vehicles, gateways, etc.)
  - Coordinate the deployment of Riverside County transportable communications



assets to needed locations

- If Riverside County assets are unavailable, determine the availability of mutual aid transportable communications assets

**Step 5: Continue to Monitor, Track, and Inform**

- Provide communications status updates to relevant department(s)/activated ESF
- Provide situation updates, as necessary
- Re-evaluate the current situation status
- Determine future needs, as appropriate

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

### 2.3.4 Deactivation

The Communications ESF will be deactivated when the need for additional communications coordination has either diminished or ceased. The Communications Unit may be deactivated or scaled back at the discretion of the EOC Director or Logistics Section Chief, as appropriate. After the decision to deactivate has been determined, the following activities may be necessary:

- Complete or transfer remaining Communications Unit responsibilities to the appropriate department(s)
- Provide deactivation information to all involved response departments and supporting departments
- Issue a final status report to the Logistics Section Chief
- Coordinate deactivation with Logistics Section Chief, to include staff release, equipment returns, and inventory



### 3. Planning Assumptions

The following planning assumptions for the Communications Annex apply:

- A natural or manmade disaster may severely damage the communication infrastructure in the impacted area
- Even if no infrastructure damage occurs, the nature of most disasters will quickly overwhelm the capacity of the regular communications systems in place.
- Damage to communications equipment may influence the means and accessibility level for relief services and supplies
- Initial damage reports may be fragmented and provide an incomplete picture concerning the extent of damage to telecommunications facilities
- Weather and other environmental factors may restrict the ability of suppliers to deploy mobile or transportable telecommunications equipment into the affected area
- Communications assistance will be provided according to the requirements of this plan and the Riverside County OA Tactical Interoperable Communications Plan (TICP)
- All communications systems support the Emergency Operations Plan (EOP), the Multi-Jurisdictional Local Hazard Mitigation Plan (LHMP), the Disaster Recovery Plan (DRP), ESF 21 the Continuity of Operations and Continuity of Government Annex, and the Continuity of Operations & Continuity of Government Plan Base Plan



## Appendix A

This appendix identifies an overview of the communication systems available within Riverside County OA. These include:

- Telephone Communications
- Radio Communications
- Data/Internet Connection Communications
- Public Warning Communications
- Radio Amateur Civil Emergency Services (RACES)

The communications systems listed on the following chart are tested as scheduled. The results are documented by each respective responsible organization. Corrective actions for communications issues, equipment, and system repairs are addressed and tracked.





Telephone Communications			
System	Description	Primary/Secondary	Testing Schedule
<b>Cellular Telephones</b>	Cellular telephones are wireless radio telephones that are primarily dependent upon terrestrial cellular sites, e.g., radio reception points, to enable transmission of calls. Cellular services in general are prone to disruptions due to user overload, system failures at times of disasters, emergencies, and large special events, and therefore may not typically be fully reliable / dependable at such times. Additionally, they have the potential for creating Radio Frequency (RF) energy that can set off an Improvised Explosive Device (IED).	Primary	N/A / Used daily
<b>Government Emergency Telecommunications System (GETS)</b>	Provided by the National Communications System (NCS) in the Cyber Security & Communications Division, National Protection and Programs of the Department of Homeland Security. GETS provides National Security/Emergency Preparedness (NS/EP) personnel a high probability of completion for their phone calls when normal calling methods are unsuccessful. It is designed for periods of severe network congestion or disruption and works through a series of enhancements to the Public Switched Telephone Network (PSTN). Users receive a GETS “calling card” to access the service.	Secondary	Second Wednesday of every month. Issues are reported to DHS Primary Telecommunications Center
<b>National Warning Alert System (NAWAS) / California Warning Alert System (CALWAS)</b>	This is a dedicated, nationwide, party line telephone warning system operated on a 24 hours basis. It is used for the dissemination of warning and other emergency information from federal and state warning points to county warning points. In California, it is controlled by the California Office of Emergency Services (Cal OES).	Primary	Daily
<b>OASIS (in a ready state – Cal OES must activate system to use during an incident)</b>	Operated by Cal OES, OASIS is a dedicated satellite radio phone system with low speed data capability, created to assist in emergency services coordination. It is installed in every California county Emergency Operations Center and many State facilities, including the State Warning Center. The system can be accessed via external phone lines and can also be used to access external phone lines.	Secondary	Monthly
<b>Landline Telephone System</b>	Landline telephones are the standard wired systems using land-based copper lines for voice exchange between two telephones or multiple telephones via conference calling. All City agencies are connected within their premises by a mechanical switch or a PBX server, which regulates the internal extensions and all external incoming calls. In the event of telephone service failure, each City agency may still be able to communicate within their respective premises using the POTS in the intercom mode, e.g., retain ability to call internal extensions within premises. Landline phones have limited mobility. This is exacerbated with Voice over Internet Protocol (VOIP) phones.	Primary	N/A / Used Daily
<b>Satellite Phones</b>	Satellite phones are commercial wireless radiotelephones that rely on radio transmissions via orbiting satellites and strictly operate under direct “line-of-sight” rules. The OA EOC uses permanent and portable satellite phones to communicate with various cities and agencies that belong to the emergency managers talk group.	Secondary	Monthly



Telephone Communications			
System	Description	Primary/Secondary	Testing Schedule
<b>Voice Over Internet Protocol (VOIP)</b>	The VOIP Service is a method of voice communications using Internet Protocol. The telephone numbers and extensions rely on a computer system and server, which executes the call routing and interfaces with the public telephone system. The County, through the Information Technology Department utilizes VOIP in a small number of County Departments. The VOIP Service can be either locally supported (within a given office or structure) or distributed through the County's Fiber Network.	Primary	N/A / Daily use
<b>Wireless Priority Access (WPS)</b>	WPS, a companion service to GETS, is a priority calling service that increases the probability of call completion during a National Security or Emergency Preparedness event while using a cellular phone. To make a WPS call, the user must first have the WPS feature added to their cellular service. Once established, the caller can dial *272 plus the destination telephone number to place an emergency wireless call. Select staff with critical response roles have cell phones enrolled in WPS and can access the service.	Secondary	Second Wednesday of every month. Issues are reported to DHS Primary Telecommunications Center

Radio Communications			
System	Description	Primary/Secondary	Testing Schedule
<b>Shared Radio Systems</b>	A shared radio system refers to a single radio system used to provide service to different public safety or public service agencies within a local government or across many local governments. There are numerous shared radio systems operating in Riverside County OA. A shared channel refers to common frequencies/talkgroups established and programmed into radios to provide interoperable communications among agencies using the same shared radio system.	Secondary	N/A / Daily use
<b>700 MHz Radio Systems (PSEC)</b>	Public safety agencies in Riverside County OA use dedicated, 700 / 800 MHz, VHF or UHF public safety radio systems which provide radio services to first responders and other Federal, State, and local agencies.	Primary	N/A / Daily use
<b>Gateways</b>	Gateway systems interconnect channels of disparate systems (whether on different frequency bands or radio operating modes), allowing first responders using their existing radios and channels to be interconnected with the channels of other users outside of their agency. Cal OES has interoperability gateways stationed at numerous locations throughout the state that are available to public safety agencies for use during a major incident.	Secondary	Monthly
<b>Console Patching</b>	Console patching is the ability from a dispatch console to link channels or talkgroups together to provide radio interoperability for dispatchers and emergency responders in the field.	Secondary	Monthly
<b>Mobile Communications Units</b>	A Mobile Communications Unit refers to any vehicular asset that can be deployed to provide or supplement communications capabilities in an incident. These mobile assets house communications devices such as subscriber and base station radios of various frequency bands, gateway devices, satellite phones, wireless computer networks, video broadcasting/receiving equipment, etc., providing a full complement of communications capabilities to field resources.	Secondary	Monthly



**Radio Communications**

System	Description	Primary/Secondary	Testing Schedule
<b>Cache Radios</b>	Cache radios, also known as “swapped radios,” refer to maintaining a cache of standby radios that can be deployed to support regional incidents. These radios may be from a regional cache or from a participating agency. These radios allow all responders to use common, compatible equipment during an incident. Radios have the potential for creating Radio Frequency (RF) energy that can set off an Improvised Explosive Device (IED).	Secondary	Monthly
<b>California Emergency State Radio System</b>	CESRS is a VHF radio system that is repeated throughout California that connects all Operational Areas with Regional and State Emergency Operations Centers.	Secondary	Monthly
<b>California Warning Center (CALWAS)</b>	CALWAS sends alerts and notifications to emergency response agencies via the California Emergency Services Fire Radio System; California Emergency Services Radio System; California Law Enforcement Mutual Aid Radio System; California Law Enforcement Radio System; and the California Law Enforcement Telecommunications System.	Secondary	Monthly
<b>Firefighting Resources of Southern California Organized for Potential Emergencies (FIRESCOPE)</b>	FIRESCOPE has a Statewide Channel Plan derived from the cooperative agreements between fire service agencies of California, allowing for mutual use of radio channels during mutual aid efforts. VHF High band is the default radio frequency band utilized by the California fire service. There are eighty-six (86) VHF channels that should be preprogrammed into all VHF radios utilized by fire service agencies providing mutual aid in California.	Secondary	Monthly
<b>California Law Enforcement Mutual Aid Radio System (CLEMARS)</b>	The CLEMARS radio system, managed by Cal OES, provides 13 mutual aid channels for law enforcement agencies statewide in each of the public safety radio bands and the National Law Enforcement Mutual Aid Channel (NALEMARS [VLAW31]) which is considered part of the line of sight CLEMARS pool of frequencies in California. CLEMARS provides a communications option for Law Enforcement officials regardless of the band their equipment operates in or the jurisdiction with which they are communicating. The CLEMARS radio system provides a series of repeaters throughout the state of California to relay radio signals without degradation. The California Law Enforcement Radio System (CLERS) is designed to provide reliable, repeated point to point communications between law enforcement <u>dispatch centers or offices.</u>	Primary	N/A / Daily use
<b>Cal OES Statewide Mutual Aid Radio System</b>	Cal OES owns and operates three interconnected mobile relays radio networks for mutual aid coordination and oversees a number of communications channels for field-level coordination purposes. The Statewide Mutual Aid Radio System (SMARS) is the overarching program encompassing the interconnected networks: the California Emergency Services Radio System (CESRS), California Law Enforcement Radio System (CLERS), and Cal OES Fire and Rescue Mutual Aid Coordination Network (FIRE Net).	Secondary	Monthly



**Radio Communications**

System	Description	Primary/Secondary	Testing Schedule
<b>California Medical Mutual Aid Plan</b>	The California Medical Mutual Aid Plan documents the formal structures, policies, procedures, and constraints under which California's government units provide medical resources to local governments impacted by disasters. This plan includes a set of common radio channels used medical response personnel and dispatch across the state. The Mutual Aid plan also include the Hospital Emergency Administration Radio Network (HEARNET) System, which is a VHF dedicated frequency linking all hospitals for coordination.	Secondary	Monthly
<b>Urban Area National Interoperability Channels</b>	Federal incident response (IR) and law enforcement (LE) channels are available for use among Federal agencies and between Federal agencies and non-Federal entities with which Federal agencies have a requirement to operate. These channels include ICALL, ITAC 1, ITAC 2, ITAC 3, and ITAC 4. These channels may not be used for interoperability with other State, regional, or local radio stations and should not be used as a substitute for regular mutual aid channels.	Secondary	Monthly
<b>Western County Disaster Net</b>	OA EOC staff uses a low-band radio to communicate with other staff members as well as with City EOCs located in Western Riverside County. The capability exists to link the Western County Disaster Net with the Coachella Valley Disaster Net. EOC staff in Coachella Valley use a VHF radio system to communicate internally and with City EOCs located in the Coachella Valley. The capability exists to link the Western County Disaster Net with the Coachella Valley Disaster Net.	Secondary	Monthly
<b>Radio Amateur Civil Emergency Service (RACES) Communications Reserve</b>	Amateur radio operators, licensed by the Federal Communications Commission (FCC), use all forms of voice, video and digital modes authorized by the FCC for amateur bands and on the counties licensed frequencies. RACES perform voice communications on amateur radio bands for departments and agencies of Riverside County OA. Ham radios are operated as a function of RACES in addition to standard communications and specifically during degraded operations when regular communications systems are not functioning.	Secondary	Monthly

**Data / Internet Connection Communications**

System	Description	Primary/Secondary	Testing Schedule
<b>CAHAN</b>	California Health Alert Network (CAHAN) is the official public health alerting and notification program for California. CAHAN is designed for emergency preparedness information sharing, distribution of pertinent public health related events and alerting materials, dissemination of treatment and prevention guidelines, coordinated disease investigation efforts, preparedness planning, and other initiatives that strengthen state and local preparedness.	Primary	Quarterly
<b>LiveProcess</b>	Web based communication system utilized by hospitals, clinics, and skilled nursing facilities.	Primary	Weekly
<b>REDDINET</b>	Web based/Satellite information exchange system among hospitals, skilled nursing facilities, EMS System Ambulatory Providers, Law Enforcement and other.	Primary	Weekly

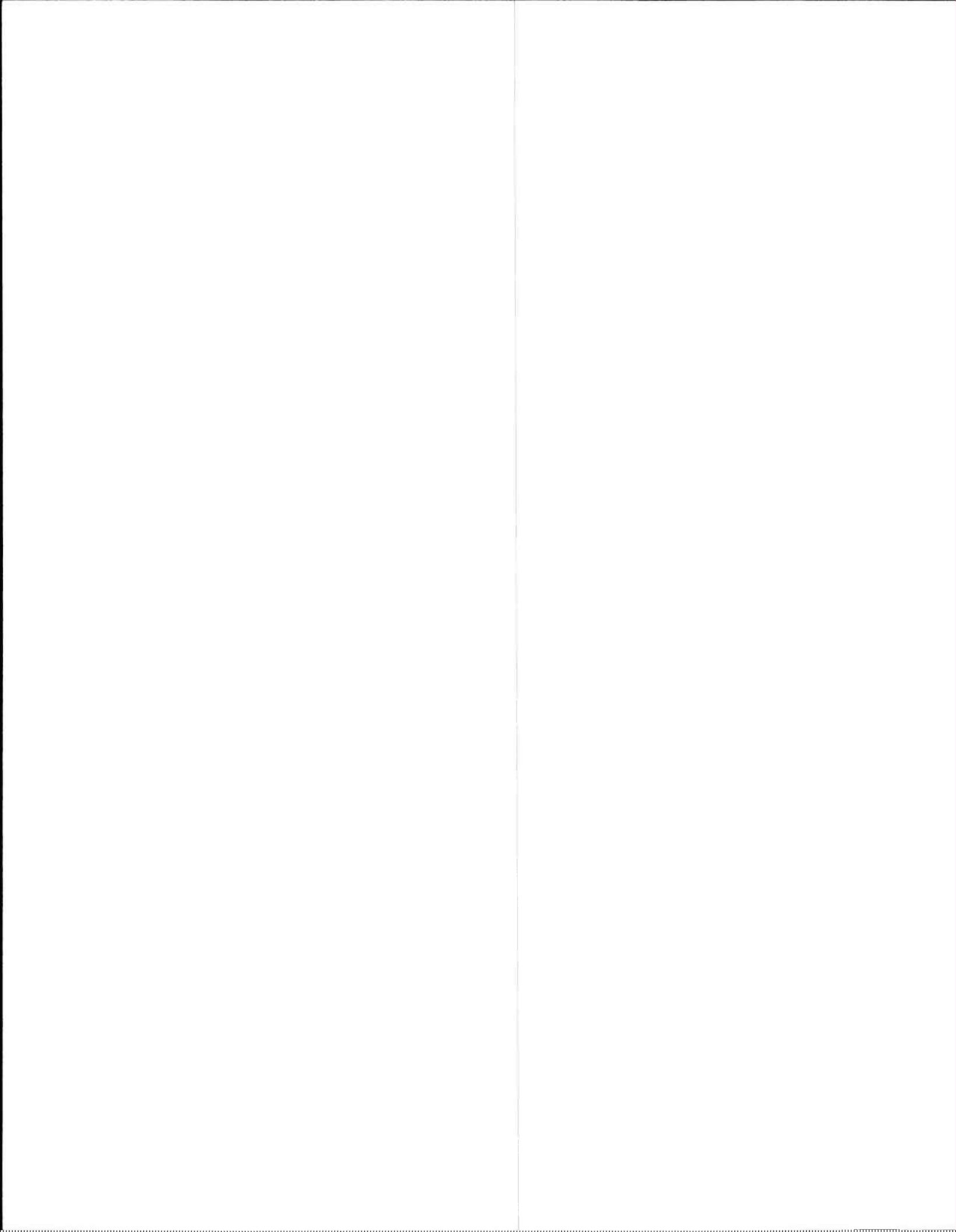


**Riverside County**  
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<b>Fiber Connectivity</b>	There are miles of fiber throughout the county of Riverside. The County and OA own fiber networks that connect most County and City-owned and occupied buildings as spur locations. The fiber network also connects several Radio Sites within the County which offers redundant links to the sites.	Secondary	N/A Daily use
<b>Internet Services</b>	There are numerous internet connection points amongst the County and cities in the OA. Most local government Information Technology Departments operate and maintain these connection points. Additionally, individual departments have their own DSL connections that can access the Internet. DT is planning for a backup internet connection point for redundancy.	Primary	N/A Daily use
<b>Public Carrier Services</b>	The County and Cities utilize wireless data services offered by Public Carriers, including Sprint, Verizon, AT&T, T-Mobile, and others. Public Carriers use data technologies including EDGE, HSDPA and CDMA, depending on the carrier. These networks are accessed via subscription-based service and funded and maintained by each individual City and the County.	Secondary	N/A Daily use
<b>Wireless Fidelity (WiFi)</b>	WiFi allows access to the Internet via 802.11 protocols, utilizing 2.4GHz frequency. It is a wireless "hot spot" technology that offers little mobility. The County and Cities have several WiFi nodes available for Public Access including most City Hall facilities, Law Enforcement agencies, Fire Departments, and Public Works, etc. The WiFi nodes have access to the Internet via a different channel than the Internet Services described above.	Secondary	N/A Daily use



Public Warning Communications Systems			
System	Description	Primary/Secondary	Testing Schedule
<b>Integrated Public Alert &amp; Warning System (IPAWS)</b>	IPAWS is a modernization and integration of the nation's alert and warning infrastructure, and will save time when time matters most, protecting life and property. Federal, state, local, tribal, and territorial alerting authorities can use IPAWS and integrate local systems that use Common Alerting Protocol (CAP) standards with the IPAWS infrastructure.	Primary	Weekly
<b>Emergency Digital Information Service (EDIS)</b>	EDIS is a service of Cal OES in partnership with private, local, state, and federal organizations and agencies. Service to the deaf and hearing- impaired and people with access and functional needs is a particular emphasis of the EDIS program. EDIS utilizes a combination of communication methods to notify emergency management, media, and the public of emergency information.	Secondary	N/A Daily Use
<b>Social Media</b>	The County of Riverside utilizes several forms of social media to reach the public. Riverside County Fire has Twitter, Flickr, and YouTube accounts. Riverside County departments post information on these accounts and monitor these accounts for messages and information from the public.	Primary	N/A Daily Use
<b>Alert Riverside County (Alert RivCo)</b>	Alert RIVCO is a notification system that uses phone numbers in the region's 9-1-1 database to alert residents and businesses in Riverside County who are affected, threatened, or might be endangered by an emergency event or a disaster. The Duty Officer has access to this system through EMD.	Secondary	Monthly
<b>Local Government Cable Television</b>	Many local governments in Riverside County OA have a cable channel for cable-casting government television programming. In the event of an emergency these cable channels can be used to show emergency information and would have priority over all other programming.	Secondary	Monthly





# **Emergency Support Function 3: Construction and Engineering**

County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.





## Riverside County EOP Emergency Support Function # 3: Construction and Engineering

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Transportation and Land Management Agency (TLMA)
<b>Supporting Agencies</b>	TLMA Building & Safety, Planning, and Transportation Departments; Emergency Management Department; Flood Control; Waste Management; Consumer Services Agency; Department of Water Resources; California Office of Emergency Services (Cal OES); California Building Officials (CalBO)

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
TLMA	<ul style="list-style-type: none"> <li>▪ Debris clearance from multi-modal transportation infrastructure, bridges and roads</li> <li>▪ The closure or repair of damaged segments of the multi-modal transportation infrastructure</li> <li>▪ Repair and restoration of damaged public systems (i.e., water, electrical, natural gas, sanitary sewage, storm water collection, generating, distribution systems, dams, levees, water control structures, etc.)</li> <li>▪ To determine the safety and functionality of key facilities (public and private) that need to be demolished or stabilized to facilitate search and rescue and/or protect the public's health and safety</li> <li>▪ Develop and initiate emergency collection, sorting, and disposal routes and sites for debris clearance from public and</li> <li>▪ Determine the levels of damage to the following systems: transportation, water control structures, bridges, dams, levees, public water supplies and facilities, electrical, natural gas, sewage, hazardous materials and hazardous waste sites (generation, distribution, collection, storage, and disposal)</li> <li>▪ Provide personnel for several Field Operation's response teams and facilities (i.e., Rapid Impact Assessment, Rapid Response, Safety Assessment, Damage Survey, Staging Areas, Local Assistance Centers, Joint Information Centers, etc.)</li> <li>▪ Prioritize and initiate recovery efforts to restore, repair, and mitigate the impact of the public works and engineering needs</li> </ul>



<p><b>Supporting Agencies</b></p>	<ul style="list-style-type: none"><li>▪ Conduct and coordinate damage assessments to buildings and facilities</li><li>▪ Coordinate debris removal, storage, sorting, recycling, and recovery with contract provider(s)</li><li>▪ Direct and mitigate traffic congestion around closed transportation areas and evacuation routes</li><li>▪ Conduct and coordinate damage assessment of transportation traffic signals and message sign boards</li><li>▪ Assess damage in transportation infrastructure and reroute service to affected areas</li><li>▪ Conduct and coordinate damage assessment of transportation systems</li><li>▪ Conduct and coordinate damage assessment of water, waste water, and utility services</li><li>▪ Coordinate the restoration and repair of water and utility services</li></ul>
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### 1.3 Purpose

The purpose of the Construction and Engineering Emergency Support Function is to coordinate the County of Riverside capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support to local jurisdictions in implementing strategies for debris collection and clearance to allow for inspection and reconnaissance of damaged areas, the passage of emergency vehicles, assessment and repair of damaged public utilities and systems, key facility damage assessments, and the provision of personnel for vital response teams through assignment of staff or establishment of emergency contracting; repairing municipal facilities, roads, and structures; and supporting power, fuel, and potable water supplies.

### 1.4 Scope

Construction and Engineering supports emergency response operations through the Construction and Engineering Branch of the Riverside County Operational Area (OA) Emergency Operations Center (EOC), which is responsible for providing county public works and engineering services. For many emergency situations, the Construction and Engineering Emergency Support Function may be implemented to enhance response and recovery efforts with local cities.



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

In the event of a major emergency requiring the activation of construction and engineering services, all necessary equipment and personnel will be prioritized, mobilized and dispatched to the scene by the OA EOC Construction and Engineering Branch. Operations begin with support to law enforcement, emergency medical and fire services, and damage assessment teams. As information comes in from damage assessments, priorities for debris clearance and restoration of critical infrastructure such as roads, bridges, potable water, and sewer systems will be developed. During an incident, many factors will determine when and where priority will be given. In some cases, it may be necessary to clear debris or repair infrastructure damages to areas where individuals with access and functional needs are to allow for access to services, etc. Other considerations may include the need to repair damages so that public safety can access the incident site first. Every incident is different, and circumstances will vary, but it is the intent to restore services for the benefit of the whole community as soon as feasible.

In major emergency situations, the Construction and Engineering Branch Coordinator, working with the other supporting departments from either the OA EOC, as part of the Construction and Engineering Branch, or the Incident Command Post (ICP), will establish priorities for emergency engineering operations.

An assessment of the condition of public infrastructure will be conducted and the information analyzed to determine the criticality of immediate repair, restoration, or demolition of any structure or facility. The status of the public infrastructure, particularly the condition of water supply, wastewater, and solid waste treatment facilities, will be disseminated among emergency response agencies and local governments. If the situation is beyond the capabilities of TLMA and the local public works departments, personnel and equipment may be provided for with assistance from the OA, state, federal government and/or out of the area public works departments and/or by the contracting of private resources from within the area.

This Concept of Operations outlines the following elements of Construction and Engineering:

- Construction and Engineering Primary Roles
- Information Flow
- Organization and Structure
- Notification and Activation
- Response Actions
- Logistical Considerations
- Deactivation

### 2.2 Construction and Engineering Primary Roles

#### 2.2.1 OA EOC, Construction and Engineering-related Positions

The primary purpose of the various positions within the OA EOC is to conduct damage and safety assessments to collect and disseminate information about the situation status, resources



needs, and available resources of the TLMA systems and infrastructure within Riverside County OA. These positions will ensure that information is sufficiently verified and coordinated with the EOC Operations Section branches, other OA EOC sections, county departments, local cities, and partnering construction and engineering entities.

During an activation of the OA EOC, the Operations Section, Construction and Engineering Branch provides a single point within the OA wherein all damage assessment, debris clearance, and critical infrastructure-related information is collected, and a common operating picture is developed.

#### ***Overarching Responsibilities***

- Provide initial and ongoing assessments on public/private buildings, streets, roadways and utilities
- Provide infrastructure and public facility protection and emergency repair
- Provide engineering services, construction management, and response support
- Coordinate with public works and engineering industries and agencies (Federal, State, regional, and local, including private and public)
- Coordinate street clearance and route recovery
- Initiate and coordinate disaster safety assessment reports for damaged roads, municipal infrastructures, government facilities, construction, and debris management
- Mobilize damage response teams and crews to assist first responders in the management of immediate life safety issues
- Coordinate the inspection, restoration, and repair of disrupted municipal services (such as water and wastewater facilities, county owned traffic lights, etc.) and damaged county buildings, facilities, and transportation infrastructure (streets, bridges, etc.)
- Obtain equipment, supplies, and personnel services as necessary to support response and recovery efforts
- Match workload requirements with available contractors and vendors to supplement existing assets

#### ***Construction and Engineering Branch Positions***

According to the needs of the event, the following positions may be activated within the Construction and Engineering Branch of the OA EOC:

- Damage and Safety Assessment Unit Leader
- Route Recovery Unit Leader
- Debris Management Unit Leader
- Utilities Unit Leader

## **2.3 Information Flow**

The Construction and Engineering Emergency Support Function describes processes to facilitate communication among multiple response levels during OA wide coordination of construction and engineering information. The following provides an overview of the various coordination levels that maintain communication during a disaster event. The list below depicts the relationship of how information is collected and passed up from the field level to the OA EOC



and from the OA EOC back to the field level.

- **Field Level**
  - Assess and monitor the status of construction and engineering systems
  - Implement damage assessment, debris collection and clearance, critical infrastructure systems repair, and restoration, route recovery, and utility systems repair operations as necessary
  - Submit frequent situation status reports to the appropriate EOC Section or Unit
- **OA EOC, Construction and Engineering Branch**
  - Gather information from field level representatives on a continual basis
  - Submit situation status reports to the Construction and Engineering Branch Coordinator
  - Disseminate cumulative EOC Situation Status reports to the field level
  - Coordinate with regional, state, and/or federal entities as necessary
- **OA EOC Operations Section Chief**
  - Ensure EOC situational awareness of ongoing construction and engineering status and issues
  - Exchange information about support operations, needed resources, and field situation status for projected multiple-operational periods
  - Develop objectives in the EOC Action Plan to include construction and engineering damage assessments, debris collection and clearance, route recovery and critical infrastructure and utility repair and restoration needed
- **Supporting Departments, Agencies, & Organizations**
  - Support TLMA as the lead agency in construction and engineering system issues; support the OA EOC, DOC(s), and field operations as requested
  - Maintain communication with appropriate departmental representatives by providing frequent situation status updates

## **2.4 Organization and Structure**

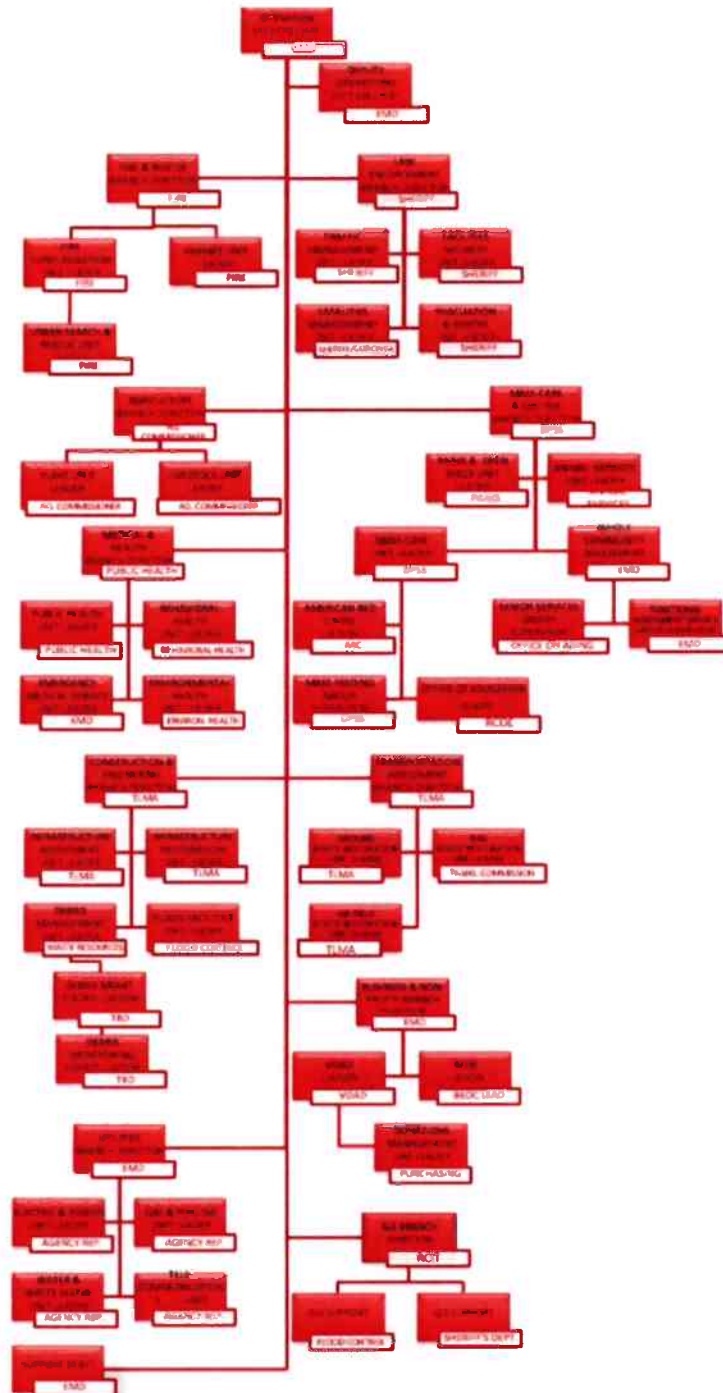
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### **2.4.1 Organization**

Construction and Engineering support encompasses numerous departments and agencies to ensure that OA -wide construction and engineering information and activities are communicated and conducted in a coordinated manner. The OA EOC Construction and Engineering Branch is the central location in which this coordination takes place during a major incident. The organization chart on the following page depicts the relationship between the OA EOC Construction and Engineering Branch, its' functional units, and the various involved



departments, as well as its coordination within the OA EOC.







### 2.4.2 Construction and Engineering Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with Construction and Engineering. Entities needed to support Construction and Engineering operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>TLMA</b>	<p style="text-align: center; color: #808080;">County/OA Entities</p> <ul style="list-style-type: none"> <li>▪ Coordinate the collection, organization, and dissemination of information about the operational status of Construction and Engineering Emergency Support Function supporting agencies</li> <li>▪ Report all road closures, and ensure that accurate information about road closures is communicated to the OA EOC Situation Status Unit and Operations Section Chief</li> <li>▪ Forward all construction and engineering resource and assistance requests that cannot be filled internally to the OA EOC Logistics Section</li> <li>▪ Liaise with state and federal construction and engineering agencies; ensure appropriate integration of state and federal agencies into local command and support organizations</li> <li>▪ Ensure damage assessments are performed on transportation systems, infrastructure, facilities, and equipment</li> <li>▪ Assist with the identification of alternate routes of travel</li> <li>▪ Assist emergency responders with traffic enforcement resources (barricades) as requested</li> <li>▪ Provide road signage for access to and egress from incident site</li> <li>▪ Report updated situation status, damage assessment, and road closure information to the OA EOC Operations Construction and Engineering Branch</li> <li>▪ Distribute route information and maps to the OA EOC, DOCs, and Incident Command Posts; communicate updates on route status to field units</li> <li>▪ Coordinate infrastructure updates with OA EOC PIO</li> <li>▪ Develop alternate routes and collection points based on streets that are accessible to buses</li> <li>▪ Report updated situation status, damage assessment, and closure information to the OA EOC Operations Construction and engineering Unit</li> </ul>



Entity	Responsibility
	<b>County/OA Entities</b>
	<ul style="list-style-type: none"> <li>▪ Support traffic management through placing barricades, placing signage, adjusting traffic signals, etc.</li> <li>▪ Clean streets for essential routes</li> <li>▪ Assess damage in transportation infrastructure and reroute service to affected areas</li> <li>▪ Conduct and coordinate damage assessment of transportation systems</li> </ul>
<b>Construction and Engineering Branch Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Delegate actions and assessments to the appropriate unit leader, as necessary</li> <li>▪ Establish priorities and staffing for short-term and long-term operational periods</li> <li>▪ Receive situation reports from unit leaders</li> <li>▪ Provide construction and engineering information to Infrastructure Branch Coordinator</li> <li>▪ Serve as Public Works and Engineering liaison to Federal, State, and/or regional government entities as necessary</li> <li>▪ Provide EOC action plan priorities to unit leaders</li> <li>▪ Obtain EOC support and resources for DOC operations</li> </ul>
<b>Damage and Safety Assessment Unit Leader</b>	<ul style="list-style-type: none"> <li>▪ Provide situational updates to the Construction and Engineering Branch Coordinator regarding building assessment activities</li> <li>▪ Convey EOC Action Plan priorities to the field units for the coordination of resources and staffing for buildings and facilities (to include resources to secure and close hazardous areas and unsafe infrastructures until repairs can be scheduled, and resources to support public/private sector assessment and building integrity inspections)</li> <li>▪ Assist in obtaining engineering expertise, equipment, contractors and contract equipment, traffic control, and barricades through the OA EOC</li> <li>▪ Obtain waivers in relation to building codes, temporary construction repair, utility re-establishment, and debris removal</li> <li>▪ Collect safety and damage assessment reports from building inspectors assigned to assess post-event safety inspections of county buildings and facilities</li> <li>▪ Identify and expedite permitting and required building</li> </ul>



Entity	Responsibility
	<p style="text-align: center;"><b>County/OA Entities</b></p> <p>inspections through the Building and Safety Department</p> <ul style="list-style-type: none"> <li>▪ Provide status updates on damaged and/or abandoned structures and proposes demolition or stabilization measures</li> <li>▪ Assist in planning strategies for response and recovery efforts to repair or restore County facilities</li> <li>▪ Coordinate real estate valuation or insurance issues with private sector</li> <li>▪ Collect information from Assessor’s Office/ Real Estate and Insurers</li> </ul>
<p style="text-align: center;"><b>Route Recovery Unit Leader</b></p>	<ul style="list-style-type: none"> <li>▪ Provide situational updates to the Construction and Engineering Branch Coordinator regarding road status and route operations</li> <li>▪ Coordinate resources to support street clearance activities</li> <li>▪ Coordinate posting signs, erecting barricades, towing stranded vehicles, and removing debris</li> <li>▪ Collect disaster safety assessment reports for street damage and impairment</li> <li>▪ Obtain Federal/State property safety assessments from the appropriate agencies (e.g. Caltrans for State bridges and freeways)</li> <li>▪ Support traffic control measures, which may include directing resources for detours, shelters, routes, security, trespassing, etc.</li> <li>▪ Relay EOC Action Plan priorities to field units for the coordination and mobilization of personnel and equipment for the immediate clearance and/or repair and reconstruction of critical streets, roads, bridges, and tunnels</li> <li>▪ Coordinate with transportation agencies remove debris and assist with road restoration</li> <li>▪ Coordinate restoration of railroads</li> <li>▪ Coordinate restoration of public transit lines</li> </ul>
<p style="text-align: center;"><b>Debris Management Unit Leader</b></p>	<ul style="list-style-type: none"> <li>▪ Provide situational updates to the Construction and Engineering Branch Coordinator regarding debris management</li> <li>▪ Relay EOC Action Plan priorities to field units for the coordination of resources and staffing to support</li> </ul>



Entity	Responsibility
	<p style="text-align: center;"><b>County/OA Entities</b></p> <p>debris removal, staging, holding and storage areas, sorting, and recycling</p> <ul style="list-style-type: none"> <li>▪ Coordinate the receipt of street, property, and infrastructure debris reports</li> <li>▪ Prioritize resources through the OA EOC to assist with expediting the collection, transport, storage, recovery, recycling, and disposal of debris</li> <li>▪ Coordinate resources to support temporary public and private debris holding locations</li> <li>▪ Maintain the activity status of temporary sorting, chipping, and recycling sites throughout the affected area to facilitate debris management</li> <li>▪ Provide information regarding enforcement efforts for illegal dumpsites or dumping</li> <li>▪ Coordinate a debris collection strategy with relevant agencies that includes response and recovery operations, curbside collection, collection centers, hazardous wastes, and recyclables</li> <li>▪ Coordinate with tire and waste disposal companies dispose of and remove hazardous waste</li> <li>▪ Identify and coordinate establishment of recycle and reuse sites</li> <li>▪ Coordinate disposal of agricultural or biohazard debris with agricultural and public health agencies</li> <li>▪ Coordinate the establishment of temporary storage sites on private property</li> </ul>
<p style="text-align: center;"><b>Utilities Unit Leader</b></p>	<ul style="list-style-type: none"> <li>▪ Provide situational updates to the Construction and Engineering Branch Coordinator regarding utilities assessment activities</li> <li>▪ Maintain or expedite restoration of normal service capability and capacity of the water system backbone</li> <li>▪ Coordinate or obtain resources to assist with restoration priorities of water and utility services</li> <li>▪ Collect information, monitor water and utility events, and exchange information between EOC and affected water and utility providers</li> <li>▪ Provide appropriate staffing for Incident Command, OA EOC, Construction and Engineering Branch Coordinator, Utilities Unit Leader, and/or support, as requested</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
	<ul style="list-style-type: none"> <li>▪ Provide situational awareness and prioritize recommendations concerning the recovery and restoration of the water, utility, and energy sectors supported by this ESF</li> <li>▪ Forecast and identify material and equipment shortfalls</li> <li>▪ Assist in the regulation of potable water services/supplies through the Emergency Management Department (EMD) and Riverside University Health System-Public Health (RUHS-PH) to promulgate potable water restriction use rule</li> </ul>
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Activate the OA EOC</li> <li>▪ Assist in acquiring OA, Regional, State, and Federal resources, if requested</li> </ul>
<b>Building &amp; Safety Department</b>	<ul style="list-style-type: none"> <li>▪ Conduct and coordinate damage assessments to buildings and facilities</li> </ul>
<b>Waste Resources</b>	<ul style="list-style-type: none"> <li>▪ Coordinate debris removal, storage, sorting, recycling, and recovery with contract provider(s)</li> <li>▪ Assist in development of community plan for the use of transfer stations when appropriate</li> </ul>
<b>Riverside County Sheriff's Department</b>	<ul style="list-style-type: none"> <li>▪ Direct and mitigate traffic congestion around closed areas and evacuation routes</li> <li>▪ Conduct and coordinate damage assessment of traffic signals and message sign boards</li> </ul>
<b>Department of Water Resources</b>	<ul style="list-style-type: none"> <li>▪ Conduct and coordinate damage assessment of water, waste water, and utility services</li> <li>▪ Coordinate the restoration and repair of water and utility services</li> </ul>
<b>Local/Regional/State/Federal/Private Entities</b>	
<b>Cal OES</b>	<ul style="list-style-type: none"> <li>▪ Receive a damage report (Situation Status Report) that includes damage, incapacitation, closure of facilities and of major roads; casualties sustained on construction and engineering systems in Riverside County OA</li> <li>▪ Prepare, coordinate, and communicate regional emergency information, response activities, resources, and construction and engineering capabilities available to respond to the construction and engineering needs for the Riverside County OA</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
<b>CalBO</b>	<ul style="list-style-type: none"> <li>▪ Provide mutual aid building and safety inspectors for assessments of facilities and critical infrastructure</li> </ul>
<b>State and Federal Public Works and Engineering Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide Federal and State disaster safety assessment information on Federal and State properties and freeways</li> <li>▪ Provide background, technical, and/or scientific information relative to a disaster event</li> <li>▪ Coordinate repair and response emergency crews to supplement local restoration operations</li> </ul>
<b>Non-Profit Organizations and Private Sector</b>	<ul style="list-style-type: none"> <li>▪ Provide consultant services and resources for the repair, reconstruction, inspection, or re-establishment of infrastructures and management of debris</li> <li>▪ Provide situation status updates on operations</li> <li>▪ Assist with response efforts</li> </ul>

## 2.5 Notification and Activation

### 2.5.1 Notification

In the event of an incident requiring OA -wide construction and engineering coordination, TLMA in coordination with the Riverside County Emergency Management Department will determine the need to implement the Construction and Engineering Emergency Support Function. Notification will then be issued to relevant supporting entities, and to any additional departments or agencies as required. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail incident information, reporting instructions, and any relevant coordination information.

### 2.5.2 Activation

Activation will be concurrent with any incident requiring an elevated need for construction and engineering coordination. The level of activation will be determined according to the needs and magnitude of the event:

- During any event where construction and engineering operations exceed the capabilities of normal operations
- During regional activities that require activation of multiple construction and engineering branch positions
- The magnitude of the event requires mutual aid
- Response and recovery operations will involve multiple county departments
- Response and/or recovery efforts are expected to last an extended period

#### **Step 1: Initial Assessment**

- Construction and engineering entity field units conduct initial damage assessments and



determinations of needs

- Identify infrastructure damage or potential major problems that may impact construction and engineering systems; report to department supervisors

***Step 2: Verify and Organize Information***

- Verify collected information to determine the impact of the affected area
- Secure a point of contact at each affected location for situational updates
- Map and/or data in a system available for viewing at EOC
- Confirm affected areas through reports from dispatched emergency units and other support personnel:
  - Obtain preliminary infrastructure and public facility damage assessments
  - Create a cursory outage/damage footprint on maps or computer software based on assessments

***Step 3: Coordinate and Analyze Information (Initial Actions)***

- Assess the situation based on current information
- Determine the impact of the event on the county of Riverside and the whole community
- Identify infrastructure and public facility needs in affected communities
- Identify and recommend government actions necessary to restore damaged infrastructure and public facilities to service
- Receive and respond to requests for information

***Step 4: Obtain Resources, Release Public Information***

- Request resources through the EOC, and supporting departments, to deploy to the field during an event
- Disseminate emergency information and guidance to the public, private, and government organizations
- All press releases are to be coordinated with involved departments and/or the EOC through the JIC, if activated
- If proprietary information is received from affected public or privately-owned facilities, legal counsel should be consulted prior to disseminating a press release
- Initial public information includes, but is not limited to the following:
  - Damage assessment and estimated/anticipated duration
  - Public works and engineering actions that are being taken
  - Actions businesses, industries, and residents should take
  - A summary of the event
  - Overall steps to be taken by the government and residents to return to normal operation after the event



***Step 5: Continue to Monitor, Track, and Inform (Continuing Actions)***

- Serve as the point of contact for post-event damage reports
- Conduct and participate in planning meetings; provide situation updates, as necessary
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities via the EOC on priorities for restoration processes and assistance
- Secure resources (e.g., fuel for transportation, generators, technical support, and communications) for requested emergency operations
- Recommend actions regarding building safety, alternate transportation routes, debris management, etc.
- Coordinate the collection and reporting of infrastructure and public facility information to the public through the JIC

***Step 6: Resources and Assets (External)***

- Coordinate the deployment of resources as necessary to support restoration operations.

***Step 7: Continue to Monitor, Track, and Inform***

- Monitor and report the status of and damage to the construction and engineering system and infrastructure
- Receive and respond to requests for information
- Provide situation updates, as necessary
- Obtain continual situational awareness of the entire construction and engineering network for specific impacts from the incident

**2.5.3 Deactivation/Demobilization**

Construction and engineering support will be deactivated when the need for additional construction and engineering coordination has diminished, ceased, or returned to normal operations. Deactivation of construction and engineering support may occur incrementally according to the need or lack of need for specific construction and engineering functions. The Construction and Engineering Emergency Support Function may be deactivated or scaled back at the discretion of TLMA, the OA EOC Director, Deputy EOC Director, or the Operations Section Chief once a plan for demobilization has been coordinated.





### 3. Planning Assumptions

The following planning assumptions for the Construction and Engineering Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs



# **Emergency Support Function 4: Fire and Rescue**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function #4: *Fire and Rescue*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	CAL FIRE/Riverside County Fire Department (RCFD)
<b>Supporting Agencies</b>	County of Riverside Emergency Management Department (EMD); Riverside County Sheriff's Department; Utility Companies; Railroad entities; OA Fire Departments; Tribal Fire Departments; State Fire Departments; Federal Fire Agencies

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>RCFD</b>	<ul style="list-style-type: none"> <li>▪ Coordinate firefighting operations, e.g. fire suppression, life-saving, Urban Search and Rescue (USAR), land-based hazardous materials events</li> <li>▪ Maintain contact with the Incident Commander and/or DOC</li> <li>▪ Maintain contact with supporting departments</li> <li>▪ Establish FDOC and/or staff OA EOC as required</li> <li>▪ Request Mutual Aid when needed</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide direct support for RCFD field response and recovery operations</li> <li>▪ Maintain communication with RCFD representatives; provide regular situation status updates</li> <li>▪ Staff agency DOC and/or OA EOC as required</li> </ul>

### 1.3 Purpose

The purpose of the Fire and Rescue Emergency Support Function (ESF) to the Riverside County OA Emergency Operations Plan is to provide an overview of the organized local capability for effective fire management including suppression, urban search and rescue, and hazardous materials operations, during a large-scale disaster or event within the County of Riverside. The purpose of fire operations is to protect and preserve life, property and the environment. The County and its employees, departments and partner agencies work to ensure the needs of the whole community, including those with access and functional needs are met in a timely, professional and equal manner. RCFD operates daily within numerous laws, ordinances, and internal department policies; the intent of the Emergency Support Function is to provide an overview of these other plans, etc.



## 1.4 Scope

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This Emergency Support Function provides an overview of the coordinated response of firefighting resources for the mitigation of urban and wildland fires, structural fires, and activities associated with the search for and rescue of occupants of damaged or collapsed buildings, including collapsed structure rescue, confined space rescue, trench rescue, and high/low angle rescue and any other fire-related incident resulting from a natural, man-made, or technological disaster. This ESF designates roles and responsibilities, to include actions taken through the application of personnel, equipment, and technical expertise to control and suppress events that may exceed available resources in the county of Riverside.

## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

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The Fire and Rescue Emergency Support Function will be utilized by the Riverside County Fire Department, and supporting departments, during any large-scale disaster or event that results in fire or conflagration within the County of Riverside. Procedures pertaining to this function are compliant with the Standardized Emergency Management System (SEMS), Incident Command System (ICS), and the Riverside County Fire Department Operations Plan.

This Concept of Operations will outline the following elements of the Firefighting function:

- Fire Department Operation Center
- Emergency Command Center
- OA EOC Fire and Rescue Branch
- Fire Mutual Aid
- Information Flow
- Organization and Structure
- Notification and Activation Procedures
- Designated Response Actions
- Deactivation Procedures

### 2.2 Fire and Rescue Primary Roles

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#### 2.2.1 Fire Department Operation Centers (DOC)

During any event that exceeds normal RCFD capacity, the Riverside County Fire Department Operations Center (DOC) will be activated. The DOC will coordinate overall RCFD activities and conduct department-level fire and rescue support functions to field personnel. If the Riverside County OA Emergency Operations Center (OA EOC) is activated, the EOC Fire and Rescue Branch will facilitate the sharing of countywide fire and rescue information from the field and/or DOC to the OA EOC.

The following functions will take place at the FDOC:

- Assessment of the current situation and resource status



- Determination of immediate future needs
- Assess incident scene to determine rescue operation needs.
- Assess stability for rescue operations and determine resource needs.
- Allocation of reserve resources
- Coordination of RCFD activities
- Initiation of off-duty personnel recall
- Request mutual aid through the Operational Area Mutual Aid Coordinator;
- Staff resource staging areas
- Support the County Fire and Rescue Mutual Aid Coordinator in acquiring mutual aid resources, as necessary
- Complete and maintain status reports for major incidents requiring or potentially requiring OA, Federal, and/or State response
- Maintain the status of unassigned fire and rescue resources

### **2.2.2 Emergency Command Center**

The CAL FIRE/Riverside County Fire Department's Emergency Command Center (ECC) is one of the largest regional fire service organizations in California and is in the City of Perris.

The ECC is part of CAL FIRE's three-level command and control structure utilized for the day-to-day operations of the department and for dealing with emergency incidents. The purpose of the ECC is to:

- Receive reports of emergencies from a variety of sources
- Allocate resources based on pre-planned response criteria
- Coordinate interagency incident activities
- Support the incident as needed
- Provide internal/external information
- Document the activity

#### ***Command and Control***

The ECC is a regional command and control center, providing dispatch services to all unincorporated county areas, 21 Contract Cities, a Community Service District, the Idyllwild Fire Protection District, and two Tribal Fire Departments which are dispatched and coordinated as a single fire department creating an efficient environment for automatic-aid. The ECC is directly responsible for command and control of CAL FIRE engines, fire crews, dozers and aircraft as these resources respond throughout the state to protect the property and resources of over 31 million acres of California's privately owned wild lands.

In accordance with the Incident Command System (ICS), the ECC can expand and contract in relation to activity and incident needs and activate ECC expanded operations; augmenting on-duty personnel with trained personnel making up the expanded cadre. An expanded operation provides support for local incidents with direct radio, logistical and informational support, while not impacting the main command floor. Expanded is also utilized for mobilizing personnel and resources in support of fires throughout California and the Western United States.



The ECC is also the State of California, Office of Emergency Services (Cal OES) Local Area Coordinator for the California Fire Service and Rescue Emergency Mutual Aid System, providing for systematic mobilization, organization and operation of necessary fire and rescue resources of the state and political subdivisions to mitigate the effects of disasters, when local fire departments are faced with a disaster or other emergency that is beyond their capabilities.



### **2.2.3 Riverside County Operational Area Emergency Operations Center (OA EOC) Fire and Rescue-related Positions**

The mission of the EOC Fire and Rescue Branch is to obtain DOC situation reports and requests and to coordinate any requests for resource support that fall outside of the Fire and Rescue Mutual Aid System (Mutual Aid requests will be coordinated through the FDOC). The branch will supply the DOC with information, situational awareness and countywide objectives developed in the EOC. The Fire and Rescue Branch will link the OA EOC to the following:

- DOC
- USAR resources (Federal, State, and local teams)
- Incident Command for incidents under the management of the fire services, as appropriate

#### ***Overarching Responsibilities***

- Share and coordinate road closures information with Transportation and Law Enforcement Branch
- Coordinate with the Law Enforcement Branch on search and rescue activities
- Support the Situation Status Unit of the Planning Section by proactively sharing response information and situation assessments received from field units and DOCs
- Implement fire and rescue priorities of the EOC Action Plan

#### ***Fire and Rescue Branch Positions***

According to the needs of the event, the following positions may be activated within the OA EOC:

- Fire Suppression Unit
- Fire Conflagration Unit
- Hazardous Materials Unit

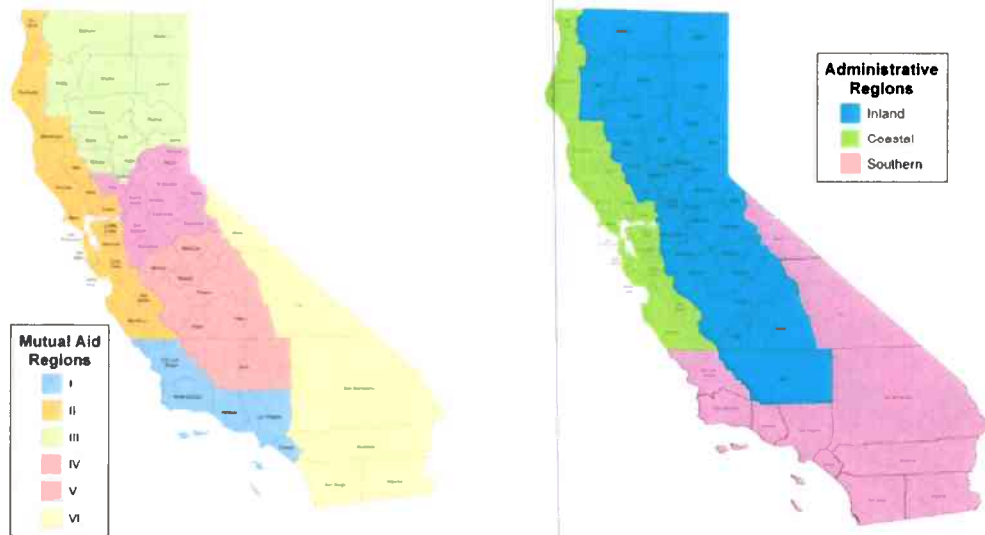
## **2.3 Fire Service and Rescue Mutual Aid System – Region VI**

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Under the terms of California's Disaster and Civil Defense Master Mutual Aid Agreement, statewide emergency mutual aid assistance is provided on a voluntary basis from one jurisdiction to another at no cost to the receiving jurisdiction. Mutual aid is intended to ensure that adequate resources, facilities, and other emergency support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

To facilitate coordination and flow of mutual aid, Cal OES oversees six mutual aid regions among three administrative regions:





The County of Riverside is located within Mutual Aid Region VI of the Southern Administrative Region.

The Fire and Rescue Mutual Aid system is one of four mutual aid systems that covers the Cal OES regions. The Cal OES Fire and Rescue Mutual Aid Coordinator is responsible for the overall coordination of the Fire and Rescue Mutual Aid System and manages the statewide response. The Riverside County OA Fire and Rescue Mutual Aid Coordinator is responsible for the overall coordination of the Fire and Rescue Mutual Aid System within Riverside County. If local firefighting resources have been exhausted, the designated Riverside County OA Mutual Aid Coordinator, or alternate, will submit resource requests to the Region VI Fire and Rescue Mutual Aid Coordinator. The Riverside County OA Mutual Aid Coordinator will manage mutual aid provisions and report directly to the Region VI Fire and Rescue Mutual Aid Coordinator.

Coordinated by Cal OES			Coordinated by CDPH/EMSA
Fire Service and Rescue	Law Enforcement	Emergency Services	Medical Health
Fire Service and Rescue Mutual Aid	Law Enforcement Mutual Aid	All other emergency services mutual aid not included in other systems	Disaster Medical/Health Mutual Aid
Urban Search and Rescue Mutual Aid	Coroner/Medical Examiner Mutual Aid	Volunteer Engineers Mutual Aid System	



	Search and Rescue Mutual Aid (non-urban)	Emergency Managers Mutual Aid	
		Public Works Mutual Aid	

If RCFD has activated its resources as part of a mutual aid response, the Riverside County OA Fire and Rescue Mutual Aid Coordinator may also report to a designated location such as the DOC or to the OA EOC, depending on the needs of the event.

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

**California Urban Search and Rescue Task Forces**

The California Urban Search and Rescue task forces are a partnership between local sponsoring fire agencies, Cal OES, and the Federal Emergency Management Agency (FEMA) as components of the National Urban Search and Rescue Response System. They are primarily managed, coordinated, and deployed by the State Fire and Rescue

Branch:

- Eight of the twenty-eight Urban Search and Rescue task forces situated across the United States are in California. Five of the eight CA task forces are near or within the county of Riverside:
  - Riverside Fire Department
  - Los Angeles City Fire Department
  - Los Angeles County Fire Department
  - Orange County Fire Authority
  - San Diego Fire Department

Each task force is made up of sixty-two members, all of whom are specially trained and equipped to perform the required search, rescue, medical, and technical Urban Search and Rescue functions, including hazardous materials response. Each task force is ready for deployment within six hours of notification.

Requests for a task force can be made through the fire, law, or medical mutual aid systems. If full task force resources are not required, single Urban Search and Rescue resources may be requested through the Fire and Rescue Mutual Aid System.



## **2.4 Information Flow**

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Fire and Rescue Emergency Support Function operations encompass communication across several coordination levels during a firefighting event. The following information provides an overview of the coordination levels that maintain communication during a fire and rescue event, showing the relationship between the coordination levels.

### **Field Operations**

- Conduct necessary activities to contain fire and perform operations according to direction from the Incident Commander
- Submit situation status reports to the FDOC

### **Incident Command Post/Unified Command (ICP/UC)**

- Coordinate field operations and resource utilization
- Maintain communications with FDOC

### **Branches (if activated)**

- Maintain contact with field divisions

### **DOC**

- Maintain constant communication with Incident Commander and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or
- coordinate requests with EOC or mutual aid as necessary

### **EOC Fire and Rescue Branch**

- Gather information from field and/or FDOC representatives on a continual basis
- Submit frequent situation status reports to the EOC Planning Section
- Coordinate with regional, State, or Federal entities as necessary
- Submit information about support operations, needed resources, and field situation status to the Operations Support Section Chief

### **Operations Support Section Chief**

- Gather updated information from the EOC Fire and Rescue Branch to ensure EOC situational awareness

### **Supporting Departments**

- Support EOC, FDOC, and/or field operations as requested
- Maintain communication with appropriate department representatives by providing frequent situation status updates

### **EOC Deputy Director**

- Maintain communication with EOC Section Chiefs
- Coordinate with the Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations



**Policy Group**

- Receive situation status updates from the EOC/EOC Manager
- Issue directives or priorities

**2.5 Organization and Structure**

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**2.5.1 Organization**

The organization chart below depicts the relationship between the OA EOC, Fire and Rescue Branch and the various involved departments, as well as its coordination within the EOC:





**2.5.2 Roles and Responsibilities**

The following table identifies the overall roles and responsibilities of each entity that may be involved in the implementation of the Fire and Rescue Emergency Support Function activation. Entities needed to support fire and rescue operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>County/OA Entities</b>	
<b>RCFD</b>	<ul style="list-style-type: none"> <li>▪ Command and coordinate fire suppression, rescue, and hazard materials operations</li> <li>▪ Coordinate appropriate allocation of reserve resources</li> <li>▪ Maintain contact with supporting departments</li> <li>▪ Request mutual aid for resource support as necessary</li> <li>▪ Monitor and direct firefighting resources and response activities</li> <li>▪ Conduct operations for rescue/removal of injured victims</li> <li>▪ Conduct patient packaging and transfer</li> <li>▪ Participate in OA EOC briefings</li> <li>▪ Contribute to the OA EOC Action Plan</li> <li>▪ Develop Situation Reports for the DOC and OA EOC</li> <li>▪ Coordinate response activities with supporting agencies</li> </ul>
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Activate the OA EOC</li> <li>▪ Provide direction and support to all sections, branches and units with the OA EOC</li> <li>▪ Provide general guidance and direction to OA EOC response departments, agencies and partners</li> </ul>
<b>Riverside County Sheriff's Department</b>	<ul style="list-style-type: none"> <li>▪ Provide scene security, crowd and traffic control, evacuation assistance, and crime scene investigation</li> <li>▪ Provide force protection for on scene resources</li> </ul>
<b>Mutual Aid Fire Departments</b>	<ul style="list-style-type: none"> <li>▪ Provide resource and/or staffing support to fire and rescue operations during events that exceed RCFD personnel or equipment capabilities</li> </ul>
<b>Tribal Fire Departments</b>	<ul style="list-style-type: none"> <li>▪ Aid RCFD for fires on Tribal lands</li> </ul>
<b>Field Incident Commander</b>	<ul style="list-style-type: none"> <li>▪ Determine the most appropriate actions to manage the incident</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Establish Scene Control Zones</li> <li>▪ Perform rescue operations if it can be performed safely</li> <li>▪ Submit frequent situation status reports to the DOC</li> </ul>
<b>Riverside County OA EOC Policy Group</b>	<ul style="list-style-type: none"> <li>▪ Serve as the advisory body comprised of County of Riverside officials, to include the RCFD Chief when appropriate</li> <li>▪ Receive situation status updates from OA EOC</li> <li>▪ Issue directives and/or priorities</li> </ul>
<b>Fire and Rescue Branch Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Facilitate DOC to OA EOC communications</li> <li>▪ Provide frequent situation status updates to the OA EOC Planning Section</li> </ul>
<b>Fire Suppression Unit</b>	<ul style="list-style-type: none"> <li>▪ Implement the priorities of the OA EOC Action Plan assigned to the Fire Suppression Unit</li> <li>▪ Maintain communication with the DOC and outside supporting agencies</li> <li>▪ Provide frequent situation status updates to OA EOC Fire and Rescue Branch Coordinator</li> </ul>
<b>Fire Conflagration Unit</b>	<ul style="list-style-type: none"> <li>▪ Obtain updates from field as to incident status and provide regular updates to Fire Branch Director and/or Operations Section Chief</li> </ul>
<b>Technical Rescue Unit</b>	<ul style="list-style-type: none"> <li>▪ Coordinate overall RCFD USAR operations</li> <li>▪ Implement the priorities of the OA EOC Action Plan assigned to the USAR Unit</li> <li>▪ Maintain communication with the DOC and outside supporting agencies providing them with assistance</li> <li>▪ Provide frequent situation status updates to Riverside County EOC Fire and Rescue Branch Coordinator</li> </ul>
<b>Hazardous Materials Unit</b>	<ul style="list-style-type: none"> <li>▪ Coordinate all RCFD hazardous materials operations</li> <li>▪ Implement the priorities of the OA EOC Action Plan to the Hazardous Materials Unit</li> <li>▪ Maintain communication with the DOC and outside supporting agencies providing them with assistance</li> <li>▪ Provide frequent situation status updates to OA EOC Fire and Rescue Branch Coordinator</li> </ul>
<b>Regional/State/Federal Entities</b>	



<b>State and Federal Fire Departments</b>	<ul style="list-style-type: none"><li>▪ Provide mutual aid assistance of fire and rescue personnel, supplies, and/or equipment to support the Riverside Fire and Rescue ESF when activated</li></ul>
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## 2.6 Notification and Activation

### 2.6.1 Notification

In the event of a large-scale firefighting incident, RCFD and Emergency Management Department will jointly coordinate to implement the Fire and Rescue Emergency Support Function. If it is necessary to activate the DOC and/or the OA EOC, notification will be issued to the EOC Deputy Director and all relevant supporting departments. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

### 2.6.2 Activation

The RCFD or the OA EOC Deputy Director may implement the Fire and Rescue Emergency Support Function when a firefighting event has occurred. The level of activation will be determined according to the requirements of the event. The Fire and Rescue Emergency Support Function may be implemented during the following situations:

- During any event that exceeds the capacity of normal RCFD operations
- Response and recovery operations that will involve multiple city departments
- During any event that results in fire-related casualties
- Response and/or recovery efforts are expected to last an extended time
- The magnitude of the event requires a mutual aid request
- During regional/statewide events that impact RCFD
- The type or magnitude of the event requires regional, State or Federal notifications to be made

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

### 2.3.3 Response Actions

Informing support agencies, required governmental entities, stakeholders, and the public during an event is a six-step process:

#### **Step 1: Conduct Initial Assessment**





- Determine the magnitude of the event
- If the event is small in scale:
  - Deploy units to incident site
  - Set up ICS structure in field
  - Conduct initial incident assessment and develop Incident Action Plan (IAP)
  - Prepare site safety plan
- If the event is large in scale:
  - Estimate the amount of resources available vs. the amount needed to manage the event
  - Determine the need for ECC command and control operations
  - Decide whether Expanded Operations will be necessary
- If Expanded Operations are required
  - Conduct thorough situation assessment prior to deploying any resources
  - Engine companies conduct windshield surveys to gather event information

***Step 2: Activate DOC; Provide EOC Staff***

- If appropriate, activate the DOC
- If the OA EOC is activated, designate department representatives to staff the following EOC Firefighting Branch positions:
  - Fire and Rescue Branch Coordinator
  - Urban Search and Rescue Unit Leader (if needed)
  - Hazardous Materials Response Unit Leader (if needed)
  - Fire Conflagration Unit Leader
- Notify and request assistance from supporting departments

***Step 3: Analyze Information and Coordinate Response***

- Gather information from:
  - Response personnel in the field
  - Other responding departments
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate

***Step 4: Obtain Resources***

- Coordinate resource requests through the DOC Logistics Section and the OA EOC Fire and Rescue Branch as appropriate



- Ensure emergency information is coordinated with the OA EOC Joint Information Center (JIC)
- Notify and request assistance from supporting departments

***Step 5: Continue to Monitor, Track, and Inform***

- Maintain communication between field operations, the DOC, and the OA EOC
  - Provide frequent situation status reports from the DOC to the OA EOC Fire and Rescue Branch
  - From the Riverside County EOC Fire and Rescue Branch to the OA EOC Planning Section, Situation Status Unit
- Ensure that resources are appropriately accounted for and tracked
- Implement priorities of the EOC Action Plan assigned to the Fire and Rescue Branch
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue the coordination, collection and reporting of event information to the PIO through the JIC

**2.6.3 Deactivation/Demobilization**

Activities associated with the Fire and Rescue Emergency Support Function will be deactivated when the need for additional firefighting coordination has diminished or ceased. Deactivation may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the DOC, OA EOC Deputy Director, or Riverside County OA EOC Operations Section Chief, as appropriate.



### 3. Planning Assumptions

The following planning assumptions for the Fire and Rescue Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs



# **Emergency Support Function 5: Command and Management**

## County of Riverside

### Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

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## Riverside County EOP Emergency Support Function #5: Command and Management

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	County of Riverside Executive Office; Chairman of the Board of Supervisors; County of Riverside Emergency Management Department (EMD)
<b>Supporting Agencies</b>	Board of Supervisors; Riverside County Fire Department; Riverside County Sheriff's Department; Riverside University Health System-Public Health (RUHS-PH); Transportation and Land Management Agency (TLMA); Department of Social Services (DPSS); County Counsel

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Emergency Management Department/County of Riverside Executive Office</b>	<ul style="list-style-type: none"> <li>▪ Activate the Riverside County OA Emergency Operations Center (OA EOC) when requested or when the situation warrants</li> <li>▪ Direct County EOC operations</li> <li>▪ Continually monitor status of internal and external requests for each incident entered</li> <li>▪ Coordinate requests with all levels of government for resources not available within the County</li> <li>▪ Ensure Situation Reports are produced and distributed in a timely manner</li> <li>▪ Conduct regular update briefings for OA EOC staff, elected officials and other stakeholders</li> <li>▪ Develop and maintain the OA EOC staffing pattern for EOC operational periods</li> <li>▪ Advise the OA EOC Director on critical emergency management activities</li> <li>▪ Compile, validate and disseminate critical information, and provide resource support for emergency operations</li> <li>▪ Coordinate short and long-term recovery planning</li> <li>▪ Maintain contact with all levels of government</li> <li>▪ Coordinate the need for and implement public warning and protective actions within the impacted area</li> <li>▪ Provide management and support</li> <li>▪ Ensure the County priorities of life, community, property, and environment are protected</li> <li>▪ Ensure whole community response and recovery</li> </ul>



Department	Responsibilities
<b>Supporting Agencies</b>	<ul style="list-style-type: none"><li>▪ Provide subject matter expertise</li><li>▪ Provide support and coordination to the command and control function in the OA EOC</li><li>▪ Identify and communicate resource shortages, unmet needs and challenges for your agency/discipline</li><li>▪ Ensure whole community, including those with access and functional needs response and recovery</li></ul>

### 1.3 Purpose

The Command and Management Functional Emergency Support Function (ESF) provides for the emergency management activities in the Riverside Operational Area Emergency County (OA EOC), or an alternate facility during an emergency or disaster situation. This ESF provides guidance for the coordination and management of challenges utilizing the key phases of emergency management.

### 1.4 Scope

In disaster situations, centralized direction and control, provided through the activation of the OA EOC, is the most effective approach to management of emergency operations. This ESF addresses emergency activations of the OA EOC. The County OA EOC is responsible for all communication and coordination through OA partners and all levels of government within the OA.



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

Management, command and control is a critical emergency management function. During the applicable phases of an emergency or disaster it allows jurisdictions to:

- Analyze the emergency and decide how to respond quickly, appropriately, and effectively in order to support a whole community response
- Support the efforts of the jurisdiction's various response forces
- Coordinate with the response efforts of other jurisdictions
- Manage available resources efficiently and effectively

The way an incident is managed will determine the effectiveness of the overall operation. Field forces (e.g., fire and rescue, law enforcement, public works, emergency medical services, etc.) are highly trained and effectively respond to emergency situations daily. Problems can arise in the overall management of an operation when varying disciplines, organizations, and agencies, not accustomed to working together, must merge into one command structure.

It is widely believed and accepted that the most effective way to support a field incident, or manage an emergency operations center, particularly a large one, is using an emergency management system, such as the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS). Homeland Security Presidential Directive-5, which directed the Secretary of Homeland Security to develop and administer the NIMS, also requires adoption of the NIMS by State, tribal, and local organizations as a condition for Federal preparedness assistance. One of the key components of the NIMS is the Incident Command System (ICS).

The ICS is a management system designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. All levels of government—Federal, State, local, and tribal—as well as many private sector and nongovernmental organizations use ICS. ICS is also applicable across disciplines.

ICS is designed around sound business practices that provide a common framework for emergency response. ICS places a high degree of importance on responder safety. The ICS system provides a standardized means to command, control, and coordinate the use of resources and personnel at the scene of an emergency. Concepts and principles for ICS include: *“common terminology, modular organization, integrated communications, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management”*.

ICS concentrates direction and control actions on the field operations of the emergency services organizations that have responded to the scene of an emergency. ICS uses a top-down direction and control structure that includes five functions: Command, Operations, Planning, Logistics, and Finance/Administration.

**Incident Commander:** The function of the IC is to provide overall management at the incident site, including public safety and public information actions. The IC directs, controls, and orders





resources, including people and equipment. (When more than one scene is involved, the ICs coordinate activities with the EOC.) The IC will develop a management structure based on the needs of the incident as articulated in the Incident Action Plan (IAP). A small, simple incident will have a small management structure. As incidents become larger and more complex, the management structure grows accordingly.

**Operations:** The Operations Section Chief, who reports to the IC, coordinates the operations function. The Operations Section is responsible for the tactical actions at the incident site. All tactical actions are performed in accordance with the IAP.

**Planning:** The Planning Section Chief, who reports directly to the IC, coordinates the planning function. The Planning function is responsible for the collection, evaluation, documentation, dissemination, and use of information about the incident, as well as the status of resources used or needed at the scene. The Planning Section is also responsible for preparation of the Incident Action Plan. For small incidents of short duration this plan may be oral or written. Written action plans should be used: when resources from multiple agencies are being used, when several jurisdictions are involved, or when the incident will require changes in shifts of personnel and/or equipment.

**Logistics:** The Logistics Chief, who reports to the IC, coordinates the logistics function. The logistics function is responsible for providing facilities, services, personnel, equipment, and materials for the incident.

**Finance/Administration:** The Finance Section Chief, who reports to the IC, coordinates the finance/administration function. This function is responsible for the tracking of all incident costs, evaluating the financial considerations of the incident, and/or any administrative duties not handled by the other functions.

**Command Staff:** The IC's staff may include:

- A *Safety Officer* who is responsible for assessing the hazards response personnel may be exposed to and developing measures to ensure personnel safety
- An *Information Officer* who is responsible for developing accurate and complete information applicable to the incident, including cause, size, current situation, resources committed, and other matters of general interest. This person also serves as the point of contact for the media and other governmental agencies which desire information directly from the incident scene
- A *Liaison Officer* who is responsible for serving as a point of contact with organizations that are supporting the response effort, but not part of the command structure located at the incident scene

It is vital to understand that only one person can be in charge during response and recovery operations. Sometimes it is appropriate for an IC to be that person; at other times the critical decisions must be made away from the site or before a defined incident site or sites are established, at the Riverside EOC.

Large-scale disasters such as earthquakes, floods, wildfire, and acts of terrorism, represent challenges for the traditional ICS structure. Events that are not site specific, are geographically dispersed, or evolve over longer periods of time will require extraordinary coordination between Federal, State, local, tribal, private sector, and nongovernmental organizations.



This Concept of Operations outlines the following elements of the Command and Management function:

- Command and Control Systems
- Command and Control Facilities
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

## **2.2 Command and Control Systems**

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Depending on the severity of the emergency, one of two command systems is implemented:

### **Incident Command System**

The Incident Command System will be used by all responding fire, law enforcement, and emergency management organizations and will provide the incident with common terminology, modular organization, integrated communications, unified command structure, consolidated incident action plans, manageable span of control, and comprehensive resource management.

### **Unified Command (UC)**

The unified command concept is the method by which local, state and federal agencies work with the incident commander to:

- Determine roles and responsibilities for a given incident
- Determine their overall objectives for management of an incident
- Select a strategy to achieve agreed upon objectives
- Deploy resources to achieve agreed upon objectives

### **2.2.1 Multi-Jurisdictional Incidents**

The Unified Command concept is applied during major emergencies or disasters affecting two or more jurisdictions. Such scenarios vary, but there are three basic types, described below.

- **A City and the County**
  - In a scenario involving both a city and the county, a unified command system may be implemented from the OA EOC. In this situation, the city maintains responsibility for its citizens. The county is responsible for requests for assistance from the city and to communicate with state, federal and other agencies for assistance beyond the capabilities of the OA
  
- **Multiple Cities and the County**



- If several cities and the county are responding to the same widespread disaster, a cooperative/unified command may apply. As in the previous scenario, each city maintains responsibility for response in its own area. However, when cities request outside assistance and resources from outside agencies with no pre-existing agreements or contracts, Emergency Management Department coordinates the efforts of outside agencies, as well as the distribution of incoming resources on behalf of the cities. The Emergency Management Department becomes the conduit for requests from the cities and to provide resources
- **A City, the County, and a Federal Agency**
  - Certain disasters, such as acts of terrorism, may call for the direct involvement of federal agencies, such as the Federal Bureau of Investigation. Local emergency services from the affected community provide immediate response to the event. The county provides backup support, as well as assistance with media, logistics and other coordination. The federal agency has legal authority to act as lead agency under such a scenario and relies on the cooperation of local emergency management organizations

## **2.3 Command and Control Facilities**

Emergency situations vary markedly in speed of onset and in their potential for escalation to disaster proportions. The extent to which emergency facilities, such as an Incident Command Post, or the OA EOC, are activated, and when such facilities assume command of emergency operations depends on the type of emergency situation, escalation potential, the geographical extent, and other factors.

The OA EOC ordinarily will be fully activated, and a Unified Command will assume control of emergency field operations in any emergency situation of such magnitude as to require mobilization of elements of local government other than those primarily involved in emergency services on a day-to-day basis or of mutual aid resources.

In any emergency of such magnitude as to require emergency service personnel to establish an Incident Command Post (ICP), and to initiate control under ICS system, some activities may be carried out at the OA EOC in support of the ICP. Upon full activation of the OA EOC and, if required, the Joint Information Center (JIC), security measures will be established at these locations in order to ensure a smooth and orderly operating environment.

### **2.3.1 Incident Command Post (ICP)**

An ICP represents the on-scene direction and control point for an Incident Commander (IC) using the Incident Command System (ICS). The IC should establish an ICP as soon as possible and ensure that the location of the ICP and identity of the IC is disseminated to all responders. The ICP may be in a designated building or facility as close to the scene of the incident as safety permits. The ICP should be equipped with informational and operational materials, communications and any additional supplies and equipment as needed.

The IC, with law enforcement assistance, should establish a security perimeter, and provide criteria for access. Perimeter security shall be the responsibility of the lead law enforcement agency. The ICP should be established within the secured perimeter, and only personnel meeting



command criteria for access should be allowed to enter this area. To assure continuity of operations, it is important that the ICP be established at a safe location and at a distance appropriate for response.

The ICS provides for effective and efficient management of facilities, equipment, personnel and communications operating with a common organizational structure. The use of the ICS is the preferred method for emergency response personnel to operate during any emergency. The IC will adapt the management structure of the ICS to reflect the need and complexity of the incident. In accordance with other ESFs, this may include, but is not limited to activating the OA EOC, establishing unified command, and requesting mutual aid support from neighboring jurisdictions.

The initial on-scene Incident Commander may be relieved by an official who has the experience and legal authority to do so. For example, in the event of a hazardous material incident, the on-scene Incident Commander, which is the Senior Fire Official present, may relinquish command to the Hazardous Materials Team upon the agreement of both parties. The Emergency Command Center will be notified of this change in command so that it may be properly documented.

### **2.3.2 Department Operations Center (DOC)**

Key departments may activate their DOC for a large-scale or complex incident requiring extensive resource management. When a department activates their DOC, a department liaison will be positioned in the OA EOC for coordinating operational activities and/or departmental resource requests. Resource needs that cannot be met internally will be communicated to the OA EOC. If the OA EOC cannot fill the resource request, a formal resource requisition will be made to the Regional Emergency Operations Center (State REOC).

### **2.3.3 Riverside County Emergency Operations Center (OA EOC)**

The OA EOC is the key to successful emergency response and recovery operations. It provides centralized direction and control for local, State, and Federal government organizations during emergency operations.

The OA EOC setting allows for face-to-face communication among the members of the OA EOC team and others asked to participate in the decision-making process. It also provides a setting in which all decision-makers receive the status on the emergency.

The OA EOC will provide support to an on-scene IC in such areas as communications, alert and warning, transportation, logistics, evacuation, shelter, and additional resources.

**Primary EOC Location:** Riverside, CA

There are times when the primary EOC is not necessarily the most appropriate facility to use. The alternate EOC will be activated at those times. The alternate EOC has sufficient area for the ICS groups to function. Maps and display equipment can be relocated from the primary EOC, if necessary. If environmental conditions do not allow command and control functions to be conducted from either of the above facilities, alternate locations will be identified, selected, and announced.

**Alternate EOC Location:** Indio, CA



### **2.3.4 EOC Activation**

The OA EOC will be activated as appropriate and staffed to the extent and duration required. Any time the OA responds to a request for emergency assistance, there is potential to activate the OA EOC. The decision to activate the OA EOC may be made at the direction or request of the:

- EOC Director or EOC Deputy Director
- County Executives
- Incident Commanders

When activation of the OA EOC is required for the sole purpose of increased incident/event monitoring, staff from the Emergency Management Department will manage the EOC until the incident/event is terminated. If full activation is required, EMD staff, along with the appropriate OA staff, will fill required positions and maintain these positions until deactivated.

When the OA EOC becomes fully activated, the EOC Director or EOC Deputy Director or his/her designee will inform the department directors and elected officials as to the reason for the activation and immediately initiate a planned and coordinated response efforts based on the current situation and information provided.

The EOC Director or EOC Deputy Director will deactivate the OA EOC when there is no longer a need for centralized management and support of an emergency event. Notification of deactivation will be communicated in the reverse fashion as it did for activation.

### **2.3.5 OA EOC Operations**

The OA EOC is the key to successful and coordinated response and recovery operations. With key decision-makers coming together at a central location, County resources can be utilized more efficiently and effectively. Coordination of response and recovery activities will ensure that tasks are accomplished, duplication of efforts is minimized, and accountability and safety of responders maximized. Coordination at the OA EOC also ensures a whole community response and recovery effort is realized and that the needs of the community, including those with access and functional needs are met in a timely and professional manner. Principle functions provided through EOC operations include but are not limited to:

- Monitor potential threats to the community
- Support on-scene response operations
- Receive, compile, decipher, and communicate data pertaining to emergency situations and assist in resource requests and management
- Analyze problems and help develop solutions
- Communicate and coordinate among local and regional stakeholders, which includes State and Federal agencies, and Tribal Governments
- Develop and disseminate warnings and emergency public information to emergency responders and the community
- Prepare and disseminate periodic situational awareness reports to responders and the Joint Information Centers (JIC), if activated
- Coordinate damage assessment activities and evaluate the need for additional resources as needed



- Request external assistance from other jurisdictions, volunteer organizations, businesses, or from the State when resource needs exceed local capacity
- Refer to Position Specific Job Action Sheets for specific job functions/duties

During major emergencies, disasters, or catastrophic incidents, a Multi-Agency Coordination System (MACS) may be advisable. Central to this System is the Emergency Operations Center (EOC), which is the nucleus for information and resource coordination. The IC will manage and direct the on-scene response from the ICP. The EOC will mobilize and deploy logistical support for use by the IC, coordinate external resource and technical support, research problems, provide information to senior managers, disseminate emergency public information, and perform other tasks to support on-scene operations in support of the whole community.

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

### **2.3.6 IC and OA EOC Interface**

When both an ICP and the OA EOC have been activated, it is essential to establish a division of responsibilities between the ICP and the OA EOC. A general division of responsibilities is outlined below. It is essential that a precise division of responsibilities be determined for specific emergency operations needed to effectively coordinate and manage required resources.

In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes, in which case it may be necessary to employ a Unified Area Command with individual Incident Commanders assigned to each scene.

Unless otherwise directed, the OA EOC Director, or designee, assumes authority for release of public information during large-scale incidents. Media phone calls and interviews will be coordinated between the OA EOC Public Information Officer as indicated by the incident scenario. On large-scale or widespread incidents, County PIOs will coordinate and manage communication and message flow through a Joint Information Center. Depending on the scale, magnitude, and type of incident, a JIC may be established and coordinated to increase effectiveness in communicating clear, accurate, and consistent information to key stakeholders during an incident.

## **2.4 Information Flow**

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Command and Management operations include communication across several coordination levels during an emergency or disaster. The following information provides an overview of the coordination levels that maintain communication during command and management operations, showing the relationship between the coordination levels.

### **Field Operations**

- Conduct necessary activities to perform operations according to direction from the Incident Commander



- Submit situation status reports to the DOC, or EOC

#### **Incident Command Post/Unified Command (ICP/UC)**

- Coordinate field operations and resource utilization
- Maintain communications with DOC's
- Provide situation updates to the OA EOC

#### **ICS Branches (if activated)**

- Maintain contact with field units

#### **DOC**

- Maintain constant communication with IC and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with the OA EOC or mutual aid as necessary

#### **OA EOC**

- Gather information from the field and/or DOC representatives on a continual basis
- Receive frequent situation and resource status reports from the EOC Planning Section
- Coordinate with regional, State, Federal, or Tribal entities as necessary
- Coordinate information about support operations, needed resources, and field situation status with the Operations Section Chief

#### **Supporting Departments**

- Support the OA EOC, DOC's, and/or field operations as requested
- Maintain communication with appropriate department representatives by providing frequent situation status updates

#### **OA EOC Director/EOC Deputy Director**

- Maintain communication with the OA EOC Section Chiefs, and OA EOC management staff
- Coordinate with the Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations
- Work with OA EOC Management staff to determine and set overall objectives

#### **Policy Group**

- Receive situation status updates from the EOC Director/EOC Deputy Director
- Issue directives or priorities

## **2.5 Organization and Structure**

### **2.5.1 Organization**

Command and control are key aspects of emergency management, and the County has taken many steps, most notably embracing the Standardized Emergency Management System (SEMS),



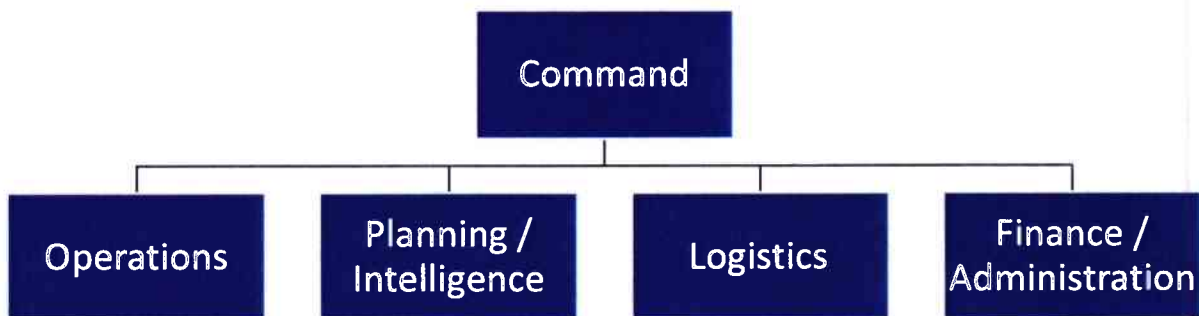
the Incident Command System (ICS), and the National Incident Management System (NIMS) to promote unity of command among local, State, and Federal authorities and Tribal Governments.

In all emergencies in the County of Riverside, the ICS and UC are the command and control systems used for emergency response during times of an emergency.

In large-scale, multi-agency emergencies, UC is the command and control system to be used. Each agency in the UC will designate an IC who will jointly set incident objectives with the other Primary Agencies. UC is an important element in improving multi-jurisdictional or multi-agency incident management. As a combined command and control effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common organizational framework.

An EOC is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency, and ensuring the continuity of operation of a company, political subdivision or other organization.

SEMS and NIMS regulations require the use of ICS at the field and EOC levels of a multi-agency or multi-jurisdictional incident. There are five major management functions in ICS:



## 2.6 Roles and Responsibilities

The following table identifies the overall responsibilities of each County of Riverside support agency that plays a support role to Command and Management. Departments needed to support command and management operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
	<b>County/OA Entities</b>
<b>Emergency Management Department</b>	<ul style="list-style-type: none"><li>Monitor potential threats or situations that would require OA EOC Activation</li></ul>





Entity	Responsibility
	<p data-bbox="721 304 945 331"><b>County/OA Entities</b></p> <ul style="list-style-type: none"> <li data-bbox="708 342 1370 436">▪ Activate the OA EOC as needed to monitor a potential emergency or to respond to or recover from an emergency that is occurring or has occurred</li> <li data-bbox="708 453 1349 548">▪ Activate the County EOC to an appropriate level needed to effectively ensure principal EOC functions are met</li> <li data-bbox="708 564 1317 632">▪ Determine the need for local recommendation of emergency proclamations as needed</li> <li data-bbox="708 648 1219 676">▪ Support and monitor incident operations</li> <li data-bbox="708 690 1354 785">▪ Receive, compile, and display data on the emergency and resource status and commitments as a basis for planning</li> <li data-bbox="708 802 1328 896">▪ Maintain situational awareness and provide timely and accurate updates as needed. Prepare and distribute situation reports</li> <li data-bbox="708 913 1308 940">▪ Provide coordination for all levels of government</li> <li data-bbox="708 957 1295 1045">▪ Approve the development and dissemination of warnings and emergency public information</li> <li data-bbox="708 1062 1341 1150">▪ Direct and manage assessment activities to monitor the impacts to the OA and request for impact to the</li> <li data-bbox="708 1167 1365 1255">▪ Manage and direct all requests for external assistance from other jurisdictions, volunteer organizations, businesses, or from the State</li> <li data-bbox="708 1272 1338 1360">▪ <b>Ensure a whole community response and recovery operation is coordinated</b></li> </ul>
<p data-bbox="435 1402 488 1430"><b>DOC</b></p>	<ul style="list-style-type: none"> <li data-bbox="708 1287 1341 1354">▪ Provide and ensure regular communication updates from DOC to OA EOC</li> <li data-bbox="708 1371 1354 1459">▪ Maintain constant communication with Incident Commander and/or branches regarding the status of field operations</li> <li data-bbox="708 1476 1333 1564">▪ Receive requests for resources from the field; fulfill requests internally or coordinate requests with OA EOC or mutual aid as necessary</li> </ul>
<p data-bbox="305 1675 618 1732"><b>EOC Director / EOC Deputy Director</b></p>	<ul style="list-style-type: none"> <li data-bbox="708 1593 1000 1621">▪ Direct EOC operations</li> <li data-bbox="708 1638 1328 1705">▪ Continually monitor status of internal and external requests for each incident</li> <li data-bbox="708 1722 1247 1749">▪ Ensure information processing is conducted</li> <li data-bbox="708 1766 1208 1793">▪ Receive summaries on status of damage</li> <li data-bbox="708 1810 1154 1837">▪ Prepare briefings for senior officials</li> </ul>



Entity	Responsibility
	<b>County/OA Entities</b>
	<ul style="list-style-type: none"> <li>▪ Ensure liaisons(s) report to the OA EOC</li> <li>▪ Conduct periodic update briefings for the OA EOC staff and elected officials</li> <li>▪ When directed, or when appropriate, terminates operations and closes OA EOC</li> </ul>
<b>Liaison(s)</b>	<ul style="list-style-type: none"> <li>▪ Coordinate and communicate with key stakeholders</li> <li>▪ Receive incoming requests for assistance</li> <li>▪ Define modes of communications to all parties and identify primary communication method to be used by all</li> <li>▪ Forward and respond to requests for emergency resources or information from their department, agency, or group, coordinating as necessary with their parent organization</li> <li>▪ Work with other OA EOC liaisons</li> <li>▪ Serve as subject matter expert and advisor</li> </ul>
<b>Public Information Staff</b>	<ul style="list-style-type: none"> <li>▪ Develop and disseminate appropriate emergency public information through news releases, briefings, and, where appropriate emergency information systems</li> <li>▪ Ensure all forms and information are provided to meet Whole Community Support needs</li> <li>▪ Manage media inquiries</li> <li>▪ Manage and staff emergency information phone bank</li> <li>▪ Integrate coordination and management of emergency public information with JIC if established</li> </ul>
<b>Planning Section</b>	<ul style="list-style-type: none"> <li>▪ Collect and analyzes critical information on emergency operations for decision-making purposes</li> <li>▪ Prepare and update Incident Action Plan (IAP)</li> <li>▪ Project future resource needs</li> <li>▪ <b>Prepare and share situation status reports with OA</b></li> </ul>
<b>Logistics Section</b>	<ul style="list-style-type: none"> <li>▪ Secure resources for all functions, as needed</li> <li>▪ Coordinate resources and services required to support incident activities (including but not limited to supplies, equipment, personnel) in support of the whole community</li> <li>▪ Contracts for and purchases goods and services needed at the incident</li> </ul>



Entity	Responsibility
	<b>County/OA Entities</b>
	<ul style="list-style-type: none"> <li>▪ Receive incoming EOC message and transmits outgoing EOC messages</li> </ul>
<b>Finance Section</b>	<ul style="list-style-type: none"> <li>▪ Track all expenditures and personnel hours worked</li> <li>▪ Collect staff time sheets/expenditures, if any</li> <li>▪ Create log of EOC activities</li> </ul>
<b>The Office of County Counsel</b>	<ul style="list-style-type: none"> <li>▪ The Office of County Counsel (COCO) is the department statutorily responsible for providing legal advice and counsel to the Board of Supervisors, the Executive Office, and the other county departments, including the EMD. COCO will be responsible for the following response components:               <ul style="list-style-type: none"> <li>▪ Advise all officials, including the Director of Emergency Services on their powers, duties and functions under the California Emergency Services Act (GC sections 8550, et seq.)</li> <li>▪ Advise all officials, including the Director of Emergency Services on their powers, duties and functions under County Ordinance No. 533 – Providing for the Administration of the Emergency Management Organization for the County of Riverside</li> <li>▪ Draft all proclamations, resolutions, orders, and ordinances deemed necessary under federal, state or local law to effectively respond to the emergency</li> <li>▪ Advise all officials with respect to the interpretation, application and implementation of any mutual aid agreements to ensure the requisite emergency response</li> <li>▪ Advise all officials with respect to interpretation of all applicable federal, state, or local laws including, but not limited to, the Disaster Assistance Act (GC sections 8680, et seq.), the Ralph M. Brown Act (GC sections 54950, et seq.), the Good Samaritan Protection Act (CC section 1714.5), etc.</li> </ul> </li> </ul>

## 2.7 Activation and Notification

### 2.7.1 Activation

Once an incident requires activation of any of the command and control facilities, i.e., an ICP, EOC, command and management will be implemented until the incident concludes or centralized command and control is no longer necessary. The OA EOC Director or Deputy Director in concert with agency Incident Commanders and Chiefs will determine the need for activation of these



facilities. IC's will determine the activation of an ICP at the scene of the emergency and will communicate with the agency chief to determine if the OA EOC is required. The following is a list, though not exhaustive, of examples under which the OA EOC would be needed:

- A natural disaster (e.g. multi-county flooding or earthquake)
- A biological attack (e.g. anthrax dispersion)
- A large hazardous materials spill (e.g. train derailment that forces community evacuations)
- A disease outbreak (e.g. pandemic influenza)
- Incidents that are geographically dispersed
- Incidents that evolve over long time periods (days to weeks) that involve multiple communities and have similar implications (e.g. flooding with water supply contamination issues across a large region)

### 2.7.2 Notification

Each agency representative within the region of the affected jurisdictions will initiate notifications within his/her agency that the OA EOC is being activated.

If it is determined by each agency representative that a DOC needs to be activated in support of the field operations, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation.

### 2.7.3 Response Actions

#### ***Step 1: Conduct Initial Assessment***

- Determine magnitude of event
- If event is large in scale:
  - Assess the situational impact and need for resources
  - Estimate the amount of resources available vs. the amount needed to manage event
  - Determine the need to activate the OA EOC for incident objective and resource allocation and prioritization

#### ***Step 2: Activate EOC; Provide Staff***

- If appropriate, request the activation of the OA EOC through the EOC Director/EOC Deputy Director
  - If the OA EOC is activated, determine if command and control will function within the EOC level
- Notify and request assistance from supporting departments

#### ***Step 3: Analyze Information and Determine Objectives***

- Gather information from:
  - Response personnel in the field
  - DOCs and the OA EOC, if activated



- Media (via broadcast, web information, blogs, print)
- State and Federal agencies, and Tribal Governments, as appropriate
- Determine incident management priorities
  - Assess situation based on current information
  - Determine critical resource needs
  - Develop overall incident objectives

**Step 4: Develop and Coordinate Incident Priorities**

- Establish incident priorities and critical resource distribution to include whole community response and recovery operations
- Facilitate logistical support and resource tracking
- Implement resource allocation decisions using incident management priorities
- Coordinate incident-related information
- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

**Step 5: Continue to Monitor, Track, and Inform**

- Maintain communication between field operations, the DOC, and the OA EOC
  - Provide frequent situation status reports to the DOC or to the OA EOC
- Notify and consult with subject matter experts from local, State, and Federal agencies, and Tribal Governments, as needed
- Continue to prioritize, acquire, and allocate critical resources
- Provide strategic coordination, as required
- Recommend deactivation when the OA EOC is no longer needed

**2.7.4 Deactivation/Demobilization**

Command and management activities will be deactivated when the need for additional agency coordination has diminished or ceased. Deactivation of the command and management activities may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the OA EOC Director/ EOC Deputy Director, or Policy Group, as appropriate. EOC staff are to follow the procedures outlined in the Riverside County Operational Area EOC Deactivation Plan.

### 3. Planning Assumptions

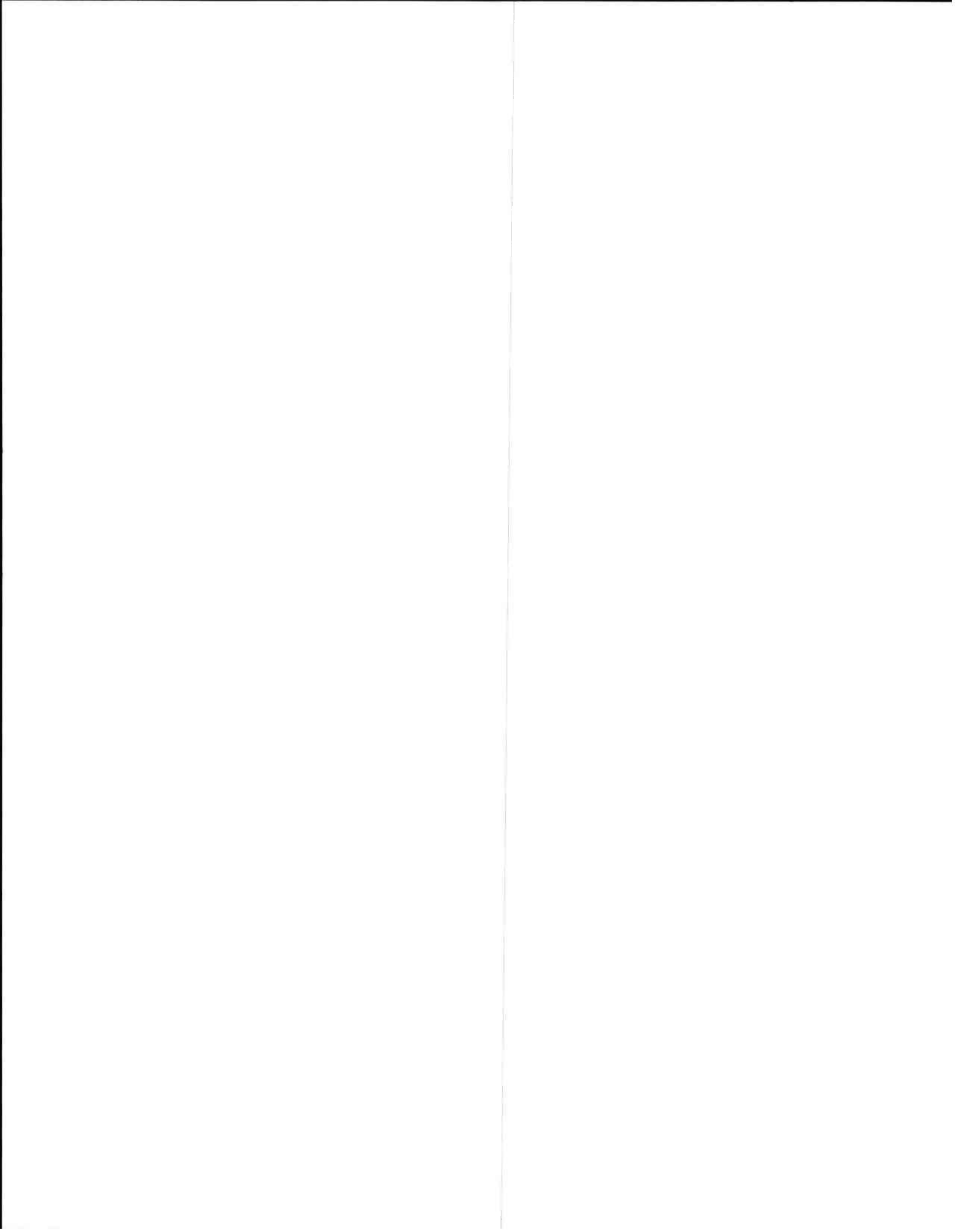
The following planning assumptions for the Command and Management Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting



under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same

- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs
- The County of Riverside Operational Area EOC and the alternate EOC will be tested annually if not activated for real-world events. After Action Reports (AAR)s / Corrective Action Reports (CAP)s from exercises and real-world events will be used to document, address, and track corrective actions and identify training needs





**Emergency Support Function 6:  
Mass Care, Housing & Human Services**  
County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.





## Riverside County EOP Emergency Support Function # 6: *Mass Care, Housing, & Shelter*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	County of Riverside Department of Public Social Services (DPSS)
<b>Supporting Agencies</b>	American Red Cross (ARC), the Salvation Army, Riverside County Sheriff's Department (RSD), Emergency Management Department (EMD), Riverside County Department of Animal Services (DAS), Riverside University Health System-Public Health (RUHS-PH), Riverside County Department of Environmental Health, Riverside County Office on Aging, Riverside County Department of Mental Health, Riverside County of Riverside Facilities Management, Riverside County Park and Open Space District (RCPOSD), Volunteers Active in Disasters (VOAD), Faith-based Organizations, Functional Assessment Service Teams (FAST), California Department of Social Services, and Operational Area cities

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
DPSS	<ul style="list-style-type: none"> <li>▪ Coordinate shelter operations</li> <li>▪ Coordinate feeding operations through procurement via the OA EOC, non-profits or other means</li> <li>▪ Coordinate the bulk distribution of personal care supplies</li> <li>▪ Coordinate the use and/or acquisition of translator services</li> <li>▪ Coordinate staffing plans for shelter workers and shelter managers with DPSS staff and/or ARC as appropriate</li> <li>▪ Provide Public Information Officer (PIO) with information to disseminate about mass care services</li> <li>▪ Staff the Riverside Mass Care and Shelter Branch positions in the Riverside County Operational Area (OA EOC) Operations Section</li> <li>▪ Coordinate utilization of non-profits such as American Red Cross (ARC) to provide or support mass care operations</li> </ul>



<p><b>Supporting Agencies</b></p>	<ul style="list-style-type: none"><li>▪ Provision of shelter facilities to include coordination with ARC, Riv. Co. Office of Education and or individual school districts</li><li>▪ Coordinate with Public Health and/or Behavioral Health (BH) for the provision of Medical/behavioral health services</li><li>▪ Coordinate family reunification planning with appropriate agencies such as ARC</li><li>▪ Coordinate with DAS for the provision of animal care or sheltering; coordinate with DAS for the provision of service animals at the shelter to include food, water, relief areas, etc.</li><li>▪ Coordinate social services and relief needs for the whole community from within DPSS divisions if appropriate; coordinate for provision of such with OA EOC VOAD Liaison</li><li>▪ Coordinate for the provision of all necessary mass care and shelter services as required, including but not limited to: identifying residents who have transportation needs, or other access and functional needs such as toilet lifts, durable medical equipment, translators, etc.</li><li>▪ Technical Assistance in the provision of support services in compliance with Americans with Disabilities Act (ADA) and other disability rights laws</li></ul>
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### 1.3 Purpose

The *Mass Care, Housing & Human Services Emergency Support Function* to the Riverside County Emergency Operations Plan (EOP) has been developed to coordinate actions to establish and assist responsible jurisdictions to meet the needs of victims displaced during a disaster, including food assistance, public information, transportation, clothing, non-medical and medical care, behavioral health, and sheltering, and family reunification. No part of this ESF is intended to supplant an agency's policies or procedures.

### 1.4 Scope

This ESF addresses temporary, short-term, and long-term needs during a disaster and the coordination of mass care through the Riverside County Operational Area Emergency Operations Center (OA EOC).

This ESF is intended to address the mass care and shelter needs of the whole community, including those with access and functional needs. Individuals who require emergency medical services or are medically fragile, may be sheltered at a general population shelter if feasible to do so. Public Health and other departments will be consulted to determine best placement for individuals requiring a higher level of care, with the interest and safety of the individual(s) and the shelter workers level of skill to provide such assistance, will be considered. In some cases, individuals requiring medical services and/or full-time caretakers may be sent to a licensed facility that can best support their needs, or to a site set up specifically for medical treatment. For the purposes of this ESF, mass care and shelter include:

- **Sheltering:** to include the designation of previously identified or unidentified shelter sites, the temporary construction of shelter facilities (e.g. tents or constructions), or the use of facilities in or outside the OA



- **Feeding operations:** including feeding workers and shelter residents through fixed facilities at or near the shelter, purchase of food from vendors, mobile feeding unit, and/or bulk food distributions. Considerations during feeding operations will include but not be limited to: dietary considerations of the individual(s), dietary considerations of shelter workers, access to resources, availability of resources, etc.
- **First aid and medical treatment:** Typically, during shelter operations, a Public Health Nurse or ARC nurse will be on site initially to determine if any individual needs or accommodations are required. A nurse will conduct an assessment to determine how to best meet the needs of the individual(s). If a nurse is not already on-site, a nurse can be requested to DPSS or during an OA EOC activation, requests will go directly to the Mass Care and Shelter Branch
- **Bulk distribution of emergency items:** to provide clothing, basic personal care items, and other essentials for people in the shelter that may have been evacuated without time to gather personal belongings. DPSS will facilitate collaboration amongst appropriate non-profit agencies via the VOAD Liaison in the OA EOC
- **Reunification Assistance:** to aid family members within the shelter population and other family outside the shelter who were separated at the time of the event. This may be using the Red Cross "Safe and Well" website or by other means

The Mass Care, Housing & Human Services Emergency Support Function activities and programs are implemented to assist individuals and households impacted by potential or actual disaster incidents. Additional assistance may be provided to ensure that immediate needs beyond the scope of the traditional "mass care" services provided at the local level are addressed. These services include but are not limited to: support to evacuees (including registration and tracking of evacuees); provision of aid and services to the whole community, including those with access and functional needs; evacuation transportation assistance, short or long-term sheltering, and coordination of emergency services for household pets and services dogs; support to medical treatment sites; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance.

In the recovery phase of the disaster, the following functions will be provided for shelter residents:

- **Housing:** including housing options such as rental assistance, repair, loan assistance, replacement, factory-built housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance. To the extent possible, DPSS will, in coordination with other appropriate agencies such as: Office on Aging, Facilities Management, Veteran's Services, Homeless Solutions Office, and other non-profit agencies such as ARC, will work to identify long-term housing solutions for those displaced by the disaster. The County Homeless Solutions Office also has procedures in place to assist with identifying and providing services to individuals who were pre-disaster homeless. In some cases, agencies have requirements for what services may be available. Refer to each agency for their individual assistance requirements. Short-term housing solutions may include acquisition of hotel vouchers or rental assistance, if available. Long-term housing solutions may include acquisition of housing through Facilities Management or non-profits; in a catastrophic disaster, such options as Federal Emergency Management Agency (FEMA) trailers or modular homes may be an option
- **Human Services:** to include the implementation of disaster assistance programs to help disaster victims recover their non-housing losses, including programs to replace destroyed personal



property, and help to obtain disaster loans, food stamps, crisis counseling, disaster unemployment, disaster legal services, support and services for individuals with access and functional needs (including their service animal), and other Federal and State benefits. In the case of assisting individuals with such services, each individual scenario may need to be considered based on services available

## 1.5 Policies

The following general policies apply and will guide Care and Shelter missions, activity, and support:

- This ESF is effective immediately upon approval
- All appropriate governmental and volunteer agency resources will be used as available
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation
- Priorities will be established for use of limited public transportation assets
- As much as possible, all agencies and organizations involved in the execution of this ESF will be organized, equipped, and trained to perform all designated and implied responsibilities contained in this ESF and its implementing instructions for both response and recovery operations
- All organizations are responsible for the development and maintenance of their own internal operating and notification procedures
- All organizations are responsible for filling any important vacancies; recalling personnel from leave, and, alerting those who are absent due to other duties or assignments
- Personnel designated as on-scene responders or representatives to the OA EOC should make prior arrangements to ensure that their families are provided for in the event of a disaster, so to ensure a prompt, worry-free response, and subsequent duty
- All agencies, departments and/or organizations involved in any aspect of the mass care and shelter functions for the County must be prepared to support the whole community approach
- It is the intent of Riverside County to provide equal access to all residents, visitors, businesses and tourists during a disaster and to the best of their ability, upon identification of specific needs or accommodation requests, to facilitate meeting such needs in a timely and professional manner



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

The Incident Commander, or the staff at the OA EOC, is expected to determine the need for opening shelters and commencing care and shelter operations based on the emergency that prevails. The American Red Cross (ARC) has been chartered under federal law to provide mass care to victims of natural disasters. The Riverside County OA will work closely with ARC and other volunteer disaster assistance organizations, to provide temporary shelter and essential life support services for people displaced from their homes. The ARC representative to the OA EOC may function as the ARC Liaison within the Operations Section, Mass Care and Shelter Branch. DPSS, as the County lead for mass care and shelter, shall remain ready to provide all aspects of services if ARC is determined to not be available.

- The DPSS and other private disaster assistance organizations may be called upon to:
  - Open and manage temporary shelters for the displaced population
  - Activate or organize shelter teams
  - Register those occupying public shelters
  - Provide feeding, first aid, and other support needs for those occupying temporary shelters; if services are not provided directly by DPSS, ensure coordination of such services
  - During extended shelter operations, activate a family reunification system in coordination with ARC or other non-profit agencies

The Volunteer and Donations Management function will be closely coordinated by the whole community unit and VOAD Liaison within the OA EOC, supported by the Logistics Section, to facilitate the distribution of donated items to individuals affected by the disaster. Generally, the County of Riverside does not directly accept or request donations; the County will however, facilitate the utilization of non-profits with experience in donations management, to request, accept, track and distribute such goods to affected individuals. The County of Riverside does not benefit from such donations and in cases where donated good remain after a disaster, the County should attempt to donate remaining items to the agencies who assisted with donations management or like organizations, who in-turn, utilize the donations to continue to assist disaster victims or others in the community.

In the County of Riverside there are several emergencies for which shelters may be required including but not limited to: earthquakes, floods, hazardous material accidents, and wildfires.

Sheltering for Riverside County evacuees will be coordinated through the Emergency Operations Center OA EOC. DPSS is responsible for shelter operations in the county or for coordinating such services with ARC; OA cites are responsible for shelters within their jurisdictions. A high percentage of evacuees will seek shelter with friends, relatives or find their own means of shelter rather than go to a public shelter. Typically, only 10%-20% of the affected population will seek public shelter. Evacuees will be provided with information on available shelters from the Public Information Officer through the Joint Information Center (JIC). Shelters will provide continuing information about the disaster situation to evacuees while in the shelter. Means of public information and/or alerting will be coordinated with the OA EOC Public Information Officer in conjunction with the County Joint Information System Plan.



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## **2.2 Primary Roles**

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### **2.2.1 Riverside County Operational Area Emergency Operations Center (OA EOC)**

During an activation of the OA EOC, countywide care and shelter functions affecting residents in the unincorporated areas, will be carried out through the OA EOC Mass Care and Shelter Branch; such services may be coordinated in order to support OA needs as well. The mission of the OA EOC Mass Care and Shelter Branch is to establish and coordinate support for field activities including shelter, mass feeding, animal care and assisting the community with any identified unmet needs. Service provision is also highly focused on meeting the needs of the whole community timely and professionally.



### **Overarching Responsibilities**

- Estimate the number and location of persons who will require services (i.e. sheltering, feeding, or the distribution of relief supplies)
- Decide which shelters, feeding, bulk distribution, disaster assistance, or other service sites to open and coordinate their opening
- Determine resource availability among supporting departments and agencies
- Request County support services through the EOC Operations Section
- Establish communication with shelter and other field sites
- Arrange for the distribution of food
- Establish physical and behavioral health services for people in shelters
- Animal Services as part of the Mass Care branch will coordinate animal services and shelters to include provision and care for service animals
- Coordinate site inspections with Environmental Health Department
- Provide situation status updates, including mass care and shelter information for public distribution via the Joint Information Center (JIC)

### **Care and Shelter Branch Positions**

- Care and Shelter Branch Director
- Mass Care Unit Leader
- Parks/Facilities Unit Leader
- Animal Care Unit Leader
- Public Health Nurse Unit Leader
- School District Liaison
- American Red Cross Liaison
- Whole Community Coordinator
- VOAD Liaison

## **2.3 Mass Care Operations**

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### **2.3.1 Shelter Operations**

#### **Initial Activities**

Typically, the decision to open a shelter is made when evacuations are or are likely to occur. Shelter selection will occur at the OA EOC in coordination with relevant partner organizations that may be providing the actual facilities; input from Incident Command may also be a factor in selecting a service site. Shelter sites will initially be selected from the list of approved shelter facilities based on the assumption that the public will want to be sheltered as close as possible to their neighborhood. The County utilizes sites identified in advance by ARC, through their National Shelter Site Survey system (NSS), for which sites have already been evaluated for ADA compliance. DPSS, as the lead agency for mass care operations will coordinate with ARC and other agencies, departments or non-profits to meet the needs of the whole community. The OA Mass Care Plan contains detail on the operational area's role and responsibilities during mass care events.





Following a major disaster that displaces a large population, the ARC may not initially have adequate local resources to operate all the shelter sites that may be required. Until they can mobilize their national response system (normally within 3-5 days), DPSS personnel will supplement their capability by staffing and running the necessary service sites, utilizing Disaster Service Workers (DSWs) and mutual aid resources if necessary. Once the ARC national disaster response program is fully mobilized, ARC may assume the lead role for shelter management functions and the Riverside County OA will transition to a supporting role.

### **Shelter Operations**

Shelter sites managed by personnel within the ARC system will report directly to the ARC government liaison or local ARC EOC Liaison, as established for larger events. Conversely, as Riverside County OA personnel are assigned to run shelters, these sites will then report to the Mass Care and Shelter Branch within the OA EOC. Extensive on-going communication is required between the shelter site(s) and the Mass Care and Shelter Branch in the OA EOC to ensure coordinated support for shelter operations and to avoid duplication when ordering resources. The general rule of thumb is that if ARC is managing a shelter, or if the site is being operated under the auspices of the ARC (i.e. using ARC trained shelter management staff), then the site is considered an “ARC shelter site” and the ARC assumes both the liability and cost of the operation. If DPSS is providing the site manager, then the site is considered a County operation. It is possible for ARC to provide a site manager and DPSS to provide shelter workers. In this case, if ARC is providing the site manager, it is considered an ARC shelter and DPSS assumes the support role.

### **Shelter Site Management Support**

Disasters that displace a limited number of people and require only a few shelters (2 or 3) that are only open a few days and are being managed through a partner agency, like ARC, may not require an elaborate site management support system. However, when a large disaster occurs that requires dozens of shelters, some staying open for several weeks, the establishment of a site management support system will be required. The support system will involve establishing roving shelter site support teams composed of experienced ARC and/or DPSS staff. If multiple shelter site support teams are developed, each team can serve a designated set of shelter sites.

The primary role of the shelter site support team is to go onsite and help less experienced shelter managers to resolve service delivery or operational problems. The support team can provide the on-the-job mentoring that first-time shelter managers may need to feel fully confident in their role. Support teams are encouraged to assess how the shelter is currently running and then work with the shelter manager if any operational adjustments are needed. Fast establishment of the shelter support system is especially important when a significant number of first-time shelter managers are assigned.

Functional Assessment Service Teams (FAST teams) are another aspect of field support. FAST teams consist of a group of people with expertise in identifying access and functional needs. Functional service needs within a shelter may include a need for durable medical equipment, assistive listening devices, or specific support services (e.g., mental health, personal care assistance, sign language or other language interpretation). FAST teams may be requested from the State through the mutual aid request process.

### **2.3.2 Feeding Operations**

As soon as possible, feeding programs will need to be established to serve people in shelters and to serve people in affected neighborhoods or at other congregate locations. The scope of feeding program activity is determined by the situation. If the impacts of the incident are limited in scope and the utility



systems, restaurant and retail food distribution networks are uninterrupted, the feeding program may be limited to providing meals, snacks, and beverages at shelters, or at other service delivery sites. In smaller shelter operations, the Salvation Army will typically prepare and deliver hot meals to shelter, or meals may be purchased directly from neighborhood commercial entities. In all cases, considerations are provided for those with dietary restrictions.

However, if the impacts of the disaster are widespread and include utility and private sector food distribution system disruptions, the feeding activity will be extensive and may involve fixed feeding sites, distribution of packaged food, or distribution of grocery store vouchers.

In large, widespread disasters, where the utility, transportation system and other infrastructure are disrupted, feeding programs will initially rely on pre-prepared, packaged meals that are shelf-stable, such as military meals-ready-to-eat (MREs), or commercial products such as "heater meals". As the utilities are restored, or when emergency field kitchens arrive from outside the area, the feeding program will shift from packed meals to freshly prepared hot meals. Considerations for those with dietary considerations will be a priority in all cases.

### **2.3.3 Bulk Distribution Operations**

Bulk distribution programs are designed to provide disaster victims with access to supplies and materials that are life-sustaining or support their recovery. Distribution programs also support the ability of people to continue to shelter-in-place at home, versus, evacuating to shelter sites, for necessities. The distribution programs may be required when normal retail distribution systems have been disrupted. As noted in the Transportation ESF, considerations and feasibility of providing shelter in place services may vary depending on incident size, scope and complexity. Numerous considerations must be evaluated to determine best means for providing these services when emergency conditions exist.

The Riverside County OA bulk distribution program described within the Mass Care, Housing & Human Services Emergency Support Function will integrate the distribution programs established by agencies such as Non-profit Food Banks within the county and Salvation Army and will supplement their activities and resources, when required.

#### **Points of Distribution**

Depending on the scope of damage and the areas of the County most heavily impacted, additional fixed distribution points at strategic locations may need to be established where the public can come to receive MREs and liters of water. The Federal Emergency Management Agency (FEMA) defines the sites as Points of Distribution (POD sites). PODs will distribute the commodities that FEMA and other relief entities provide to the local jurisdiction. POD sites generally have easy access to major streets, a large open paved area to park trucks or semi-trailers and off-load supplies, traffic flow in and out of the site, and potential for indoor storage. In this case, the County will rely on a multitude of agencies, departments and non-profits to coordinate delivery to residents who do not have transportation or who are unable to leave their homes; in some cases, the County may depend on individuals self-identifying that they are in need of distribution assistance as it not possible for the County to know the location of every resident who needs transportation or delivery assistance. This will be coordinated through multiple agencies, departments, non-profits and social media, network media, etc. Mobile supply distribution- where trucks can roam the impacted area and hand out items off the truck-allows relief supplies to reach people who lack the ability to come to fixed distribution points. It provides the opportunity to exercise some control over who accesses the materials because mobile supply distribution will target the worst impacted neighborhoods. In situations where some neighborhoods are impacted by the disaster and others are not, fixed distribution sites can make it difficult to control who



accesses the supplies. The bulk distribution program should be scaled back or discontinued once access to normal retail outlets are restored (generally as soon as utilities are restored, and roads reopened), so as not to inhibit economic recovery of the private sector.

## **2.4 Shelter Special Conditions**

### **2.4.1 Family Reunification**

The ARC Safe and Well website is setup to handle inquiries from family members, friends, and employers who want information on the status of persons in the affected area who either cannot be located. Persons affected by the disaster may register their well-being at the Safe and Well website (<https://disastersafe.redcross.org>). People without access to a computer or without electricity or connectivity can call the Red Cross, 1-800-REDCROSS, for help registering. Family and friends can then log on and search for registered individuals to learn of their whereabouts and safety. Registration may be offered at shelters, bulk distribution sites and emergency aid stations. Various social media and other Internet-based bulletin boards can also be used to search for and find separated family members. In addition to shelter lists and as part of the reunification process.

### **2.4.2 Support for the Whole Community, including individuals with access and functional needs**

Persons, who because of age, disability, language, or medical condition, may have access and functional needs within a shelter environment that need to be met before they can fully benefit from Care and Shelter services. The following are guidelines for meeting functional needs.



**Seniors and People with Disabilities and Others with Access and Functional Needs**

- Ensure the accessibility of disaster services, programs and facilities in compliance with Title II of the ADA, including accessible transportation to reach service sites
- Support the Whole Community approach by providing equal access and services at all shelters.

**People who are Medically Fragile or Dependent**

- Ongoing medical supervision for medically fragile persons required to evacuate to public shelter settings
- Support for health care facilities given the need to evacuate their medically fragile resident population (like-facility evacuation, alternate shelter facility, temporary infirmary, or medical needs shelter)

**Non-English-Speaking Persons**

- Provide interpretation and translation assistance at service delivery sites so that Non-English-speaking persons can convey needs and receive disaster information and services equally

**Children Separated from their Parent or Guardian**

- Children who present at a shelter who are unaccompanied, should be provided one on one supervision to ensure the safety of the minor. Guidelines for management of unaccompanied minors can be found in the Mass Care and Shelter Plan
- DPSS Children’s Services will assist with attempting to connect minor with parent(s) or legal guardians

**2.4.3 Housing Assistance Operations**

Riverside County Care and Shelter personnel will play a role with coordinating post-disaster housing plans and with the delivery of recovery assistance to disaster victims. Support will come from Non-Governmental Organizations and in the case of larger events, federal and state agencies will establish various assistance programs. DPSS will coordinate with the County of Riverside Facilities Management in the event long-term housing needs are identified.

**Temporary and Interim Housing**

The severity of the event and the availability of other/interim housing for shelter residents will dictate when shelter operations can conclude. In most emergencies, shelters will generally not be open for more than a week. Even in longer term operations, the shelter population tends to peak by the 7<sup>th</sup> day as shelter residents who can afford other housing or have family or friends with whom they can stay, will leave the shelter as soon as those arrangements are made.

Those remaining shelter residents are frequently persons with fewer resources who need more assistance. If multiple shelters are in operation following a large event, the process of closing operations will be a function of how quickly replacement housing is found. As noted earlier in this document, when housing needs are identified, the OA EOC Mass Care and Shelter Branch will facilitate working with other EOC positions or County departments to best support the needs of the remaining individuals. Outreach to departments such as DPSS adult and/or children services, Facilities Management, Housing, Veteran’s Services, Office on Aging, VOAD agencies, Homeless Solutions Office should be done to meet those needs.

**2.5 Information Flow**



The Mass Care, Housing & Human Services Emergency Support Function facilitates communication among multiple response levels during OA wide coordination of care and shelter information. The following provides an overview of the various coordination levels that maintain communication during a disaster event. The list below depicts the relationship of how information is collected and passed up from the field level to the OA EOC and from the OA EOC back to the field level.

- **Field Level - DPSS**
  - Assess and monitor the status of care and shelter systems
  - Implement resource and material assessment along with determination of facilities and necessary care
  - Submit frequent situation status reports to the OA EOC Mass Care Branch
  - Consult with Mass Care and Shelter Branch on matters that arise where further direction or guidance is required
  - Report/advise if individuals with unmet needs, access and functional needs concerns, etc. arise
- **OA EOC, Mass Care and Shelter Branch**
  - Gather information from field level ARC or DPSS shelter managers on a continual basis
  - Submit situation status reports to the Operations Section Chief
  - Disseminate cumulative EOC Situation Status reports to the field level
  - Develop objectives in the EOC Action Plan to include care and shelter assessments including expected needs of resources and appropriate facilities.
  - Coordinate with regional, state, and/or federal entities as necessary
  - Coordinate with Whole Community Coordinator and VOAD Liaison to facilitate meeting unmet needs of shelter residents
- **OA EOC Operations Section Chief**
  - Ensure EOC situational awareness of ongoing care and shelter status and issues
  - Exchange information about support operations, needed resources, and field situation status for projected multiple-operational periods

## **2.6 Organization and Structure**

### **2.6.1 Organization**

The Mass Care, Housing & Human Services Emergency Support Function receives support from numerous departments and agencies to ensure that OA -wide care and shelter information and activities are communicated and conducted in a coordinated manner to meet the needs of the whole community. The Mass Care and Shelter Branch of the OA EOC is the central location in which this coordination takes place during incident. The organization chart below depicts the relationship between the OA EOC Care and Shelter Branch, its' functional units, and the various involved departments, as well as its coordination within the EOC.





### 2.6.2 Care and Shelter Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved in the Mass Care, Housing & Human Services Emergency Support Function Entities needed to support Care and Shelter operations will vary and will be determined according to the needs of the event. Overall roles and responsibilities are as follows:

Position	Responsibility
<p style="text-align: center;"><b>DPSS</b></p>	<ul style="list-style-type: none"> <li>▪ Develop overall Riverside Care and Shelter service delivery plan</li> <li>▪ Develop initial resource requirement estimates needed to implement the service plan</li> <li>▪ Determine resource availability among Riverside Care and Shelter supporting departments and agencies</li> <li>▪ Process requests for unfilled resource needs (submit to the EOC)</li> <li>▪ Request County support services, such as post-earthquake structural inspections, site security, transportation, or communications supplies, through the EOC Operations Section</li> <li>▪ Assign staff to sites; ensure that worker health, safety and security needs are met</li> <li>▪ Establish communication with shelter and other field sites</li> <li>▪ Coordinate resource requests from field sites (ARC sites may make requests thru ARC)</li> <li>▪ Work with partner agencies to establish feeding programs at shelter sites</li> <li>▪ Arrange for feeding of shelter staff and population; considerations for dietary needs must be included. At the onset of feeding, request Environmental Health to inspect to ensure safety of food service</li> <li>▪ Coordinate the request of nursing and behavioral health services for people in shelters</li> <li>▪ Coordinate the request for opening of disaster pet shelters with RCDAS</li> <li>▪ Work with community and faith-based organizations that can support service delivery to meet the needs of the whole community</li> <li>▪ Collect and verify service delivery statistical information from field sites</li> <li>▪ Provide technical support and guidance to field personnel</li> <li>▪ Maintain communication with the field units and other OA EOC branches and units</li> <li>▪ Collect situation status updates and activity information from the Care and Shelter Branch</li> <li>▪ Keep other departments represented by liaisons at the OA EOC, updated on the status of care and shelter activities</li> <li>▪ Keep the Care and Shelter Unit Leaders updated with countywide situation assessments, response objectives, and other EOC reports (i.e., EOC Action Plans and policy decisions)</li> <li>▪ Monitor need for additional service sites</li> </ul>



Position	Responsibility
	<ul style="list-style-type: none"> <li>▪ Ensure Care and Shelter Unit Leaders have a countywide operating picture of the overall response</li> <li>▪ Expedite requests for resources that are submitted by the field units to the Mass Care and Shelter Branch to the OA EOC Logistics Section</li> <li>▪ Facilitate EOC support for the Mass Care, Housing &amp; Human Services Emergency Support Function operations</li> <li>▪ Submit policy level questions from the Mass Care and Shelter Branch to the Operations Section Chief</li> <li>▪ Act as a subject matter expert on Mass Care, Housing &amp; Human Services Emergency Support Function related activities for the Policy Group and other EOC staff</li> <li>▪ Identify and provide mass care and shelter services to the whole community</li> <li>▪ After a moderate to severe earthquake, work with operations chief in EOC to determine need to have shelter sites inspected for inhabitation use as a shelter</li> </ul>
<p><b>RIVCO Parks and Open Space District</b></p>	<ul style="list-style-type: none"> <li>▪ Determine status of Park and Open Space District facilities for shelter use</li> <li>▪ Identify Park and Open Space District staff to assist with shelter operations at shelter sites</li> <li>▪ Aid with site logistics and resources at Park and Open Space District sites</li> <li>▪ Provide recreation centers for use as shelter facilities when feasible</li> <li>▪ Locate space for outdoor sheltering</li> </ul>
<p><b>RIVCO Animal Services</b></p>	<ul style="list-style-type: none"> <li>▪ Assist in the evacuation of pets and the transportation of pets to identified animal shelter sites</li> <li>▪ Assist in the evacuation and transportation of service dogs to shelters with their owners</li> <li>▪ Assist with the needs (food, water, relief area identification) of service animals at public shelters</li> <li>▪ Establish and operate animal shelters</li> <li>▪ Contact other local animal care providers to assist and leverage additional resources</li> </ul>
<p><b>Emergency Management Department</b></p>	<ul style="list-style-type: none"> <li>▪ Activate the OA EOC</li> <li>▪ Assist in acquiring OA, Regional, State, and Federal resources, if requested</li> </ul>
<p><b>Riverside County Sheriff's Department</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate evacuations of residents</li> <li>▪ Provide data on the number of evacuated structures and population</li> </ul>





Position	Responsibility
<b>Riverside University Health System</b>	<ul style="list-style-type: none"> <li>▪ Provide basic medical screening and physical health support for people in shelters</li> <li>▪ Coordinate behavioral health (mental health) services for people in shelters as needed</li> <li>▪ Assist residents in obtaining required medications while in shelters; Coordinate or request refrigeration if necessary for such medications.</li> <li>▪ Leverage partner resources through coordination with Community Health Clinics</li> <li>▪ Activate medical mutual Aid Systems - DMAT Teams, State Disaster Healthcare Volunteers/DHV</li> <li>▪ Provide first aid supplies in shelters and first aid stations</li> </ul>
<b>Environmental Health</b>	<ul style="list-style-type: none"> <li>▪ Conduct environmental health monitoring of conditions in shelters</li> </ul>
<b>CAL OES</b>	<ul style="list-style-type: none"> <li>▪ Activate the Southern Region Emergency Operations Center (REOC) as needed</li> <li>▪ Receive a damage report (Situation Status Report) that includes damage, incapacitation, closure of facilities and of major roads; casualties sustained on construction and engineering systems in the Riverside County OA</li> <li>▪ Prepare, coordinate, and communicate regional emergency information, response activities, resources, and construction and engineering capabilities available to respond to the construction and engineering needs for the Riverside County OA</li> </ul>
<b>State and Federal Care and Shelter Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide access to State and Federal resources and agencies, including The California Department of Social Services (CDSS), which has overall responsibility for coordinating state-level support for Mass Care and Shelter activities</li> <li>▪ Provide background, technical, and/or scientific information relative to a disaster event requiring mass care and sheltering</li> <li>▪ Provide federal assistance with FEMA as the coordinating agency for mass care and shelter at the federal level, to include support for emergency shelters, feeding, distribution of supplies, first-aid, welfare inquiry and interim housing</li> </ul>



Position	Responsibility
<p style="text-align: center;"><b>Non-Profit Organizations and Private Sector</b></p>	<ul style="list-style-type: none"> <li>▪ Work as community partners to help meet care and shelter needs</li> <li>▪ Provide shelter management expertise</li> <li>▪ Open, staff and operate emergency shelters when requested</li> <li>▪ Support shelters with resources as available</li> <li>▪ Assist with transition of residents out of shelters into interim or more permanent housing when feasible</li> <li>▪ Provide trained shelter management and operations personnel, including trained community volunteers to support shelter operations if requested</li> <li>▪ Provide basic operational supplies when requested:               <ul style="list-style-type: none"> <li>○ Cots and blankets</li> <li>○ Comfort kits/toiletries</li> <li>○ Signage and forms</li> <li>○ Food service resources (vendor contracts)</li> <li>○ Bulk distribution items</li> </ul> </li> <li>▪ Activate the Emergency Assistance Program (for families and individuals) – including casework, financial assistance, and/or vouchers for replacement items</li> <li>▪ Help fill/support resource gaps (especially housing and feeding – i.e., hotels, etc.)</li> <li>▪ Assist in providing facilities for shelters (hotel space, auditoriums, clubs and lodges)</li> <li>▪ Assist in meeting identified unmet needs of the whole community to include acquisition of durable medical equipment, access and functional needs resources, etc.</li> </ul>

## 2.7 Notification and Activation

### 2.7.1 Notification

Given an event that requires some level of anticipated or actual care and shelter response within Riverside, the Department of Public Social Services, will determine which elements of the Mass Care, Housing & Human Services Emergency Support Function will be implemented. Notification will then be issued to all relevant supporting Care and Shelter partner organizations, and to any additional county departments, or community organizations as needed. Notification will be issued through the most appropriate communications equipment for the event requirements. Notification will detail event information, reporting instructions and any relevant coordination information. Upon notification of an event, the Department of Public Social Services will begin planning efforts to include:

- Identifying potential response/resource requirements and needs
- Placing relevant personnel on standby or mobilizing

### 2.7.2 Activation

The activation of the OA EOC Care and Shelter Branch and corresponding activities coincide with an activation of the OA EOC. The extent of activation and needed positions will be directly correlated



with the needs and scope of the event (e.g. during a small, uncomplicated event only certain positions may be activated, while a large-scale event may require the activation of all positions). Conditions in which the Mass Care and Shelter Branch of the OA EOC may be activated include:

- During an event (natural or manmade) of such magnitude that the need for countywide care and shelter coordination is self-evident
- During any event that requires close coordination and monitoring of Riverside County OA care and shelter systems to guarantee successful event management
- When there are unmet community needs that warrant further coordination of county departments and non-profit agencies

***Step 1: Establish the Care and Shelter Branch***

- Review preliminary incident data
- Notify the relevant care and shelter partner organizations
- Provide representation at the OA EOC if activated

***Step 2: Gather and Analyze Information***

- Based on the level of care and shelter needs involved, develop an initial plan for providing services based on the Mass Care and Shelter Plan
- Obtain from the OA EOC the:
  - Estimated number of people requiring shelter support
  - Estimated number of people requiring feeding at Mass Care sites to include staff and residents
  - General areas (neighborhoods) with significant numbers of displaced households
  - Number, location and sequence of service sites or shelters to be opened
  - Identify where residents may bring their animals
  - Designate lead agencies for each site
- Determine the availability of partner agency resources (facilities, personnel, supplies and equipment)
- Determine the number of ARC, DOPH staff and other DSWs available for assignment to support sheltering activities
- Identify expected resource shortfalls
- Discover where spontaneous shelters may have opened (sites operated independently from ARC or the Riverside County OA) and decide how to best support or transition those services to existing County-run shelters
- As residents arrive at a shelter, identify any access and functional needs, dietary considerations, medication needs, transportation requirements to ensure the needs of the whole community are met
- Provide Care and Shelter representatives in the OA EOC with regular situation status updates



**Step 3: Obtain and Deploy Resources**

- Begin to implement service plan
- Mobilize care and shelter personnel and resources from partner agencies or DPSS
- Work with the ARC to ensure that qualified shelter management teams are identified for each site; DPSS may also utilize their trained shelter managers if ARC is not available
- Request supplies, equipment and specialized services through the following:
  - Supporting departments, or partners (from inventory or through a vendor)
  - The OA EOC (through another Riverside County OA Dept. or through the EOC Logs Section)
  - State and federal agencies (via the EOC Logistics Section)

**Step 4: Coordinate Response**

- Open shelter and other service delivery sites
- Ensure that all care and shelter site managers are provided with communication equipment (cell phone or handheld radio) for required coordination with the Mass Care and Shelter Branch
- Coordinate with OA EOC Public Information to ensure incident updates are provided periodically to residents through briefings
- Get feeding and beverage services going at shelters as soon as possible and build up the provision of other basic services as needed:
  - Emergency first aid (physical health support)
  - Behavioral health support
  - Support with access and functional needs (durable medical equipment, etc.)
  - Security
  - Environmental health inspections, etc.
  - Coordinate the opening/closing of shelters with OA EOC Operations Section Chief
  - Expand current sheltering and field response capacity as needed
  - Develop feeding capacity and response
  - Based on demand, setup bulk distribution, outside of the shelter system, for potable water, food (MREs), ice, clothing, sanitary items and other basic life sustaining supplies

**Step 5: Continue to Monitor, Track, and Inform**

- Monitor overall implementation of the service delivery plan
- Ensure all shelter sites report current situation status daily:



- Number of beds currently occupied
- Number of beds currently available
- New registrations in the last 12 hours
- Number of meals fed in the last 12 hours.
- Receive and respond to resource or information requests from shelter and field sites
- Identify potential breakdowns in coordination and support and intervene accordingly
- Provide ongoing situation reports to the OA EOC on care and shelter status
- Conduct periodic OA EOC Mass Care and Shelter Branch briefings to identify and resolve issues
- Update situation information
- Revise service delivery plan
- Determine future needs

### **2.7.3 Deactivation & Demobilization**

These terms deactivate and demobilize overlap in meaning and are often used interchangeably. The difference between them is, deactivate refers to stopping a function (deactivate sheltering), whereas demobilize refers to ceasing and returning resources including staffing (demobilize shelter supplies and staff).

The activities and operations described within the Mass Care, Housing, & Human Services ESF will be deactivated when the need for care and shelter response coordination has ceased. Deactivation may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the Department Operations Center, EOC Manager, or EOC Operations Section Chief, as appropriate. Staff should also decide on any triggers to deactivation or demobilization. After the decision to deactivate has been determined, the following activities may be necessary to coordinate:

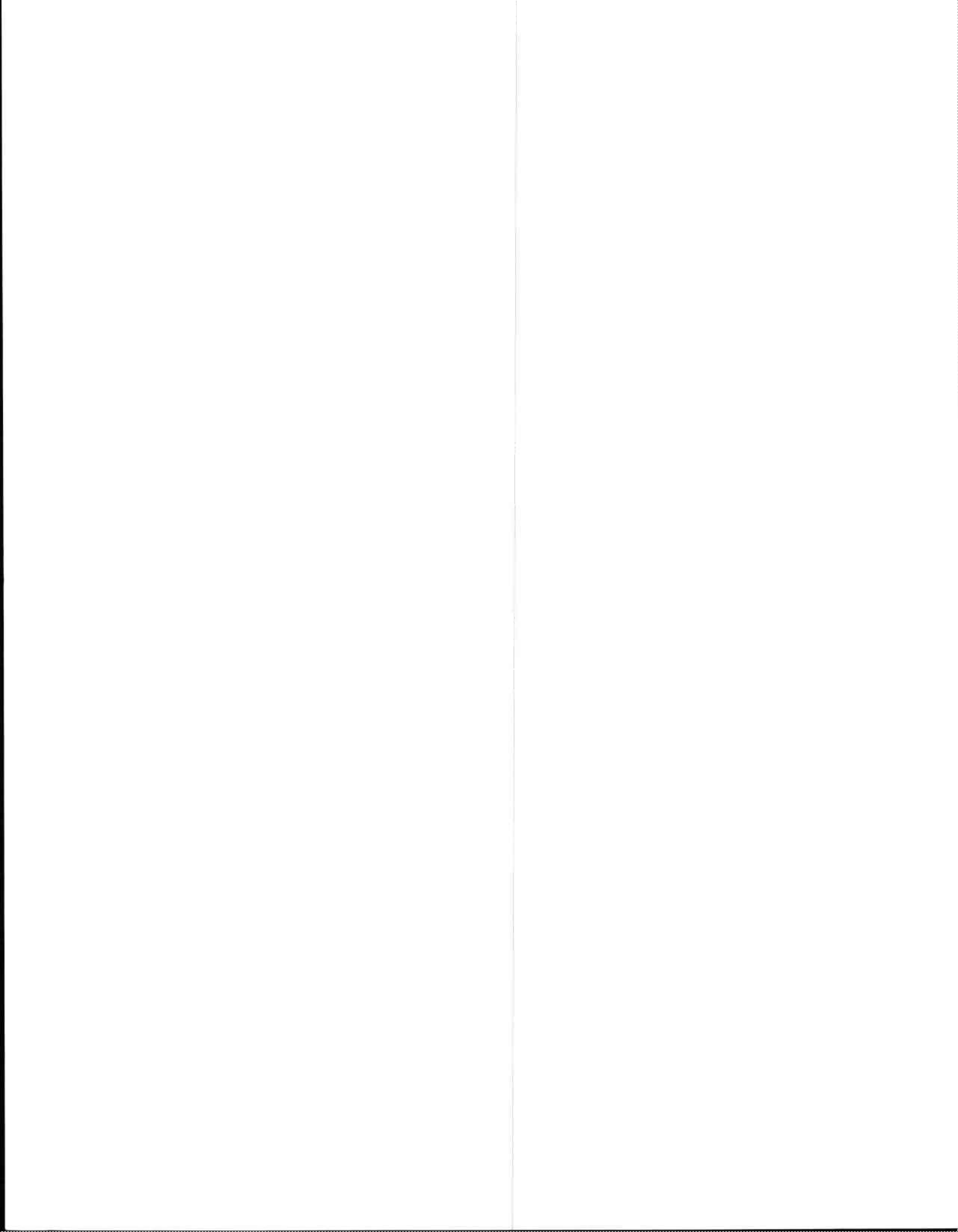
- Prepare documents for financial reimbursement;
- Complete or transfer remaining Mass Care, Housing & Human Services Emergency Support Function responsibilities to the appropriate department(s)
- Provide deactivation information to all involved supporting Mass Care, Housing & Human Services Emergency Support Function departments
- Plan for resources need to demobilize assets including conduct inventory, return to owner, properly dispose of consumed supplies, and replenish resources
- Demobilize staff and their equipment
- Coordinate deactivation activities with the OA EOC
- Ensure that a debrief is held between key staff, volunteers, and involved Riverside County OA departments
- Continue ongoing efforts for reunification as necessary.



### 3. Planning Assumptions

The following planning assumptions for the Mass Care, Housing & Human Services Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same;
- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use;
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations;
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws;
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area;
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance;
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency.
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs.





# **Emergency Support Function 7: Logistics**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.





# Riverside County EOP Emergency Support Function # 7: Logistics

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Central Purchasing & Fleet Services (CP)
<b>Supporting Agencies</b>	Emergency Management Department (EMD), Riverside County Information Technology (RCIT), Animal Services, Department of Public Social Services (DPSS), Riverside University Health System-Public Health (RUHS-PH), Environmental Health, Transportation and Land Management Agency (TLMA), Sheriff's Department, , Riverside University Health System-Medical Center (RUHS-MC), Riverside County Human Resources Department, Parks and Recreation, Flood Control, Office on Aging, Agriculture, Commissioners, Waste Management, Veterans Affairs, California Office of Emergency Services (Cal OES), State of California Department of Public Health (CDPH), Centers for Disease Control and Prevention (CDC), U.S. Department of Health and Human Services (HHS), CA Grocer's Association, Business Executives for National Security (BENS), Private Transportation Partnerships, Non-Governmental Organizations (NGOs), Businesses

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
CP	<ul style="list-style-type: none"> <li>▪ Coordinate with supporting departments for resource assessments and acquisitions; maintain awareness of what resources are available within county departments</li> <li>▪ Review resources including personnel, supplies, and equipment allocation</li> <li>▪ Obtain resources that are not provided by the OA Emergency Operations Center (OA EOC) sections or other departments through procurement, contracts, Memorandums, etc.</li> <li>▪ Initiate mutual aid for necessary resources</li> </ul>



<p><b>Emergency Management Department</b></p>	<ul style="list-style-type: none"> <li>▪ Conduct an annual gap analysis to establish resource management objectives, and identify and prioritize resource needs and shortfalls</li> <li>▪ Activate the OA EOC</li> <li>▪ Provide direction and oversight to all OA EOC sections, branches, and units</li> <li>▪ Establish OA EOC staffing requirements</li> <li>▪ Serve as EOC subject matter experts and advise departments on EOC operations</li> </ul>
<p><b>CP and Supporting Agencies</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate mutual aid resource requests and act as a main conduit for mutual aid resources</li> <li>▪ Coordinate provision of adequate essential facilities for the response effort</li> <li>▪ Coordinate and purchase needed resources that are available through their normal department processes</li> <li>▪ Coordinate the allocation of fuel resources, maintenance, and repair of vehicles and direct fleet management</li> <li>▪ Coordinate activities conducted by the Donations Management Unit for donated goods and services</li> <li>▪ Coordinate volunteer resources</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Resources stored for emergencies are in locations designated by each department/division for their respective disaster function/responsibilities. Storage requirements and policies will be based on the manufacture's / vendor's recommendations and/or CDC, CDPH, HHS, or Cal OES guidelines</li> <li>▪ Each department/division is responsible for maintaining and testing resources assigned to their respective disaster function/responsibilities and in accordance to the manufacture's / vendor's recommendations and/or CDC, CDPH, HHS, or Cal OES guidelines</li> <li>▪ Each department/division is responsible for recording and tracking the maintenance, repair, and testing of resources assigned to their respective disaster function/responsibilities</li> </ul>



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### 1.3 Purpose

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The purpose of the Logistics Emergency Support Function (ESF) to the Riverside County Operational Area (OA) is to coordinate and support the resource management process and acquisition that plans, implements, and controls the efficient, effective flow of goods, services, and related information from the point of origin to the point of consumption. It does this in a unified manner to meet emergency requirements involved in emergency response and recovery phases.

### 1.4 Scope

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The Logistics ESF primarily addresses protocols, processes, and systems for requesting resources that are outside the standard practices of pre-existing discipline-specific mutual aid agreements. For this document, a “resource” is defined as “*personnel, teams, equipment, facilities, and supplies needed to achieve an identified task.*” The guidance provided in this ESF is based on the principles of the National Incident Management System (NIMS) Resource Management Processes and the Riverside County (OA) specific principles in the following areas:

- Identification of Resource Management Requirements and Resource Needs
- Inventory of Resources
- Storage of Resources
- Maintenance of Resources
- Testing of Resources
- Mobilizing and Dispatching Resources
- Ordering and Acquiring Resources
- Resource Tracking and Reporting
- Donations Management
- Recovery and Demobilization
- Reimbursement
- Certification and Credentialing
- Training and Exercises



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

The CP and supporting departments will use the ESF to coordinate resource coordination and prioritization during an emergency incident where resource needs may exceed the capacity of the County and OA. Procedures pertaining to this function do not pre-empt or nullify existing CP functions as they operate within the ICS.

As established in the NIMS, resource management is based on four guiding principles:

- The establishment of a uniform method of identifying, acquiring, allocating, and tracking resources
- The classification of kinds and types of resources required to support incident management
- The use of a credentialing system linked to uniform training and certification standards
- The incorporation of resources from non-traditional sources, such as the private sector and nongovernmental organizations

Resources are inventoried and categorized by kind and type, including their size, capacity, capability, skills, and other characteristics. Mutual aid partners exchange information about resource assets and needs. Standardized procedures are used to:

- Identify resource requirements and needs
- Store, maintain, and test resources
- Order, acquire, and track resources
- Mobilize resources
- Dispatch resources prior to and during emergencies
- Demobilize, recall, or return resources during and after emergencies

The purpose of resource tracking and reporting is accountability. Resource accountability helps ensure responder safety and effective use of incident resources. As incident objectives are reached, resources may no longer be necessary, and the recovery and demobilization process begin.

Recovery may involve the rehabilitation, replenishment, disposal, or retrograding of resources, while demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. After the incident concludes, any agreed upon reimbursement is made.

The Logistics ESF is one component of a comprehensive, countywide emergency management program. This ESF incorporates a blend of protocols to maintain compliance with Federal and State planning guidelines and local practices that follow NIMS, the Standardized Emergency Management System (SEMS), and ICS principles.

During an activation of the OA EOC, the Logistics Section will utilize the Logistics ESF in coordination with the OA EOC Operations Section and Resource Status Unit in the Planning and



Intelligence Section. When the OA EOC is not activated, each Department Operations Center (DOC) Logistics Section will utilize the Logistics ESF.

When necessary, a Multi-Agency Coordination (MAC) Group will be activated and organized to support resource needs the County of Riverside has for effectively mitigating the incident. Multi-agency coordination is important for the establishment of priorities, allocating critical resources, developing strategies for response, information sharing, and facilitating communication.

Response coordination and management of MAC related support functions typically occur in the OA EOC and does not require formal activation.

This Concept of Operations outlines the following elements of the Logistics ESF:

- Concept of Operations
- Resource Management Primary Roles
- Resource Management Operations
- Organization and Structure
- Notification and Activation
- Response Actions
- Deactivation Procedures

## 2.2 Resource Management Primary Roles

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### 2.2.1 Incident Command Post (ICP)

At the ICP, the Incident Commander will be responsible for managing logistics operations in the field and will coordinate resource requirements and requests with the ICP Logistics Chief or DOC Logistics Sections.

### 2.2.2 Department Operation Center (DOC)

A DOC is an operational/logistical entity designed to serve as a departmental coordinating body in support of incident management. Its broad function is to maintain internal department operations—e.g., continuity of operations (COOP) and continuity of government (COG)—and when necessary, to contribute to countywide response through communication and coordination.

All departments participating in an emergency response, in addition to being represented in the OA EOC, may activate a DOC to facilitate the coordination of department operations and resource management. As outlined in the following sections, the resources of the department remain the asset of the department as well as a shared asset of the EOC Branch / Section where it is assigned.

Therefore, each department (or DOC, if applicable) is responsible for utilizing, acquiring, and managing their emergency resources before, during, and after an emergency. Common DOC/department resource management assets include existing supplies and equipment, facilities (including storerooms and warehouses), inventory control functions, procurement functions (staff and vendor relationships), cost accounting and accounts payable procedures and



personnel. Where these resources are no longer available, a resource request can be submitted through the DOC to their OA EOC representative in the OA EOC Operations Section.

DOCs are responsible for initiating requests through their existing discipline-specific mutual aid agreements. When additional resources are needed in support of invoking mutual aid, a resource request can be submitted through the OA EOC.

### **2.2.3 OA EOC Logistics Section**

EMD is responsible to ensure the OA EOC Logistics Section is activated when resources to support the incident are required. Because life-safety takes priority during a response effort, resources will address efforts for life-safety and evacuation first, incorporating the capabilities of supporting agencies to provide essential resources to support this function. Providing equal access to the whole community, including those with access and functional needs, is and shall remain a top priority for the County, its employees, contractors, and partners.

#### **Logistics Section Chief**

Functioning within the OA EOC Logistics Section, the Logistics Section Chief will ensure the following actions:

- Acquire and deliver resources requested by any OA EOC Section
- Allocate scarce resources consistent with OA EOC Action Plans; in some cases, activation of the Policy-level Multi-Agency Coordination System (MACS) may be necessary
- Record and track the status of resource requests processed through the OA EOC Logistics Section
- Coordinate with the OA EOC Planning Section regarding resource status and requirements for the next operational period pursuant to ICS
- Coordinate with the OA EOC Planning and Finance and Administration Sections to ensure OA EOC resource acquisitions and issuance are documented for reimbursement
- Support recovery activities including demobilization, restoration of services, and Continuity of Government, as directed

#### **Facilities Unit**

- Locate and coordinate use of public facilities, private facilities, or Staging Areas required to support the disaster response
- Coordinate the relocation of workspace for essential Riverside County staff displaced by the disaster, including relocating or leasing office furniture or equipment and configuring the workspace, as appropriate
- Support requests to locate and rent or lease alternate locations for the OA EOC/DOCs when they are forced to relocate due to damage or space limitations
- Coordinate pre-occupancy environmental inspections
- Locate space for feeding and housing requirements as requested
- Ensure acquired buildings are returned to their original state when no longer needed



### **Personnel Unit**

- Coordinate the acquisition, tracking, basic orientation/training, and support of additional Disaster Service Workers (DSWs), which include Riverside County response personnel in non-DOC departments and convergent volunteers
- Identify and register convergent volunteers
- Establish a list of DSWs and convergent volunteers based on occupational skills, experience, and certification to use for response and recovery efforts
- Ensure that DSWs and convergent volunteers are provided with food and shelter and other support while in the jurisdiction on assignment
- Document any injuries, accidents, or other personnel-related incident reports

### **Supply Unit**

- Coordinate the procurement of resources
- Oversee the procurement and allocation of supplies and materials not normally provided through discipline-specific mutual aid channels (e.g. food, water, fuel)
- Expedite delivery of supplies and materials, as required
- Maintain a system to collect, track, and provide shipment information for resource requests received by the Logistics Section
- Work with other sections and branches to forecast and identify material and equipment shortfalls and pre-identify vendors and other sources
- Coordinate with the Finance and Administration Section Chief to manage the collection and maintenance of cost and other procurement data

## **2.2.4 OA EOC Planning and Intelligence Section**

### **Resource Tracking Unit Leader**

- Launch the Resource Tracking Log and establish Resource Order inbox placement and files
- Ensure enough Resource Order Forms are available for all OA EOC sections
- Track all Resource Orders submitted to OA EOC and provide/request status reports as directed by the OA EOC Logistics Chief

### **2.2.5 EOC Finance and Administration Section**

- Collect copies of all documents regarding the OA EOC activation
- Track and report personnel costs for the OA EOC
- Provide incident response cost tracking codes
- Assist in the long-term recovery operations

### **2.2.6 Supporting Roles**





All county departments are responsible for emergency resource management and providing resource management support to their DOCs as required by an emergency event. Situational updates, reports, and requests will be coordinated through the Logistics Section Chief with supporting departments so that priorities can be identified that lead to unified response efforts for restoration of Riverside County operations. Each supporting department maintains its authority and is responsible for providing resources, personnel, equipment, facilities, technical assistance, and support.

### **2.2.7 State and Federal Assistance**

The following is a description of the flow of requests and assistance from state or federal agencies:

- The Incident Command/Unified Command identifies resource requirements and communicates needs through the Area Command (if established) to the OA EOC for resources outside of their normal ordering process. The OA EOC fulfills the need or requests assistance through assistance agreements with private sector and nongovernmental organizations
- In most incidents, local resources and local mutual aid agreements and assistance agreements will provide the first line of emergency response and incident management. If the State cannot meet the needs, they may arrange support from another State through an agreement, such as the Emergency Management Assistance Compact (EMAC), or through assistance agreements with nongovernmental organizations
- If additional resources and/or capabilities are required beyond those available through interstate agreements, the Governor may ask the President for Federal assistance. Some Federal agencies (Environmental Protection Agency, etc.) have statutory responsibility for response and may coordinate and/or integrate directly with affected jurisdictions
- Federal assistance may be provided under various Federal authorities. If a Governor requests a disaster declaration, the President will consider the entirety of the situation including damage assessments and needs. The President may declare a major disaster (section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act)
- The Joint Field Office is used to manage Federal assistance (technical specialists, funding, and resources/equipment) that is made available based on the specifics and magnitude of the incident. In instances when an incident is projected to have catastrophic implications (e.g., a major hurricane or flooding), States and/or the Federal Government may position resources in the anticipated incident area
- In cases where there is time to assess the requirements and plan for a catastrophic incident, the Federal response will be coordinated with State, tribal, and local jurisdictions, and the pre-positioning of Federal assets will be tailored to address the specific situation

## **2.3 Resource Management Operations**

### **2.3.1 Management Operations**



The Incident Commander (IC) is responsible for managing emergency resources at the incident site and shall be assisted by a staff skilled in the tasks to be performed and resources committed to the operation. The ICS structure includes a Logistics Section, which is responsible for obtaining and maintaining personnel, facilities, equipment, and supplies committed to the emergency operation. The IC will determine the need to establish a Logistics Section. The IC assumes responsibility for related position specific operations until ICS position(s) is filled. This decision to expand and fill ICS specific positions is usually based on the size, anticipated duration, and complexity needed to support the incident.

If the OA EOC is activated, the IC shall continue to manage emergency resources committed at the incident site. The OA EOC shall monitor the state of all resources, manage uncommitted resources, and coordinate with the IC to determine requirements for additional resources at the incident site. Departments and agencies involved in emergency operations that require additional resources should use the resource request form to communicate their requirements to the OA EOC. Departments requiring additional resources should record expenditures of goods, services, and personnel per the procedures of the appropriate Finance Department.

If additional resources are required, the IC should coordinate with the OA EOC to:

- Activate and direct dispatching / deployment of resources to the incident site
- Purchase, rent, or lease supplies and equipment
- Contract for necessary services to support emergency operations
- Commit such resources to the IC to manage

If the County resources above are inadequate or inappropriate for the tasks to be performed and regional resources have been depleted, the EOC Deputy Director or designee shall prepare a request for state assistance to be forwarded to the California Office of Emergency Services (Cal OES) Southern Region Emergency Operation Center (REOC).

### **2.3.2 Returning Resources**

**When resources are utilized for an incident, it is incumbent upon the requesting agency to return that resource to its full capability before returning it. In the case of disposable items, the requesting agency shall ensure such commodities are disposed of in accordance with all local, state, and federal laws.**

### **2.3.3 Expendable Resources**

Resources such as water, food, fuel, and other one-time-use supplies must be fully accounted for. Restocking occurs at the point from which a resource was issued. Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization. Waste management is of special note in the process of recovering resources, as resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.



**2.3.4 Recovery**

Recovery involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, disposed of, and/or retrograded.

**2.3.5 Demobilization**

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. As stated earlier, demobilization planning should begin as soon as possible to facilitate accountability of the resources. During demobilization, the Incident Command and MAC elements coordinate to prioritize critical resource needs and reassign resources (if necessary).

**2.4 Organization and Structure**

**2.4.1 Organization**

The Logistics ESF is supported by all levels of the emergency response starting with the Incident Command Post (ICP) to DOCs, to the OA EOC Logistics and Planning and Intelligence Sections.

**2.4.2 Resource Management Responsibilities**

The following table identifies the overall roles and responsibilities of each entity that may be involved with resource management. Entities needed to support resource management operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>County/OA Entities</b>	
<b>Central Purchasing</b>	<ul style="list-style-type: none"> <li>▪ Receive, review and track resources requests in the OA EOC</li> <li>▪ Obtain resources that cannot be provided by OA EOC Operation Sections or other departments through county departments, contractors, memorandums, or other means</li> <li>▪ Collect projected resource needs from the OA EOC sections to develop pro-active resource ordering strategies</li> <li>▪ Coordinate with the OA EOC Finance and Administration Sections to ensure OA EOC resource acquisition and issuance are documented for reimbursement</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
	<ul style="list-style-type: none"> <li>▪ Initiate non-discipline-specific mutual aid to supplement resource as requested</li> </ul>
<b>Incident Command</b>	<ul style="list-style-type: none"> <li>▪ Managing resource management operations in the field</li> <li>▪ Coordinate resource requirements and requests with the Resource Status Unit Leader</li> </ul>
<b>Resource Status Unit Leader</b>	<ul style="list-style-type: none"> <li>▪ Acquire and deliver resources requested by the OA EOC Planning and Intelligence Section</li> <li>▪ Record and track the status of resource requests processed through the OA EOC Planning and Intelligence Section</li> </ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"> <li>▪ Managing all radio, data, and telephone needs of the OA EOC</li> <li>▪ Obtaining all materials, equipment and supplies to support emergency operations</li> <li>▪ Coordinating management of facilities used during disaster response and recovery</li> <li>▪ Coordinate the provision of logistical support for the OA EOC</li> </ul>
<b>Facilities Unit</b>	<ul style="list-style-type: none"> <li>▪ Coordinate and oversee the management of and support to the OA EOC and other essential facilities and sites used</li> <li>▪ Coordinate with other OA EOC Units for support required for facilities</li> <li>▪ Support activities for restoration of disrupted services and utilities to County facilities</li> <li>▪ Close out each facility when no longer needed</li> </ul>
<b>Personnel Unit</b>	<ul style="list-style-type: none"> <li>▪ Coordinate DSW and volunteer resources from departments that do not have a DOC</li> </ul>
<b>Procurement Unit</b>	<ul style="list-style-type: none"> <li>▪ Coordinate and purchase needed resources</li> </ul>
<b>Non-Profit Organizations and Private Sector</b>	<ul style="list-style-type: none"> <li>▪ Provide basic operational supplies to support the incident</li> <li>▪ Work as community partners to help meet resource needs</li> <li>▪ Provide in-kind support (donations) for the benefit of affected residents</li> </ul>



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## 2.5 Notification and Activation

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### 2.5.1 Notification

Initially, the OA EOC Deputy Director will notify departments of an event and an activation of the OA EOC. Notification to support agencies can be communicated via phone, e-mail, and will provide a situation update and reporting instructions for reporting to the EOC.

### 2.5.2 Activation

The Riverside County Emergency Management Department Duty Officer (EMD) or OA EOC Deputy Director may implement this ESF when an event is anticipated or has occurred within Riverside County OA. The scope and type of the emergency and the associated response will be determined at the time of activation.

Elements of the Logistics Emergency Support Function implementation may begin prior to an official notification from the Riverside County EMD Duty Officer or OA EOC Deputy Director when the EMD is alerted to a planned or unplanned event through a department that requests resource management support. If this occurs, notification to the EMD Duty Officer should be timely to provide situational awareness and to determine the need activate the OA EOC.

#### ***Step 1: Identify Resource Requirements***

The need for resources may be identified at any ICS level and will filter up the chain of command, from ICPs to DOCs. DOCs may allocate available resources in coordination with the ICP Logistics Section Chief. DOCs unable to fill department resource requests may call the term contract vendor or a non-term contract vendor if no term contract exists, to acquire resources. DOCs that cannot find a vendor to provide the needed item may submit a resource request to the OA EOC Operations Section for fulfillment of that request. When the OA EOC has not been activated, DOCs may request resources from another DOC, department, Mutual Aid Agreement, or countywide contract.

Departments that require additional resources but do not have representation through an ICP or DOC may submit resource requests directly to the appropriate branch in the OA EOC Operations Section.

#### ***Step 2: Requesting Resources***

Resources acquired through a DOC are dispatched / deployed to the designated area, without going through the OA EOC Logistics Section. Resources that cannot be acquired in this manner may be acquired through the OA EOC Logistics Section:

- The Incident Commander assesses and identifies needs that cannot be filled by and makes a request through the DOC
- The DOC contacts their department representative in the OA EOC Operations Section
- The OA EOC Operations Section coordinates resource acquisition and dispatch /



deployment to the staging area (or designated delivery location), prioritizes resource requests, and tracks resources

- If the OA EOC Operations Section cannot fill the request and follows the resource request ordering process, then the request is sent to the OA EOC Logistics Section, which conducts the following:
  - Identifies methods to fulfill request
  - Addresses conflicts in resource dispatch / deployment
  - Reports the status of the request and/or the status of resource acquisition if a resource is unavailable

Resource requests must be submitted to the OA EOC Logistics Section on a completed Resource Order Form. Completed Resource Orders must have as much information as possible to ensure the appropriate resource is obtained and delivered to the designated location.

The EOC Logistics Section reserves the right to reject any incomplete or unclear Resource Order Form and will return the form to the originator for proper documentation. All Resource Order Forms submitted to the EOC Logistics Section must be specific resource requests that cannot be filled by other operations branches or DOCs. The EOC Logistics Section does not fill Mission Tasks.

### ***Step 3: Ordering and Acquiring Resource***

Resource Orders that reach the EOC Logistics Section will be filled through the following methods:

- Locating inventories from known sources
- Acquisition through purchasing
- Acquisition from alternate vendors
- Non-discipline-specific mutual aid requests
- VOAD organizations, non-profits, or other community organizations

### ***Step 4: Resource Allocation and Prioritization***

Resources can quickly go from plentiful to scarce during emergencies. Reactive allocation and prioritization of resources becomes increasingly difficult as this occurs. When a resource is scarce and/or when departments cannot agree on proper allocation, the OA EOC Management Section, in collaboration with the Policy Group, if necessary, will coordinate the priority and assist with allocation and distribution of resources.

### **Monitoring Resources**

The OA EOC Logistics Section will collaborate with the OA EOC Planning and Intelligence Section to monitor resource levels and demands through the Operations Section branches and by using resource request tracking and standard ICS forms. Through monitoring, the OA EOC Planning and Intelligence will work with the OA EOC branches to mitigate resource scarcity. Common



scarce resources may include fuel, batteries, radios, paper, and sanitation supplies as well as food, water, and shelter for DSWs.

#### **Scarce Resource Allocation**

When a resource becomes scarce such that requests must be prioritized, or when a resource is in high demand because it is deemed critical to resolving the emergency, the OA EOC Section Chiefs and EOC Deputy Director will meet to establish priorities or a Multi-Agency Coordination group (MAC) may be established at the Policy-level within the EOC. The OA EOC Deputy Director is responsible for determining whether the prioritization and distribution issues need to be elevated to the Riverside County OA Policy Group. Once prioritization and distribution instructions are established, the OA EOC Logistics Section will ensure requests are filled/delivered in conjunction with those established priorities.

#### ***Step 5: Requesting Resources from Federal and State Agencies***

When an EOC Resource Order cannot be filled locally or when the resource becomes increasingly difficult to obtain, the OA EOC Logistics Section or Operations Section Chief will develop a formal REOC Mission Request using information on a Resource Order Form. The REOC Mission Request will be submitted electronically to the REOC. The REOC then assigns a Mission Coordinator to manage the request. If the REOC cannot fill the request, the REOC Coordinator may elevate the request to the State Operations Center (SOC) with approval of the REOC Director. The SOC will coordinate resources from unaffected regions within the State and will prioritize resource requests based on overall State and regional objectives and strategies. The SOC may use the Emergency Management Assistance Compact (EMAC) to put a request out to other states. If a Federal declaration is in place, the SOC may also send requests through Federal channels.

#### ***Step 6: Tracking, Reporting and Documentation***

The OA EOC Logistics Section will only track resource requests submitted directly to the OA EOC Logistics Section on a Resource Order Form. All other ICS-Resource Order Forms not submitted to the OA EOC Logistics Section must be submitted to the Riverside County OA Planning Section for tracking. Completed copies of Resource Order Forms must be provided to the OA EOC Logistics, Planning, and Finance and Administration Sections pursuant to instructions on the Resource Order Form.

Received Resource Orders will be tracked on a master tracking log spreadsheet managed by the OA EOC Logistics Section. Resource Order Form requests will be tracked from order to fulfillment, primarily focusing on exception tracking when the requestor notifies the Logistics Section that a Resource Order has not arrived as planned. The OA EOC Logistics Section will not track resources at the Field Level, or ICP level. The Resource Staging Area Manager will track resources from arrival to departure at the Staging Area.

#### ***Staging 7: Mobilization and Pre-Staging***

##### **Pre-Staging Supplies and Equipment**



The OA EOC Logistics Section will contact vendor partners according to event needs to establish communication lines and share information regarding the emergency response requirements. These vendors may include, but are not limited to, the following:

- Fuel Suppliers
- Food/Water/Catering
- Supplies and Equipment
- Rental Companies
- Service providers

### **2.5.3 Deactivation Procedures**

Deactivation of the Logistics ESF may extend deep into the recovery phase. Deactivation of the Logistics ESF will be determined by OA EOC Management Section.

Once deactivation is announced, EMD/CP will conduct the following activities:

- The OA EOC Planning Section will manage the Demobilization Plan
- Coordinate deactivation steps with supporting departments
  - Resources on scene will be demobilized at the discretion of the Incident Commander

Once notified that a resource is no longer needed, OA EOC Logistics Section will coordinate the demobilization of all resources.





### 3. Planning Assumptions

The following planning assumptions for the Logistics Annex apply:

- An annual resource gap analysis will be conducted by EMD to identify resource needs and shortfalls for disaster and recovery operations. This gap analysis covers all hazards identified in the Riverside County Operational Area Emergency Operations Plan (EOP) addressing current resource capabilities and determining resources required for each hazard, and subsequent resource gaps. Methods of fulfilling resource gaps are identified in the gap analysis and implementation is prioritized based on the associated hazard risk rating for each hazard, consistent with the County of Riverside Multi-Jurisdictional Local Hazard Mitigation Plan. The County of Riverside government is an OA member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA member-level, OA members may consider the OA and County/OA EOCs as one in the same
- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs



# **Emergency Support Function 8: Public Health and Medical**

County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside University Health System-Public Health (RUHS-PH); County of Riverside Emergency Management Department (EMD); Department of Environmental Health; Riverside University Health System-Behavioral Health (RUHS-BH)
<b>Supporting Agencies</b>	Riverside County Fire Department; Riverside County Sheriff's Department; Riverside University Health System-Medical Center; Department of Public Social Services (DPSS); Regional Disaster Medical Health Coordinator Region VI; California Department of Public Health (CDPH); ESF #8 Public Health and Medical Services; hospitals and medical centers; public and private medical facilities

### 1.2 Emergency Support Function Responsibilities

<b>Department</b>	<b>Responsibilities</b>
<b>RUHS-PH/ RUHS-BH/ EMD – REMSA Division Dept. of Environmental Health/</b>	<ul style="list-style-type: none"> <li>▪ Assessment of immediate medical needs</li> <li>▪ Coordination of disaster medical and health resources</li> <li>▪ Coordination of patient distribution and medical evaluation</li> <li>▪ Coordination with inpatient and emergency care providers</li> <li>▪ Coordination of out-of-hospital medical care providers</li> <li>▪ Coordination and integration with fire agency personnel, resources, and emergency fire pre-hospital medical services</li> <li>▪ Coordination of providers of non-fire-based pre-hospital emergency medical services</li> <li>▪ Coordination of the establishment of temporary field treatment sites</li> <li>▪ Health surveillance, detection, monitoring, and epidemiological analyses of community health status</li> <li>▪ Assurance of food safety</li> <li>▪ Management of exposure to hazardous agents</li> <li>▪ Provision or coordination of nursing and/or behavioral health services for the whole community at shelter or other service sites</li> </ul>



Department	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Provision of medical and health public information protective action recommendations</li> <li>▪ Provision or coordination of vector control services</li> <li>▪ Assurance of drinking water safety</li> <li>▪ Assurance of the safe management of liquid, solid, and hazardous wastes</li> <li>▪ Investigation and control of communicable disease</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Coordinate provision of necessary medical services at shelter or other service sites</li> <li>▪ Provide direct support for field response and recovery operations</li> <li>▪ Maintain communication with department lead representatives;</li> <li>▪ Provide regular situation status updates</li> <li>▪ Staff MH DOC and/or the OA EOC as required</li> <li>▪ Respond to the MH DOC or the Riverside County EOC as requested to serve as an Agency Representative</li> </ul>

### **1.3 Purpose**

The Public Health and Medical Emergency Support Function (ESF) provides support for the effective coordination of emergency response entities mobilized by RUHS-PH, EMD-REMSA Division, Environmental Health and RUHS-BH, OA cities, and public and private-sector medical and health agencies. The Public Health and Medical Emergency Support Function describes the basic concepts, policies and procedures for providing public health services in support of local jurisdiction resource needs in the event of any emergency or disaster. The departments and agencies who lead or support this ESF, do so with the whole community, including those with access and functional needs in mind.

### **1.4 Scope**

This ESF supports public health and medical response activities within the Riverside County OA by detailing the actions that primary agencies and staff at various medical and health agencies and facilities take during an emergency response. Such agencies and staff include:

- RUHS-PH, EMD, Environmental Health, RUHS-BH, and the Public Health Officer
- Riverside Emergency Medical Services Agency and the REMSA Agency Medical Director
- Medical Health Operational Area Coordinator (MHOAC)
- Public and private pre-hospital medical care providers, including Emergency Medical Technicians (EMT), paramedics and ambulance providers



- Public and private hospitals and medical centers
- Other health care providers, including skilled nursing facilities, clinics, surgery centers, and assisted living centers
- Regional Disaster Medical Health System
- California Department of Public Health and the Emergency Medical Services Authority
- Emergency Support Function #8



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

For the purposes of the Riverside County OA Emergency Operations Plan and this Emergency Support Function, public health emergency/disaster events are those incidents that may pose a threat of disease or loss of optimum health to the citizens in Riverside County. Refer to the RUHS-PH Emergency Operations Plan.

During a large-scale public health incident within the county of Riverside, the response capabilities of individual jurisdictions will likely be exceeded and resources from within and outside the county will be required. Jurisdictions in the OA will exhaust their local resources within reason before requesting mutual aid for outside assistance. Public health and emergency medical service entities will render the maximum practical assistance to communities under provisions of the Master Mutual Aid Agreement.

Previous incidents of regional and statewide health and medical operations indicate that significant numbers of individuals with medical or health needs will require assistance following a large-scale incident. County plans have been developed in accordance with state guidance to prioritize local response activities, such as isolation and quarantine, disease investigation, field treatment sites, casualty collection points, and mass prophylaxis and dispensing operations. Cities primarily rely on the County and medical agencies to plan for and provide these services within their jurisdictions. Each county has an appointed Medical Health Operational Area Coordinator (MHOAC) who coordinates and prioritizes resources available within, or provided to, the Operational Areas in accordance with the Medical Health Mutual Aid System.

Delivery of certain pre-positioned state and Federal supply caches, such as material from the Strategic National Stockpile or mobile field hospitals, may be expected within predetermined timeframes when resource-requesting procedures are followed. During an emergency with regional or statewide impacts, the availability of hospital supplies will be limited due to the lack of medical supply caches and the time factor in ordering supplies. Hospital response will be greatly affected by patient surge.

This Concept of Operations outlines the following elements of the Public Health and Medical function:

- Public Health and Medical Primary Roles
- Disaster/Medical Health Mutual Aid System
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures



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## **2.2 Public Health and Medical Primary Roles**

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### **2.2.1 Hospitals and Medical Centers**

Hospitals and medical centers include public, private non-profit, and private for-profit organizations. Hospital and out-of-hospital provider capacity in the region includes acute care facilities, trauma centers, teaching/research medical centers, community hospitals, surgical centers, clinics, pediatric centers, and skilled nursing facilities. County hospitals and medical centers are responsible for:

- Activating individual disaster plans, including planning for the transfer or evacuation of patients to similar facilities, spontaneous volunteers, and staff credentialing
- Establishing extended emergency department capacity at or near the facility
- Providing medical surge capacity
- Providing patient tracking within the hospital and during patient forwarding activities
- Establishing decontamination corridors for spontaneous arrivals
- Providing situation status reports
- Coordinating with other providers and public health departments regarding treatment protocols for unusual incidents or agents
- Maintaining hospital infrastructure utilities for sustained function during emergencies
- Establishing alternate care sites with CDPH and other stakeholders and providing support for staffing, transportation, and other requirements
- Performing disease surveillance and reporting

Other health care providers in Riverside County include public and private clinics, surgery centers, urgent care centers, pediatric centers, skilled nursing facilities, and assisted living centers, which are responsible for:

- Maintaining disaster plans and reciprocal agreements with similar facilities
- Reporting on the incidence of disease
- Reporting on status
- Possible assistance with the treatment of casualties, prophylaxis, and isolation or quarantine

### **2.2.2 MHOAC Leads (RUHS-PH, EMD, Environmental Health, RUHS-BH)**

The MHOAC Program is based on the functional activities described in Health and Safety Code §1797.153. Within the Operational Area, the Health and Safety Code authorizes the Riverside Health Officer and Riverside Emergency Medical Services Administrator to jointly act as the MHOAC or appoint another individual to fulfill the responsibilities. Within Riverside County, the RUHS-Public Health Officer and the REMSA Director (or their designees) jointly function as the MHOAC. This function is implemented through EMD and REMSA Duty Officers allowing 24/7 response capabilities. The REMSA Duty Officer is the primary point of entry into the MHOAC Program; the EMD Duty Officer is the secondary point of contact and entry.





The MHOAC Program includes 17 functions as specified in Health and Safety Code §1797.153. The Health and Safety Code states “the MHOAC shall recommend to the Operational Area Coordinator of the Office of Emergency Services a medical and health disaster plan for the provision of medical and health mutual aid within the Operational Area.” In addition, “The medical and health disaster plan shall include preparedness, response, recovery and mitigation functions in accordance with the State Emergency Plan, as established under Sections 8559 and 8560 of the Government Code, and at a minimum, the medical and health disaster plan, policies and procedures shall include” all activities identified in the list below as adapted from the California MHOAC Program Manual:

- Assessment of immediate medical needs
- Coordination of disaster medical and health resources
- Coordination of patient distribution and medical evaluation
- Coordination with inpatient and emergency care providers
- Coordination of out-of-hospital medical care providers
- Coordination and integration with fire agency personnel, resources, and emergency fire pre-hospital medical services
- Coordination of providers of non-fire-based pre-hospital emergency medical services
- Coordination of the establishment of temporary field treatment sites
- Health surveillance and epidemiological analyses of community health status
- Assurance of food safety
- Management of exposure to hazardous agents
- Provision or coordination of mental health services
- Provision of medical and health public information protective action recommendations
- Provision or coordination of vector control services
- Assurance of drinking water safety
- Assurance of the safe management of liquid, solid, and hazardous wastes
- Investigation and control of communicable disease

Additional responsibilities include:

- Coordination with the OA EOC
- Epidemiological investigation and disease control in the general or specific populations
- Long-term health surveillance for communicable disease and disease secondary to an incident involving bioterrorism
- Laboratory testing and referral for confirmation through the Laboratory Response Network



- Dispensing and administration of mass prophylaxis antibiotics and vaccines
- Activation of alternate care sites in coordination with the Emergency Medical Services Agency (EMSA) and hospitals
- Isolation and quarantine activities
- Implementing social distancing measures
- Decisions to protect the general population, such as whether to evacuate or shelter in-place, and regarding first responders sent to an incident that might have involved the use of harmful biological incidents
- Health alerts, warnings, and the dissemination of information to the public and health care providers
- Coordination with EMS providers and hospitals regarding treatment protocols for unusual agents or events
- Coordination with the medical examiner/coroner for burial permits and safe handling of the deceased following exposure to hazardous materials

### **2.2.3 Medical and Health Department Operations Center**

The Medical Health Department Operations Center (MH DOC) is to function as the operational arm of the Medical/Health Branch of the OA EOC when activated. If the OA EOC is not activated, the MH DOC may still be activated to coordinate public health and medical activities. The MH DOC provides a central location for coordinating information, resource requests and Public Health and Medical field operations (e.g. PODs, ACS, FTS, Medical Shelters, case investigation, specific laboratory testing, issuing water notices, etc.) for the Public Health and Medical System in the Riverside County. It is also the conduit between field level providers in the system and the OA EOC, Region, and State. Staff at the MH DOC has health and medical subject matter expertise and provide support for discipline-specific emergent decisions. The MH DOC provides support for field level emergency responders and maintains awareness of the emergency for decision makers. As outlined by the OA EOC, in California, and at the federal level, public health and medical activities include public health, medical, environmental health, Veterinary health, and mental health functions. The level of MH DOC staffing will vary with the specific emergency.

The following functions are performed in the MH DOC:

- Support and coordinate all Public Health and Medical functions for the OA EOC, if activated
- Coordinate field response activities
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies
- Fulfill the Medical Health Operational Area Coordination (MHOAC) function as the central point for support and coordination
- Collect, analyze, and disseminate intelligence to/from Public Health and Medical system stakeholders
- Coordinate resource management activities



- Obtain/maintain comprehensive Public Health and Medical system status
- Obtain/maintain a common operating picture and real-time situational awareness of Public Health and Medical system for all MH DOC/EOC staff and system stakeholders
- Develop and distribute the MH DOC Coordination Plan based on objectives developed by the Operational Area EOC. If the Riverside County EOC is not activated, the MH DOC develops Medical Health objectives
- Maintain emergency support information (e.g. Riverside County maps, information display boards, contact lists and other data pertaining to emergency operations)
- Coordinate risk communication activities through the MH DOC Public Information Officer (PIO) and/or the Joint Information Center (JIC), when activated
- Provide Public Health and Medical disaster related instructions for employees and their families
- Provide situational awareness to senior leadership and policy-makers in the OA EOC during emergencies
- Manage all documentation relative to the incident
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

## **2.2.4 Types of Incidents**

The following three descriptive conditions, as identified within the California Public Health and Medical Emergency Operations Manual include Day-to-Day Activities, Unusual Events, and Emergency System Activation.

### **2.2.4.1 Day-to-Day Activities**

Daily, the MHOAC leads conduct a myriad of activities that may be described as "routine business" related to their statutory and regulatory authorities and responsibilities. First responders and EMSA providers respond to 911 calls, which typically do not impact the overall capacity of the OA. RUHS-PH, EMD, environmental health, and RUHS-BH personnel conduct other activities routinely. There are four 24/7/365 Duty Officer Programs: RUHS-PH, EMD, Environmental Health and RUHS-BH. The Duty Officers will follow standard operating procedures as outlined by their respective Branch/ Department.

### **2.2.4.2 Unusual Event**



An unusual event is defined as an incident that significantly impacts or threatens public health, environmental health or emergency medical services. The specific criteria for an unusual event include any of the following:

- The incident significantly impacts or is anticipated to impact public health or safety
- The incident disrupts or is anticipated to disrupt the Public Health and Medical System
- Resources are needed or anticipated to be needed beyond the capabilities of the Operational Area, including those resources available through existing agreements (day-to-day agreements, memoranda of understanding, or other emergency assistance agreements)
- The incident produces media attention or is politically sensitive
- The incident leads to a Regional or State request for information; and/or
- Whenever increased information flow from the Operational Area to the State will assist in the management or mitigation of the incident's impact

When an unusual event occurs, the MHOAC/EMD Duty Officer will be notified. An Internal Situation Report will be developed by the lead SME and then disseminated to members of the Rapid Response Team (RRT) via traditional communication pathways (i.e., e-mail or fax). The Rapid Response Team may be activated for an unusual event.

#### **2.2.4.3 Emergency System Activation**

Public Health and Medical emergency system activation occurs when the MH DOC or the Medical/Health Branch of the OA EOC is activated. When an emergency incident occurs, notifications are made to the MHOAC Program, other Public Health Duty Officer programs and to the DEH, DAS, MH and EMD Duty Officer Programs. The RRT will likely be activated during an emergency system activation to reinforce response coordination by gathering subject matter experts that represent each of the functions of the MHOAC Program. The RRT will ensure that decision-making is considerate of life saving measures, and to identify all potential implications to the public health and medical system. In an emergency system activation, the MHOAC Program must complete a State Medical and Health Situation Report (SITREP), which must be sent to the Regional Disaster Medical Health Specialist (RDMHS) for Region VI; the Riverside County Emergency Management Department (EMD); and to the California Emergency Medical Services Authority (EMSA) and California Department of Public Health (CDPH) Duty Officers. The SITREP is also sent to all recipients of the Internal Situation Report.

#### **2.2.5 Public Health and Medical Incident Activation and Escalation Pathway**

If a public health or medical incident requires the activation of multiple departments/agencies or has the potential to escalate into a larger incident, the Rapid Response Team (RRT) may be activated (see Riverside University Health System-Public Health Policy RUHS A-30, *Public Health and Medical Incident Escalation Pathway*).

The RRT will collectively determine the need to activate the MH DOC and centralize the response operations, coordinated through the MH DOC Director. When activated, the MH DOC also assumes the Medical Health Operational Area Coordinator (MHOAC) role. The MH DOC



Director will communicate incident information and coordinate response activities with the Medical/Health Branch of the OA EOC. The Health Officer or the Director of Public Health, who are both part of the RRT, will communicate incident information and response activities with the Riverside County Board of Supervisors and the County Executive Officer (if the OA EOC is not activated).



The RRT is composed of the following representatives:

**RUHS-PH:**

- Public Health Administration
- Public Health Officer
- Public Health Public Information Officer (RUHS-PH PIO)
- Public Health Nursing
- Epidemiology and Program Evaluation (EPE)
- Disease Control (DC)
- Public Health Laboratory
- Immunizations and Staff Development
- Information Technology (IT)
- Fiscal Services

**EMD:**

- EMD Administration
- REMSA
- Duty Chief and Officer
- Sr. Public Information Specialist

**Environmental Health:**

- Director
- Deputy Directors
- Duty Officer

**Animal Services:**

- Director
- Deputy Directors
- Chief Veterinarian

**RUHS-BH**

- Director
- Deputy Directors

**RUHS-Community Clinics**

- Director
- Medical Director of Ambulatory Care Services
- Assistant Medical Director of Ambulatory Care Services

**2.2.6. OA EOC Public Health and Medical Branch Positions**

According to the needs of the incident event, the following positions may be activated within the OA EOC:



- **Public Health Unit Leader:** The Public Health Unit Leader is responsible for coordinating disaster public health operations throughout the OA during an activation of the OA EOC
- **EMS Unit Leader:** The EMS Unit Leader is responsible for coordinating emergency medical services operations throughout the County during an activation of the OA EOC
- **Behavioral Health Unit Leader:** The Behavioral Health Unit Leader is responsible for the safety and wellbeing of Behavioral Health clients and the provision of critical incident stress de-briefing and crisis intervention services to emergency workers, OA EOC staff and the general public during and after an emergency
- **Environmental Health Unit Leader:** The Environmental Health Unit Leader is responsible for ensuring the provision of environmental health needs for residents and visitors within the OA during an activation of the OA EOC

### ***Overarching Responsibilities***

- Support and coordinate all Public Health and Medical functions for the OA EOC, if activated
- Coordinate field response activities
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies
- Fulfill the Medical Health Operational Area Coordination (MHOAC) function as the central point for support and coordination
- Collect, analyze, and disseminate intelligence to/from Public Health and Medical system stakeholders
- Coordinate resource management activities
- Obtain/maintain comprehensive Public Health and Medical system status
- Obtain/maintain a common operating picture and real-time situational awareness of Public Health and Medical system for all MH DOC/EOC staff and system stakeholders
- Develop and distribute the MH DOC Coordination Plan based on objectives developed by the Operational Area EOC. If the OA EOC is not activated, the MH DOC develops Medical Health objectives
- Maintain emergency support information (e.g. Riverside County maps, information display boards, contact lists and other data pertaining to emergency operations)
- Coordinate risk communication activities through the MH DOC Public Information Officer (PIO) and/or the Joint Information Center (JIC), when activated
- Provide Public Health and Medical disaster related instructions for employees and their families
- Provide situational awareness to senior leadership and policy-makers in the OA EOC during emergencies
- Manage all documentation relative to the incident
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies



### **2.2.7 Regional Emergency Operations Center Medical Health Branch**

In general, the position of Medical Health Branch Director at the Cal OES REOC is staffed in situations that involve mass casualties and injuries; EMSA staffs this position. A CDPH representative may be assigned as the Deputy Medical Health Branch Director to coordinate public health support. In situations that involve an outbreak of disease, a pandemic, or bioterrorism, CDPH staffs this position; in such cases, an EMSA representative may be assigned as the Deputy Medical Health Branch Director to coordinate emergency medical support.

### **2.2.8 State Operations Center (SOC)**

The SOC Medical Health Branch is staffed by representatives of EMSA and CDPH in a manner much as the REOC, as previously described. The SOC coordinates resource requests that cannot be met at the regional level and prioritizes scarce resources. In response to resource requests, the SOC will coordinate requests for medical and health resources with EMSA and the CDPH at the JEOC to obtain resources from other, unaffected regions of the state. Additional functions at the SOC include:

- Mission tasks state agencies to provide support
- Coordinates requests for non-medical and health resources with other branches within the Operations Section of the SOC
- Obtains out-of-state resources through the Emergency Management Assistance Compact and other mechanisms
- Coordinates requests for assistance with the Federal Government, if the President has declared an emergency or disaster

EMSA and the CDPH jointly staff the Medical Health Coordination Center (MHCCC) to coordinate state-level support for medical and public health response. In coordination with the SOC Medical Health Branch, the MHCC:

- Provides policy and program direction for medical and health response
- Leads state efforts to locate, acquire, and arrange delivery of state-owned and controlled disaster medical and health supplies, equipment, and personnel
- Assists with the coordination of resources from unaffected areas of the state

## **2.3 Disaster Medical/Health Mutual Aid System – Region VI**

When disaster strikes, local medical and health resources may be inadequate to meet the demand. The Medical/Health Mutual Aid System is designed to address this issue by facilitating the distribution of regional, state, and/or federal resources to the area(s) in need.

The State of California is divided into six mutual aid regions. The Riverside Operational Area is in Region VI, which also includes the Counties of Mono, Inyo, San Bernardino, Riverside, and Imperial. Within a region, if disaster strikes, resources are distributed from the unaffected Operational Areas to the affected one. Assistance is requested through the Regional Disaster Medical Health Coordinator (RDMHC) through the Cal OES REOC. If a state response is indicated, the Regional Disaster Medical/Health Coordinator functions are subsumed under the overall



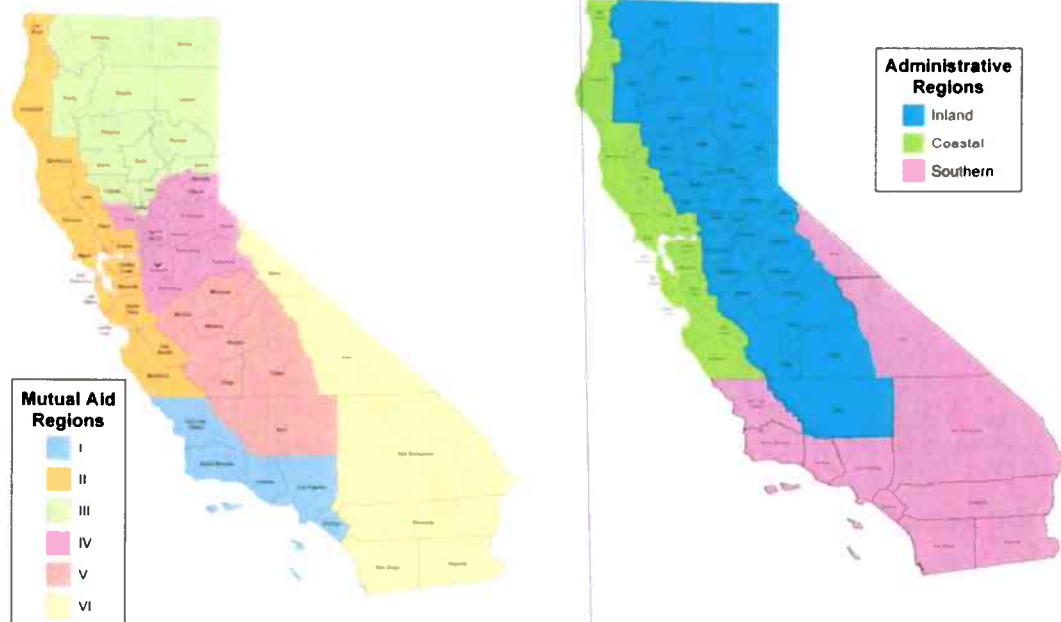


State medical and health response. Emergency/disaster public health requests are consolidated at the Operational Area and provided to the Regional Coordinator who transmits it to the State Operations Center (SOC).

Under the terms of California's Disaster and Civil Defense Master Mutual Aid Agreement, statewide emergency mutual aid assistance is provided on a voluntary basis from one jurisdiction to another at no cost to the receiving jurisdiction. Mutual aid is intended to ensure that adequate resources, facilities, and other emergency support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

If the RUHS-PH has activated its resources as part of a mutual aid response, the Riverside MHOAC may also report to a designated location such as the MH DOC or to the OA EOC, depending on the needs of the event.

The Disaster Medical Health Mutual Aid System is managed through six mutual aid regions and three administrative regions throughout California as shown in the figures on the following page.



The Riverside County Operational Area is located within Mutual Aid Region VI and the Southern Administrative Region.



The Disaster Medical/Health Mutual Aid System is one of four mutual aid systems within the Cal OES regions:

Coordinated by Cal OES			Coordinated by EMSA/CDPH
Fire Service and Rescue	Law Enforcement	Emergency Services	Medical Health
Fire Service and Rescue Mutual Aid	Law Enforcement Mutual Aid	All other emergency services mutual aid not included in other systems	Disaster Medical/Health Mutual Aid
	Coroner/Medical Examiner Mutual Aid	Volunteer Engineers Mutual Aid System	
Urban Search and Rescue Mutual Aid	Search and Rescue Mutual Aid (non-urban)	Emergency Managers Mutual Aid	
	Special Resources for Mutual Aid	Public Works Mutual Aid	

## 2.4 Information Flow

Public Health and Medical operations include communication across several coordination levels during a public health or medical incident. The following information provides an overview of the coordination levels that maintain communication during a public health / medical event, showing the relationship between the coordination levels.

### Field Operations

- Conduct necessary activities to public health and medical services and perform operations according to direction from the Incident Commander
- Submit situation status reports to the MH DOC

### Incident Command Post / Unified Command (ICP / UC)

- Coordinate field operations and resource utilization
- Maintain communications with MH DOC

### Branches (if activated)

- Maintain contact with field units

### MH DOC

- Maintain constant communication with Incident Commander and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with EOC or mutual aid as necessary



**OA EOC Medical and Health Branch**

- Gather information from field and/or MH DOC representatives on a continual basis
- Submit frequent situation status reports to the EOC Planning Section
- Coordinate with regional, State, or Federal entities as necessary
- Submit information about support operations, needed resources, and field situation status to the Operations Section Chief

**OA EOC Operations Section Chief**

- Gather updated information from the OA EOC Medical and Health Branch to ensure EOC situational awareness

**Supporting Departments**

- Support the OA EOC, MH DOC, and/or field operations as requested
- Maintain communication with appropriate department representatives by providing frequent situation status updates

**EOC Deputy Director**

- Maintain communication with EOC Section Chiefs
- Coordinate with the EOC Director, Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations

**Policy Group**

- Receive situation status updates from the EOC Director / EOC Deputy Director
- Issue directives or priorities

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## **2.5 Organization and Structure**

### **2.5.1 Organization**

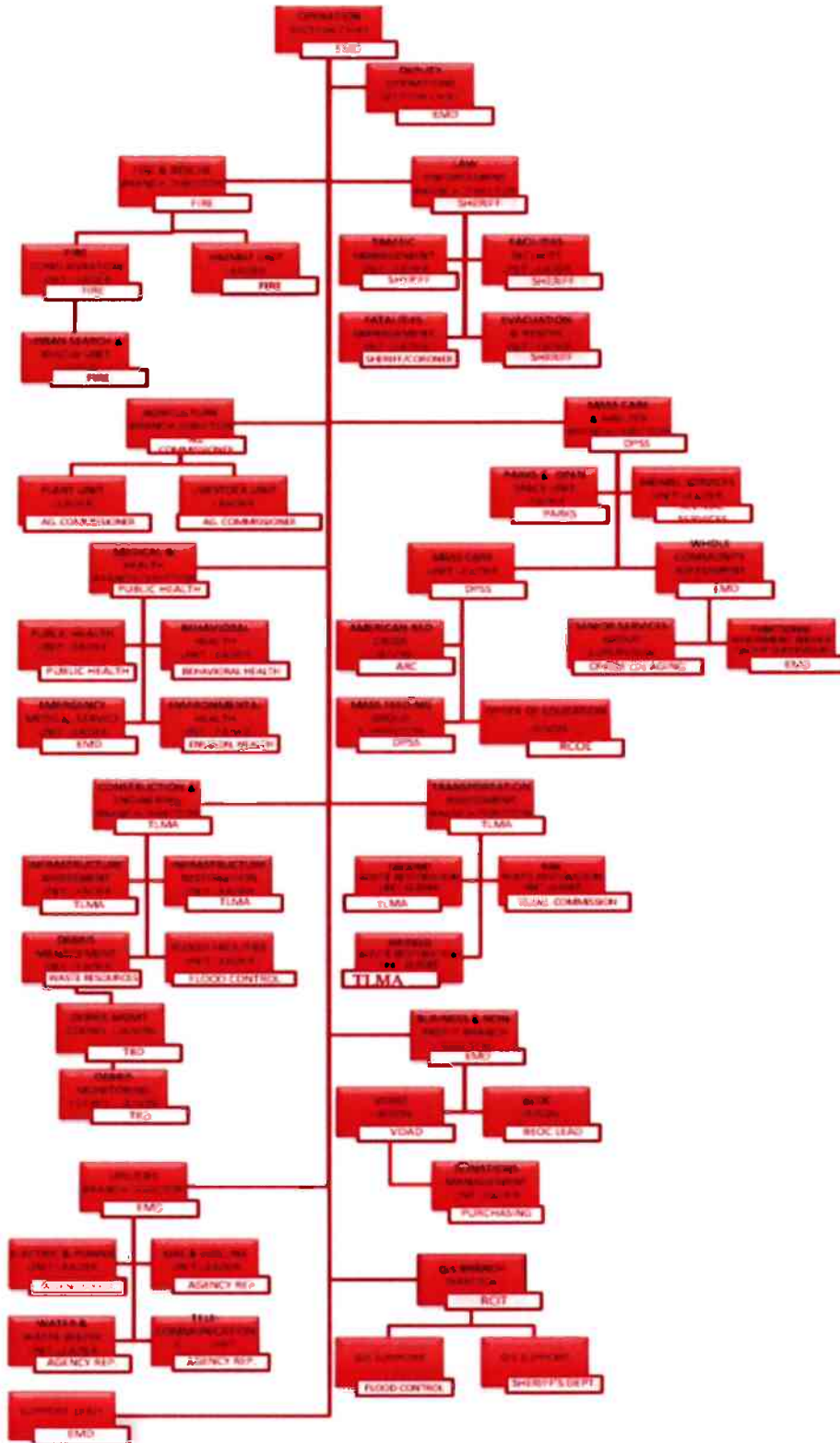
The organization chart on the following page depicts the relationship between the OA EOC Medical and Health Branch and the various involved departments, as well as its coordination within the EOC:

### **2.5.2 Roles and Responsibilities**

The following table identifies the overall roles and responsibilities of each entity that may be involved with a Public Health and Medical activation. Entities needed to support public health and medical operations will vary and will be determined according to the needs of the event.



Riverside County  
Emergency Operations Plan





Entity	Responsibility
<b>County/OA Entities</b>	
<b>RUHS-PH/REMSA</b>	<ul style="list-style-type: none"> <li>▪ Minimize loss of life and human suffering</li> <li>▪ Prevent disease and promote optimum health for the population by controlling public health factors that affect human health</li> <li>▪ Provide leadership and guidance in all emergency/disaster public health-related activities</li> <li>▪ Provide preventive health services and control disease outbreaks</li> <li>▪ Conduct rapid disease surveillance activities</li> <li>▪ Issue public health advisories</li> <li>▪ Respond to public health events</li> <li>▪ Coordinate health-related activities among other local public and private response agencies or groups</li> </ul>
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Provide support to the OA EOC during any large-scale incident in the County of Riverside involving public health and medical response</li> <li>▪ Coordinate logistical support for mutual aid resources ordered through the Disaster Medical/Health Mutual Aid System</li> <li>▪ Assist in acquiring mutual aid resources, if needed</li> <li>▪ Assist in acquiring regional, State, and Federal resources, as needed</li> </ul>
<b>Riverside County OA Medical Health Branch</b>	<ul style="list-style-type: none"> <li>▪ Provides overall coordination of incident response and medical and health resources within the Operational Area</li> <li>▪ Coordinates the operations of teams investigating disease outbreaks</li> <li>▪ Coordinates mass dispensing operations</li> <li>▪ Coordinates isolation and quarantine operations</li> <li>▪ Coordinates the allocation of medical and health resources within the Operational Area</li> <li>▪ Receives information regarding hospitals, medical transport agencies, clinics, and skilled nursing facilities about bed capacity and functional status, and determines strategies to manage shortfalls</li> <li>▪ Notifies health care providers and hospitals of treatment protocols, surveillance, case definitions, and disease reporting guidelines</li> <li>▪ Assists the health officer with the preparation of health officer orders, health alerts, and other public information</li> </ul>



Entity	Responsibility
Public Health Unit	<ul style="list-style-type: none"> <li>▪ Ensure protective measures for sanitary food and potable water supplies, adequate sanitary systems, vector control issues, pestilent issues, and control of communicable disease</li> <li>▪ With the Care and Shelter Branch, develop a distribution system for drinking water as required</li> <li>▪ Ensure the planning and coordination of public health issues related to people with disabilities and others with access and functional needs</li> <li>▪ Establish availability of Public Health Field Staff for possible deployment to shelters</li> <li>▪ With the Logistics Section, obtain chemical (portable) toilets and other temporary facilities for the disposal of human waste and other infected waste</li> <li>▪ Coordinate with the PIO to inform the public of preventive measures to take, potable water issues, and how to get assistance</li> <li>▪ Establish communication links with Special Districts, Hospitals, and volunteer organizations</li> <li>▪ If systems are damaged, request assistance from Environmental Health Unit Leader to assess drinking water quality and potential health risks from ruptured sewer/sanitation systems</li> <li>▪ Coordinate with the Utilities Unit to determine current status of water and sanitation systems</li> </ul>
EMS Unit	<ul style="list-style-type: none"> <li>▪ Provide accurate information on issues of field medical care, triage, treatment and transportation activities; and organization of all hospital care and emergency medical personnel pools during a disaster</li> <li>▪ Ensure the planning and coordination of the transport and medical care of people with disabilities and others with access and functional needs</li> <li>▪ Evaluate EMS System capacity by periodic monitoring of Health Care Facilities and capacities</li> <li>▪ Coordinate EMS status checks, availability and condition of field staff, ambulances, etc.</li> <li>▪ Establish radio or telephone communication with area hospitals and other medical facilities to determine their capability to treat disaster victims</li> <li>▪ Determine status and availability of specialized treatment such as burn centers, disaster medical teams, disaster hospitals, etc.</li> <li>▪ Work closely with all Operations Section Branch Coordinators to determine the scope of emergency medical assistance required</li> <li>▪ Assist the Fire and Rescue Branch in providing triage and treatment for extricated victims</li> <li>▪ Coordinate with the Logistics Section to acquire suitable transportation for injured victims as required or requested</li> </ul>



Entity	Responsibility
Behavioral Health Unit	<ul style="list-style-type: none"> <li>▪ Monitor incident operations to identify current or potential organizational problems including stress levels of OA EOC staff and participants</li> <li>▪ Establish and maintain a cadre of behavioral health professionals available for dispatch to areas of need</li> <li>▪ Ensure the planning and coordination of behavioral health issues for people with disabilities and others with access and functional needs</li> <li>▪ Establish contact with Operations Chief to monitor behavioral health stress reactions of field personnel</li> <li>▪ Through the DOC, request status regarding the availability of behavioral healthcare resources</li> <li>▪ Establish contact with Care and Shelter Branch Director to monitor behavioral health needs within shelters</li> <li>▪ Assist in the provision of behavioral health care needs for residents, employees, and visitors of the Riverside County Operational Area</li> </ul>
Environmental Health Unit	<ul style="list-style-type: none"> <li>▪ Provide accurate information on feeding sites, hazardous materials problems and waste, vector control issues, emergency response to sanitation and sewage problems, animal control issues, potable Water, and other related issues</li> <li>▪ Assist in the implementation of any environmental health actions to be ordered</li> <li>▪ Coordinate inspections of shelters, feeding sites, and distribution systems (food, water, etc.) to maintain the health and safety of all jurisdictions</li> <li>▪ Coordinate and ensure an effective response to environmental health issues by departments</li> <li>▪ Ensure the planning and coordination of the environmental health issues for people with disabilities and others with access and functional needs</li> <li>▪ Assist the Debris Management Unit Leader in the development of the Debris Removal Plan to ensure that all Environmental and Public Health issues are addressed, i.e. sanitation, sewage, etc.</li> </ul>
Regional Disaster Medical Health Coordinator (RDMHC)	<ul style="list-style-type: none"> <li>▪ Develop plans for the provision of medical or public health mutual aid among the counties within the region</li> <li>▪ Coordinate with the MHOACs from the affected Operational Areas to manage sharing of mutual aid resources</li> <li>▪ Coordinate medical mutual aid operations with the REOC</li> <li>▪ Manage and communicates information about the availability of medical resources</li> <li>▪ For disasters outside the region, coordinate the acquisition of requested medical, public, and environmental health resources from Operational Areas within the region to send to the affected region</li> </ul>



Entity	Responsibility
<b>Medical Health Operational Area Coordinator (MHOAC)</b>	<ul style="list-style-type: none"> <li>▪ Coordinate medical and health resources within the Operational Area</li> <li>▪ Evaluate the availability of resources within the Operational Area and identifies medical health resource requirements as the status of an incident changes</li> <li>▪ Coordinate the dispatch of requested resources available within the Operational Area</li> <li>▪ Report to the RDMHC on the situation and resource status of the Operational Area</li> <li>▪ Serve as the point of contact in the Operational Area for coordination with the RDMHC, the REOC, and the CDPH and EMSA at the JEOC</li> <li>▪ Assess hospital and patient transportation status, resource requests, and resource availability information</li> <li>▪ Coordinate medical and health mutual aid requests within the Operational Area</li> <li>▪ Prioritize available resources within the Operational Area in accordance with the Incident Action Plan, and assists with the prioritization and assignment of incoming resources and identifies shortfalls</li> <li>▪ Request mutual aid resources from the RDMHC to fulfill requests initiated by local jurisdictions in the Operational Area and to reinforce depleted resources in the Operational Area</li> </ul>
<b>Regional/State/Federal Entities</b>	
<b>CA Department of Public Health Services</b>	<ul style="list-style-type: none"> <li>▪ Assure availability of safe drinking water</li> <li>▪ Prevent and control communicable disease</li> <li>▪ Provide technical assistance in the safe operation of sewage collection, treatment, and disposal systems</li> <li>▪ Assure prevention and control of vectors, including flies, mosquitoes, and rodents</li> <li>▪ Assure observance of health aspects in management of solid waste disposal, including proper disposal of dead animals and human remains</li> <li>▪ Assure safe management of hazardous wastes, including handling, transportation, and disposal</li> <li>▪ Ensure safety of emergency supplies of food, drugs, medical devices, and other products</li> <li>▪ Ensure rapid restoration or replacement of facilities for processing, storing, and distributing food, drugs, medical devices, cosmetics, and other products</li> <li>▪ Rapidly establish measures to mitigate damage to public health from radiological accidents, including safety criteria for recovery, re-occupancy, and rehabilitation of contaminated areas</li> <li>▪ Provide support to the California Air Resources Board in carrying out the public health aspects of the California Air Pollution Emergency Plan</li> </ul>





Entity	Responsibility
<p style="text-align: center;"><b>Federal ESF #8 Public Health and Medical Services</b></p>	<ul style="list-style-type: none"> <li>▪ Assessment of public medical, health, and behavioral needs</li> <li>▪ Health surveillance</li> <li>▪ Medical care personnel through Disaster Medical Assistance Teams (DMATs) and the Public Health Service Commissioned Corps</li> <li>▪ Medical and health equipment and supplies (such as the Strategic National Stockpile, diagnostic equipment, and restocking of supplies)</li> <li>▪ Patient evacuation and forward movement of patients through the National Disaster Medical System</li> <li>▪ Patient tracking through the National Disaster Medical System</li> <li>▪ Patient care</li> <li>▪ Safety and security of human and veterinary drugs, biologics, and medical devices</li> <li>▪ Distribution of mass prophylaxis</li> <li>▪ Blood and blood products</li> <li>▪ Food safety and security</li> <li>▪ Agriculture safety and security</li> <li>▪ Worker health and safety</li> <li>▪ All-hazard public medical and health consultation, technical assistance, and support</li> <li>▪ Assessment of exposure (including exposure to humans, animals, the environment, and agriculture)</li> <li>▪ Behavioral health care</li> <li>▪ Public medical and health information</li> <li>▪ Vector control</li> <li>▪ Potable water/wastewater and disposal of solid waste</li> <li>▪ Enforcement of international quarantines</li> <li>▪ Management of mass fatalities, identification of victims, and decontamination of remains, including deployment of Disaster Mortuary Operational Response Teams</li> <li>▪ Veterinary medical support</li> </ul>



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## 2.6 Notification and Activation

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### 2.6.1 Notification

In the event of a public health or medical emergency or disaster, RUHS-PH, EMD, Environmental Health and RUHS-BH will jointly coordinate to determine the implementation needs of the Public Health and Medical Emergency Support Function. If it is necessary to activate the MH DOC and/or the OA EOC, notification will be issued to the OA EOC Deputy Director and all relevant supporting departments. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

### 2.6.2 Activation

The Public Health and Medical Emergency Support Function may be implemented by RUHS-PH or EMSA or the Riverside EOC Deputy Director when an event is imminent, or has occurred, in a populated area such that extensive casualties are inevitable, (e.g. structure collapse, major transportation emergency, hazardous materials release, or another public health emergency such as an infectious/communicable diseases outbreak, or when the County is notified from an authority that a significant number of casualties from outside the Operational Area are expected to be brought into the Operational Area via the State Mutual Aid System or the National Disaster Medical System (e.g., casualties from domestic or international war).

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

#### ***Step 1: Conduct Initial Assessment***

- Determine magnitude of event
- If event is small in scale:
  - Deploy units to incident site
  - Set up ICS structure in field
  - Conduct initial incident assessment and develop a Coordination Plan
  - Prepare site safety plan
- If event is large in scale:
  - Estimate the amount of resources available versus the amount needed to manage event
  - Determine the need to activate the RRT for command and control operations



**Step 2: Activate MH DOC; Provide Staff to the OA EOC**

- If appropriate, activate MH DOC
- If the OA EOC is activated, designate department representatives to staff the following EOC Medical and Health Branch positions:
  - Public Health and Medical Branch Coordinator
  - Public Health Unit Leader
  - EMS Unit Leader
  - Behavioral Health Unit Leader
  - Environmental Health Unit Leader
- Notify and request assistance from supporting departments

**Step 3: Analyze Information and Coordinate Response**

- Gather information from:
  - Response personnel in the field
  - Other responding departments
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate
- Assess situation based on current information
  - Determine tactical requirements
  - Prioritize response actions and resource allocation
  - Dispatch units

**Step 4: Obtain Resources, Release Public Information**

- Coordinate resource requests through the MH DOC Logistics Section and the OA EOC Logistics Section
  - Determine mutual aid needs
  - Mutual Aid Coordinator will submit requests to neighboring counties (Mono, Inyo, Los Angeles, Orange, San Bernardino, San Diego, and Imperial)
  - If neighboring counties are unable to fulfill requests, notify Regional Disaster Medical Health Coordinator of requests
- Disseminate emergency information and guidance to public, private, and government organizations
- Ensure emergency information is coordinated with other responding departments, EMD, or the Joint Information Center (JIC)
- Notify and request assistance from supporting departments
- Initial public information includes, but is not limited to, the following:



- Damage assessment and estimated/anticipated duration
- Actions RUHS-PH, EMD, Environmental Health and/or RUHS/BH is taking
- Actions that businesses, industries, and residents should take
- A summary of the event
- Overall steps to be taken by the government and citizens to return to normal operation after the event



**Step 5: Continue to Monitor, Track, and Inform**

- Maintain communication between field operations, the MH DOC, and the OA EOC
  - Provide frequent situation status reports from the MH DOC to the OA EOC Medical and Health Branch
  - From the OA EOC Medical and Health Branch to the OA EOC Planning Section, Situation Status Unit
- Ensure that resources are appropriately accounted for and tracked
- Implement public health and medical priorities of the EOC Action Plan assigned to the Medical and Health Branch
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue the coordination, collection and reporting of event information and to the public through the Public Information Officer (PIO), EMD, through the JIC

**2.6.3 Deactivation & Demobilization**

Public Health and Medical Emergency Support Function activities will be deactivated when the need for additional public health and medical coordination has diminished or ceased.

Deactivation may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the MH DOC, OA EOC Deputy Director, or EOC Operations Section Chief, as appropriate. Staff should also decide on any triggers to deactivation or demobilization. After the decision to deactivate has been determined, the following activities may be necessary to coordinate:

- Prepare documents for financial reimbursement
- Complete or transfer remaining responsibilities to the appropriate department(s)
- Provide deactivation information to all involved organizations
- Plan for resources need to demobilize assets including conduct inventory, return to owner, properly dispose of consumed supplies, and replenish resources
- Demobilize staff and their equipment
- Ensure that a debrief is held between key staff, volunteers, and involved Riverside County OA organizations
- Continue ongoing efforts for reunification as necessary



### 3. Planning Assumptions

The following planning assumptions for the Public Health and Medical Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate an OA response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs



# **Emergency Support Function 9: Search and Rescue**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function # 9: *Urban Search and Rescue*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside County Sheriff's Department
<b>Supporting Agencies</b>	Riverside County Fire Department; California Office of Emergency Services (Cal OES) Region VI

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Riverside County Sheriff's Department</b>	<ul style="list-style-type: none"> <li>▪ Mobilize personnel and equipment from supporting agencies (e.g., jurisdictional City Police Departments, District Attorney Investigators, Probation Department, State and Federal law enforcement agencies)</li> <li>▪ Receive and disseminate warning information to the general public</li> <li>▪ Deploy personnel and equipment to locations needed to accomplish primary objectives</li> <li>▪ Coordinate evacuation of hazardous areas, and provide perimeter security and access control</li> <li>▪ Provide security for essential facilities, services, and resources</li> <li>▪ Maintain the safety and security of persons in custody</li> <li>▪ Implement aerial surveys of the area to provide accurate information on hazards, victims, conditions, damage assessment, and other vital information</li> <li>▪ Coordinate the establishment of emergency traffic routing and ingress/ egress procedures with the California Highway Patrol or jurisdictional agency</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide direct support for Riverside County Sheriff's Department field response and recovery operations</li> <li>▪ Maintain communication with the Riverside County Sheriff's Department representatives; provide regular situation status updates</li> <li>▪ Staff agency DOC and/or the OA EOC as required/requested</li> </ul>



### **1.3 Purpose**

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The purpose of the Search and Rescue Emergency Support Function is to support and coordinate law enforcement personnel, equipment, and the deployment of resources to search for and rescue missing persons in non-urban search and rescue incidents. This Emergency Support Function provides for the effective utilization of search and rescue resources and for the control and coordination of various types of search and rescue operations involving persons in distress as the result of a major emergency or disaster.

### **1.4 Scope**

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The Search and Rescue (SAR) Emergency Support Function supports and coordinates responses to search for, locate, and rescue missing or lost persons, missing and downed aircraft, high angle rock rope rescue and investigations of missing person incidents that may involve criminal acts and water rescues within the Riverside County Operational Area (OA).

This Emergency Support Function addresses wilderness (remote areas) search and rescue operations, and includes search and rescue on the ground, from the air, or in the water. Urban Search and Rescue (USAR) is addressed in the Fire and Rescue Emergency Support Function



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

Search and rescue operations typically consist of two components, Urban Search and Rescue (USAR) and rural Search and Rescue (SAR). USAR is the process of locating, extricating and providing the initial medical treatment to victims trapped in collapsed structures or rescuing or removing persons threatened or stranded in harm's way by any emergency or hazardous event when the victims cannot remove themselves.

SAR activities typically include incidents involving missing persons, rescue of stranded boaters on lakes, rivers and streams, locating downed aircraft and the initial medical treatment of victims after rescue. The Urban Search and Rescue ESF focuses on rural search and rescue but does not ignore the need for Fire and Rescue resources when a victim needs technical rescue. Riverside County has a variety of assets within the county that can be used in both USAR and SAR component to conduct the actual search and rescue or to begin organizing search and rescue activities until specialized state and federal resources can arrive in the county.

This Emergency Support Function is divided into four areas: rural search and rescue (activities carried out in the rural areas of the county), location of missing or downed aircraft, water rescue on the lakes, rivers, streams and ponds in the county, and missing persons (adults and children).

The Riverside County Sheriff's Department is responsible for searching and rescuing persons lost in remote areas. The Riverside County Fire Department is responsible for urban rescue, i.e., victims trapped in a building collapse due to an earthquake or other natural disasters. The provision of heavy equipment and operators may be contracted or through mutual aid. The County Building and Safety Department is the lead agency for providing technical advice concerning structures.

The Riverside County Sheriff's Department is responsible for SAR operations in both incorporated and un-incorporated areas of Riverside County and will support SAR operations in cities and towns within Riverside County.

During emergency incidents where resources are scarce and must be prioritized, the Riverside County Operational Area Emergency Operations Center (OA EOC) may be activated to provide coordination, technical and administrative support to SAR operations. Similar provisions may be made from the State Regional Emergency Operations Center (REOC) to support local efforts.

Coordination from the incident scene or from the OA EOC to the REOC will be through the normal radio and telephone capabilities, augmented by back-up direction and control systems. Local SAR field operations will utilize whatever communication means necessary to carry out effective SAR operations.

Local jurisdictions have the responsibility to establish criteria and standards for emergency workers whom they register. This may include the demonstrated proficiency of the worker to perform emergency activities as indicated by assignment and personnel class.



This Concept of Operations will outline the following elements of the search and rescue function:

- Search and Rescue Primary Roles
- Search and Rescue Operations
- Search and Rescue Mutual Aid System
- Information Flow
- Organization and Structure
- Notification and Activation Procedures
- Designated Response Actions
- Deactivation Procedures

## **2.2 Search and Rescue Primary Roles**

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### **2.2.1 Sheriff's Department Operations Center (DOC)**

During any event that exceeds day-to-day capacity of the Riverside County Sheriff's Department, the Riverside County Sheriff's Department Operations Center (DOC) will be activated. The Sheriff's DOC will coordinate overall search and rescue incidents that occur. If the OA EOC is activated, the Law Enforcement Branch, within the EOC Operations Section will coordinate countywide law enforcement functions. Event information and needs will be communicated from the field level personnel at the search and rescue incident to the Sheriff's DOC to the OA EOC Law Enforcement Branch.

In accordance with SEMS requirements, the Sheriff's DOC will be staffed and managed by the Sheriff's Emergency Response Team (SERT). Additional personnel to support the Sheriff DOC will be identified and assigned by the Sheriff, or a designee, or the Sheriff DOC Manager.

The following functions will take place at the Sheriff's DOC:

- Assessment of the current situation and resource status
- Determination of immediate future needs
- Assess incident scene to determine rescue operation needs.
- Assess stability for law operations and determine resource needs.
- Allocation of reserve resources
- Coordination of Riverside County Sheriff's Department activities
- Initiation of off-duty personnel recall
- Request mutual aid through the Operational Area Law Enforcement Mutual Aid Coordinator
- Staff resource staging areas
- Support the OA Law Enforcement Mutual Aid Coordinator in acquiring mutual aid resources, as necessary



- Complete and maintain status reports for major incidents requiring or potentially requiring OA, Federal, and/or State response
- Maintain the status of unassigned law enforcement resources

### **2.2.2 OA EOC Search and Rescue-related Positions**

During an implementation of the Search and Rescue Emergency Support Function the Sheriff's Department DOC will primarily support the operation. The mission of the OA EOC Law Enforcement Branch is to obtain Sheriff DOC situation reports and requests, and to coordinate any requests for resource support that fall outside of the Search and Rescue Mutual Aid System. The branch will supply the Sheriff's DOC with information, situational awareness and countywide objectives developed in the OA EOC. The Law Enforcement Branch will link the OA EOC to the following:

- Sheriff's DOC
- Incident Command for search and rescue incidents under the management of law enforcement services, as appropriate
- Search and Rescue Teams (non-urban)
- Coroner/Medical Examiner operations
- Special Forces teams (S.W.A.T., etc.)

### **Overarching Responsibilities**

- Maintain a current inventory of resources including trained personnel, which could support search and rescue operations
- Maintain liaison with state and federal search and rescue assets and plan for reception of external assets
- Maintain personnel and equipment in a state of readiness appropriate to existing and anticipated emergency conditions to include mobilizing resources and staging them at various locations
- Insure that K-9 assets are made available to search for missing adults and children
- Situations reports will be provided to EOC daily, at the beginning of each shift. Situation reports will include as a minimum:
  - Type of incident (missing person, aircraft, etc.)
  - Time incident began
  - Number of personnel involved in the rescue by agency
  - Number of victims found alive, injured and deceased
  - Medical facilities that the victims have been transported to
  - Additional resources required
- Initial operations will be conducted using supplies that agencies already have on hand. As supplies are depleted agencies will use the purchasing and procurement procedures for their organization. As the incident



- expands and the OA EOC is activated all requests for supplies will be forwarded through the OA EOC
- Implement aerial surveys of the area to provide accurate information on hazards, victims, conditions, damage assessment, and other vital information
- Conduct fatalities management as the Coroner/Medical Examiner and during incidents involving search and rescue

#### **Law Enforcement Branch Positions**

According to the needs of the search and rescue incident, the following positions may be activated within the OA EOC:

- Traffic Management Unit
- Fatalities Management Unit
- Facilities Security Unit
- Evacuation and Re-Entry Unit

## **2.3 Search and Rescue Operations**

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### **Rural Search and Mountain Rescue**

The Riverside County Sheriff's Department has responsibility for rural and mountain search and rescue activities in the county. Rural and mountain search and rescue activities typically focus on missing aircraft, missing persons and water rescue. However, some large structures (generally industry) are in the county's areas of responsibility that could include collapsed structure. The Fire Department has responsibility for collapsed structure searching and rescues.

### **Missing Aircraft**

A search for a missing aircraft will rapidly become a multiagency search and rescue effort. The Sheriff's Department will serve as the lead agency in a missing aircraft search. These searches also involve the Highway Patrol, the Department of Natural Resources, EMS, the Federal Aviation Agency (FAA), the National Transportation Safety Board (NTSB), and Civil Air Patrol. The Civil Air Patrol can provide valuable technical assistance in addition to aircraft when searching for a missing aircraft.

### **Water Rescue**

There are numerous lakes and reservoirs in Riverside County. The Riverside County Fire Department has water rescue capabilities and would be expected to assume the lead agency role in this type of rescue. A water search may involve the Department of Natural Resources and other out-of-county agencies that have a water rescue capability.

### **Missing persons**

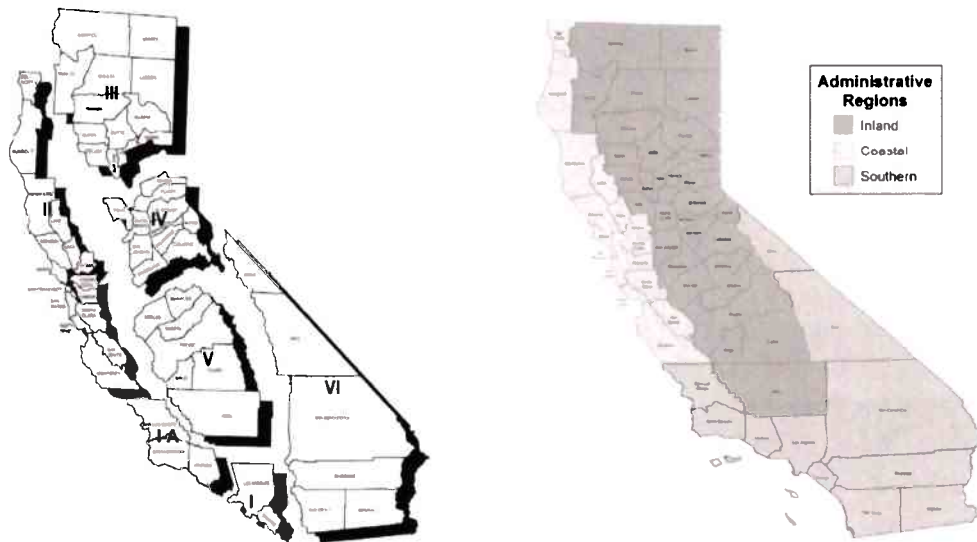
Missing persons (adults and children) are typically a law enforcement issues and the law enforcement agencies that request that a search be initiated for a missing person should assume the lead agency role. In addition to the law enforcement agency, the Fire Departments



(municipal and county), and EMS can provide personnel to conduct a ground searches. Law enforcement personnel should be familiar with the National Center for Missing and Exploited Children (NCMEC) and Team Adam. Team Adam can provide the county with both personnel and technical assistance while conducting a search for a missing child.

## 2.4 Search and Rescue Mutual Aid System – Region VI

The State of California Office of Emergency Services (Cal OES) Law Enforcement Mutual Aid System coordinates state resources in support of local law enforcement during natural or human-made disasters, unusual occurrences such as civil disorders, demonstrations, or riots, and wilderness searches and rescue operations. The Law Enforcement Mutual Aid System is managed through seven law enforcement mutual aid regions and three administrative regions throughout California:



The Riverside County Operational Area is located within Mutual Aid Region VI and the Southern Administrative Region.

Pursuant to the California Government Code, Chapter 7 of Division 1 of Title 2, "The Emergency Service Act," the Cal OES Law Enforcement Division manages and maintains the State of California Search and Rescue (SAR) Mutual Aid Program. The Cal OES SAR Mutual Aid Plan serves as an ESF to the Cal OES Law Enforcement Mutual Aid Plan.

The Cal OES Law Enforcement Division designated 58 Search and Rescue Coordinators, one for each county within the state, as well as California's State and Federal SAR Cooperators to address SAR issues and consistency standards that effect the State's SAR Mutual Aid Program.



This consortium developed guidelines for search and rescue mutual aid programs in the state. SAR resources have been typed within the Mutual Aid Guidelines for the following resources:

- Dog
- Dog Appendix A - Avalanche
- Dog Appendix B - Cadaver
- Dog Appendix C - Water
- Dog Appendix D - Disaster
- Dog Appendix E - Disaster
- Dog Appendix F - Trailing
- Ground Searcher
- SAR / Urban Search & Rescue
- SAR Underground
- SAR Alpine Team
- SAR Off Highway Vehicles
- SAR Mounted Teams
- SAR Tracker
- Swift water Flood
- SAR Underwater
- Technical Rope Rescue
- Incident Support Teams
- Fixed-Wing Aircraft

The Riverside Sheriff serves as the OA Law Enforcement Mutual Aid Coordinator and is responsible for the overall coordination of law enforcement mutual aid in the Riverside County OA. If local law enforcement resources have been exhausted during a search and rescue incident, the OA Law Enforcement Mutual Aid Coordinator will submit resource requests to the Region VI Law Enforcement Mutual Aid Coordinator. The Regional Law Enforcement Mutual Aid Coordinator (Region VI) will then contact all necessary law enforcement agencies within Region VI to obtain the needed resources. If the Regional Law Enforcement Mutual Aid Coordinator determines resources are insufficient within the region, he/she will then contact the Cal OES Law Enforcement Mutual Aid Coordinator who will contact all necessary Regions within the state. The Cal OES Law Enforcement Branch Chief serves as the State Law Enforcement Mutual Aid Coordinator and manages the statewide response. The Search and Rescue Mutual Aid system is one of four law enforcement mutual aid systems within the Cal OES regions:

Coordinated by Cal OES			Coordinated by CDPH/EMSA
Fire Service and Rescue	Law Enforcement	Emergency Services	Medical Health
Fire Service and Rescue Mutual Aid	Law Enforcement Mutual Aid	All other emergency services mutual aid not included in other systems	Disaster Medical/Health Mutual Aid
Urban Search and Rescue Mutual Aid	Coroner/Medical Examiner Mutual Aid	Volunteer Engineers Mutual Aid System	
	Search and Rescue Mutual Aid (non-urban)	Emergency Managers Mutual Aid	
	Special Resources for Mutual Aid	Public Works Mutual Aid	





## **2.5 Information Flow**

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Search and Rescue Emergency Support Function operations include communication across several coordination levels during a search and rescue incident. The following information provides an overview of the coordination levels that maintain communication during a search and rescue incident, showing the relationship between the coordination levels.

### **Field Operations**

- Conduct necessary activities to perform search and rescue operations according to direction from the Incident Commander
- Submit situation status reports to the Sheriff's DOC

### **Incident Command Post / Unified Command (ICP / UC)**

- Perform command of search and rescue field operations and resource utilization
- Maintain communications with Sheriff's DOC

### **Branches (if activated)**

- Maintain contact with field divisions

### **Sheriff's DOC**

- Maintain constant communication with Incident Commander and/or branches regarding the status of search and rescue operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with EOC or mutual aid as necessary

### **OA EOC Law Enforcement Branch**

- Gather information from search and rescue field operations and/or SDOC representatives on a continual basis
- Submit frequent situation status reports to the OA EOC Planning Section
- Coordinate with regional, State, or Federal entities as necessary
- Submit information about search and rescue operations, needed resources, and field situation status to the Operations Section Chief

### **Operations Section Chief**

- Gather updated information from the OA EOC Law Enforcement Branch to ensure EOC situational awareness

### **Supporting Departments**

- Support search and rescue efforts, Sheriff's DOC, and the OA EOC as requested
- Maintain communication with appropriate department representatives and provide frequent situation status updates to the OA EOC



## 2.6 Organization and Structure

### 2.6.1 Organization

The Search and Rescue function encompasses support from a variety of Riverside County OA departments and outside agencies within the OA to ensure that search and rescue needs are addressed in a coordinated manner. The Riverside County Sheriff's Department will implement the Search and Rescue Emergency Support Function in the OA EOC Law Enforcement Branch.

### 2.6.2 Roles and Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with an implementation of the Search and Rescue Emergency Support Function. Entities needed to support law enforcement operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>SAR Coordinator</b>	<p style="text-align: center;"><b>County/OA Entities</b></p> <ul style="list-style-type: none"> <li>▪ Report to an incident site and take control of field operations or sets up an Incident Command Post, as appropriate</li> <li>▪ Notify appropriate SAR units of activation. May request the Riverside County Fire Department to assist with this function</li> <li>▪ Monitor manpower, communication needs and rescue activities</li> <li>▪ Request additional resources, as needed Resource requests should be made through the normal emergency management channels</li> <li>▪ Keep a log of SAR activities during the mission</li> <li>▪ Advise Sheriff when situation warrants notification</li> <li>▪ Make feeding arrangements when necessary for filed units</li> <li>▪ Provide rescue, first aid, self-help information to population on self-assistance, as necessary.</li> <li>▪ Prepare for recovery operations, with actions to include estimating capabilities and limitations</li> <li>▪ Direct unit(s) to assist law enforcement services with traffic and crowd control during movement to shelters when requested</li> <li>▪ ICS will be implemented during all search and rescue operations</li> </ul>



Entity	Responsibility
<p><b>Riverside County Fire Department</b></p>	<p><b>County/OA Entities</b></p> <ul style="list-style-type: none"> <li>▪ Is responsible for search and rescue operations and provides direction to SAR operations</li> <li>▪ Identifies the emergency needs for equipment and supplies and ensures that they are available in convenient locations</li> <li>▪ Maintains a list of SAR personnel</li> <li>▪ Activate mutual aid with neighboring counties for assistance</li> <li>▪ Provides manpower for search and rescue activities under the direction and control of the Sheriff's Department</li> <li>▪ Trains and prepares for search and rescue activities through the SAR Coordinator</li> <li>▪ Registers volunteers involved in search and rescue through the SAR Coordinator</li> <li>▪ Requests resources from the OA EOC for resources outside of the Law Enforcement Mutual Aid Program</li> <li>▪ Coordinate appropriate allocation of reserve resources</li> <li>▪ Maintain contact with supporting departments</li> <li>▪ Monitor and direct search and rescue resources and response activities</li> <li>▪ Provide scene security, crowd control, and crime scene investigation at search and rescue scene</li> <li>▪ Provide force protection for on scene resources</li> <li>▪ Develop Situation Reports for the Sheriff's DOC and OA EOC</li> <li>▪ Coordinate response activities with supporting agencies and other ESFs</li> </ul>
	<ul style="list-style-type: none"> <li>▪ When available, coordinates reimbursement requests and claims to Cal OES</li> <li>▪ Support SAR operations with resource coordination and activation of the OA EOC, if required by the scope of the event</li> <li>▪ Provide support to the OA EOC during any large-scale incident in the county of Riverside involving search and rescue response activities</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
	<ul style="list-style-type: none"> <li>▪ Assist in acquiring regional, State, and Federal resources, as needed</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Support SAR operations as identified in emergency operations procedures or as requested</li> </ul>
<b>OA Law Enforcement Mutual Aid Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Confirm an emergency or anticipated emergency exists</li> <li>▪ Establish that the involved local agency's resources are inadequate to meet the demands of the incident (and meet the criteria for a mutual aid request)</li> <li>▪ Obtain the mission(s) for responding personnel</li> <li>▪ Through coordination with the Incident Commander, determine the quantity and type of resources needed to accomplish the mission(s)</li> <li>▪ Determine where to stage the incoming mutual aid resources</li> <li>▪ Identify the Liaison Officer of the requesting agency who will serve as the point of contact.</li> <li>▪ Ensure all agencies establish appropriate documentation procedures</li> <li>▪ Ensure responding resources are demobilized as soon as they are no longer needed</li> </ul>
<b>OA EOC Law Enforcement Branch Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Establishing and maintaining communications with law enforcement branches at local EOCs and the Cal OES REOC</li> <li>▪ Coordinating and tracking the use and availability of local jurisdiction and field law enforcement resources from the OA EOC</li> <li>▪ Receiving requests for non-law-enforcement resources from the Operational Area Law Enforcement Mutual Aid Coordinator and transmitting those requests to the appropriate OA EOC personnel</li> <li>▪ Facilitate Sheriff's DOC to OA EOC communications</li> <li>▪ Provide frequent situation status updates to the OA EOC Planning Section</li> <li>▪ Coordinate law enforcement activities with other departments represented in the OA EOC</li> </ul>
<b>Regional/State/Federal Entities</b>	



Entity	Responsibility
<b>County/OA Entities</b>	
<p><b>State Law Enforcement Mutual Aid Coordinator</b></p>	<ul style="list-style-type: none"> <li>▪ Provide mutual aid response coordination and administrative interaction between state and local agencies during emergency and non-emergency situations, in which the mutual aid system is, or could be, involved</li> <li>▪ Responsible for requesting Federal Assistance</li> </ul>
<p><b>Federal Law Agencies</b></p>	<ul style="list-style-type: none"> <li>▪ Provide mutual aid assistance of search and rescue personnel, supplies, and/or equipment when requested by the State Law Enforcement Mutual Aid Coordinator</li> </ul>

## 2.7 Notification and Activation

### 2.7.1 Notification

In the event of a large-scale search and rescue incident, Riverside County Sheriff’s Department and Riverside County Fire Department will jointly coordinate to determine the implementation needs of the Search and Rescue Emergency Support Function. If it is necessary to activate the Sheriff’s DOC and/or the OA EOC, notification will be issued to the EOC Deputy Director and all relevant supporting departments. Notification will be distributed via the most appropriate communications methods for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

### 2.7.2 Activation

The Riverside County Sheriff’s Department or the OA EOC Deputy Director may implement the Search and Rescue Emergency Support Function when an incident requiring search and rescue has occurred. The specific implementation will be determined according to the requirements of the event. The Search and Rescue Emergency Support Function may be implemented during the following situations:

- During any event that results in missing person(s) or casualties
- Search and rescue efforts are expected to last an extended period of time
- The magnitude of the event requires a mutual aid request
- During regional/statewide events that impact RCSD
- The type or magnitude of the event requires regional, State or Federal notifications to be made

#### **Step 1: Conduct Initial Assessment**

- Determine magnitude of event



- If event is large in scale:
  - Estimate the amount of resources available vs. the amount needed to manage event
  - Determine the need to activate the Urban Search and Rescue ESF

***Step 2: Activate SDOC; Provide EOC Staff***

- If appropriate, activate SDOC
- If OA EOC is activated, designate department representatives to staff the EOC Law Enforcement Branch positions in support of the Urban Search and Rescue ESFs
- Notify and request assistance from supporting departments

***Step 3: Analyze Information and Coordinate Response***

- Gather information from:
  - Response personnel at the search and rescue incident
  - Other responding departments
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate
- Assess situation based on current information
  - Determine tactical requirements
  - Prioritize response actions and resource allocation
  - Dispatch units

***Step 4: Obtain Resources, Release Public Information***

- Coordinate resource requests through the SDOC Logistics Section and the EOC Logistics Section
  - Determine mutual aid needs
  - Mutual Aid Coordinator will submit requests to neighboring counties (Los Angeles, Orange, San Bernardino, San Diego, and Imperial)
  - If neighboring counties are unable to fulfill requests, notify Law Enforcement Region VI Mutual Aid Coordinator of requests
- Disseminate emergency information and guidance to public, private, and government organizations
- Ensure emergency information is coordinated with other responding departments, EMD, and released by the PIO through the Joint Information Center (JIC)
- Notify and request assistance from supporting departments
- Initial public information includes, but is not limited to, the following:
  - Damage assessment and estimated/anticipated duration



- Actions RCSD is taking
- Actions that businesses, industries, and residents should take
- A summary of the event
- Overall steps to be taken by the government and citizens to return to normal operation after the event

**Step 5: Continue to Monitor, Track, and Inform**

- Maintain communication between field operations, the SDOC, and the EOC
  - Provide frequent situation status reports from the SDOC to EOC Law Enforcement Branch
  - From the EOC Law Enforcement Branch to Planning Section, Situation Status Unit
- Ensure that resources are appropriately accounted for and tracked
- Implement Urban Search and Rescue ESF priorities of the EOC Action Plan assigned to the Law Enforcement Branch
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue the coordination, collection and reporting of event information and to the public through the RCSD PIO or EOC PIO, through the JIC

**2.7.3 Deactivation/Demobilization**

Search and Rescue Emergency Support Function activities and coordination will be deactivated when the need for additional law enforcement coordination has diminished or ceased. Deactivation may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the Sheriff's DOC, OA EOC Deputy Director, or Operations Section Chief, as appropriate.

### 3. Planning Assumptions

The following planning assumptions for the Search and Rescue Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use



- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner in order to meet the needs of the whole community, including those with access and functional needs





# **Emergency Support Function 10: Oil and Hazardous Materials**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function # 10: *Oil and Hazardous Materials*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	CAL FIRE/Riverside County Fire Department
<b>Supporting Agencies</b>	Riverside County Environmental Health, California Office of Emergency Services (Cal OES), Department of Toxic Substances Control (DTSC), California Environmental Protection Agency (CalEPA), Environmental Protection Agency (EPA)

### 1.2 Emergency Support Function Responsibilities

<b>Department</b>	<b>Responsibilities</b>
<b>Riverside County Fire Department</b>	<ul style="list-style-type: none"><li>▪ Coordinate hazardous materials response operations</li><li>▪ Maintain contact with the Incident Commander and/or DOC</li><li>▪ Maintain contact with supporting departments</li><li>▪ Assist with appropriate State and Federal notifications</li></ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"><li>▪ Provide direct support for Riverside County Fire Department field operations</li><li>▪ Maintain communication with Oil and Hazardous Material ESF representatives; provide regular situation status updates</li><li>▪ Staff agency DOC and/or the OA EOC as required</li></ul>

### 1.3 Purpose

The purpose of the Oil and Hazardous Materials (HazMat) Emergency Support Function (ESF) is to support the response to an actual, potential discharge, and/or uncontrolled release of, a hazardous material. This ESF includes processes for coordinating resources and supports the responsible jurisdictions to prepare for, prevent, minimize, assess, mitigate, respond to, and recover from a threat to the public or environment by actual or potential hazardous materials releases.

### 1.4 Scope

This ESF outlines the Riverside County Fire Department actions in support of HazMat incidents, including mobilizing and providing personnel, equipment, supplies, and other resources as required. Hazardous materials include any material that, because of its quantity, concentration, or physical, chemical, or biological characteristics, poses a considerable present or potential hazard to human health or safety, or to the environment. It refers generally to hazardous chemicals, radioactive materials, and biohazards materials.



## **2. Concept of Operations (ConOps)**

### **2.1 General Concepts**

The Oil and Hazardous Materials Emergency Support Function will be utilized by the Riverside County Fire Department and supporting departments and agencies during any large-scale event or disaster that results in mass casualties and damage to environment, economy, and/or government functions within Riverside County Operational Area (OA). Procedures pertaining to this function compliant with the Standardized Emergency Management System (SEMS), Incident Command System (ICS), and the National Incident Management Systems (NIMS).

This Concept of Operations will outline the following elements of the Hazardous Response function:

- Hazardous Materials
- Hazardous Release Response Coordination
- Hazardous Materials Team
- Information Flow
- Organization and Structure
- Notification and Activation Procedures
- Designated Response Actions
- Deactivation Procedures

### **2.2 Primary Roles**

#### **2.2.1 Fire Department Operation Centers (DOC)**

During any hazardous materials event that exceeds normal Riverside County Fire Department capacity, the Riverside County Fire Department Operations Center (DOC) will be activated. The Fire DOC will coordinate the Riverside County Fire Department hazardous materials response activities and conduct department-level hazardous material functions. When the Riverside County OA Emergency Operations Center (EOC) is activated, the EOC Fire and Rescue Branch will coordinate countywide hazardous material functions. Event information and needs will be communicated from the Fire DOC to the OA EOC Fire and Rescue Branch.

#### **2.2.2 Hazardous Materials Team**

The CAL FIRE/Riverside County Fire Department has two highly trained hazardous materials teams that respond countywide to material discharge including explosives, poisons, environmentally destructive elements, and weapons of destruction emergencies. The Hazardous Materials Team will be deployed to the site of the release to conduct assessments, collect contamination samples, use chemicals or other materials to contain or impede the spread of the release or mitigate its effects, and conduct other activities as deemed necessary.



### **2.2.3 Riverside Operational Area Emergency Operations Center (OA EOC) Fire and Rescue-related Positions**

There is a Hazardous Materials Unit in the OA EOC Fire and Rescue Branch. The Hazardous Materials Unit Leader has a responsibility to coordinate the response with the Fire DOC and communicate between the Fire DOC and the Fire and Rescue Branch Coordinator during hazardous materials incidents.

## **2.3 Hazardous Materials Response Coordination**

The Riverside County Fire Department is the primary agency responsible for response to, and mitigation of, hazardous material releases occurring with the Riverside operational area. During the release that necessitates an implementation of the Oil and Hazardous Materials Emergency Support Function the Riverside County Fire Department will assume the role of Incident Commander or will be designated as the OA EOC Fire and Rescue Branch Coordinator, and/ or Hazardous Material Unit Leader. The Riverside County Fire Department will be responsible for monitoring and assessing the status of the release, organizing the containment, cleanup, and disposal of hazardous substances, and coordinating the acquisition of resources.

Supporting departments are crucial to the success of hazardous materials activities by providing capabilities, expertise, or materials that the Riverside County Fire Department may not possess or may not have in sufficient quantities. According to the needs of the event, RCFD with supporting agencies to coordinate the following:

- Crowd control and traffic control
- Detection and monitoring
- Evacuation
- Crime scene investigation
- Procurement of large quantities of dirt and sand to be used for building containment dikes or as absorbent
- Identification and categorization of unknown substances
- Coordination with local hospitals regarding signs, symptoms, and treatments
- Identification of viable evacuation routes
- Provision of transportation for large scale evacuations

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

### **2.3.1 Response Level Criteria**



The following generalized HazMat response level criteria are intended to be broad guidelines. Ultimate responsibility for determining the size, extent, complexity, and response level of any HazMat incident rests with the on-scene Incident Commander.

**Level 1 – Controlled Emergency Condition**

- Incident that can be controlled by the primary first response agencies of a local jurisdiction
- Single jurisdiction and limited agency involvement
- Does not require evacuation except for the affected structure or facility
- Confined geographic area
- No immediate threat to life, health, or property

**Level 2 – Limited Emergency Condition**

- Potential threat to life, health, or property
- Expanded geographic scope
- Limited evacuation of nearby residents or facilities
- Involvement of one or more jurisdictions
- Limited participation or mutual aid needed from agencies that do not routinely respond to emergency incidents in the area
- Specialist or technical team is called to the scene
- Combined emergency operations required such as firefighting and evacuation, or containment and emergency medical care

**Level 3 – Full Emergency Condition**

- Serious hazard or severe threat to life, health, and property
- Large geographic impact
- Major community evacuation
- Multi-jurisdictional involvement
- State and federal involvement
- Specialists and technical teams deployed
- Extensive resource management and allocation
- Multiple emergency operations

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## 2.4 Information Flow

Oil and Hazardous Material ESF facilitates communication among multiple response coordination levels during hazardous materials release response. The following provides an overview of the various ESF coordination levels that maintain communication in accordance with event requirements.

**Field Operations**

- Conduct necessary activities to assess, monitor, remove, or dispose of hazardous



materials according to direction from the Incident Commander

- Submit frequent situation status reports to the Fire DOC

**Incident Command Post / Unified Command (ICP / UC)**

- Coordinate field operations and resource utilization
- Maintain communications with FDOC



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**Branches (if activated)**

- Maintain contact with field divisions

**Fire DOC**

- Maintain constant communication with Incident Commander and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with EOC or mutual aid as necessary
- Coordinate with the appropriate agency to transport hazardous materials by road, rail, pipelines, air, and/or waterways

**OA EOC Fire and Rescue Branch**

- Gather information from field and/or FDOC representatives on a continual basis
- Submit frequent situation status reports to the Fire and Branch Coordinator
- Coordinate with regional, State, or Federal entities as necessary
- Coordinate overall activities of hazardous materials response efforts

**OA EOC Operations Section Chief**

- Exchange updated hazardous materials information to ensure EOC situational awareness
- Exchange information about support operations, needed resources, and field situation status

**Supporting Departments**

- Support EOC, FDOC, and/or field operations as requested
- Maintain communication with appropriate department representatives by providing frequent situation status updates

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## **2.5 Organization and Structure**

### **2.5.1 Organization**

The organization chart on the following page depicts the relationship between the OA EOC Fire and Rescue Branch and the various involved departments, as well as its coordination within the EOC:







### 2.5.2 Roles and Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with an activation of the Oil and Hazardous Materials ESF. Entities needed to support hazardous materials operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>County/OA Entities</b>	
<p><b>Riverside County Fire Department</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate hazardous materials response operations</li> <li>▪ Maintain contact with the Incident Commander and/or DOC</li> <li>▪ Maintain contact with supporting departments</li> <li>▪ Assist with appropriate State and Federal notifications</li> </ul>
<p><b>Field Incident Commander</b></p>	<ul style="list-style-type: none"> <li>▪ Determine the most appropriate actions to manage the incident</li> <li>▪ Establish Scene Control Zones</li> <li>▪ Perform rescue operations if it can be performed safely</li> <li>▪ Submit frequent situation status reports to the Fire DOC</li> </ul>
<p><b>Hazardous Materials Team</b></p>	<ul style="list-style-type: none"> <li>▪ Conduct necessary activities to assess, monitor, contain, remove, or dispose of hazardous materials, according to direction from the Incident Commander</li> <li>▪ Perform rescue operations if prudent</li> </ul>
<p><b>Fire and Rescue Branch Coordinator</b></p>	<ul style="list-style-type: none"> <li>▪ Facilitate Fire DOC to OA EOC communications</li> <li>▪ Provide frequent situation status updates to the OA EOC Planning Section</li> <li>▪ Coordinate hazardous materials response activities with other departments represented in the OA EOC</li> </ul>
<p><b>Hazardous Materials Unit</b></p>	<ul style="list-style-type: none"> <li>▪ Provide EOC-level operational support for the event</li> <li>▪ Maintain communication with the Riverside County Fire DOC and outside supporting agencies</li> <li>▪ Provide frequent situation status updates to the OA EOC Fire and Rescue Branch Coordinator</li> </ul>

Entity	Responsibility
<b>State and Federal Entities</b>	



Entity	Responsibility
Cal OES	<ul style="list-style-type: none"><li>Provide state level assistance to supplement fire and rescue resources via personnel, equipment, supplies</li></ul>
DTSC	<ul style="list-style-type: none"><li>Mitigate contaminated hazardous waste sites</li></ul>
Cal EPA	<ul style="list-style-type: none"><li>Provide resource and/or staffing support to hazardous materials operations during events that exceed RCFD personnel or equipment capabilities</li></ul>
Federal EPA	<ul style="list-style-type: none"><li>Assist state and local government in the response to environmental disasters and hazardous materials releases that threaten human health and/or the environment when an emergency requires additional resources and expertise</li></ul>

## 2.6 Notification and Activation

### 2.6.1 Notification

In the event of an impending or actual hazardous materials event impacting the Riverside County OA, the Riverside County Fire Department in coordination with the Riverside County Fire Department Office of Emergency Services will determine the need to implement the Oil and Hazardous Materials Emergency Support Function. Notification will then be issued to all relevant supporting departments and agencies, and to any additional departments or agencies as required. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

### 2.6.2 Activation

The decision to activate elements of the Oil and Hazardous Materials Emergency Support Function may be made by the Riverside County Fire Department, OA EOC Director, Deputy Director, or EMD Duty Officer when a hazardous release is anticipated or has occurred. The level of activation will be determined according to the requirements of the event. The decision to implement the Oil and Hazardous Materials Emergency Support Function may occur the following situations:

- During any release that exceeds the capacity of normal Riverside County Fire Department operations.
- During regional releases that impact Riverside County
- If a release necessitates evacuation
- During any release that results in casualties
- The magnitude of a release requires a mutual aid request
- Response and recovery operations will involve multiple city departments
- The characteristic hazards or magnitude of the release require regional, state, or federal notifications to be made



- Response and/or recovery efforts are expected to last an extended period

***Step 1: Secure Incident Site***

- To ensure the safety and wellbeing of life and property during a hazardous materials event, RCFD will perform the following operations:
- Deploy units to incident site
- Set up ICS structure in field
- Conduct initial incident assessment and develop Incident Action Plan (IAP)
- Determine potential impact on population and/or environment
- Determine tactical requirements
- Prepare site safety plan

***Step 2: Activate the Fire DOC; Alert the OA EOC (as Necessary)***

Activation of the Fire DOC and/or the OA EOC involves, but is not limited to, the following:

- If activated, send departmental representatives to EOC
- Assign Hazardous Materials Response Unit Leader responsibilities to the most
- Appropriate personnel (situation dependent)
- Determine HazMat mutual aid needs
- Mutual Aid Coordinator submits requests to neighboring counties
- If neighboring Counties are unable to fulfill requests, notify Fire & Rescue Region VI Mutual Aid Coordinator of requests
- Notify and request assistance from supporting departments
- Make appropriate Federal and State notifications

***Step 3: Gather Information***

Information is continuously collected from the Riverside County Fire Department and from the following groups:

- Public and elected officials (via phone calls)
- NGOs, non-profit organizations, private sector (transportation and port companies, airports)
- Media (via broadcast, web information, blogs, print)
- State and Federal agencies, as appropriate (Department of Traffic [DOT], the Federal Emergency Management Agency [FEMA], etc.)

Provide status updates on hazardous materials operations:

- Response personnel in the field
- Confirm affected areas through reports from dispatched emergency units and other



support personnel

- Other responding departments

***Step 4: Analyze Information and Coordinate Response***

- Assess the situation based on current information
- Revise IAP and site safety plan as necessary

***Step 5: Obtain Resources***

- Request resources through the Fire DOC, OA EOC, and supporting departments, to deploy to the field during an event
- Provide emergency information and guidance to the PIO/JIC
- Initial public information includes, but not be limited to, the following:
  - Damage assessment and estimated/anticipated duration
  - Actions the Riverside County Fire Department is taking
  - Actions businesses, industries, and residents should take
  - A summary of the event
  - Overall steps to be taken by the government and citizens to return to normal operation after the event

***Step 6: Continue to Monitor, Track, and Inform***

- Receive and respond to requests for information
- Serve as the point of contact for post-event damage reports
- Provide situation updates, as necessary
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Coordinate the collection and reporting of hazardous material event information and to the public through the Public Information Officer (PIO), OA EOC PIO, and/or the Joint Information Center (JIC)

**2.3.4 Deactivation**

Response elements of the Oil and Hazardous Materials Emergency Support Function will be deactivated when the need for additional hazardous materials coordination has diminished or ceased, or when the responsible party has begun cleanup efforts. Deactivation of Oil and Hazardous Materials Emergency Support Function response elements may occur incrementally according to the need or lack of need for specific hazardous materials functions. Supporting agencies may be deactivated or scaled back at the discretion of the Riverside County Fire Department, Fire DOC, Riverside County OA Director, Deputy Director, or Operations Section Chief, as appropriate.

## **3. Planning Assumptions**



The following planning assumptions for the Oil and Hazardous Materials Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, efficient, and professional manner to meet the needs of the whole community, including those with access and functional needs



# **Emergency Support Function 11: Food and Agriculture County of Riverside Riverside County Operational Area (OA)**



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Functional Emergency Support Function # 11: *Food and Agriculture*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Coordinating Departments</b>	Riverside University Health System-Public Health and Department of Environmental Health
<b>Supporting Departments</b>	Agricultural Commissioner’s Office, Animal Services, Co-op Extension, United States Department of Agriculture (USDA), University of California Riverside (UCR), Local Farms, Ranchers, Growers, CDFA, CDC

### 1.2 Overview of Department Responsibilities

Department	Responsibilities
<b>Agricultural Commissioner’s Office</b>	<ul style="list-style-type: none"> <li>▪ Detect the event through the reporting of illness, disease/pest surveillance, routine testing, consumer complaints and/or environmental monitoring</li> <li>▪ Determine the primary coordinating agency</li> <li>▪ Assign responsibilities and incident-related priorities</li> <li>▪ Determine the source of the incident or outbreak</li> <li>▪ Control and contain the distribution of the affected source</li> <li>▪ Monitor incident response and recovery actions</li> <li>▪ Identify and protect the population at risk</li> <li>▪ Assess public health, food, agriculture, and law enforcement implications</li> <li>▪ Assess the extent of residual biological, chemical, or radiological contamination, then decontaminate and dispose as necessary</li> <li>▪ Identify critical resource needs and monitor resource levels</li> <li>▪ Collaborates and coordinate with appropriate federal counterparts</li> <li>▪ Direct or assist in response actions including quarantine, surveillance, investigations, disposal and destruction</li> <li>▪ Ensure that short-term recovery transitions into full recovery operations</li> </ul>
<b>Supporting Departments</b>	<ul style="list-style-type: none"> <li>▪ Provide technical assistance and expertise in investigation of contamination</li> <li>▪ Assist in treatment and care of affected humans and animal life</li> </ul>



	<ul style="list-style-type: none"><li>▪ Analyze environmental impact</li><li>▪ Assist in quarantine and destruction of contaminated food and agriculture</li><li>▪ Participate in observation and surveillance of wildlife</li></ul>
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### **1.3 Purpose**

The purpose of the Food and Agriculture Functional Emergency Support Function (ESF) is to define the actions and roles necessary to provide a coordinated response to a food or agriculture incident within or affecting the Riverside County Operational Area (OA). This ESF provides guidance to county agencies with a general concept of potential emergency assignments before, during, and following emergency situations as they relate to a food or agriculture-related incident. This ESF has been developed to ensure all agencies (local, state, and federal) and industry partners are aware of the roles and responsibilities of various agencies, various levels of government and the private sector in responding to these very specific incidents that may occur in the Riverside County OA.

### **1.4 Scope**

The protocols outlined in this ESF apply to food, animal and plant incidents requiring a coordinated county response. These incidents may be naturally occurring, accidental, or intentional. Most incidents that require activation of this ESF will involve only a handful of agencies and will be resolved using existing agency authorities and resources. The complexity and scope of the incident will determine the levels of activation of emergency operations centers and other supporting facilities and systems. This ESF describes how we respond to incidents occurring in the food and agriculture sector.



## 2. Concept of Operations

### 2.1 General Concepts

The Food and Agriculture ESF describes processes and systems for coordinating the control and maintenance of the food and agriculture industry in response to contamination or natural disasters. A food and agriculture incident may threaten public health, animal nutrition, food production, aquaculture, livestock production, wildlife, soils, rangelands, and agricultural water supplies. Responding to the unique attributes of this type of incident requires separate planning considerations that are tailored to specific health and agriculture concerns and effects of the disease (e.g., deliberate contamination versus natural outbreaks, plant and animal versus processed food, etc.).

Detection of an intentional or unintentional contamination/adulteration of food, animals, plants, or a pest outbreak may occur in several different ways and involve several different modalities:

- A terrorist attack on food or agriculture may initially be indistinguishable from a naturally occurring event; moreover, depending upon the particular agent and associated symptoms, several days could pass before public health, food, agriculture and medical authorities even suspect that terrorism may be the cause. In such a case, criminal intent may not be apparent until sometime after illnesses are recognized.
- A devastating attack or the threat of an attack on the domestic animal population and plant crops through use of highly infective exotic disease or pest infestation could result in severe economic loss. Early detection, allowing for early intervention, would come from agriculture expert authority reports as well as unusual patterns in surveillance systems.
- A food or agricultural incident may involve international trade.

Local governments are primarily responsible for detecting and responding to food and agriculture incidents and implementing measures to minimize the health and economic consequences of such an incident or outbreak.

Participating State agencies may take appropriate independent emergency actions within the limits of their own statutory authority to protect the public, mitigate immediate hazards, and collect information concerning the emergency. This may require deploying assets before they are requested via normal State Emergency Operations Plan protocols.

If an agency becomes aware of an overt threat involving biological, chemical, or radiological agents or indications that instances of disease may not be the result of natural causes, they should notify the Federal Bureau of Investigation (FBI). The FBI, in turn, immediately notifies the National Operations Center (NOC) and the National Counterterrorism Center.

This Concept of Operations outlines the following elements of the food and agriculture function:

- Food and Agriculture Operations
- Incident Identification
- Response Actions
- Assessment, control, and containment
- Recovery Operations
- Organization and Structure
- Notification and Activation



- Deactivation Procedures

## **2.2 Food and Agriculture Operations**

### **2.2.1 Incident Identification**

State or local authorities are likely to be among the first to recognize the initial indication of intentional or naturally occurring contamination of food, or highly infective plant or animal disease, or of an economically devastating plant pest infestation or animal disease. Recognition may come from a significantly increased number of people reporting ill to health care providers, increased reporting of sick animals to veterinarians or animal health officials, or numerous plant anomalies reported by local officials, agricultural extension agents, or the public. Other sources may include routine public/private laboratory surveillance, inspection reports, consumer complaint systems, and various hotlines.

Therefore, the most critical information requirements are surveillance information, identification of the cause of the incident, a determination of whether the incident is intentional or naturally occurring, and the identification of the human or animal population and/or plants at risk.

For the purposes of this ESF an incident is defined by the severity of the threat and the need for additional resources to respond. The Riverside Agriculture Commissioner will initiate implementation of this ESF. The scope and severity index tool can be used to determine the level of implementation necessary to respond to various types of incidents and emergencies. These indexes include the following triggers:

- Confirmation of lab results indicating the need for an extraordinary response
- Clinical diagnosis of specific diseases of concern in humans or animals
- Known intentional act
- Occurrences in other states
- Media reports and rumors
- Severity of patient outcome
- Number of confirmed or suspected cases
- Results of initial interviews and case investigations
- Current intelligence
- Trace-forward or trace-backs indicate contamination, pests, or disease from which it came from or destined for the Riverside County OA

Food and agriculture incidents require a significant amount of interagency coordination. When an incident is first detected, and this ESF is implemented, the Riverside County OA Emergency Operations Center (EOC) should be activated to coordinate the initial response.

#### **2.2.1.1 Laboratory Testing**

Identification and confirmation of contaminated food or the environment, highly infective animals and plants, or an economically devastating plant pest infestation may occur through routine surveillance and laboratory testing.

Depending on the type of threat, samples are sent to a laboratory that tests the sample. There are chemical labs that test for such substances as pesticides and residues. There are seed labs, which audit package contents against package labels. There are petroleum products labs, which test samples of



petroleum products for content and quality. There are also metrology labs, which is the state standard for weights and measures.

### **2.2.2 Intentional Act of Food and Agriculture Tampering**

The first evidence of intentional act agent to contaminate the food or agriculture supply may be the presentation of disease in humans, animals, or plants. This could manifest either in clinical case reports to domestic or international public health or agriculture authorities or in unusual patterns of symptoms or encounters within domestic or international human and animal health and crop production surveillance systems.

Food and agriculture surveillance systems may detect the presence of a radiological, chemical, or biological agent and trigger directed environmental sampling and intensified human and animal surveillance to rule out or confirm a case. If a case is confirmed, then these systems may allow for mobilization of a public health, medical, and law enforcement response in advance of the appearance of the first human and/or animal cases, or quick response after the first human and/or animal cases are identified.

A food and agriculture incident may be distributed across multiple jurisdictions simultaneously. Response to this incident could require the simultaneous management of multiple "incident sites" from national and regional headquarters locations in coordination with multiple State and local jurisdictions.

An act of food tampering or agro-terrorism, particularly an act directed against large sectors of the industry within the United States, will have major consequences that can overwhelm the capabilities of many State, tribal, and local governments to respond and may seriously challenge existing State response capabilities.

A food or agriculture incident may include biological, chemical, or radiological contaminants, which may require concurrent implementation of other State plans and procedures.

Food and agriculture incidents may not be immediately recognized as such until the biological, chemical, or radiological agent is detected or the effects of exposure on the public, animals, or plants are reported to appropriate authorities. No single entity possesses the authority, expertise, and resources to act unilaterally on the many complex issues that may arise in response to a food or agricultural incident.

### **2.2.3 Response Actions**

- Determine whether a criminal investigation into the incident is warranted, ensure proper authorities are notified
- Once activated, determine operational periods and develop incident action plans
- Incident action plans will be shared with appropriate stakeholders for the duration of the incident
- All outside resources will be requested

### **2.2.4 Assessment, Control and Containment**

- Implement surveillance and outbreak investigations to provide continuous monitoring of events
- Collect samples of products and conduct sample analysis
- Determine public health risks
- Request product recalls



- Conduct trace-backs and trace-forwards to determine the index case and extent of the outbreak
- Conduct disposal of contaminated materials to ensure effective recovery of the infrastructure impacted
- Conduct decontamination and disinfection
- Conduct evidence gathering for a criminal investigation
- Establish quarantine or embargos to mitigate the incident
- Establish movement controls of affected products
- Arrange for the provision of security at movement control areas, quarantined areas, and closed roads
- Provide public education on affected products
- Assess environmental contamination

### **2.2.5 Recovery Operations**

- Determine what continued surveillance is needed and the timeline for continued surveillance
- Determine the conditions under which recovery would be complete
- Remove movement controls on food, water, crops, and livestock when possible
- Restore essential food and animal production and retail services
- Track costs for reimbursement
- Respond to the media and communicate with the public to address concerns and/or rumors
- Conduct hazard evaluations to ensure safety of response teams and the public
- Establish a Recovery Team at the onset of an emergency to resolve long-term issues related to pre- and post-harvest food production impacted by the incident; encourage immediate business recovery and foster long-term economic recovery. This team will also evaluate economic implications and consequences
- Identify gaps and initiate repair of response plan

## **2.3 Food and Agriculture Organization and Structure**

### **2.3.1 Organization**

The Food and Agriculture function encompasses support from a variety of Riverside County departments and outside agencies to ensure that food and agricultural needs are addressed in a coordinated manner. The Food and Agriculture ESF is not designated within the OA EOC organization and is led by the County Agricultural Commissioner's Office during an incident requiring activation of the Food and Agriculture ESF. The Agriculture Commissioner or an Agency Representative would respond to the OA EOC to represent the food and agriculture function.

### **2.3.2 Food and Agriculture Roles and Responsibilities**

The following table details the overall roles and responsibilities of each entity involved with the Food and Agriculture ESF.



Entity	Roles and Responsibilities
<b>Riverside University Health System-Public Health (RUHS-PH)</b>	<ul style="list-style-type: none"> <li>▪ Minimize loss of life and human suffering</li> <li>▪ Prevent disease and promote optimum health for the population by controlling public health factors that affect human health</li> <li>▪ Provide leadership and guidance in all emergency/disaster public health-related activities</li> <li>▪ Provide preventive health services and control disease outbreaks</li> <li>▪ Conduct rapid disease surveillance activities</li> <li>▪ Issue public health advisories</li> <li>▪ Respond to public health events</li> <li>▪ Coordinate health-related activities among other local public and private response agencies or groups</li> </ul>
<b>Agricultural Commissioner's Office</b>	<ul style="list-style-type: none"> <li>▪ Coordinates overall incident-related priorities</li> <li>▪ Monitors incident response to ensure objectives are met</li> <li>▪ Identifies critical resource needs</li> <li>▪ Implements embargos on contaminated products</li> <li>▪ Requests voluntary recalls</li> <li>▪ Defines affected areas and control zones</li> <li>▪ Directs and assists in recovery actions and response actions</li> <li>▪ Issues health advisories</li> <li>▪ Identifies local health facilities, supplying and using medical and health items</li> <li>▪ Identifies at-risk populations</li> <li>▪ Facilitates and guides disposal of contaminated materials</li> </ul>
<b>Environmental Health</b>	<ul style="list-style-type: none"> <li>▪ Manages environmental permitting</li> <li>▪ Provides educational materials and training to the public</li> <li>▪ Provides sample collection tools, equipment, and guidance to field investigators</li> <li>▪ Coordinates information and data sharing</li> </ul>



Entity	Roles and Responsibilities
<b>Animal Services</b>	<ul style="list-style-type: none"> <li>▪ Coordinates with the Animal Care Unit for animal disease response</li> <li>▪ Assist in the sheltering and care of affected animals</li> </ul>
<b>Agricultural agencies</b>	<ul style="list-style-type: none"> <li>▪ Assist with initial incident identification</li> <li>▪ Publishes and distributes educational information</li> <li>▪ Assist with sample collection, locating produces</li> <li>▪ Assist with information collection and distribution</li> <li>▪ Surveillance of wildlife</li> <li>▪ Assist in the recovery actions of agriculture and food supplies and systems</li> </ul>

## 2.4 Notification and Activation

### 2.4.1 Notification

A potential or actual incident requiring or coordinated county response involving contaminated food, infected animals or plants, or an economically devastating plant pest infestation shall be brought to the immediate attention of the Agriculture Commissioner. The Emergency Services Coordinator will then initiate the appropriate notifications. All incidents will be reported to the Governor’s Office of Emergency Services (Cal OES), affected counties, and appropriate federal agencies.

### 2.4.2 Activation

Once notified of a potential incident, the Agriculture Commissioners Office will activate the Food and Agriculture ESF. Ensuing actions may include:

- Targeted epidemiology investigation
- Increased surveillance for patients and animals with certain clinical signs and symptoms
- Increased surveillance of plants for signs of disease or other signs of pest infestation
- Targeted inspection of human food and animal feed manufacturing, distributing, retail, and other facilities, as appropriate
- Increased inspection of plants and animals for contamination
- Notification and coordination with appropriate stakeholders from government agencies, industry, and the public

### 2.4.3 Response Actions

#### **Step 1: Secure Incident Site**

When notified of an event affecting the Riverside food and agriculture systems, the OA EOC will perform the following actions:

- Assess and determine impacted food, agriculture, animals, humans
- Identify food and agriculture response staffing and resource requirements





- Alert and deploy appropriate field units as necessary

**Step 2: Activate; Alert OA EOC (as Necessary)**

Implementation of this ESF and/or activation of the OA EOC involves, but is not limited to, the following:

- If activated, send departmental representatives to the OA EOC
- Assign responsibilities to the most appropriate personnel
- Determine mutual aid needs
- Notify and request assistance from supporting departments, NGOs and other agencies
- Notify community shelters, rescue centers, and clinics of activation

**Step 3: Gather Information**

- Determine whether rescue, triage, and transport requirements are needed
- Divide food/agriculture into categories
- Dispatch a team to the ARC shelter sites
- Determine transportation needs and capabilities

**Step 4: Analyze Information and Coordinate Response**

- Take action to expand current field response capacity, if needed
- Mobilize personnel and augment staff, as needed (contact neighboring jurisdictions)
- Prepare to receive unsolicited donations and volunteers
- Deploy a representative from the veterinary/medical team to assist with triage of affected pets or humans at shelter sites

**Step 5: Obtain Resources, Release Public Information**

- Request emergency supplies and specialized equipment through the OA EOC, and/or supporting departments as necessary
- Identify shelter sites
- Disseminate emergency information and guidance to the public, private, and government organizations

**Step 6: Continue to Monitor, Track, and Inform**

- Receive and respond to requests for information
- Provide situation updates, as necessary
- Re-evaluate the current situation status
- Determine future needs, as appropriate

**2.3.4 Deactivation**

Food and Agriculture ESF activities will be deactivated when the need for advanced food and agriculture response coordination has either diminished or ceased. Food and Agriculture functions may be deactivated or scaled back at the discretion of the Agriculture Commission Office. After the decision to deactivate has been determined, the following activities may be necessary:



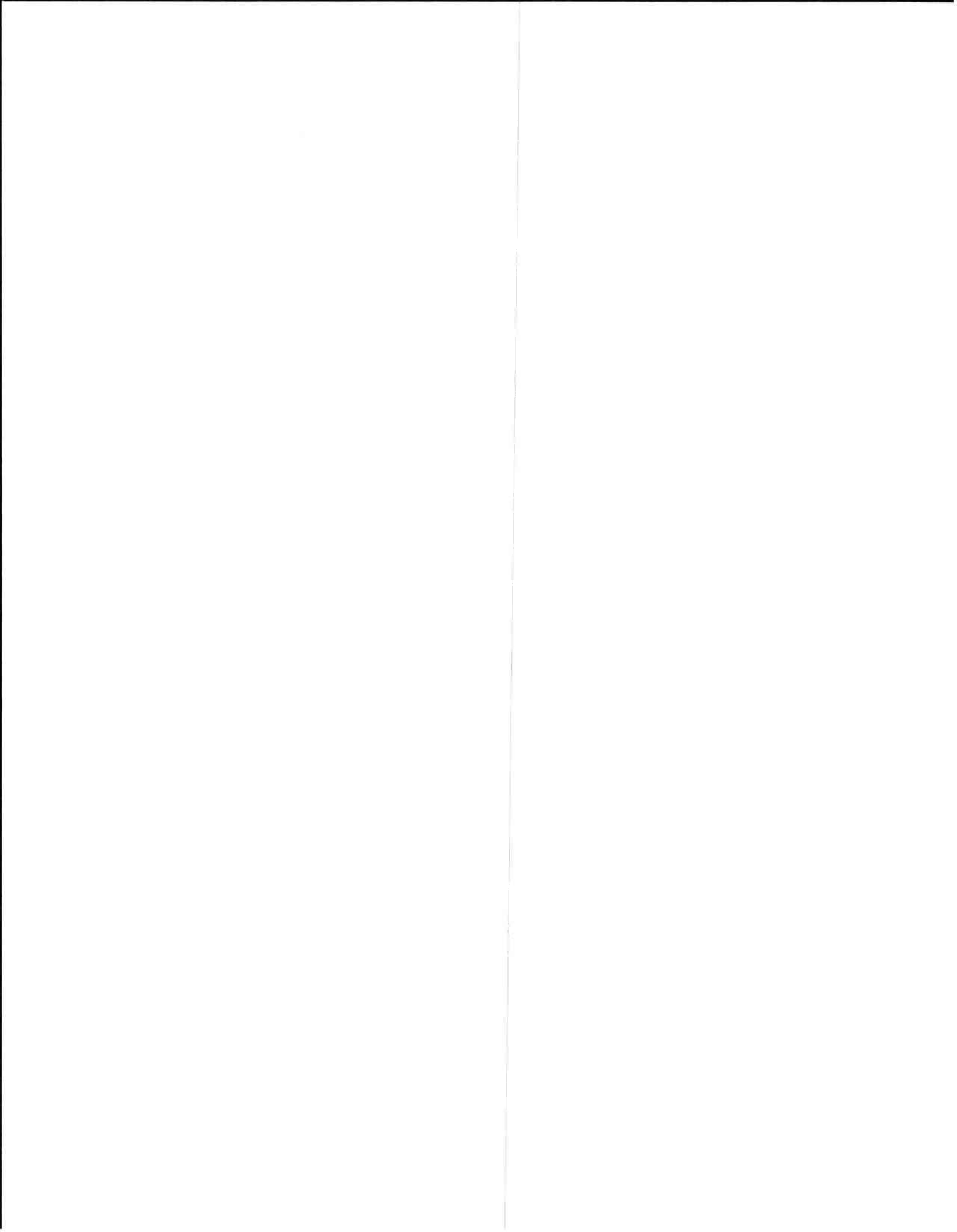
- Complete or transfer remaining food and agriculture responsibilities to the appropriate department(s)
- Provide deactivation information to all involved supporting departments
- Inventory, return to owner, or properly dispose of remaining supplies
- Coordinate deactivation with the Agriculture Commissioners Office
- Ensure that a debrief is held between key staff, volunteers, and involved Riverside County departments
- Continue ongoing efforts for reunification as necessary



### 3. Planning Assumptions

The following planning assumptions for the Food and Agriculture Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner to meet the needs of the whole community, including those with access and functional needs





# **Emergency Support Function 12: Utilities**

## **County of Riverside**

### **Riverside County Operational Area (OA)**



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function #12: *Utilities*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	County of Riverside Emergency Management Department (EMD)
<b>Supporting Agencies</b>	Environmental Health, Riverside University Health System-Public Health (RUHS-PH), Emergency Management Department (EMD), Transportation and Land Management Agency (TLMA), Southern California Edison, Southern California Gas, Metropolitan Water District, Imperial Irrigation District (IID), other Independent Water Districts and Agencies in Riverside County, Alternative Energy Producers & Distributors, Pipeline Owners & Operators, Propane Suppliers, California Water/Wastewater Agency, Independent Sanitation Wastewater Districts in Riverside County, CalWARN Region VI, Emergency Response Network of the Inland Empire (ERNIE), Water and Dam Emergency Response (WADER), California Department of Public Health (CDPH), California Utilities Emergency Association (CUEA), etc.

### 1.2 Emergency Support Function Responsibilities

<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Coordinate all Utilities Unit activities &amp; operations to expedite restoration of essential lifelines, such as:               <ul style="list-style-type: none"> <li>○ Obtain utility system status updates</li> <li>○ Active necessary agency representatives to the OA EOC to ensure seamless and timely communication and collaboration</li> </ul> </li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Conduct damage assessments for critical utility infrastructure and facilities, and report the findings to the OA EOC</li> <li>▪ Provide Agency Representatives in the DOC/OA EOC</li> <li>▪ Provide assessment and restoration of all disrupted utility services</li> <li>▪ Provide restoration timeframe estimates and updates</li> <li>▪ Respond to requests for service from the OA EOC and provide public and private resources, as appropriate, to support response and recovery operations and activities as necessary</li> <li>▪ Coordinate with the OA EOC in the prioritization of restoration of critical utility infrastructure and services</li> </ul>

### 1.3 Purpose

The Utilities Emergency Support Function (ESF) to the Riverside County OA Emergency Operations Plan provides guidance on local assistance and resources to enable restoration of utilities and water systems as soon as possible following an incident in Riverside County OA. The purpose of this function is to identify utility and water system shortfalls, assist utility and water system providers with requests for emergency response assistance, and coordinate private and public-sector response efforts to ensure timely restoration of water systems and utilities following a large-scale disaster or event.



## **1.4 Scope**

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This ESF supports emergency response operations through the facilitation of assessment and restoration of damaged utilities and water infrastructure systems within Riverside County OA. All utility, water, and energy systems are considered critical infrastructure. This ESF details the procedures, responsibilities, and concept of operations during a potential, imminent, or declared emergency. Specific objectives are as follows:

- Coordinate status reporting of all utility systems
- Coordinate the restoration and repair of disrupted municipal services with utility services, such as the water and wastewater
- Coordinate with utility service providers for the assessment and restoration of disrupted non-municipal services, such as cable, Internet, landline phone, cell phone, gas, and electric

## **1.5 Policies**

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The following general policies apply and will guide Utilities Unit missions, activity, and support:

- Restoration of normal operations at energy facilities is the responsibility of the facility owners, managers, and operators. Local government support may be limited
- All energy/utility providers, whether publicly or privately owned, shall be prepared to respond to energy related needs resulting from an emergency or disaster
- The Utilities Functional ESF addresses significant disruptions in energy/utility supplies for all hazards, whether caused by physical disruption of energy transmission and distribution systems, unexpected operational failure of such systems, planned interruptions, or unusual economic or international political events
- The Utilities Functional ESF addresses the impact that damage to a utility system in Riverside County OA may have on energy/utility supplies, systems, and components in other districts relying on the same system
- Normal supply procedures/guidelines of county government will be used whenever possible unless the severity of the disaster dictates additional supplies and equipment must be procured from outside sources





## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

The OA EOC will utilize the Utilities Functional ESF during an incident that impacts critical utility infrastructure.

This Concept of Operations will outline the following elements of the utilities function:

- Infrastructure Assessment, Repair, and Restoration
- Energy Industry Coordination
- Tagging/Approval of Electrical and Gas Industry Connection
- Information Flow
- Organization and Structure
- Notification and Activation Procedures
- Response Actions
- Logistical Considerations
- Deactivation Procedures

#### 2.1.1 Infrastructure Assessment, Repair, and Restoration Primary Roles

Infrastructure assessment, repair, and restoration includes repairing or replacing temporary and permanent infrastructures, as well as stabilizing or resuming operation of potable water, wastewater, oil/fuel pipelines, natural gas, electric, telecommunications, Internet, and cable services. During an event requiring support to multiple utilities infrastructure, the Utilities Functional ESF may be utilized in concert with other ESFs that have primary responsibility over specific infrastructure resources such as:

- Transportation
- Communications
- Construction and Engineering

During an activation of the OA EOC, infrastructure support will occur in the Utilities Branch. In an event that impacts OA utilities and water, the Emergency Operations Centers, the Utilities Branch Director will serve as the lead for this ESF. EMD serves as the Utilities Branch Director with the appropriate utility providers serving in agency representative roles. EMD's role in this branch is only to coordinate utility provider response to the OA EOC and to obtain regular updates on restoration. The physical repair and oversight of the utility system belong to the individual providers. EMD is a conduit to the information and a subject matter expert on EOC operations in support of the utility providers.

The Utilities Branch Director will have the primary responsibility for obtaining updates on utility status and restoration to expedite response efforts of all critical utilities. Additionally, the assessment of damage, restoration, and protection of critical utility infrastructure resources will be a priority during emergency operations.

#### 2.1.2 Utilities Unit Functions

Functioning under the Utilities Branch in the OA EOC, the Utilities Branch has the following primary roles:

1. Act as a conduit between all utility providers and the EOC, which includes the following:
  - Obtaining information on damaged systems and component assessments
  - Identifying county priorities and critical restoration needs



- Requesting supplemental assets for assisting response efforts while restoration of primary systems is established
- 2. Facilitate the dissemination of public information related to utility restoration, which includes the following:
  - Providing public information through the PIO and JIC on the duration of service interruptions/shortages, the progress of restoration efforts, and public assistance guidelines while restoration activities are occurring
  - Coordinate with OA EOC PIO, Utilities Branch, Mass Care and Shelter Branch, and Public Health Branch, including Environmental Health to ensure accurate and timely updates and guidelines are provided to the whole community about food safety, home safety, available shelters, etc.

### 2.1.3 Supporting Roles

In addition to the response functions established by the OA EOC Operations Section, the Utilities Functional ESF is supported by the following Riverside County departments:

- TLMA Building and Safety Department
- TLMA Planning Department
- RCIT
- Emergency Management Department (EMD)
- Environmental Health
- Riverside University Health System-Public Health (RUHS-PH)

Situation status reports and requests will be provided to each supporting department so that priorities to re-establish essential utility services can be determined on a countywide basis.

Monitoring information; obtaining, deploying, and tracking local, and Operational Area resources; and assessing restoration progress will be a combined effort between the utility providers, EMD and supporting departments. Each supporting department maintains its authority and is responsible for resource availability and providing personnel, equipment, facilities, technical assistance, and other support roles as required.

### 2.1.4 Energy Industry Coordination

Energy industry coordination requires the maximum use of resources, aids emergency response, implements recovery operations, and restores water and utilities to the affected area to pre-event conditions.

During an event, Facility owners are responsible for the actual restoration of utility facilities.

The types of water system and utility facilities are listed in the Table below:

<b>Water/Sewer</b>	<ul style="list-style-type: none"><li>▪ Publicly owned utilities or investor owned utilities</li><li>▪ Regulated by the Regional Water Quality Control Board</li></ul>
<b>Electric</b>	<ul style="list-style-type: none"><li>▪ Includes publicly owned Load Serving Entities or Electric Service Providers</li><li>▪ Regulated by the California Public Utilities Commission</li></ul>



<b>Natural Gas</b>	<ul style="list-style-type: none"><li>▪ Commercial and residential distribution providers</li><li>▪ Regulated by the California Public Utilities Commission</li></ul>
<b>Petroleum Products</b>	<ul style="list-style-type: none"><li>▪ Liquid propane gas and crude oil pipeline vendors</li></ul>
<b>Commercial Communications</b>	<ul style="list-style-type: none"><li>▪ Include telecommunication services and commercial toll lines, cellular and satellite systems, and Internet Service Providers</li><li>▪ Regulated by the California Public Utilities Commission</li></ul>

### 2.1.5 Information Flow

The following describes the flow of information within the OA EOC, Utilities Branch, and between the various support agencies:

#### Operations Section Chief and Utilities Branch Coordinator

- Exchange information regarding utility issues, support operations, requests, and situation status reports
- Coordinate the release of utility restoration public information from the OA EOC to the public by the PIO and JIC, with approval and coordination of each provider

#### Utilities Branch – Service Providers

- Coordinate and analyze utility status information to update the Utilities Branch Director
- Provide public information updates to the OA EOC Public Information Officer
- Contact Municipal Public Utility agencies to collect information and requests for Utility systems
- Provide municipal operation utility status reports to the Utilities Branch Director
- Contact non-municipal utilities (telecommunications, natural gas, electricity, cable, and satellite providers) to collect information and requests from utility system providers
- Provide non-municipal utility status reports to the Utilities Branch Director

## 2.2 Organization and Structure

### 2.2.1 Organization

The Utilities Functional ESF is organized in accordance with ICS to comply with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and is used by the Utilities Branch within the in the Operations Section.

The Utilities Branch Director may facilitate conference calls amongst providers and/or OA jurisdictions and reports pertinent information to supporting Utilities ESF agencies.

Supporting agencies may assist the Utilities Branch in the protection of utility capabilities through the coordination of escorts, traffic control, debris removal, and restoration activities. Participants include, but are not limited to, municipal owned utilities, electric cooperatives, private or non-profit response agencies, the California Public Utilities Commission, and the California Energy Commission.

The organization chart of the OA EOC Operations Section is:





### 2.2.2 Participants and Functions

The following table identifies the overall roles and responsibilities of each entity that may be involved in the Utilities ESF. Entities needed to support Utilities operations will vary and will be determined according to the needs of the event. Overall roles and responsibilities are as follows:

Position	Responsibility
<b>EMD</b>	<ul style="list-style-type: none"><li>▪ Collect information, monitor utility events, and exchange information between EOC and affected utility providers.</li><li>▪ Provide appropriate staffing for OA EOC as required</li><li>▪ As the Utilities Branch Director, provide situational awareness and prioritize recommendations concerning the recovery and restoration of, utilities, and energy sectors supported by this ESF</li><li>▪ Serve as a conduit between all utility providers for information sharing, collaboration, and public messaging</li></ul>
<b>Building and Safety</b>	<ul style="list-style-type: none"><li>▪ Support utility operations with structural inspectors and engineers from the Building Inspection Division to conduct pre- occupancy inspections</li><li>▪ Accompany utility personnel into affected buildings after an emergency if required</li><li>▪ Identify and mitigate safety issues related to utilities prior to environmental inspections</li></ul>



Position	Responsibility
<b>Planning</b>	<ul style="list-style-type: none"> <li>▪ Provide engineering support services</li> <li>▪ Secure permits for temporary overhead utility facilities (e.g., poles, wires)</li> <li>▪ Assist in the restoration of potable water services/supplies</li> <li>▪ Coordinate locating and marking for all proposed digging</li> <li>▪ Coordinate excavation work that may affect underground utilities and traffic signal cables and connections</li> </ul>
<b>Public and Privately-Owned Energy Providers</b>	<ul style="list-style-type: none"> <li>▪ Provide background, technical, and/or scientific information and/or subject matter experts</li> <li>▪ Provide situation status updates on outages, shortages, energy disruptions, and restoration operations</li> <li>▪ Liaison with the EOCs</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>▪ Coordinate efforts between the Utilities Unit and the Water Agencies, including WADER and CalWARN</li> <li>▪ Establish priorities and staffing for short- and long-term operational periods</li> <li>▪ Serve as the utility liaison to Federal, State, and/or regional government entities, as requested</li> <li>▪ In coordination with Utilities Unit Leader, identify water system and utility issues within municipal jurisdictions</li> <li>▪ Mobilize/demobilize water system and utility operational support</li> </ul>

## 2.3 Notification and Activation

### 2.3.1 Notification

Based on the overall impacts to the utility systems in the County, the OA EOC Manager or the Utilities Branch Director will determine the need for the Utilities ESF activation.

EMD will activate and staff the Utilities Branch Director position in the OA EOC and request all necessary impacted, or potentially impacted utility providers to respond to the OA EOC. This is typically accomplished by telephone contact or text message.

Notification to support agencies can be communicated via phone, e-mail, or the Early Warning Notification System, and will provide a situation update and reporting instructions prior to arrival at the EOC. EMD maintains a current list of personnel with 24-hour contact information for emergency response.

### 2.3.2 Activation



The Utilities ESF may be activated by EMD or EOC Director when a utility event is anticipated or occurring in the OA. The scope and type of the emergency and response will be determined at the time of OA EOC activation. Elements of the Utilities ESF activation may begin prior to an official notification from EMD or EOC Director when a planned or unplanned event through a utility provider occurs. If this occurs, notification to the EMD Officer should occur so that stakeholders and county officials, and if appropriate, the communities can be notified.

**Scalable Activation**

The Utilities Functional ESF operations can be expected to expand, and contract based on the type of emergency, nature, and magnitude of the event. The type and level of activation is generally based on an event’s resource or staffing requirements and the impact on the community. Utilization of the Utilities Functional ESF may be predicated on the following:

- Existing or potential electricity outages, scheduled brownouts, blackouts, or prolonged service disruption
- Anticipated changes in water system, utility generation, or distribution capacity.
- Local and regional disasters affecting water system/utility generation, distribution, or storage facilities and operations
- Events resulting in a significant or critical utility service and or water system disruption.
- A sustained response effort

The following table illustrates a scalable emergency response activation categorized by event type.

Emergency Situations	Examples	Coordinating Department	Placement of Staff
Planned Event (Simple)	Notification of a potential energy shortage; a scheduled utility outage	EMD and utility provider(s)	
Planned Event (Complex)	Situation escalates to critical, resulting in supply and pricing impacts, and EOC activation	EMD and utility provider(s), OA partners as needed	TBD
Unplanned Event (Simple)	Notification of an actual energy shortage, system disruption, etc.	EMD and utility provider(s), OA partners as needed	
Unplanned Event (Complex)	Notification of a large-scale actual energy shortage; system disruption involving EOC activation	Riverside County OA partners	OA EOC



### 2.3.3 Response Actions

Informing infrastructure support agencies, required governmental entities, stakeholders, and the public during an event is a six-step process:

#### ***Step 1: Gather Information***

Information is collected from the Utility community, and from the following groups, to provide status updates on infrastructure operations throughout Riverside County OA:

- Responding departments
- Public and elected officials (via phone calls)
- NGOs, non-profit organizations, private sector (utilities)
- Media (via broadcast, web information, blogs, print)
- Response personnel (responding to down electrical wires, broken pipes, fires, etc.)
- State and Federal agencies, as appropriate (e.g., DOT, the Federal Emergency Management Agency [FEMA], California Public Utilities Commission)

#### ***Step 2: Verify and Organize Information***

Verification of collected information should be confirmed after identifying corresponding utilities' status reports and determining the impact of the affected area

- Secure a point of contact at each utility or infrastructure agency for situational updates
- Confirm affected areas through reports from dispatched emergency units and utility company command centers
  - Obtain preliminary infrastructure damage assessments
  - Create a cursory outage/damage footprint on maps or computer software based on assessments

#### ***Step 3: Coordinate and Analyze Information (Initial Actions)***

Analysis includes, but is not limited to, the following:

- Assessing the situation based on current information
- Determining the impact of the event on Riverside County OA
- Identifying critical utility needs in affected communities
- Identifying and recommending government actions necessary to assist utility providers in restoring damaged systems and preventing disruptions in service
- Receiving and responding to information requests from municipal and non-municipal utility providers

#### ***Step 4: Obtain Resources, Release of Public Information***

Request resources through the DOC, OA EOC, and supporting Utilities ESF departments, to deploy to the field during an event





Disseminate emergency information and guidance to the public, private, and government organizations. All press releases are to be coordinated through the OA EOC PIO. If proprietary information is received from affected public or privately-owned facilities, legal counsel should be consulted prior to disseminating a press release.

Initial public information includes, but not be limited to, the following:

- Damage assessment and estimated/anticipated duration
- Actions the utility providers are taking
- Actions businesses, industries, and residents should take:
  - A summary of the event
  - Overall steps to be taken by the government and citizens to return to normal operation after the event

***Step 5: Continue to Monitor, Track, and Inform (Continuing Actions)***

- Serve as the point of contact for post-event damage reports to supply, distribution, and collection systems
- Provide situation updates, as necessary
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities on priorities for utility restoration processes, assistance, and supply
- Secure resources (e.g., fuel for transportation, natural gas services, generators, technical support, potable water, and communications) for requested emergency operations
- Recommend actions to jurisdictions regarding the conservation of water, utility, electricity, and natural gas resources
- Coordinate the collection and reporting of water and utility information to the public through the Joint Information Center (JIC)

***Step 6: Resources and Assets (External)***

- Coordinate the deployment of resources as necessary to support emergency water system and utility restoration operations



### **2.3.5 Deactivation/Stand Down Operations**

The deactivation of the Utilities Unit may extend deep into the recovery phase. The deactivation of Utilities Unit operations is coordinated through the Utilities Branch Director, supporting agencies, and the EOC Director. Once deactivation is announced, the Utilities Branch will do the following:

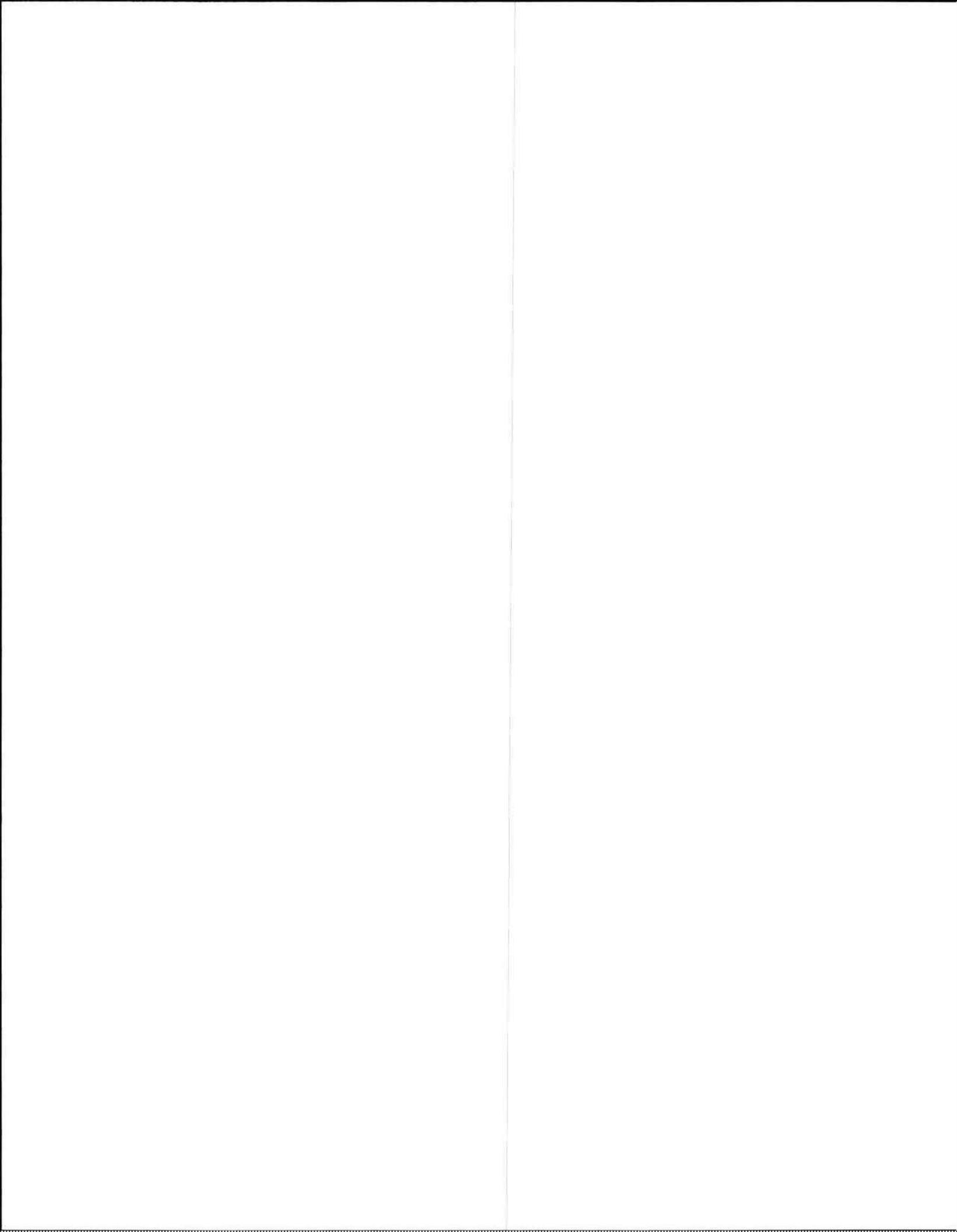
- Provide a plan for the demobilization of personnel and equipment to the Utilities Branch Director and Operations Section Chief
- Coordinate de-activation steps with the supporting departments/agencies
- Provide deactivation information to all involved response departments and affected utility points of contact
- Ensure documentation is retained by the Documentation Unit in the Planning Section
- Debrief staff and conduct an after-action meeting



### 3. Planning Assumptions

The following planning assumptions for the Utilities ESF apply:

- The public expects fundamental resources such as water, sewer, communication, electricity, and natural gas to be restored in a timely manner during an emergency
- Communications and traffic signals may be hindered by power failures, which may affect public health and safety services, the deployment of resources, and/or the overall response to the disaster area
- Disaster response and recovery may be limited by the inability of the public to be self-sufficient for more than three days without additional supplies of food, water, medical, and shelter resources. There may be response delays for services such as utilities, water, and sewer due to damage to facilities and equipment, as well as shortages of personnel
- Generating capacity may fall below customer demand
- Water pressure systems may be low or zero, affecting health and safety facilities
- Plan for staffing needs for each sequential operational period should be considered
- Damage to utilities and water systems may have an impact on related systems in the surrounding Riverside region. Water system and utility supply problems can be intrastate, interstate, and national
- Logistical needs (e.g., equipment location, credentialing, power, parking, supplemental power resources and assets, modes of distribution) will be identified and addressed in an Incident Action Plan
- The public expects water system and utility operation updates to prepare its families for short or extended water and/or utility events
- During a utility incident that involves county-owned communications systems, restoration activities will be coordinated utilizing the Communications ESF. If the OA EOC is activated, all communications functions will occur within the Communications Unit, which will maintain close coordination with all appropriate sections within the OA EOC
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, efficient, and professional manner to meet the needs of the whole community, including those with access and functional needs





**Emergency Support Function 13:**  
**Public Safety and Security**  
County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

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## Riverside County EOP Emergency Support Function #13: *Public Safety and Security*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside County Sheriff's Department
<b>Supporting Agencies</b>	The County of Riverside Emergency Management Department (EMD); jurisdictional City Police Departments; California Highway Patrol (CHP), State and Federal Law Enforcement agencies

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Riverside County Sheriff's Department</b>	<ul style="list-style-type: none"> <li>▪ Mobilize personnel and equipment from supporting agencies (e.g., jurisdictional City Police Departments, District Attorney Investigators, Probation Department, State and Federal law enforcement agencies)</li> <li>▪ Receive and disseminate warning information to the public; during OA EOC activation, coordinate with EOC PIO</li> <li>▪ Deploy personnel and equipment to locations needed to accomplish primary objectives</li> <li>▪ Coordinate evacuation of hazardous areas, and provide perimeter security and access control</li> <li>▪ Provide security for essential facilities, services, and resources</li> <li>▪ Maintain the safety and security of persons in custody</li> <li>▪ Implement aerial surveys of the area to provide accurate information on hazards, victims, conditions, damage assessment, and other vital information</li> <li>▪ Coordinate the establishment of emergency traffic routing and ingress/ egress procedures with the California Highway Patrol or jurisdictional agency</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide direct support for Riverside County Sheriff's Department field response and recovery operations</li> <li>▪ Maintain communication with Riverside County Sheriff's Department representatives; provide regular situation status updates</li> <li>▪ Staff agency DOC and/or OA EOC as required</li> </ul>

### 1.3 Purpose

The purpose of the Public Safety and Security Emergency Support Function (ESF) to the Riverside County Operational Area (OA) Emergency Operations Plan (EOP) is to provide the coordination of law enforcement personnel and equipment to support law enforcement response agencies,



coroner activities and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans. This ESF provides an overview of organizational responsibilities and general procedures for the local law enforcement jurisdictions and supporting agencies during natural and manmade disasters.

### **1.4 Scope**

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The ESF provides for the coordination of an incident within the county of Riverside, during which time the OA EOC is activated. This ESF does not offer tactical procedures; rather, this ESF focuses on support and coordination for law enforcement and coroner operations. This ESF designates roles and responsibilities, to include actions taken through the application of personnel, equipment, and technical expertise to secure and investigate incidents that may exceed available resources within Riverside County OA.





## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

The ESF will be utilized by the Riverside County Sheriff's Department, and supporting departments/agencies, during any large-scale law enforcement incident or an event requiring the assistance of law enforcement agencies within Riverside County OA. Procedures pertaining to this function follow the Standardized Emergency Management System (SEMS), Incident Command System (ICS), and the National Incident Management System (NIMS).

Law enforcement agencies and supporting organizations have the duty to preserve life and property and to maintain law and order. Law enforcement support may be involved (or required) in one or more of the following missions:

- Law Enforcement
- Aerial Support
- Special Teams (SWAT, hostage negotiators, etc.)
- Mobile Field Force (Platoon)
- Traffic Control
- Evacuation
- Shelter-in-Place
- Search and Rescue
- Field Bookings
- Prisoner Management
- Building and Facility Security
- Mass Care/Collection Center Security
- Explosive Ordnance Disposal
- Investigation of Arson and Bombings
- Security
- Detection and monitoring of terrorism

Specific law enforcement responsibilities include evacuation of persons from threatened or hazardous areas, dispersal of persons or crowds, alerting and warning the public, access control and security during natural disasters and manmade incidents. This ESF will outline the following elements of the law enforcement function:

- Sheriff's Department Operation Center
- Dispatch Communications
- Sheriff's Emergency Response Team
- EOC Law Enforcement Positions
- Law Mutual Aid
- Information Flow
- Organization and Structure
- Notification and Activation Procedures
- Designated Response Actions
- Deactivation Procedures



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## **2.2 Law Enforcement Primary Roles**

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### **2.2.1 Sheriff's Department Operations Center (DOC)**

During any event that exceeds normal Riverside County Sheriff's Department capacity, the Riverside County Sheriff's Department Operations Center (DOC) may be activated. The Sheriff's DOC will coordinate overall Riverside County Sheriff's Department activities and conduct department-level law enforcement functions. If the Riverside County OA Emergency Operations Center (OA EOC) is activated, the EOC Law Enforcement Branch may assist with coordination of countywide law enforcement functions and will provide situational updates to the OA EOC. Event information and needs will be communicated from the Sheriff's DOC to the OA EOC Law Enforcement Branch.

The Sheriff's DOC will be staffed and managed by the Sheriff's Emergency Response Team (SERT). Additional personnel to support the Sheriff's DOC will be identified and assigned by the Sheriff, or a designee, or the DOC Manager.

The following functions will take place at the Sheriff's DOC:

- Assessment of the current situation and resource status
- Determination of immediate future needs
- Assess incident scene to determine rescue operation needs.
- Assess stability for law operations and determine resource needs.
- Allocation of reserve resources
- Coordination of Riverside County Sheriff's Department activities
- Initiation of off-duty personnel recall
- Request mutual aid through the Operational Area Law Enforcement Mutual Aid Coordinator
- Staff resource staging areas
- Support the OA Law Enforcement Mutual Aid Coordinator in acquiring mutual aid resources, as necessary
- Complete and maintain status reports for major incidents requiring or potentially requiring OA, Federal, and/or State response
- Maintain the status of unassigned law enforcement resources

### **2.2.2 Dispatch Communications**

Riverside County Sheriff's Communications Bureau has three dispatch communications centers that receive emergency 9-1-1 calls for service as well as wireless calls, non-emergency, and allied agency calls. The calls for service range from in-progress crimes such as a robbery or an assault to non-emergency calls. Communication centers are also responsible for the dispatching of patrol units to calls for service and specialized units, such as the Hazardous Device Team, Emergency Service Team, Central Homicide Unit, K9 Teams, and California Fire Arson Investigators, Off-Highway Vehicle Enforcement, to name a few.

### **2.2.3 Sheriff's Emergency Response Team (SERT)**

On a routine basis, law enforcement incident commanders, request and receive station and Sheriff's Department resources to meet the requirements of the incident. These resources may come from other stations and bureaus, county departments, or the state or federal government depending on the requirements of the incident and availability of resources. SERT functions as



the management group for those resources. As the requirements and demands of county and city law enforcement services increase, incidents become more complex and of a longer duration, incidents require a greater degree of incident management and additional resources not readily accessible to the stations.

The SERT Bureau is staffed by full time sworn members who work as emergency managers. They are supported by volunteer subject matter experts known as Sheriff's Technical Specialists. The SERT Bureau manages the Department Operations Center and the department's fleet of Mobile Command Posts, providing incident support and technical services on a 24/7 basis. The SERT Bureau responds several times a week to in-progress incidents affecting the county, and as a mutual aid resource for critical incidents and emergencies in other counties at the request of their Sheriffs.

#### **2.2.4. OA EOC Law Enforcement-related Positions**

During an activation of the OA EOC, countywide law enforcement functions will be carried out through the Law Enforcement Branch, within the Operations Section of the OA EOC. The mission of the Law Enforcement Branch is to obtain Sheriff's DOC situation reports and requests and to coordinate any requests for resource support that fall outside of the Law Enforcement Mutual Aid System. Mutual Aid requests will be coordinated through the Sheriff's DOC. The branch will supply the Sheriff's DOC with information, situational awareness and countywide objectives developed in the OA EOC. The Law Enforcement Branch will link the OA EOC to the following:

- Sheriff's DOC
- Incident Command for incidents under the management of law enforcement services, as appropriate
- Search and Rescue Teams (non-urban)
- Coroner/Medical Examiner operations
- Special Forces teams (S.W.A.T., etc.)

#### ***Overarching Responsibilities***

- Coordinate the mobilization of personnel and equipment from supporting agencies (e.g., jurisdictional City Police Departments, District Attorney Investigators, Probation Department, Tribal Governments)
- Receive and disseminate warning information to the public
- Deploy personnel and equipment to locations needed to accomplish primary objectives
- Coordinate evacuation of hazardous areas, and provide security and access control
- Conduct perimeter security and access control
- Provide security for essential facilities, services, and resources
- Maintain the safety and security of persons in custody
- Implement aerial surveys of the area to provide accurate information on hazards, victims, conditions, damage assessment, and other vital information
- Conduct fatalities management as the Coroner/Medical Examiner and during incidents involving mass casualties
- Coordinate the establishment of emergency traffic routing and ingress/ egress procedures with the California Highway Patrol or jurisdictional agency
- Assist in the establishment of Multi-Agency Staging Areas



- Coordinate with cities/jurisdictions in the Operational Area, Tribal Governments, Region and State agencies in accordance with local mutual aid agreements, the California Law Enforcement Mutual Aid Plan, the SEMS, the National Incident Management System (NIMS), and the National Response Framework (NRF)

#### **Law Enforcement Branch Positions**

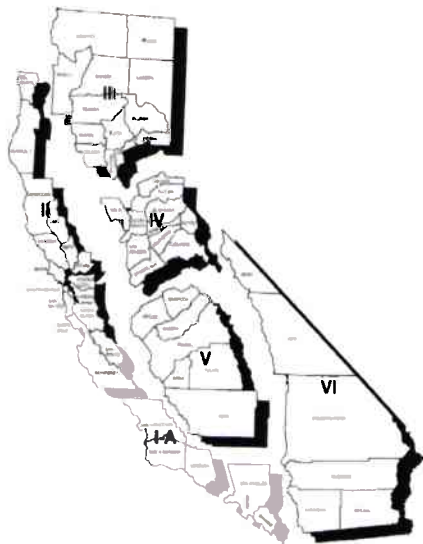
According to the needs of the event, the following positions may be activated within the OA EOC:

- Traffic Management
- Fatalities Management
- Facilities Security

### **2.3 Law Enforcement Mutual Aid System – Region VI**

Under the terms of California’s Disaster and Civil Defense Master Mutual Aid Agreement, statewide emergency mutual aid assistance is provided on a voluntary basis from one jurisdiction to another at no cost to the receiving jurisdiction. Mutual aid is intended to ensure that adequate resources, facilities, and other emergency support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation. During a state of emergency or a state of war, law enforcement mutual aid is mandatory.

The primary purpose of the Law Enforcement Mutual Aid System is to coordinate state resources in support of local law enforcement during natural or human-made disasters, unusual occurrences such as civil disorders, demonstrations, or riots, and wilderness searches and rescue operations. The Law Enforcement Mutual Aid System is managed through seven law enforcement mutual aid regions and three administrative regions throughout California:



The county of Riverside is located within Mutual Aid Region VI and the Southern Administrative Region.



The Riverside Sheriff serves as the OA Law Enforcement Mutual Aid Coordinator and is responsible for the overall coordination of law enforcement mutual aid in Riverside County. If local law enforcement resources have been exhausted, the OA Law Enforcement Mutual Aid Coordinator, or an alternate, will submit resource requests to the Region VI Law Enforcement Mutual Aid Coordinator.

When the OA Law Enforcement Mutual Aid Coordinator requests mutual aid from the Regional Law Enforcement Mutual Aid Coordinator (Region VI), he/she will then contact all necessary law enforcement agencies within Region VI to obtain the needed resources. If the Regional Law Enforcement Mutual Aid Coordinator determines resources are insufficient within the region, he/she will then contact the Cal OES Law Enforcement Mutual Aid Coordinator who will contact all necessary Regions within the state.

The Cal OES Law Enforcement Branch Chief serves as the State Law Enforcement Mutual Aid Coordinator and manages the statewide response. The Cal OES Law Enforcement Branch can also assist a local agency in seeking the assistance of federal law enforcement agencies or resources, e.g., the Federal Emergency Management Agency, the US Department of Justice, or other agencies.

Law enforcement mutual aid is provided for various circumstances daily or for unusual events, significant emergencies, or disaster situations. During normal daily law enforcement activities, local incidents may require immediate assistance, such as backup at a traffic stop, perimeter control for a fleeing suspect, or crowd control at a barricaded location, pending the arrival of additional local resources. The general requirements for requesting Mutual Aid include:

1. An emergency must exist or be imminent; and
2. A significant number (50% or more) of local resources must be committed prior to the request for Mutual Aid.
3. A specific mission must be stated.

A Proclamation of Local Emergency is not required before requesting law enforcement mutual aid.

In certain situation the use of military forces can be used for mutual aid. For state military forces, the Governor will normally commit the California National Guard (CNG) resources in support of civil authority if the following conditions exist:

1. An emergency condition exists or is imminent; and
2. All civil resources have been or will be reasonably committed; and
3. Civil authority cannot or will not be able to control the situation; and
4. Military assistance is required and has been requested by the chief executive of a city or the sheriff of a county.

Military Commanders may commit federal troops for mutual aid during the following conditions:

1. Upon direction of the President of the United States; or
2. When the local commander feels that there is:
  - A. An immediate and imminent threat to life; and
  - B. Local resources are unavailable; and
  - C. A delay in established mutual aid would result in unnecessary deaths, injuries, or extensive property damage.



The Law Enforcement Mutual Aid system is one of four mutual aid systems within the Cal OES regions:

Coordinated by Cal OES			Coordinated by CDPH/EMSA
Fire Service and Rescue	Law Enforcement	Emergency Services	Medical Health
Fire Service and Rescue Mutual Aid	Law Enforcement Mutual Aid	All other emergency services mutual aid not included in other systems	Disaster Medical/Health Mutual Aid
Urban Search and Rescue Mutual Aid	Coroner/Medical Examiner Mutual Aid	Volunteer Engineers Mutual Aid System	
	Search and Rescue Mutual Aid (non-urban)	Emergency Managers Mutual Aid	
	Special Resources for Mutual Aid	Public Works Mutual Aid	

If the Riverside County Sheriff's Department has activated its resources as part of a mutual aid response, the Riverside County OA Law Enforcement Mutual Aid Coordinator may also report to a designated location such as the Sheriff's DOC or to the OA EOC, depending on the needs of the event.

For additional information regarding this system's organization, responsibilities, and procedures, refer to the California Blue Book: Law Enforcement Mutual Aid Plan.

## 2.4 Information Flow

ESF operations include communication across several coordination levels during a law enforcement incident. The following information provides an overview of the coordination levels that maintain communication during a law enforcement event, showing the relationship between the coordination levels.

### Field Operations

- Conduct necessary activities to maintain law and order and perform operations according to direction from the Incident Commander
- Submit situation status reports to the SDOC

### Incident Command Post / Unified Command (ICP / UC)

- Coordinate field operations and resource utilization
- Maintain communications with SDOC

### ICS Branches (if activated)

- Maintain contact with field divisions

### Sheriff's DOC

- Maintain constant communication with Incident Commander and/or branches regarding the status of field operations



- Receive requests for resources from the field; fulfill requests internally or coordinate requests with OA EOC or mutual aid as necessary
- Provide situation status updates to OA EOC Law Enforcement Branch

#### **OA EOC, Operations Section, Law Enforcement Branch**

- Gather information from field and/or SDOC representatives on a continual basis
- Submit frequent situation status reports to the EOC Planning Section
- Coordinate with regional, State, or Federal entities as necessary
- Submit information about support operations, needed resources, and field situation status to the Operations Section Chief

#### **Operations Section Chief**

- Gather updated information from the EOC Law Enforcement Branch to ensure EOC situational awareness

#### **Supporting Departments**

- Support the OA EOC, Sheriff's DOC, and/or field operations as requested
- Maintain communication with appropriate department representatives by providing frequent situation status updates

#### **OA EOC Deputy Director**

- Maintain communication with OA EOC Section Chiefs
- Coordinate with the OA EOC Director, Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations

#### **Policy Group**

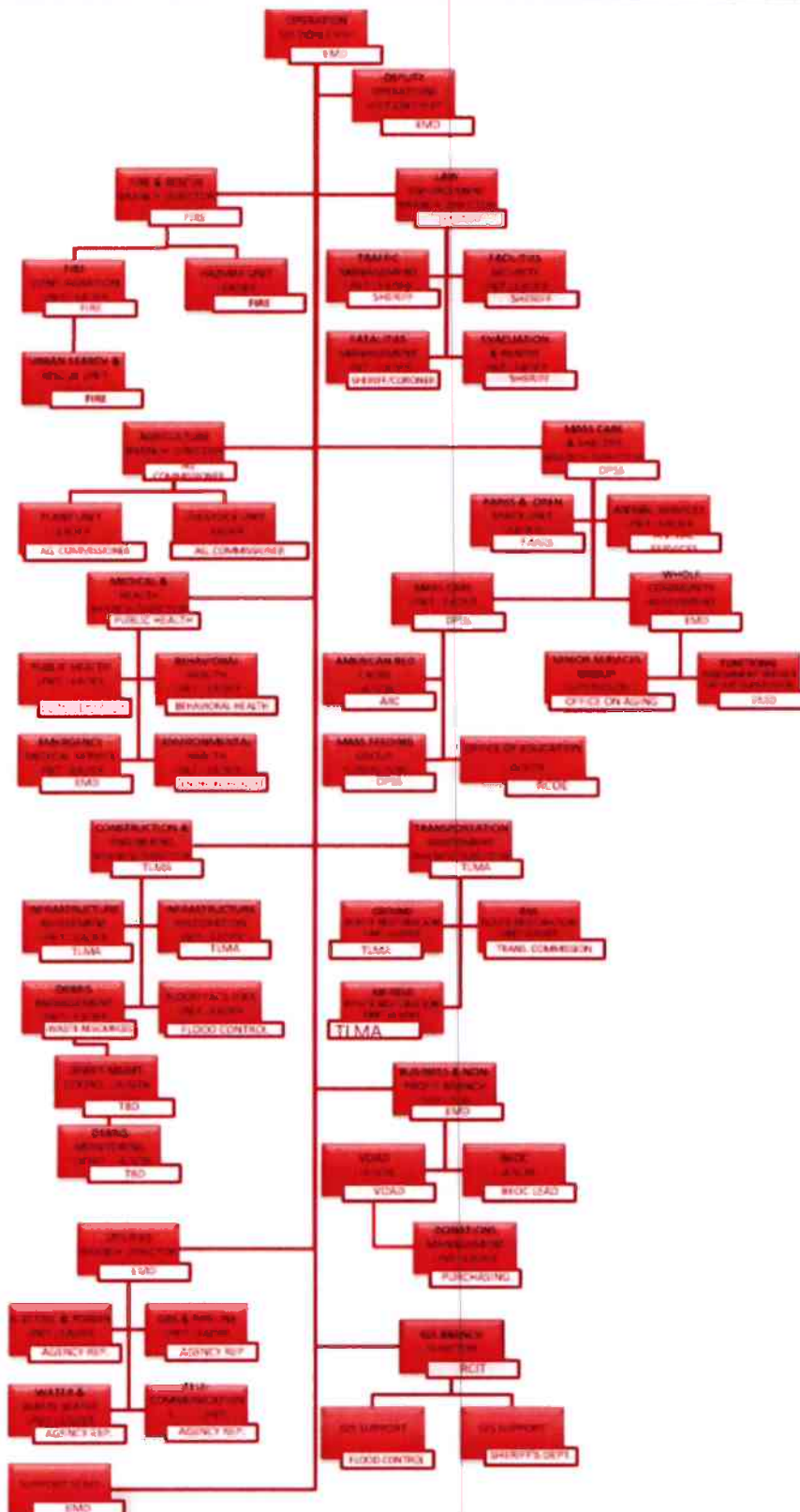
- Receive situation status updates from the EOC Director / EOC Deputy Director
- Issue directives or priorities

## **2.5 Organization and Structure**

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### **2.5.1 Organization**

The organization chart on the following page depicts the relationship between the OA EOC, Operations Section, Law Enforcement Branch, and the various involved departments, as well as its coordination within the EOC:







### 2.5.2 Roles and Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with the implementation of the ESF activities. Entities needed to support law enforcement operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>County/OA Entities</b>	
<p style="text-align: center;"><b>Riverside County Sheriff's Department</b></p>	<ul style="list-style-type: none"> <li>▪ Command and coordinate law and order, traffic control, evacuation, access control, and facility security operations</li> <li>▪ Coordinate appropriate allocation of reserve resources</li> <li>▪ Maintain contact with supporting departments</li> <li>▪ Request mutual aid for resource support as necessary (if not coordinated through DOC)</li> <li>▪ Communicate and coordinate with law enforcement resources and response activities as appropriate</li> <li>▪ Provide scene security, crowd control, and crime scene investigation</li> <li>▪ Provide force protection for on scene resources</li> <li>▪ Participate in OA EOC briefings</li> <li>▪ Contribute to the OA EOC Action Plan</li> <li>▪ Develop Situation Reports for the Sheriff's DOC and the OA EOC</li> <li>▪ Coordinate response activities with supporting agencies and other ESF</li> </ul>
<p style="text-align: center;"><b>Emergency Management Department</b></p>	<ul style="list-style-type: none"> <li>▪ Provide OA EOC support during any large-scale incident in the county of Riverside involving law enforcement response activities</li> <li>▪ Activate the OA EOC</li> <li>▪ Assist in acquiring regional, State, and Federal resources, as needed</li> </ul>
<p style="text-align: center;"><b>Mutual Aid Law Enforcement Agencies</b></p>	<ul style="list-style-type: none"> <li>▪ Provide resource and/or staffing support to law enforcement operations during events that exceed Riverside County Sheriff's Department personnel or equipment capabilities</li> </ul>
<p style="text-align: center;"><b>Field Incident Commander</b></p>	<ul style="list-style-type: none"> <li>▪ Determine the most appropriate actions to manage the incident</li> <li>▪ Establish Scene Control Zones</li> <li>▪ Perform special enforcement operations if it can be performed safely</li> </ul>



Entity	Responsibility
	<b>County/OA Entities</b>
	<ul style="list-style-type: none"> <li>▪ Submit frequent situation status reports to the Sheriff DOC</li> </ul>
<b>OA EOC Policy Group</b>	<ul style="list-style-type: none"> <li>▪ Serve as the advisory body comprised of County of Riverside officials, to include the Sheriff when appropriate</li> <li>▪ Receive situation status updates from the OA EOC</li> <li>▪ Issue directives and/or priorities</li> </ul>
<b>OA Law Enforcement Mutual Aid Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Confirm an emergency or anticipated emergency exists</li> <li>▪ Establish that the involved local agency's resources are inadequate to meet the demands of the incident (and meet the criteria for a mutual aid request)</li> <li>▪ Obtain the mission(s) for responding personnel</li> <li>▪ Through coordination with the Incident Commander, determine the quantity and type of resources needed to accomplish the mission(s)</li> <li>▪ Determine where to stage the incoming mutual aid resources</li> <li>▪ Identify the Liaison Officer of the requesting agency who will serve as the point of contact</li> <li>▪ Ensure all agencies establish appropriate documentation procedures</li> <li>▪ Ensure responding resources are demobilized as soon as they are no longer needed</li> </ul>
<b>OA EOC, Operations Section, Law Enforcement Branch Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Establishing and maintaining communications with law enforcement branches at local EOCs and the Cal OES Regional EOC (REOC)</li> <li>▪ Coordinating and tracking the use and availability of local jurisdiction and field law enforcement resources from the Operational Area EOC</li> <li>▪ Receiving requests for non-law-enforcement resources from the Operational Area Law Enforcement Mutual Aid Coordinator and transmitting those requests to the appropriate Operational Area EOC personnel</li> <li>▪ Facilitate Sheriff DOC to OA EOC communications</li> <li>▪ Provide frequent situation status updates to the OA EOC Planning Section</li> <li>▪ Coordinate law enforcement activities with other departments represented in the OA EOC</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
<p><b>OA EOC, Operations Section, Law Enforcement Branch, Traffic Management Unit</b></p>	<ul style="list-style-type: none"> <li>▪ Receive and track all Riverside County Sheriff's Department law enforcement traffic related operations</li> <li>▪ Implement the priorities of the OA EOC Action Plan assigned to the Traffic Management Unit</li> <li>▪ Maintain communication with the Sheriff DOC and outside supporting agencies</li> <li>▪ Provide frequent situation status updates to the OA EOC Law Enforcement Branch Director</li> </ul>
<p><b>OA EOC, Operations Section, Law Enforcement Branch, Fatalities Management Unit</b></p>	<ul style="list-style-type: none"> <li>▪ Conduct fatalities management for incidents with mass casualties</li> <li>▪ Implement the priorities of the OA EOC Action Plan assigned to the Fatalities Management Unit</li> <li>▪ Maintain communication with the Sheriff's DOC and outside supporting agencies</li> <li>▪ Provide frequent situation status updates to Law Enforcement Branch Director</li> </ul>
<p><b>OA EOC, Operations Section, Law Enforcement Branch, Facilities Security Unit</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate all Riverside County Sheriff's Department security operations for incident facilities</li> <li>▪ Implement the priorities of the OA EOC Action Plan to the Facilities Security Unit</li> <li>▪ Maintain communication with the Sheriff's DOC and outside supporting agencies</li> <li>▪ Provide frequent situation status updates to Law Enforcement Branch Coordinator</li> </ul>
<b>Regional/State/Federal Entities</b>	
<p><b>State Law Enforcement Mutual Aid Coordinator</b></p>	<ul style="list-style-type: none"> <li>▪ Provide mutual aid response coordination and administrative interaction between state and local agencies during emergency and non-emergency situations, in which the mutual aid system is, or could be, involved</li> <li>▪ Responsible for requesting Federal Assistance</li> </ul>
<p><b>Federal Law Enforcement Agencies</b></p>	<ul style="list-style-type: none"> <li>▪ Provide mutual aid assistance of law enforcement personnel, supplies, and/or equipment when requested by the State Law Enforcement Mutual Aid Coordinator</li> </ul>



## 2.6 Notification and Activation

### 2.6.1 Notification

In the event of a large-scale law enforcement incident, the Riverside County Sheriff's Department and EMD will jointly coordinate to determine the implementation of the ESF. If it is necessary to activate the Sheriff DOC and/or the OA EOC, notification will be issued to the OA EOC Deputy Director and all relevant supporting departments. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

### 2.6.2 Activation

The Riverside County Sheriff's Department or the OA EOC may implement the activities described within the Public Safety and Security ESF when a law enforcement event has occurred. The level of activation will be determined according to the requirements of the event. The Public Safety and Security ESF may be implemented during the following situations:

- During any event that exceeds the capacity of normal Riverside County Sheriff's operations
- Response and recovery operations that will involve multiple city departments
- During any event that results in criminal-related casualties
- Response and/or recovery efforts are expected to last an extended time
- The magnitude of the event requires a mutual aid request
- During regional/statewide events that impact RCSD
- The type or magnitude of the event requires regional, State or Federal notifications to be made

### 2.6.3 Response Actions

#### ***Step 1: Conduct Initial Assessment***

- Determine magnitude of event
- If event is small in scale:
  - Deploy units to incident site
  - Set up ICS structure in field
  - Conduct initial incident assessment and develop Incident Action Plan (IAP)
  - Prepare site safety plan
- If event is large in scale:
  - Estimate the amount of resources available vs. the amount needed to manage event
  - Determine the need to activate the SERT for command and control operations

#### ***Step 2: Activate Sheriff DOC; Provide Staff to the OA EOC***

- If appropriate, activate Sheriff DOC



- If the OA EOC is activated, designate department representatives to staff the following OA EOC Law Enforcement Branch positions:
  - Law Enforcement Branch Coordinator
  - Traffic Management Unit Leader
  - Fatalities Management Unit Leader
  - Facilities Security Unit Leader
- Notify and request assistance from supporting departments

***Step 3: Analyze Information and Coordinate Response***

- Gather information from:
  - Response personnel in the field
  - Other responding departments
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate
- Assess situation based on current information
  - Determine tactical requirements
  - Prioritize response actions and resource allocation
  - Dispatch units

***Step 4: Obtain Resources***

- Coordinate resource requests through the Sheriff DOC Logistics Section and the EOC Logistics Section
  - Determine mutual aid needs
  - Mutual Aid Coordinator will submit requests to neighboring counties (Los Angeles, Orange, San Bernardino, San Diego, and Imperial)
  - If neighboring counties are unable to fulfill requests, notify Law Enforcement Region VI Mutual Aid Coordinator of requests

***Step 5: Continue to Monitor, Track, and Inform***

- Maintain communication between field operations, the Sheriff DOC, and the OA EOC
  - Provide frequent situation status reports from the Sheriff DOC to the OA EOC Law Enforcement Branch
  - From the OA EOC Law Enforcement Branch to the OA EOC Planning Section, Situation Status Unit
- Ensure that resources are appropriately accounted for and tracked
- Implement Law Enforcement priorities and/or objectives of the OA EOC Action Plan assigned to the Law Enforcement Branch



- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

#### **2.6.4 Deactivation/Demobilization**

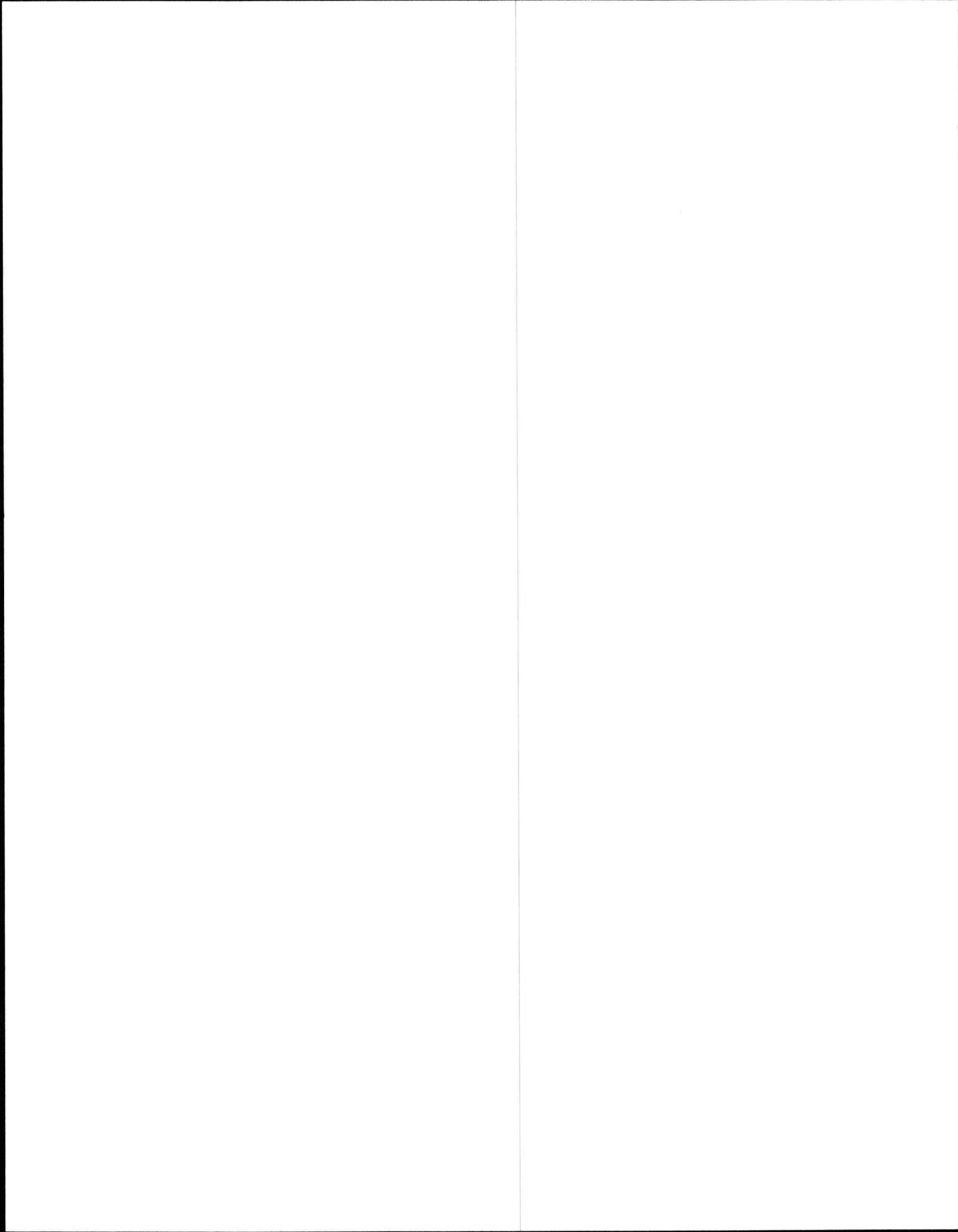
The activities described within the Public Safety and Security ESF will be deactivated when the need for additional law enforcement coordination has diminished or ceased. Deactivation may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the Sheriff DOC, OA EOC Deputy Director, or OA EOC Operations Section Chief, as appropriate.



### 3. Planning Assumptions

The following planning assumptions for the Public Safety and Security Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, efficient, and professional manner to meet the needs of the whole community, including those with access and functional needs







# **Emergency Support Function 14: Long-Term Recovery County of Riverside Riverside County Operational Area (OA)**



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function # 14: Long-Term Recovery

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	The County of Riverside Emergency Management Department (EMD)
<b>Supporting Agencies</b>	Riverside County Executive Office , all County Departments and Special Districts, California Office of Emergency Services (Cal OES), Federal Emergency Management Agency (FEMA), Small Business Association (SBA), Natural Resource Conservation Service (NRCS), American Red Cross (ARC), Volunteer Organizations Active in Disaster (VOAD), and other agencies.

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Determine when the Operational Area (OA) transition from response to recovery should occur</li> <li>▪ Recommend and oversee the proclamation process</li> <li>▪ Initiate recovery planning meetings with appropriate individuals and agencies</li> <li>▪ Determine impacts of the emergency requiring recovery efforts</li> <li>▪ Coordinate state briefing meetings with all eligible agencies</li> <li>▪ Assist local agencies with ongoing recovery efforts as necessary</li> <li>▪ Collect initial damage estimates from all levels in the Operational Area and compile for analysis and distribute to necessary state agencies</li> <li>▪ Assist in the coordination of preliminary damage assessments</li> <li>▪ If required, EMD, in conjunction with other agencies, may establish an unmet needs committee to assist residents and businesses with their long-term recovery in addition to normal recovery programs that may be available</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Assist with assessment teams to document or verify public and private damage relating to long-term restoration and mitigation</li> <li>▪ Provide shelters, food, volunteers, and other resources</li> <li>▪ Complete and submit required project worksheets for financial reimbursement when requested</li> <li>▪ Attend applicant briefing workshops, as scheduled</li> </ul>



	<ul style="list-style-type: none"><li>▪ Participate and host preliminary damage assessment teams as necessary</li><li>▪ Assess damage of jurisdictional owned resources and infrastructure and report and update damages and values to the OA EOC</li><li>▪ Provide technical assistance and advice on recovery and mitigation activities, to both citizens and public agencies, as appropriate</li></ul>
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### **1.3 Purpose**

The Long-Term Recovery Emergency Support Function (ESF) is intended to provide guidance to officials in the Riverside County OA to organize and manage the short and long-term recovery processes to guide and assist the County in becoming more resilient to impacts from future disasters. It should be used as a guide for a coordinated and community wide system to facilitate recovery for the OA, and the whole community. It provides guidance for County departments, as well as agencies, businesses, non-governmental organizations, and citizens in the OA to assist in disaster recovery and to return the whole community to previous conditions in restoring critical infrastructure, ongoing programs, and vital services.

### **1.4 Scope**

This ESF has been developed to address the needs of the OA, addressing the issues of recovery from a major disaster event. It addresses both short- and long-term needs and issues in repairing infrastructure and helping families, individuals, and businesses, acknowledging that not all recovery issues can be anticipated. Subsequently, it sets up a scalable and flexible recovery organization that can provide a basis to respond to emergent needs of the community to restore services, facilities, and infrastructure.

This ESF provides the following information:

- Concept of operations for disaster recovery
- Agencies and organizations involved in disaster recovery
- Roles and responsibilities of jurisdictions and agencies regarding recovery
- Guidance to provide a coordinated recovery organization



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

Immediately following any emergency/disaster, response activities to save lives and protect property should have the highest priority. However, recovery activities can be conducted concurrently with response and should commence as soon as possible. Gradually, as the requirement for emergency response diminishes, the need for recovery activities should become the focal point.

Recovery and restoration actions following any emergency or disaster should be determined by the specific event. Recovery plans should be based on the damage assessment; an awareness of what shape the recovery should take in the rebuilding of infrastructure, the environment, and the economy; and the resources available for that rebuilding. Several federal, state, and local jurisdictions may be involved depending on the hazard and scope of the situation. The OA lead the recovery activities for their jurisdictions.

The recovery process can be split into long-term and short-term activities, but some activities can occur in both. Also, there is no clear distinction of when short-term recovery activities and long-term begins.

- Short-term recovery efforts typically focus on restarting critical community elements such as utility, economic, and social systems to meet people's immediate needs
- Long-term recovery efforts include resumption of full services; large-scale repair and replacement work; economic and resource re-stabilization; organizations' re-adaptation; and assessment of the event. Hazard mitigation is often part of the long-term recovery effort. Hazard mitigation actions are those taken to permanently eliminate or reduce the long-term vulnerability to human life and property from hazards. Long-term recovery may go on for years until the entire disaster area is completely redeveloped, either as it was before the disaster or for entirely new purposes

This ESF outlines the following elements of the Long-term Recovery function:

- Recovery Functions
- Long-Term Recovery Actions
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Deactivation Procedures

### 2.2 Recovery Functions

The following functions should be addressed as part of the Recovery process:

- **Animal & Human Sheltering:** Respond to the identified needs of the community to provide a safe place for evacuations. The Mass Care and Shelter Plan outlines how the County intends to respond to care and shelter needs of the whole community, including those with access and functional needs Sheltering is generally considered a short-term



recovery process, however, in a catastrophic disaster when individuals have lost their homes or have no home to return to, long-term recovery operations can begin by connecting affected residents with available resources while the disaster may still be occurring

- **Business Resumption:** Facilitates the re-establishment of normal commercial business activities following a disaster. Includes possible deferral of taxes and fees, availability and use of grants, disaster assistance applications and relocation guidance. If this is required, the County Business Emergency Operations Center (BEOC) and/or the appropriate county departments can be utilized to develop a business resumption plan
- **Continuity of Government:** Provides for the preservation, maintenance, and/or reconstitution of the government's ability to carry out its executive, legislative, and judicial processes. Includes preservation of lawful leadership and authority, prevention of unlawful assumption of authority, and prioritization and maintenance of essential services. The County COOP/COG Plan should be referenced as each department has an individual COOP/COG plan based on their individual needs
- **Damage Assessment:** Ensures the procedures/guidelines and expertise are available to assess the safety and serviceability of essential government facilities, commercial buildings, and residential occupancies. Establishes building/structure accessibility/usability. Damage assessment should begin as the event is occurring and afterwards, until the full scope of the damage is known. County Building and Safety, as well as outside mutual aid resources will likely be required
- **Debris Management:** Provides for the removal, temporary storage, and disposal of disaster-related debris including hazardous and other contaminated materials. Coordinates with waste haulers, transfer stations, landfill sites and other disposal facilities. County Purchasing oversees the Debris Management and Debris Monitoring contracts for the County
- **Demolition:** Ensures that appropriate policies, agreements, and procedures/guidelines are in place to facilitate the demolition of public and private structures considered unsafe for habitation or declared an imminent hazard
- **Disaster Assistance:** Provides policies and procedures/guidelines for, and information concerning, federal, state, local, private, and non-profit disaster assistance programs.
- **Documentation and Record Keeping:** The scope of an extreme emergency calls for deliberate and comprehensive administrative controls. Eligibility for federal assistance is dependent on accurate documentation. Proper documentation regarding such things as damage assessment, grant application, and costs must be provided to the appropriate entities. Records should be maintained on all aspects of the recovery effort
- **Donations Management:** Provides for coordination of donations to disaster victims, including informing the public, through PIO, of specific items needed. Works with businesses, private non-profit organizations, churches, and private citizens to manage receipt, sorting, transport, and delivery of donated goods and services
- **Engineering/construction:** Provides technical advice and evaluations, engineering services, construction management and inspection and contracting services during the disaster recovery period



- **Environmental Services:** Provides environmentally based, technical information and support for management of recovery activities. Includes assistance and advice on air quality, soil conditions, natural resources, weather, and advice on solid waste disposal and environmental permitting
- **Fatality Management:** Some disasters may produce mass fatalities, which require a significant amount of management and resources. The County Coroner's Office is the lead agency for the collection, storage, and disposition of all human remains and their personal effects
- **Financial Management:** Provides guidance and procedures for disaster cost documentation and contingency funding for recovery activities including restoration of government services. Items of concern may include paying bills, meeting payrolls, and maintaining or establishing contractual relationships. Also assesses disaster impacts on municipal bonds and insurance, examines taxation issues such as property reassessment and coordination of cost recovery activities including grant applications for governmental entities
- **Human Resource Management:** Provides for coordination of human resource support during disaster recovery activities. Includes assistance with staffing of the EOC and other coordination centers, coordination of county volunteers, continuation of employee assistance and family contact/support programs and employee education regarding disaster reimbursement policies
- **Individual Assistance:** Riverside County may assist State and Federal officials in the establishment of Disaster Application Centers (DAC). Such centers are the focal point for making federal assistance available to qualified individuals, families, and businesses
- **Infrastructure Management:** Prioritizes essential public facilities and provides for coordination of personnel and resources necessary to make temporary or permanent repairs to them. Includes locating and leasing temporary office and storage space and the retrieval of needed resources from damaged buildings
- **County Counsel:** Ensures all the county's criminal and legal obligations are met. Provides legal guidance and assistance for disaster recovery activities. Includes assistance with preparation of disaster related declarations, rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions
- **Behavioral Health:** Provides for social and psychological counseling for disaster victims, emergency service workers, and disaster recovery workers
- **Preservation of Records:** Provides guidance, information, and procedures/guidelines for the salvaging of damaged vital records and documents as well as the restoration of information and record systems
- **Public Assistance:** Restoring damaged public property, and property owned by certain non-profit organizations is within the scope of Public Assistance
- **Public Information:** Provides channels for educating the public on actions to take during the recovery period. Collects, controls, and disseminates public safety, public service, and general assistance information. Minimizes the impact of misinformation and/or rumors



- **Resource Management:** Provides for coordination of the materials, personnel, equipment, and facilities for disaster recovery activities
- **Rezoning and Land Use:** Ensures ordinances, policies, and procedures are in place to allow expeditious zoning and land use decisions following a disaster. Includes procedures for building moratoria, fast track permitting, permit restrictions, fee waivers and coordination, and oversight of repairs to historic buildings
- **Temporary and Long-Term Housing:** Provides for relocation of citizens displaced by a disaster and ensures that housing is available throughout the recovery period
- **Transportation:** Provides transportation for personnel, equipment, and supplies to perform disaster recovery activities. Includes maintenance and repair of transport vehicles. Also provides for whole community transport for displaced citizens and for coordination of public transportation systems during recovery activities
- **Utilities:** Provides for the facilitation and coordination of efforts to fully restore utility services following a disaster
- **Volunteer Coordination:** Provides for recruitment, training, registration, certification, assignment, and recognition of volunteers

## **2.3 Long-Term Recovery Actions**

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### **2.3.1 Preparedness**

- Develop and maintain a liaison with county, state, federal agencies, and organizations that can aid in recovery and restoration activities
- Develop and maintain procedures to recover from emergencies and disasters including cost documentation
- Assess disaster risk to government facilities from likely hazards and take measures to reduce the vulnerability of facilities
- Identify damage assessment team members
- Ensure all personnel are aware of their emergency responsibilities
- Ensure personnel notification and call-up lists are current
- Include disaster recovery activity in exercises and training

### **2.3.2 Response**

- Identify all damages and losses and prepare an action plan for recovery activities
- Assemble and forward all necessary reports and request for assistance to appropriated federal and state agencies
- Coordinate recovery and restoration activities
- Prepare relevant recovery and restoration instructions and information for public information distribution
- Work with the private sector to ensure the disaster related needs of the business community are met
- Conduct other specific response actions as dictated by the situation





### **2.3.3 Recovery**

- Continue to work with all individuals and organizations affected by the event
- Support community recovery activities
- Work with the state and federal government to administer disaster recovery programs
- Schedule after-action briefings and develop after-action reports
- Develop and implement mitigation strategies

### **2.3.4 Mitigation**

- When repairing and restoring services and facilities, investigate alternative plans and activities to potentially reduce future damages and impacts
- Investigate possible mitigation grant projects for reducing future disaster damage and losses
- Develop and enforce adequate building codes
- Develop and enforce adequate land use regulations
- Develop hazard analysis
- Develop potential mitigation measure to address the hazards identified in the analysis

## **2.4 Information Flow**

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The following information provides an overview of the coordination levels that maintain communication during Long-Term Recovery operations, showing the relationship between the coordination levels.

### **Field Operations**

- Assess and monitor the status of recovery operations
- Implement resource and material assessment along with determination of facilities and necessary care
- Submit frequent situation status reports to the appropriate EOC Section or Unit

### **OA EOC, Recovery Unit Leader**

- Gather information from field level representatives on a continual basis
- Disseminate cumulative EOC Situation Status reports to the field level
- Coordinate with regional, state, and/or federal entities as necessary
- Assist in coordination of information sharing and requests for information with county departments, cities, special districts, tribal partners, the public and businesses (the whole community)

### **OA EOC Planning and Intelligence Chief**

- Ensure EOC situational awareness of ongoing recovery status and issues
- Exchange information about support operations, needed resources, and field situation status for projected multiple-operational periods
- Develop objectives in the EOC Action Plan to include recovery assessments including expected needs of resources and appropriate facilities



**Supporting Departments, Agencies, & Organizations**

- Support EMD as the lead recovery agency; support the OA EOC and field operations as requested
- Maintain communication with appropriate departmental representatives by providing frequent situation status updates

**2.5 Organization and Structure**

**2.5.1 Organization**

The Long-Term Recovery ESF receives support from numerous departments and agencies to ensure that OA-wide recovery information and activities are communicated and conducted in a coordinated manner. The Recovery Planning Unit of the OA EOC is the central location in which this coordination takes place during a major incident. The organization chart on the following page depicts the relationship between the OA EOC Recovery Planning Unit and the various involved departments, as well as its coordination within the EOC.

INSERT ORG CHART HERE (TBD)

**2.6 Roles and Responsibilities**

The following table identifies the overall responsibilities of the County of Riverside and support agencies that may be involved with the implementation of the Long-Term Recovery ESF. Departments needed to support long-term recovery operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>County/OA Entities</b>	
<b>EMD</b>	<ul style="list-style-type: none"> <li>▪ Establish point of contact with local officials to determine approximate areas affected and extent of damage</li> <li>▪ Alert and activate the damage assessment teams and provide briefings</li> <li>▪ Work to establish a partnership with business and industry to help ensure all available programs are implemented to assist with economic stabilization and recovery</li> <li>▪ Work with state and federal officials to ensure that mitigation initiatives are considered in rebuilding and redevelopment with feasible and practical</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Coordinate with neighborhood groups and volunteer agencies to ensure community needs related to the disaster have been identified and appropriate local, state, and federal assistance is made available to address important community issues</li> <li>▪ Maintain updated resource inventories of supplies, equipment, and personnel resources, including possible sources of augmentation or replacement</li> </ul>
<b>Executive Office</b>	<ul style="list-style-type: none"> <li>▪ Fiscal and recovery process oversight</li> </ul>
ACO	<ul style="list-style-type: none"> <li>▪ Document all costs and expenses associated with response and recovery activities taking care to clearly separate disaster related work from daily work if State and Federal reimbursement becomes available</li> <li>▪ Long term housing</li> </ul>
TLMA	<ul style="list-style-type: none"> <li>▪ Assist in restoration of county roads</li> </ul>
DPSS	<ul style="list-style-type: none"> <li>▪ Provide shelters, food, volunteers, transportation, and other resources</li> <li>▪ Short term and may support long term housing</li> </ul>
RSO	<ul style="list-style-type: none"> <li>▪ Coordinate appropriate elements of public safety before, during and after the incident</li> </ul>
PIO	<ul style="list-style-type: none"> <li>▪ Maintain up-to-date rosters for notifying personnel and 24-hour staffing capabilities</li> <li>▪ Work with all necessary departments, agencies, partners, etc. to ensure timely and consistent messaging is provided to the whole community</li> </ul>
NRCS	<ul style="list-style-type: none"> <li>▪ Maintain updated resource inventories of supplies, equipment, and personnel resources, including possible sources of augmentation or replacement</li> </ul>
ARC	<ul style="list-style-type: none"> <li>▪ Assist in providing shelter, food, and health and mental health services</li> <li>▪ Assist in inquiries from victims outside the disaster area</li> <li>▪ Short- and long-term housing</li> </ul>
VOAD	<ul style="list-style-type: none"> <li>▪ Help with short-term and long-term recovery programs including restoration, food drives/deliveries, and other various assignments needed for various disasters</li> </ul>
<b>All other Departments, Agencies and or Special Districts</b>	<ul style="list-style-type: none"> <li>▪ Support recovery efforts and resources as needed</li> </ul>



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## 2.7 Activation and Notification

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### 2.7.1 Activation

The Long-Term Recovery ESF may be activated independently or in conjunction with other ESFs, depending on the needs of the situation. This ESF will likely be activated for large-scale events that require local government assistance to address impacts in areas such as housing, business, employment, and infrastructure. This ESF may also be activated for smaller scale events when necessary.

### 2.7.2 Notification

Each agency representative within the region of the affected jurisdictions will initiate notifications within his/her agency that the EOC is being activated. If it is determined by each agency representative that a Department Operations Center (DOC) needs to be activated in support of the field operations, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation.

### 2.7.3 Response Actions

#### *Step 1: Conduct Initial Assessment*

- Determine magnitude of event
- If event is large in scale:
  - Assess the situational impact and need for resources
  - Estimate the amount of resources available vs. the amount needed to manage the event
  - Determine the need to activate the Riverside County EOC for incident objective and resource allocation and prioritization

#### *Step 2: Activate the OA EOC; Provide Staff*

- If appropriate, request the OA EOC be activated through the Deputy EOC Director and/or the EMD Duty Officer
- Notify and request assistance from supporting departments

#### *Step 3: Analyze Information and Determine Objectives*

- Gather information from:
  - Response personnel in the field
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate
- Determine incident management priorities
  - Assess situation based on current information
  - Determine critical resource needs
  - Develop overall incident objectives



**Step 4: Develop Recovery Priorities**

- Establish recovery priorities and critical resource distribution
- Facilitate logistical support and resource tracking
- Coordinate recovery-related information and public messaging to include the whole community and businesses
- Coordinate and resolve short-term recovery needs

**Step 5: Continue to Monitor, Track, and Inform**

- Maintain communication between field operations, and the OA EOC
  - Provide frequent situation status reports from the OA EOC Planning Section, Recovery Planning Unit
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue to prioritize, acquire, and allocate critical resources
- Provide long-term recovery actions and assistance
- Recommend deactivation when the OA EOC is no longer needed

**2.7.4 Deactivation/Demobilization**

Deactivation of the Long-Term Recovery ESF may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the EOC Director, Deputy Director, or Policy Group, as appropriate.



### 3. Planning Assumptions

The following planning assumptions for the Long-Term Recovery Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, efficient, and professional manner to meet the needs of the whole community, including those with access and functional needs



**Emergency Support Function 15:**  
**External Affairs**  
County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function #15: External Affairs

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## 1. Introduction

### 1.1 Introduction

The Riverside County Operational Area External Affairs Annex provides a Joint Information System (JIS) structure and method for public information collaboration and dissemination among impacted jurisdictions during emergencies and disasters. The primary audience for the External Affairs Annex is jurisdictions within the Riverside County Operational Area (OA), affiliated public information officers (PIOs) and support staff. During emergencies and disasters, OA PIOs provide coordinated critical emergency information and protective actions to ensure timely, accurate and actionable information is available to the community. Coordinated public information messages are approved by Incident Command (IC)/Unified Command (UC) and/or the OA Emergency Operations Center (EOC).

The structure and method for the joint information system is flexible and scalable to fit the size, severity and needs of the incident using the framework of the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS) and Incident Management System (ICS). PIOs from impacted jurisdictions immediately coordinate at the onset of an incident, and based on the size, severity and needs of the incident, the PIO response may escalate to include more support in producing and disseminating effective public information.

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
Lead Agency	<ul style="list-style-type: none"><li>Coordinate the release of information to all affected areas</li><li>Respond to all rumors and media requests with information</li><li>Establish recorded messages to be broadcasted to the public</li><li>Develop the format for all media releases and press conferences</li><li>Release all public information through the Joint Information Center, when activated</li></ul>
Supporting Agencies	<ul style="list-style-type: none"><li>Support emergency public information activities</li><li>Ensure all information and news for the media, news conferences, and telephone inquiries are coordinated with and approved by the PIO</li><li>Coordinate procedures and use of designated facilities for information hotlines</li></ul>



### **1.3 Purpose**

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The appropriate coordination and timely dissemination of public information during an emergency is a critical component to an effective emergency response. Coordinated public information provides clear, actionable information that may involve protecting lives and property or addressing significant community concern.

This annex to the Riverside County Operational Area Emergency Operations Plan (EOP) establishes the system by which the OA will conduct the public information and warning capability during an emergency or disaster. This includes collaboration required by multiple organizations and jurisdictions that may be called upon to support JIS and Joint Information Center (JIC) to provide wide-reaching and clear crisis communications to the media, the community, as well as dignitaries and agency personnel. This annex provides the organizational structure and concept of operations under which the OA will coordinate and operate public information, including the responsibilities of public information personnel. The OA includes all jurisdictions within Riverside County, including cities, tribes, school districts, hospital and healthcare facilities, and special districts.

### **1.4 Scope**

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The Riverside County Operational Area is vulnerable to a variety of potential disasters including earthquakes, floods, fires, pandemic influenza, hazardous materials incidents, dam failures, civil unrest, large transportation accidents, acts of terrorism and active shooter incidents. Approximately 2.3 million people live in Riverside County from diverse communities situated across a wide geographical terrain including desert and mountain landscapes. Riverside County's diverse communities include significant Spanish-only speaking populations and individuals with Limited English Proficiency (LEP). According to current community indicators gathered from the U.S. Census Bureau, which regularly change, approximately 13 percent of residents in Riverside County speak Spanish at home, 41 percent of which state they speak English less than "very well." Throughout all Riverside County, there are individuals with access and functional needs, including a significant population of deaf and hard-hearing individuals. The Riverside County Operational Area consists of 28 incorporated cities, 12 tribal governments, 21 school districts, multiple large public and private colleges, and universities, as well as numerous public and private utility providers. Riverside is also home to the California School for the Deaf, a K-12 school for students who are deaf or hard of hearing. There are only two public schools for the deaf in California and only one in Southern California.

- a. Public Information and warning are a core capability for all hazards that may occur in Riverside County. It is critical to alerting and informing residents, businesses and visitors who are or may become impacted by the incident.
- b. During and after an emergency, it is essential to provide timely, accurate and easily understood information on protective measures that will save lives, protect property and the environment, as well as address community concern.
- c. Jurisdictions within the OA maintain their autonomy in determining appropriate public information strategies and in releasing information to the public and media. The OA presumes all jurisdictions have functioning emergency public information systems, some of which are



contracted with County public safety agencies. The OA does not govern the public information process amongst its jurisdictions, rather it provides the means for jurisdictions to better coordinate and amplify public information during an emergency incident. The intention of the JIS is for all impacted PIOs to work together to disseminate accurate and coordinated information and distribute individual public information messages to all PIOs working the incident. Use of the JIS is open to all OA jurisdictions upon their request.



## 2. Training and Exercises

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PIOs staffing a JIC should be familiar with and have training on this JIS Annex. The OA training coordinator maintains a calendar of training courses, including PIO training.

The following in-person training courses are recommended for PIOs working in the JIS:

- G290-291 Basic PIO Course and JIC/JIS, offered by California Specialized Training Institute (CSTI)
- All Hazards PIO Training, offered by Texas A&M Engineering Extension Service (TEEX)
- L0388 Advanced Public Information Officer Training, provided by CSTI or E388 Advanced Public Information Officer Training, offered by the Emergency Management Institute (EMI)
- Joint Information System/Joint Information Center Workshop, offered by Media Survival Group
- PER 304 Social Media for Disaster Response and Recovery, offered by the University of Hawaii National Disaster Preparedness Training Center (NDPTC)

In addition, the following independent study courses offered by the Federal Emergency Management Agency are also recommended:

- IS – 100 Introduction to the Incident Command System (ICS)
- IS – 200 ICS for Single Resources and Initial Action Incidents
- IS – 242.B Effective Communication
- IS – 247 Integrated Public Alert and Warning System (IPAWS)
- IS – 700 National Incident Management System (NIMS) An Introduction
- IS – 702 NIMS Public Information Systems

Exercises provide opportunities to test the Annex, validate policies, plans, and procedures, and clarify and familiarize personnel with roles and responsibilities. Exercises shall be conducted on a regular basis.

- Communication drills to test the OA PIO Roster will be conducted twice a year
- This annex will be exercised during discussion or operations-based exercises when the County EOC or Medical Health Department Operations Center (MHDOC) is tested
- Any jurisdiction within the Operational Area or EMD may suggest additional exercises specifically for the JIC



### 3. Concept of Operations

The Riverside County Chief Executive Officer has the responsibility to ensure disaster information is prepared and distributed to the public before, during, and after disaster and emergency events, using all available media and communications methods. The process of Public Information will be phased in accordance with the size and scope of the emergency or disaster.

This Concept of Operations outlines the following elements of Public Information:

- Jurisdictions and response agencies are responsible for providing their respective communities with information on the incident and the immediate protective measures they must take, including but not limited to, evacuation instructions
- Public Information Officers (PIOs) from impacted jurisdictions and/or response agencies may provide support to the Incident Commander (IC) or Unified Command (UC). The Lead PIO for an incident is determined by IC or UC. The Lead PIO may be from the lead agency, one of the lead agencies or an Incident Management Team
- According to the Riverside County Emergency Operations Plan and upon activation of the OA EOC, the County PIO with the Executive Office will serve as the PIO for the OA EOC, with support from the Emergency Management Department and other response agencies as needed
- During emergencies and/or disasters involving more than one Operational Area jurisdiction, the Riverside County Operational Area Emergency Operations Center, and/or County PIO, will facilitate policy guidance among OA jurisdictions for the dissemination of all emergency public information through the use of the Joint Information System (JIS)
- The OA EOC, OA JIC, and/or County PIO will also contact appropriate State and Federal emergency management and/or response agencies to include in the JIS for situational awareness or public information assistance as determined by the incident
- Emergency public information activities are structured under a JIS concept which ensures coordination of messages, whether the PIOs are located at one site, (i.e., Joint Information Center), or multiple sites, (i.e., virtual JIC)
- The JIS is designed to disseminate a variety of information and instructions to the public, elected and appointed officials, agency personnel, OA agencies, as well as the news media
- The JIS is scalable and flexible to meet the needs of the emergency incident. The number of PIOs needed to support the JIS will be based on the size, severity and needs of the emergency, as well as how many agencies have a role in the response and recovery to the incident

#### 3.1 Primary and Supporting Agency Responsibilities

##### 3.1.1 Primary Agencies

- Primary agencies are responsible for ensuring that emergency public information is functional and operational during an incident. A primary agency follows the lead agency(ies) in IC or UC, which is typically a public safety agency, health and human services agency, or the County PIO throughout the recovery phase of an incident
- Primary agencies must also organize and coordinate the emergency public information function for their individual agency, including:



- Conduct regular training for personnel assigned to the public information function
- Establish public information response procedures
- Maintain prewritten message templates. Topics for prewritten message template include evacuation instructions, public information phone line information and explanations of advisories and warnings
- Provide trained PIO staff or other appropriate individuals to support the JIC, and when needed, support other impacted organizations
- Make appropriate staff available to coordinate and share information through various communication means, e.g. virtual JIC, if public information resources cannot be sent to a physical JIC location
- Maintain updated public information contact names and numbers as part of a PIO Resource Directory. This directory will be maintained and regularly updated by the County of Riverside Emergency Management Department and will also include jurisdiction emergency managers. It will be found in WebEOC, which is available to the entire Riverside County Operational Area
- Establish a public information line that is transferred among available PIOs within the primary agency

### **3.1.2 Support Agencies**

Support agencies are other jurisdictions or organizations that have a supporting role in the response and recovery to an incident, or a non-impacted agency with public information resources that can be sent to support the JIS. Support agencies:

- Conduct regular training for personnel assigned to the public information function
- Establish public information response procedures.
- Maintain prewritten message templates specific to their agency's key messages during disasters. These prewritten message templates may include public health advisories, pet and animal information, shelter information, and appropriate food and water handling instructions
- Coordinate agency's response role and respective public information/public education within the JIS. This does not involve individual agency releases, rather information to include in the OA JIS releases
- Maintain public information messages and public education specific to the agency's subject matter expertise
- Provide trained PIO representatives or other appropriate individuals to the JIC as the situation dictates and at the request of the Lead PIO, OA EOC PIO, or JIC Manager



### 3.2 Joint Information System Overview

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The purpose of the JIS is to coordinate public information across all levels of government and functional agencies using the frameworks of the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS), and Incident Command System (ICS). The JIS provides the structure and methods for integrating public information activities to ensure coordinated and consistent information gathering, message development and dissemination. Organizations participating in the JIS retain their autonomy. Each agency contributes to the overall message but does not lose their individual identity or responsibility for their own programs or policies. The intent of the JIS is to share consistent, accurate and timely information that is also free from conflict with other agencies in the response.

The decision by the Operational Area or impacted jurisdictions to activate the JIS is based on the complexity of the situation and the need to ensure coordination and integration of public information. See 3.4 Activation Levels below.

When activated, the JIS will:

- Provide a structure and system for gathering information, developing coordinated messages, and disseminating unified public information
- Create a credible, unified message among all participating response agencies
- Reduce conflicting and/or confusing information provided by separate agencies
- Support the incident by developing and executing an information strategy
- Advise incident command staff and EOC management concerning public affairs or community relations issues that could impact response or recovery efforts
- Monitor, verify, dispel rumors, and control inaccurate information that could undermine public confidence in the emergency response and recovery efforts
- Verify accuracy of information through appropriate channels, identify needed information, key messages, audience, and means of communication
- If needed, locate public information resources, including personnel, equipment, and technology, from non-impacted jurisdictions within the Operational Area. Should the public information needs be exhausted from within the Riverside County Operational Area, the Lead PIO, OA EOC PIO, or JIC Manager will request public information support using the EMMA or EMAC systems via the OA EOC
- Operate from a physical JIC or virtual JIC, if determined necessary by the IC/UC or OA EOC

### 3.3 Activation Levels

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- Level Three (Lowest level) – Two or more local jurisdictions or response agencies are activated for a minor incident. All impacted agencies will coordinate their public information through the Lead PIO designated by the IC/UC. When the OA EOC is activated to any level, the JIS function will be activated to at least Level Three

During this activation, the OA's public information function will be limited to the following responsibilities:





- Include all other agencies and jurisdictions that may be impacted by the disaster or will have a role in the response. Contact the PIOs from these agencies using the OA PIO roster as a resource if needed
- Collection and review of public information, including releases and social media posts, from OA jurisdictions
- Dissemination of public information releases received from OA jurisdictions to all other OA jurisdictions
- Identification of potential conflicts, discrepancies, or inaccuracies within or amongst OA jurisdiction releases
- Facilitation of public information conflict resolution amongst OA jurisdictions.
- Release of OA EOC-specific press releases (e.g. OA EOC activation, and county impacted area press releases)

The OA does not create or approve messages on behalf of jurisdictions. Therefore, this Annex assumes OA jurisdictions are following their own public information procedures to ensure the timely and accurate release of information. The OA's role is limited to facilitating communication among OA jurisdictions to ensure they do not contradict each other and to ensure the development of common and similar messages throughout the OA.

- **Level Two (Expanding incident)** – Multiple jurisdictions are impacted. Response and recovery operations are expected to last for multiple operational periods. A JIC and/or OA public information hotline may be activated. During a Level Two Activation, the OA's public information function includes all the activities described under a Level Three Activation with the additional activation of the OA's public information hotline and rumor control function. A Level Two Activation is triggered when the OA EOC is activated, multiple jurisdictions are impacted, and the need for a virtual JIC is necessary

Also, Level Two is triggered if an OA jurisdiction requests that the public information hotline be established to handle public inquiries on its behalf. The OA EOC has the capability to open an information line for members of the public. Impacted jurisdictions are expected to send personnel to the OA EOC Information Line for surge capacity. If an agency is unable to participate by providing their public information and personnel, then a phone number must be provided for the EOC Information Line to forward calls. The Lead PIO or JIC Manager will determine an appropriate level of staffing for the hotline, depending upon the magnitude of the emergency and the anticipated call volume

- **Level One (Large incident)** – Multiple jurisdictions are impacted or have a role in the response and recovery efforts. The JIC could expand to include State and Federal agencies. Coordination among activated JICs at the city, tribal and/or state level is necessary. A Level Three Activation is triggered when a major incident has occurred affecting many OA jurisdictions in the same way. The types of scenarios that might result in a Level Three Activation of the OA's public information function may include, but are not limited to:
  - Major earthquake



- Major terrorist attack (e.g., chemical, biological, radiological, nuclear, or high explosive)
- Complex wildland fire or conflagration in which the response will last several operational periods and additional public information resources are needed
- Large mud or debris flow incident causing significant damage to residences, businesses, and infrastructure
- Other complex incidents requiring full coordination

Beyond the functions listed for Level Three and Level Two Activations, a Level One Activation will involve the establishment of an OA JIC. To activate the OA's public information function to a Level One there must be a consensus among involved OA jurisdictions that a co-located public information function at the OA-level is needed to effectively coordinate public information. This consensus will be facilitated by a conference call led by the County PIO, in coordination with the Lead PIO, and with all impacted OA jurisdictional PIOs. Notifications for the conference call will be made by posting the conference call information on WebEOC, PSEC radio, Disaster Net, email, and group texts.

The establishment of a JIC leads all activated OA jurisdictions to coordinate their messages, perform information verification, as well as issue joint releases and news conferences whenever possible. Individual jurisdictions continue to maintain their autonomy for releasing public information to their residents and businesses, however, using the JIS will ensure that information is accurate and does not conflict with other JIS messages. See 3.8 OA and Local JIS Coordination for detailed information flow among partner agency JICs and the OA JIC.

### 3.4 Organizational Structure

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The process of quickly disseminating information to the community and other stakeholders during an incident is an ongoing cycle that involves three key functions:

1. Information Gathering and Verification:

PIOs from activated jurisdictions must collect information and verify information from trusted, validated sources close to the response and recovery efforts. In addition, PIOs collect information from unofficial sources, including the public and news media to monitor the accuracy of information shared on traditional and social media.

- Joint Information System/Center – Compare and verify information with other PIOs supporting the JIS/JIC
- Emergency Operations Center – Collect and verify information from relevant sections within the EOC for clear communication with operations in the field
- On-scene Command – A source of ongoing, official information on the response and recovery effort
- On-scene PIOs – Report to the JIC what they are observing and hearing from IC/UC, as well as on-scene media outlets, elected officials and their staff, and community members
- Media Monitoring – Used to assess the accuracy, content, and trends of news media



reports. This will assist with identifying trends and breaking news

- News Media Liaisons – A valuable source of developing information and current issues directly from reporters
- Public and Elected Officials – Inquiries from elected officials, community leaders, and the public point to the specific concerns of those in the affected areas
- Social Media Platforms – Ability to see what the community is publicly sharing about the incident

2. Information Production:

PIOs coordinate with other PIOs working within the JIS. These PIOs include both those represented in the JIC and those working from other locations that are part of the JIS.

Coordinating and producing complete information involves:

- Establishing Key Messages – Based on the overall response and recovery strategy and providing an opportunity for all supporting agencies to include their role in the response/recovery efforts
- Obtaining Approval – Obtain approval from the Director of Emergency Services (DES) if the EOC is activated or IC/UC if the EOC is not activated. Approvals will ensure that the information is consistent, accurate and coordinated
- Whole Community – Consider all means for producing information that is accessible to the whole community. This includes captions on videos, infographics, pictures, and messages available in other languages

3. Information Dissemination:

The next step in the process is to disseminate the information to the community, as well as other incident stakeholders. This step involves using all appropriate and available methods, including but not limited to news releases, social media posts, website announcements, media interviews, news conferences, community meetings, bulletin boards in shelters/care and reception centers and mobile electronic signs.

### **3.5 Joint Information Center (JIC)**

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The JIC is a central location to facilitate operation of the JIS during and after an incident. The JIC enhances information coordination, reduces misinformation, and maximizes resources by co-locating PIOs to work together to create a unified message in which all agencies have a place to communicate their role in the response.

- The JIC will be activated by the Director of Emergency Services, in coordination with the County PIO and Lead PIO designated by IC/UC. The OA EOC is responsible for announcing the opening of the JIC based on information provided by the Lead PIO in the field or the OA EOC Public Information Manager/County PIO. This will be done via a media advisory e-mailed to the media list maintained by the County PIO. Notifications to OA stakeholders that the JIC is activated will be made through established OA distribution lists and using the PIO roster in WebEOC
- The JIC will be staffed and configured to meet the needs of the incident. County EMD and the



County Executive Office PIO are responsible to support the staffing of the JIC facility, including developing a staffing schedule of available PIOs from impacted and non-impacted jurisdictions. If the need for PIOs to support the JIC is greater than available PIOs, EMMA will be requested from throughout California. EMAC will be requested for resources from other states

- Due to the large geographic size of Riverside County and the need for potential JIC locations throughout the county, several locations were identified in each supervisorial district. The West County JIC location is in the basement of the County Administrative Center at 4080 Lemon St., Riverside CA. 92502. The East County JIC location is in the East County EOC at 82-695 Dr. Carreon Blvd., Indio, CA 92201
- If PIOs from impacted jurisdictions are unable to report to the OA JIC, they will participate in a virtual environment using WebEOC, e-mail, phone and/or video conferences. Current tools that may be used to support the virtual environment are Skype video conferences and What's App for group messaging and phone calls
  - It is recommended that PIOs have a generic agency email address for JIS activations to ensure continuity of communications throughout multiple operational periods across different shifts of JIC responder.
  - If internet and cell phones are unavailable, PIOs may connect through the OA EOC and jurisdiction EOCs using satellite phones, Public Safety Enterprise Communications (PSEC) radios, Disaster Net and Radio Amateur Civil Emergency Services (RACES). Note: Disaster Net and RACES may be accessed by the public listening in on amateur radio
  - The OA EOC may use the Operational Area Satellite Information System (OASIS) to request the Cal OES State Warning Center to open an internet line for use in the OA EOC
- A designated location will be identified for media briefings and news conferences near the incident. Members of the media may not be permitted access to the OA EOC, OA JIC, City EOC or City JICs during active incidents. The JIC may provide videos of JIC and OA EOC operations for the media to use as b-roll.
- The JIC will act as a liaison with all field PIOs. When requested, the JIC will set up media interviews with field PIOs to discuss and film/photograph the emergency response
- The decision to demobilize the JIC will be made by the EOC Director of Emergency Services, Deputy EOC Director, JIC Manager, and Incident Commander/Unified Command in consultation with the impacted cities or jurisdictions' PIOs. This will involve a conference call conducted by either the County PIO or JIC Manager. The decision to demobilize will be made based on the following conditions:
  - The establishment of a plan to continue sharing event related information and handling after the final media briefing/or final JIS news release
  - The collection and preservation of public information JIC documents relating to the event has occurred or a plan is established to collect related documentation from agencies



- participating virtually within two business days of the demobilization of the JIC
- The deactivation will be announced both at the final media briefing and/or by a media advisory announcing the termination of JIC operations. Media should be notified that the functions of the JIC are being transferred back to regional and local PIOs
- Notification to all OA stakeholders and OA PIOs will be made via email to established distribution lists

### **3.6 OA Roles and Responsibilities in SEMS/NIMS**

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OA jurisdictions have committed to the OA Agreement, and agree to follow standard mutual aid procedures including working cooperatively as part of the JIS and assisting with staffing a JIC, if activated and if resources are available.

OA jurisdictions will:

- Review and provide input in the JIS Annex during its development and maintenance periods
- Allow identified public information personnel to attend JIS training, PIO training, and communication platform training, as needed or as they become available
- Participate in JIS Annex drills and exercises to validate training and evaluate the JIS Annex
- Provide PIO support to respond 24/7 to JIS activation requests and report availability to participate, provide mutual aid, and support JIC staffing and resources to other members under the direction of the Lead PIO or JIC Manager
- Share local incident information, media and public inquiries, media contact information, media monitoring and rumor control
- Develop and verify information, communicate news releases, media briefings, and other activities produced collaboratively by the JIS while retaining autonomy and authority over messages specific to the OA jurisdiction

### **3.7 OA, Local and State Jurisdiction JIS Coordination**

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It is assumed that impacted local jurisdictions may activate and staff a JIC within their jurisdiction for information creation and dissemination specific to the jurisdiction. For larger, catastrophic incidents, it is also assumed that Cal OES may activate a JIC. At all times, it is the goal of the OA JIS to coordinate and amplify information among all partners to ensure consistency and the dissemination of only approved and vetted information. To ensure city and tribal JICs and the OA JIC are regularly coordinating, the following will take place:

- Daily briefings via conference calls or video conferences will take place among all impacted jurisdictions, including state, tribal and local jurisdictions
- When impacted jurisdictions write a news release, they will notify the OA JIC by posting it on the WebEOC JIS Board. If internet is down, the news releases will be shared with the JIS via Disaster Net or RACES
- The JIC receives the news release and reviews it for content accuracy
- The Lead PIO will present the release to the IC/UC or DES for concurrence

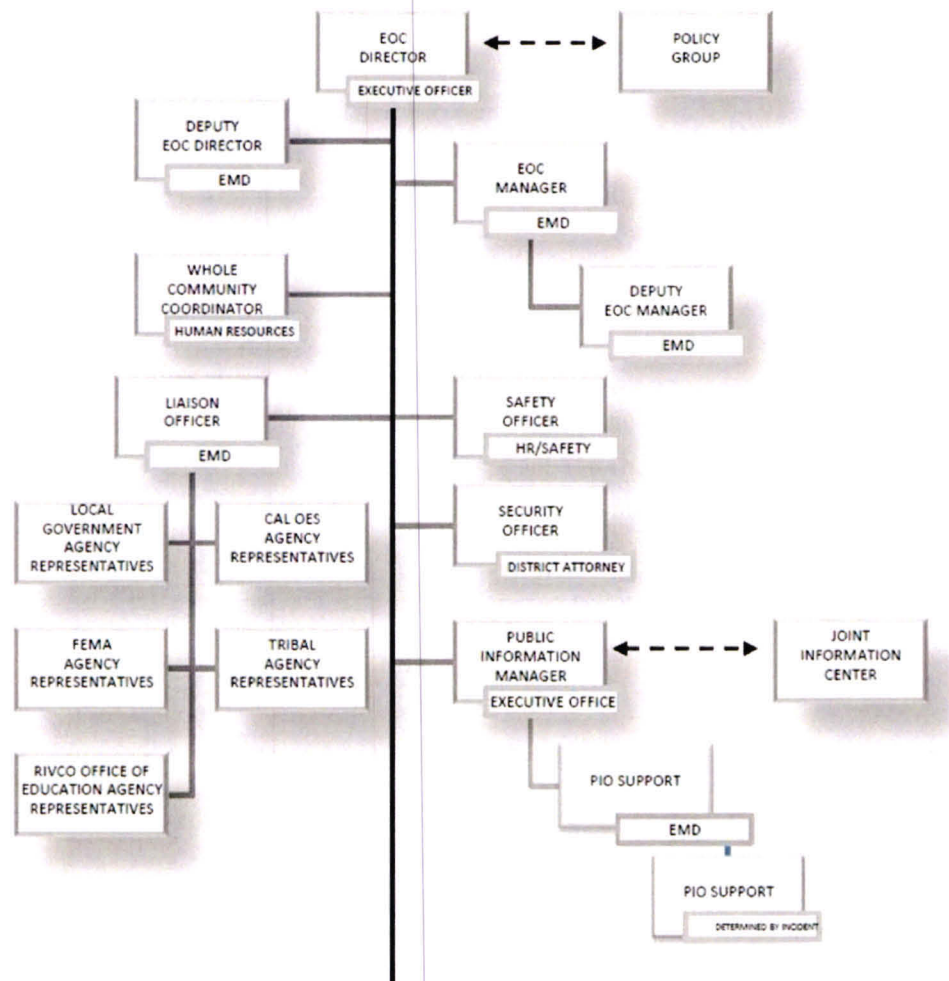


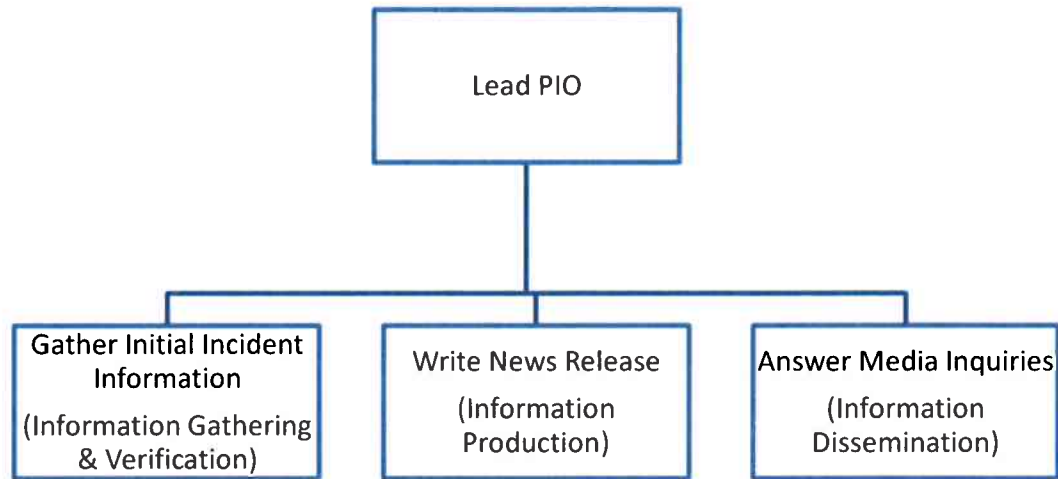
- Reviewed and concurred information will be posted to RivCoReady.org and disseminated to media and OA partners. OA jurisdictions and County agencies may also post the news release to their site
- While it is not required for non-County contract jurisdictions to receive approval from the OA JIS prior to release, however, it is encouraged to ensure all distributed information is consistent and free from inaccuracies or discrepancies

### 3.9 Organization Charts

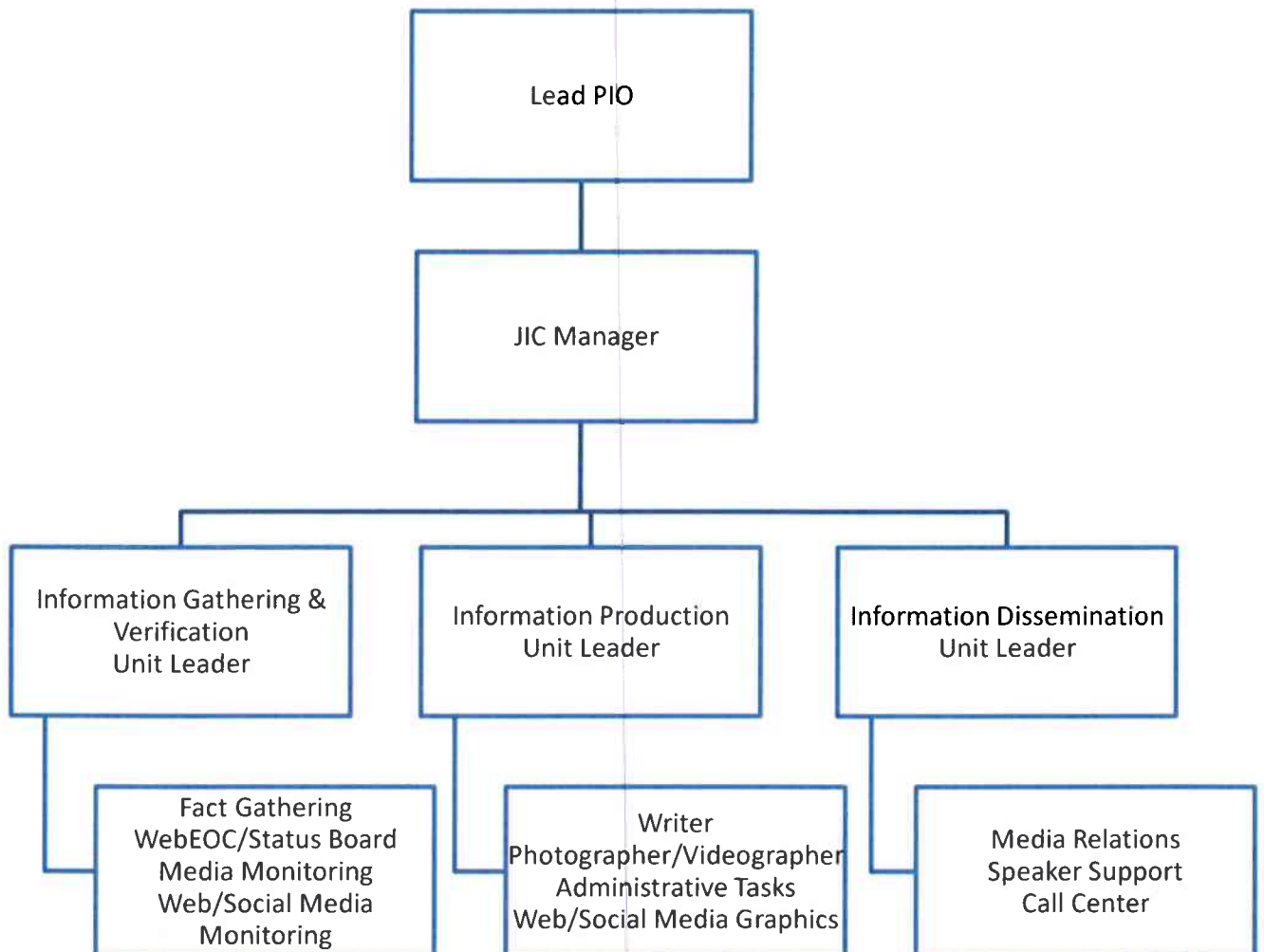
The following organizational charts depict the coordination and reporting structure of the OA JIS in relation to the OA EOC.

#### OA EOC ORGANIZATIONAL CHART



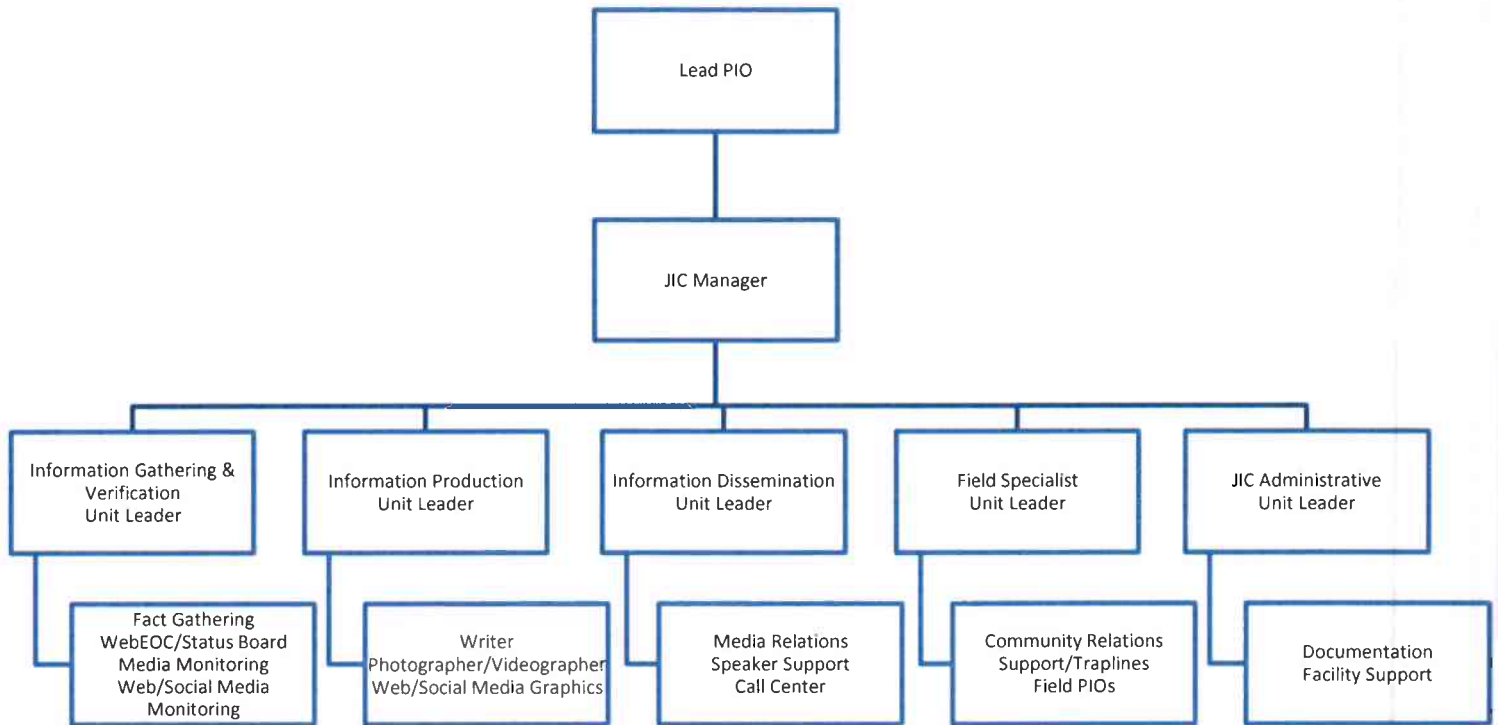


**LEVEL THREE JIS ACTIVATION** – Multiple impacted agencies coordinate public information through the lead PIO. In smaller incidents the use of the JIS may be informal and activated by any PIO requesting support to provide an effective public information response.



**LEVEL TWO JIS ACTIVATION** – Multiple jurisdictions are impacted. Response and recovery operations are expected to last for multiple operational periods. A physical JIC and/or OA public information hotline may be activated. During a Level Two Activation, the OA’s public information function also includes the activation of the OA’s public information hotline.





**LEVEL ONE JIS ACTIVATION** – Complex/Catastrophic incident involving multiple agencies and multiple operational periods. Level One establishes a physical JIC. Coordination among activated JICs at the city, tribal and/or state level is necessary.



## 4. Message Strategies

### 4.1 Public Awareness and Education

Educating the public to act prior to an event is the first step in building community resilience and increasing community preparedness efforts. Multiple agencies have public education campaigns committed to emergency preparedness outreach. Some of these campaigns include:

- RivCoReady – Countywide, all-hazards emergency preparedness campaign, maintained by EMD. RivCo Ready educates and empowers Riverside County residents and businesses to prepare for all emergency situations, take training courses and get involved through volunteer efforts
- Ready for Wildfire – CALFIRE’s statewide campaign regarding the current, elevated wildfire risk and how to take action to reduce the risk
- See Something, Say Something campaign – National campaign maintained by the Department of Homeland Security. The campaign teaches residents about personal situational awareness and reporting suspicious activity to authorities

During times of preparedness, or pre-incident, PIOs from OA stakeholder agencies maintain and disseminate public education specific to their jurisdiction or subject matter expertise. During activation of the JIS, time-appropriate and time-sensitive public education messages should be included in news releases and news conferences to reiterate the actions the public must take to reduce their risk.

In addition, the ‘Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist’ was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

### 4.2 Message Mapping

During activation of the JIS, the use of message mapping provides focus and discipline. Message mapping increases message comprehension – from the media and public – and can be easily adapted for print, broadcast, radio, and social media. High-stress and emotionally charged situations reduce a person’s ability to process and comprehend information.

Use the 3 – 9 – 27 Rule:

- The average number of messages conveyed by reporters in stories in print and broadcast media is three
- The average duration of a sound bite in broadcast media is nine seconds
- The average length of a quote in print media is 27 words

This does not mean the JIS will limit media briefings to 27-words or less. The rule involves fundamental messages, the **Three Most Important**, that you must convey at a given time. Ensure the first statement is



one of empathy and concern. Include interagency cooperation in the response efforts. End with a call to action.

These messages might be used again or change as the situation evolves.



### 4.3 Media Relations and Coordination

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Traditional media remains one of the key stakeholders in the JIS process. Positive working relationships with the media help tremendously during incidents. The media takes their role of disseminating emergency information seriously and they represent an important link to informing the community. On a regular basis, the County PIO will update media contact lists and share with the EMD PIO for JIS readiness. In addition, the County PIO will provide local media with a contact list with after-business hours contact information. The EMD PIO will update the OA PIO roster every six months. The PIO roster will include e-mail addresses, telephone numbers, social media accounts, websites, any available redundant communications systems, and bilingual or special skills.

To help build these relationships the JIS group will:

- Cultivate positive relationships through the regular response to media inquiries
- The JIS/JIC will coordinate with media outlets to ensure information provided by the JIC is presented in multiple accessible formats to ensure it reaches as many people as possible. This involves:
  - Including sign language interpreters in the frame next to spokespersons during media briefings and news conferences. Whenever possible, the OA will use American Sign Language interpreters who are also certified in disaster response language by the Governor's Office of Emergency Services (Cal OES)/ Access and Functional Needs Division. This certification is only a requirement if the Governor is attending the news conference. All ASL interpreters used by the OA during news conferences or community meetings, must be trained and certified by duly verified ASL interpretation provider
  - Ensuring television stations present important information in both video and audio formats. For example, instead of just showing the hotline number on the screen, it should be read aloud as well. Also, when showing a map there should be audible descriptions of the impacted areas
  - Ensuring crawling messages that often appear in the bottom of the screen do not interfere with closed captioning messages
- Provide escorted access for filming and photographing emergency operations that does not interfere with response or recovery operations
- The following must be adhered to regarding providing media access to shelters, reception centers and local assistance centers (LAC):
  - Post signs instructing members of the media to check in
  - Notify the Shelter Manager, Reception Manager or LAC Manager of such an arrival and escort them to explain operations and answer questions
  - Provide interviews outside of the shelter, reception center or LAC to prevent any intrusion of privacy or breach of private information among displaced residents and shelter workers
  - Identify residents willing to talk about their experiences, rather than allow media to randomly interview people in the shelter, reception center or LAC
  - Require permission from the displaced resident for close-up photos and videos
  - Do not allow media to film or record in dormitories or near the registration desk where



- personal, private information is exchanged between displaced residents and shelter workers/reception center workers/LAC workers
- Media may be provided access to LACs after normal operating hours when displaced residents are not present and exchanging personal information
  - In the event of a shelter, reception center or local assistance center in a geographically isolated area, media may be provided an area within the shelter/reception center for respite from extreme weather. Media should be provided a private area away from the dormitory and registration area

#### **4.4 Social Media Strategy**

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The public's reliance on smartphones, tablets and computers creates higher interconnectivity and social connectedness. Residents use social media for official sources of information and to confirm information received through other networks. In addition, social media enables community members to function as citizen reporters by commenting on their observations, as well as posting photos and videos of response and recovery activities.

Effective social media use allows for the JIS to connect directly and quickly with community members using language agreed upon from the JIS. The communication must be accurate, actionable, timely, more direct, interactive, and transparent. Social media use should also include video, audio, graphics, and hashtags agreed upon through the JIS. Whenever possible, accessibility features should be included such as closed captioning on videos or American Sign Language (ASL) interpreters.

The JIS will determine which account(s) will post on the incident based on the primary agency of the Lead PIO or IC/UC. See section 5.3.2 Social Media for more information.

#### **4.5 Whole Community Strategy**

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Every effort will be made to communicate with members of the diverse segments of the community within the county, which may include, but are not limited to, people with disabilities and those with access and/or functional needs, those with limited English proficiency, and those who may not have access to traditional means of communication (e.g. TV, internet).

The communication needs of diverse populations are specific to the community's demographics and available support. News releases and information provided in shelters and local assistance centers will be tailored to meet the needs of people with disabilities and those with access and/or functional needs and language differences.

Many people with disabilities and those with access and/or functional needs rely on information, or verification of information, from organizations with which they already have an affiliation. Providing appropriately tailored information through these organizations will assist with more direct messaging. This may include providing a list of open shelters with the Inland Empire Disability Collaborative (IEDC) for distribution to service providers. EMD personnel co-chair the IEDC and will disseminate information to service providers, at the request of the JIS.



Some broad ways to define difficult to reach populations include:

- Physical, cognitive, or sensory disability
- Access and/or functional needs
- Limited language competence
- Cultural and/or geographic isolation
- Age considerations
- Transient populations

Reaching all constituents requires knowing what languages are spoken in the community. PIOs can identify resources and develop policies to address the language needs of their jurisdiction.

To meet the needs of those with limited English proficiency:

- PIOs should develop language access policies and protocol guidance. The County of Riverside Human Resources Department contracts with translation services. During imminent emergency situations, such as door to door evacuations, the Public Safety Answering Points (PSAPs) have translation services that can be used over the phone
- Documents communicating vital information to the public should be translated into the most prevalent languages spoken by the impacted community. For Riverside County these include Spanish, Korean and Chinese (both Mandarin and Cantonese)
- Translations should be reviewed and validated by native language speakers to ensure cultural competency
- Include messages that legal immigration status is not necessary to receive services from emergency services
- PIOs can pool resources and leverage assets with other agencies and services to meet translation needs
- If the OA Joint Information Center (JIC) is activated, The JIC will request a qualified American Sign Language (ASL) interpreter to be present at all news conferences and community meetings held by public officials. In addition, members of the JIC will request that media representatives include the ASL interpreter in the video frame. This requires the ASL interpreter positioned as close to the speaker as possible
- The JIC will also arrange for multi-lingual agency representatives to be present for foreign language media (e.g., Spanish speaking spokesperson to address the Spanish media market).
- Pictures, pictographs, and diagrams are easier to understand and interpret than verbal communication
- The JIS will work with audio/visual and graphics experts to have pictographs or infographics available for news conferences with significant contrasting colors. Pictures, pictographs, infographics, and diagrams are easier to understand or interpret than verbal communication.
- The JIS will request television stations present important information in both video and audio formats. For example, instead of only showing the hotline number on the screen, it should be read aloud as well. Also, when showing a map there should be verbal descriptions of the impacted



areas. This ensures the descriptions are included on the closed captioning services used by the deaf or hard of hearing community

- Ensure responder agency social network accounts also convey video, audio and accessibility features whenever possible. Pictures with captions, pictographs and infographics should be disseminated on social media and posted on responder agency websites
- Ensure that all relevant websites are compliant with ADA requirements

Bilingual personnel will be used to conduct community outreach and build relationships between the response agencies and LEP residents. EMD, along with many other agencies in the OA, have Spanish language interpreters on staff who are available to translate written communications. In addition, the OA PIO roster will denote which PIOs also speak and write another language

#### **4.6 Intergovernmental Affairs, Elected Officials, and VIPs**

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An effective JIS requires partnerships with:

- Impacted jurisdictions
- Responding agencies
- Utility companies
- Nongovernmental Organizations (NGOs)
- Elected Officials
- Very Important Persons (VIPs)

Many private-sector organizations are responsible for operating and maintaining portions of the county's critical infrastructure, including private utility agencies. In addition, these agencies must also provide for the welfare and protection of their employees in the workplace. Government and public affairs representatives for these impacted organizations have a role in the OA EOC. These agencies also play a role in the JIS to ensure public information specific to utility response and recovery operations is included in media releases. This may include, if available, an estimated timeframe for utility restoration.

NGOs provide shelter, emergency food supplies, counseling services, and other vital support services to support response and recovery of impacted and/or displaced residents and provide additional situational awareness from staff positioned in the field. This information will be relayed into the JIS through either the OA EOC or the Field Specialist who works with the NGOs, response partners, and private-sector organizations supporting relief efforts.

Elected officials play an important role in the JIS process by providing additional authority to the response and recovery efforts and serving as the elected official spokesperson during media interviews and news conferences. Community members look to elected officials for assurance on the response and recovery process. Elected officials selected to speak at news conferences will be the most appropriate elected official for the impacted jurisdiction(s). The number of elected officials providing comments at news conferences should be limited. Other elected officials may be present at the news conference, however, not requested to speak. Other elected officials may, however, provide one-on-one interviews at the media's request.



Visits or requests for visits from elected officials and VIPs are managed by the JIC. The JIC will ensure for the following regarding elected officials and VIPs:

- Verify identities and determine their role/s for the event
- Determine the resources needed for tours, escorts, security, or media events
- Request resources from the EOC needed for tours, escorts, security, or media events
- Inform elected officials on their role/s as appropriate for the event
- Inform VIPs on community concerns and communication matters as related to the incident and the VIP visit.
- Prepare statements, arrange for news conferences, and coordinate news conference resources as appropriate for their role/s in the event/s





## 5. Message Dissemination

During an activation of the OA EOC and/or JIS, all news releases will be emailed to a pre-established Outlook email distribution list, as well as posted to WebEOC under the Joint Information System Board. This distribution list includes all OA contacts (e.g., jurisdiction and agency emergency management contacts), the OA PIO Roster, as well as media contacts.

News releases and pictographs may also be distributed to service providers for the disabilities, access, and functional needs community for distribution to their clients via the Whole Community Coordinator at the OA EOC.

### 5.1 Spokespersons

When possible, the lead agency for the incident will provide the spokesperson(s) for the JIS. The Information Dissemination Unit Leader will schedule and prepare lead agency spokespersons prior to any news conference. Depending upon the incident, multiple spokespersons may be required from both primary and supporting agencies to share the key messages of the JIS. Spanish speaking spokespersons will be identified for Spanish media interviews.

The following outline is a guide for news conferences:

- Elected officials' statement
  - Offer assurance, statement of empathy
  - Collaborative response/recovery effort
- Primary agency(ies)
  - Provide public safety update (e.g., timeline, latest information on response efforts, field resources working on the incident, numbers injured/deceased, number of homes damage/destroyed)
  - Collaborative response/recovery effort
- Supporting agency(ies) statement
  - Community update (e.g., services available to impacted residents, roads closed/reopened, government services closed/reopened, schools closed/reopened)
  - Collaborative response/recovery effort

### 5.2 Media Outlets

A list of media outlets for Riverside County, including both the Los Angeles and Coachella Valley broadcast media markets, is maintained as a separate list by the County PIO, and shared with EMD. The JIS will disseminate information to as many media outlets as determined as needed by the incident, with specific attention to include Spanish speaking outlets. During level one or two activations of the JIS, news releases will be translated into Spanish for the Spanish media outlets.

### 5.3 Communications Systems

The OA has a multitude of tools available to assist in the dissemination of emergency public messages. It



is the responsibility of the lead PIO to initiate the use of all applicable communication platforms to reach the intended audience for the response. The tools listed below are intended to complement each other in distributing emergency public messaging. A consistent message should be distributed across all channels and altered to accommodate the tool being used to minimize any confusion due to conflicting information.

### **5.3.1 Websites**

The County of Riverside Emergency Management Department maintains a website, [www.RivCoReady.org](http://www.RivCoReady.org), for the general public with a response page listed under Active Incidents. During an activation of the OA EOC, the RivCo Ready site serves as a place for news releases, fact sheets and pictographs. Additionally, OA jurisdictions maintain and update their own websites with important activation information. The Lead PIO will determine which website(s) will be included in news releases and act as the official source for all JIS information.

### **5.3.2 Social Media**

Social media is a powerful tool in timely, information dissemination. The JIS will have access to the Lead Agency(ies) social media accounts to include information for all supporting agencies. Social media posts will include information from approved news releases or information available to the established information line.

The JIS will determine which account(s) will post on the incident based on the primary agency of the Lead PIO or IC/UC. All other responding agencies will retweet information posted from the primary accounts, or post which social media accounts to follow for accurate information.

### **5.3.3 Alert RivCo**

Alert RivCo is the county's mass notification system that rapidly notifies residents and businesses in Riverside County of important protective actions. The system is maintained by EMD, in partnership with the Riverside County Sheriff's Office and CALFIRE/Riverside County Fire Department. Alert RivCo may be used to contact residents by phone or text message. Landline phone numbers are purchased from E911 database vendors, but other phone numbers, including cell phone and Voice Over Internet Protocol (VOIP) numbers must be registered using the Alert RivCo registration page at [www.RivCoReady.org/AlertRivCo](http://www.RivCoReady.org/AlertRivCo).

Several cities also use mass notification systems including: Corona, Moreno Valley, Palm Springs, Riverside and Temecula. If one of these cities is impacted, the city emergency services coordinator and county Alert & Warning Coordinator will determine if the city or the county (or both) will issue the alert through their respective systems.

See Attachment I for Alert and Warning message templates.



### **5.3.4 Emergency Alert System**

The Emergency Alert System (EAS) provides the public with immediate messages that affect life and property. This network of radio, television broadcast stations and cable television entities cooperate on a voluntary, organized basis to broadcast local and state warnings. Federal warnings are mandatory to broadcast.

Messages normally enter the system via specialized equipment at three points: (1) EMD. The EAS standard operating procedures are in the EOC, (2) the National Weather Service (NWS) office in San Diego and (3) California Highway Patrol (CHP). These messages are received by all Local Primary 1 (LP-1) stations and then relayed to all other radio, television broadcast stations and cable companies within the county. Any message transmitted from either EMD or NWS will be broadcast countywide via all the stations and cable companies within the county.

EAS should only be used in situations where other means of notification will either be too slow or not cover a broad enough area. EAS should be used for acute situations that affect, or could affect, the safety or well-being of the public. Because of the widespread coverage of this system, best judgment is required when requesting the issuance of an EAS.

### **5.3.5 Wireless Emergency Alerts**

Riverside County may also send Wireless Emergency Alerts (WEA) to all cell phones from participating cell phone carriers within a designated geographical area. Since WEA alerts are selected through affected cell phone towers, this system has the potential to reach more transient populations, including visitors and commuters. There is no registration required to receive WEA messages, however, community members can opt out directly on their cell phones under settings.

WEA messages are not affected by network congestion like phone calls and text messages; however, they are limited to 90 characters. A WEA message should show the type and time of the alert, the action required and where to get more information. WEA messages should complement Alert RivCo messages, not used in placement of Alert RivCo. Oversight of this program is performed by the Federal Communications Commission (FCC) and the FEMA.

### **5.3.6 Public Information Lines**

Constantly available, live phone service is essential to county residents in the event of a local or state emergency. The EOC, as well as the other agencies, such as the Riverside County Fire Department, operate public information lines for residents to find out the latest information related to the disaster.

The information line activated and published for residents will be determined by the Lead PIO, with approval from the IC or UC. Impacted jurisdictions are expected to send personnel to the established information line for surge capacity.

Information Line call takers the most current information from the Information Dissemination Unit Leader. This ensures call takers relay accurate information to community members. Call takers may also forward calls back to the OA EOC or local jurisdictions' EOC if there are specific requests beyond the



information available to them.

Call takers will be trained on relay services and video relay services that are primarily used for deaf or hard of hearing residents. There will always be a Spanish-speaking call taker available for primary Spanish-speaking callers. Call takers will be trained on how to respond to residents requesting accommodations for access and/or functional needs.

### **5.3.7 Recorded Message Public Information Lines**

The OA has established public information lines that are available for media and/or community information. The recorded message line will alleviate significant call volume from the established call center from members of the public who want to listen to the latest information and do not have specific questions requiring a live person. The phone numbers and recording instructions are available from the OA EOC and/or EMD PIO.

Likewise, specific recorded message lines for the media will slightly curtail call volume into the JIS from media outlets. Non-local media outlets that are not sending representatives to Riverside County to cover the story may be sufficiently served by the recorded message line. The recorded media line is particularly beneficial during slower moving events, such as public health emergencies or sustained operations.

The Message Dissemination Unit Leader will record, or assign a PIO in the JIS, to record updates to the automated recording. The message should state information is current "as of \_\_\_\_ a.m./p.m." A schedule to update the recorded lines should be in conjunction with media briefings, news conference schedules or when evacuation status changes.

### **5.3.8 Translation Services**

Translation services are available through a language line via the public safety answering points (PSAPs). Spanish speakers will always be made available for the Alert & Warning unit and the EOC Information Line.

Foreign language media outlets covering Riverside County include Spanish speaking outlets. An effort will be made to disseminate news releases in Spanish to these outlets, as well as identify Spanish speaking spokespersons. The OA PIO Roster will aid in this effort by identifying PIOs who are bilingual in other languages. Additional Spanish speaking translators work within EMD and are available for translation upon request.

### **5.3.9 News Conference, Public Forums and Community Meetings**

News conferences are an integral part of the public information function before (when possible), during, and after an emergency. A well-crafted news conference needs to identify important facts to share with the public, such as public resources, the importance of following protective actions, and what to expect in the immediate future.

There may be multiple spokespersons participating in a news conference, public forum, or community meeting. For example: the fire spokesperson will be the expert on fire-driven incidents, the law



enforcement spokesperson will be the expert regarding evacuation orders, and public works will be the expert on debris and mud flows. There may be times when one spokesperson for all aspects of the incident is sufficient. In complex incidents, a unified approach with multiple spokespersons is acceptable.

The JIS will request a qualified American Sign Language (ASL) interpreter to be at all news conferences. When possible, ASL interpreters should have credentialing in the Cal OES Disaster Response Interpreter Program, offered from the Cal OES Access and Functional Needs Office. This certification, however, is only required if the California State Governor attends an OA news conference. Should the Governor plan to attend an OA news conference, the JIS will attempt to locate this resource. If none are available, however, the resource will be filled by Cal OES. Whenever using ASL interpreters, the interpreter must be employed by a trusted and verified ASL translation service.

Including elected officials in news conferences is important to demonstrate unity and a common purpose during an emergency. Elected officials offer assurance to the community, statements of empathy and an understanding that many agencies are involved in the response efforts.

The JIS Information Production Unit Leader will provide tools or guidance for all spokespersons and elected officials with a speaking role at the news conference, such as:

- Prepare talking points and key messages
- Coordinate talking points among all speakers at the news conference
- Anticipate questions and prepare appropriate answers

Highlight public resources

### **5.3.11 Traplines and Sandwich Boards**

Traplines are established in Level One JIS activations. Trapline locations in high foot traffic areas where current public information is posted for impacted residents, visitors, and business owners to read. Trapline locations may be reception centers, shelters, local assistance centers, community centers, homeowners' association clubhouses, houses of worship, post offices, libraries, grocery stores, motels, and convenience stores.

Considerations to be taken into account when establishing traplines are locating areas with better air quality, areas people can access (i.e., roads are open leading in and out of the trapline), if there are any established community boards/traplines already in existence in the area.

Content posted on traplines should mirror what is posted on social media and primary agency websites. Content includes updates on the response and recovery efforts; open reception centers, shelters, and local assistance centers; road and school closures; community services available; government services available; call center phone numbers; maps with road closures and available services. If PIO resources are available, a PIO should stay at the trapline to answer community questions in person.



## 6. Position Guides

### 6.1 Operational Area EOC Public Information Manager

The Operational Area EOC Public Information Manager is responsible for all the following activities (may be delegated as necessary):

- Check-in upon arrival at the EOC
- Report to EOC Director and obtain a briefing on the situation
- Coordinate public information with local primary response agencies, including clarifying authority for public safety concerns
- Establish what websites will post information
- Establish what social media accounts will be the primary agencies
- Establish uniform hashtags for social media use
- Establish a deadline for the first official news release to the public if release has not already occurred.
- In a level one activation: Conduct conference call to determine if physical JIC location is necessary. If there is a determination to establish a JIC:
  - Determine operating location, use Attachment A as a resource for potential locations.
  - Coordinate with OA EOC Logistics for necessary equipment
  - Determine required positions and make calls to staff JIC
- Establish communication plan to include:
  - Key messages
  - Target audiences
  - Methods of communication
  - Establish media briefing schedule (consider 24-hour media cycles)
- Meet with Communications Unit Leader in OA EOC to ensure logistical support:
  - Obtain briefing of communications capabilities and restrictions, including Alert RivCo, EAS messages, and IPAWS/WEA messages
  - Establish operating procedure with Communications Unit for use of telephone,



computer, and radio systems. Make any priorities or special requests known

- Establish content for Alert RivCo, EAS and IPAWS/WEA releases, coordinated with primary agencies involved in response
- Determine 24-hour staffing requirements and request additional support as required
- Coordinate with state and federal agencies on message development and dissemination
- Assist in planning with adjacent jurisdictions for media visits
- As required, periodically prepare briefings for the government liaison, jurisdiction executives or elected officials
- Ensure that a rumor control function is established, including social media monitoring
- Monitor broadcast, online, print and radio media outlets
- Ensure that file copies (e.g., hard copies with signed approvals) are maintained of all information released
- Provide copies of all releases to the EOC Director
- Keep the EOC Director advised of all unusual requests for information, rumors and trends, or politically sensitive media comments
- Conduct shift change briefings in detail. Ensure that current objectives are identified
- Ensure that all required forms or reports are completed prior to release and departure when authorized by the EOC Director
- Maintain reports and records, as needed, regarding the operation of a JIC. Such reports may be included after action reports or incident response briefings
- Provide invoices for and/or estimates of expended resources to the appropriate staff following the deactivation of a JIC
- Provide input to the after action-corrective action report



## 6.2 JIC Manager

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The JIC Manager is responsible for all the following activities (may be delegated as necessary):

- Execute plans and policies as directed by the Lead PIO and OA EOC Public Information Manager
- Supervise all operational and administrative activities, including staffing and inter-office communications
- Ensure proper set up of JIC
- Oversee all operations of the JIC
- Set staff work hours and daily operating schedule
- Develop a daily operating schedule with communication priorities and media briefing schedules
- Brief the first shift of JIC personnel
- Gather Command Message(s) from the PIO for the Production and Dissemination Sections
- Coordinate with the PIO and JIC staff on messages and strategies for researching target audiences
- Ensure preparation for news briefings and news conferences
- Debrief JIC personnel at the end of the shift
- Edit and obtain approval from the PIO for news releases and other documents
- Assume responsibilities of the Lead PIO and OA EOC Public Information Manager as directed





### **6.3 Information Gathering and Verification Unit Leader**

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The Information Gathering and Verification Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Compare and verify facts and other information with all PIOs supporting the JIS/JIC
- Collect and verify facts and other information from relevant sections within the OA EOC for clear communication with operations in the field
- Collect and verify facts and other information from on-scene command for ongoing, official information on the response and recovery effort
- Display facts on all status boards in the JIC and within WebEOC
- Monitor local television, radio stations and internet for accuracy, content, and trends regarding the incident
- Monitor social media platforms to see what the community is publicly sharing about the incident
- Gather information about the incident and display it in the JIC so that it is easily accessible.
- Collect all incident-related news and editorial items from print and electronic media
- Analyze information gathered through news clips, telephone conversations, internet, community meetings and news conferences
- Distribute incident-related news, editorial items, fact sheets, etc. to appropriate personnel



## 6.4 Information Production Unit Leader

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The Information Production Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Produce written news releases, media advisories, public service announcements, fact sheets, briefing packets, and other publications
- Route all documents, photos, video, and other materials to PIO for approval (accurate information is essential in preventing public confusion, loss of credibility and/or adverse publicity)
- Update and manage incident website
- Update and manage incident social media sites
- Take and disseminate news photos and video of the incident
- Produce and gather graphics and logos for the incident
- Communicate with Whole Community Coordinator at the OA EOC
- Obtain approval from IC/UC or DES for all releases, advisories, and other materials



## 6.5 Information Dissemination Unit Leader

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The Information Dissemination Unit Leader– Responsible for all the following activities (may be delegated as necessary):

- Determine primary media outlets for disseminating releases, including local and national media
- Responsible for maintaining:
  - Media lists
  - Media logs
  - Community leaders
  - Logs of all information released
- Coordinate community outreach programs
- Determine need to organize community or town hall meetings
- Prepare appropriate personnel for speaker presentations, news conferences, community meetings, single media interviews, and special events
- Schedule appropriate spokesperson necessary to conduct interviews with the media, community, and distinguished visitors
- Advise the Lead PIO and OA EOC Public Information Manager of times for news conferences and community meetings



## 6.6 Field Unit Leader

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The Field Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Coordinate with the Safety Officer to ensure it is safe to escort others to the incident scene
- Ensure media are properly equipped and informed
- Escort media to incident scene or other field locations
- Take photos and video of incident scene and provide to Information Production Unit Leader
- Gather facts from incident scene and provide to Information Gathering and Verification Unit Leader
- Disseminate approved incident information to members of the media and public, provided by the Information Dissemination Unit Leader.
- Update and maintain approved information posted at trapline locations
- Ensure information posted in traplines is current and free from discrepancies or inaccuracies
- Ensure no conflicting information is posted on traplines from outside groups
- If possible, stay at trapline to answer community questions and concerns



## **6.7 JIC Administration Unit Leader**

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The JIC Administration Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Create and maintain JIC documentation, including daily JIC assignments, daily sign in sheets and staffing schedules
  
- Create and maintain a casebook with all public information about the incident that can be used for post-incident information requests and evaluations. The casebook should contain:
  - All news releases, fact sheets, talking points and key messages generated by the JIC, with signed approvals from the IC/UC or DES
  
  - Copies of all news clips
  
  - Copies of all JIC-produced videos, photographs, maps, and other visuals
  
  - Media contact log
  
  - Copies of legal notices
  
  - Copies of all incident-specific reports that contain daily updates, pollution reports, air quality reports, situation reports, public health reports, etc.



## 7. Planning Assumptions

- Emergencies and disasters may occur anytime with little to no warning, and may result in extensive injuries, deaths, and damage
- An effective public education campaign that focuses on actions the community must take to prepare for disasters will help save lives and property
- In an emergency, there will be a high demand for timely and accurate information regarding the entire incident response and any specific protective actions the community must take for their safety and well-being
- The local media plays an essential role to broadcast, publish, and post on all available platform's disaster-related instructions for the community
- Depending on the severity of an emergency, regional and national media may also cover the story and increase substantially the demand for information and comment from local officials
- Normal means of communication in the affected areas may be extensively damaged or unavailable; therefore, limited, and incomplete information from the incident response is anticipated until redundant communication systems are established
- Information is often incomplete during a disaster. Rumors spread quickly on traditional and social media and it may be hours before officials validate complete information. The lack of information, contradictory information, or rumors may cause unnecessary fear and confusion
- Upon activation of the OA EOC, a standing objective is to establish, maintain and support the JIS. Responding agencies will provide information to the JIS to address community concern about the incident, response activities and necessary protective measures for the public. A functioning JIS ensures the same accurate information is disseminated to the public
- During a countywide or large disaster, a Joint Information Center (JIC) may be established to coordinate the dissemination of information about all city, special district, tribe, county, State and Federal disaster response and recovery programs
- An activated JIC will disseminate information to the community faster, more accurately, more thoroughly, and with less risk of conflict compared to when it is segregated among different agencies
- The JIS and OA JIC may be activated with or without the activation of the OA EOC. Cities within Riverside County may also activate city specific JICs. The State of California may also activate a JIC for state agency information
- The activation of the JIS and OA JIC, if necessary, will result in the pooling of public information resources so that each agency is coordinating together with far greater efficacy than if it was functioning alone
- Trained support personnel will be sufficiently available from both impacted and non-impacted jurisdictions to support the activities of the JIS. Should the needs of the incident be greater than the available PIOs within the OA, the OA will request Emergency Management Mutual Aid (EMMA) from throughout California, and if necessary, Emergency Management Assistance Compact (EMAC).
- The demand for information from the media will be significantly increased in a disaster, and will likely include national and international media outlets, in addition to established local media relationships
- News releases from State of California agencies shall be coordinated with the designated County PIO and/or JIS so as not to conflict with local releases originating from the IC/UC or EOC
- Rumor control procedures directed by the designated County PIO, and/or Lead PIO within the JIS, should prevent incorrect information from affecting emergency response activities
- Response agencies within the OA maintain listings of media contacts and rely on those contacts and networks for the dissemination of emergency public information. The OA EOC and JIC will have access to these media contact lists during activations



- The County of Riverside Emergency Management Department maintains multiple alerting tools to communicate directly with the public during an incident to inform them of protective actions they must take for their safety and well-being, reference ESF 16: Alert & Warning. Multiple city jurisdictions also maintain city-specific alerting tools to communicate directly with impacted community members. The JIS will have the ability to disseminate coordinated information using these alerting tools through the OA EOC and/or city EOCs
- Depending on the severity of the incident, telephone and internet communications may be sporadic, interrupted, or impossible. In addition, local radio, online media outlets and television stations without emergency power may also be off the air. During these situations, non-traditional means of communicating with the media and directly to impacted community members must be established and implemented. Non-traditional means of communicating include setting up trap lines in shelters or local assistance centers, town hall and community meetings, in addition to traditional news conferences and news releases
- The JIS will schedule regular conference calls among PIOs from impacted jurisdictions who are not able to physically collocate at the OA JIC. These conference calls will schedule news conferences and town hall meetings among all impacted jurisdictions to ensure they do not conflict with each other







Prepared by:	
Position:	











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**Attachment F – News Release Template**

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RIVERSIDE COUNTY  
OPERATIONAL AREA  
NEWS RELEASE  
**IMPACTED JURISDICTIONS LOGOS**

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**FOR IMMEDIATE RELEASE**

**Contact:** Media Relations Unit Leader  
phone number, email

**Title – 28 pt. font**

NAME OF CITY – Body of text.



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## Attachment G – Fact Sheet Template

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RIVERSIDE COUNTY  
OPERATIONAL AREA  
FACT SHEET

**IMPACTED JURISDICTIONS LOGOS**

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**FOR IMMEDIATE RELEASE**

**Contact:** Media Relations Unit Leader  
phone number, email

**Title – 28**

**pt. font**

NAME OF CITY – Insert applicable facts, charts, graphs, bullet point lists.



## Attachment G – Message Map Template

Message Map Template  
Risk Communication Workshop  
Vincent T. Covello, Ph.D.  
© 2002

Stakeholder:

Question/Concern/Issue:

### Key Message 1.

Keywords:

### Key Message 2.

Keywords:

### Key Message 3.

Keywords:

Keywords:  
Supporting  
Information  
1.1

Keywords:  
Supporting  
Information  
2.1

Keywords:  
Supporting  
Information  
3.1

Keywords:  
Supporting  
Information  
1.2

Keywords:  
Supporting  
Information  
2.2

Keywords:  
Supporting  
Information  
3.2

Keywords:  
Supporting  
Information  
1.3

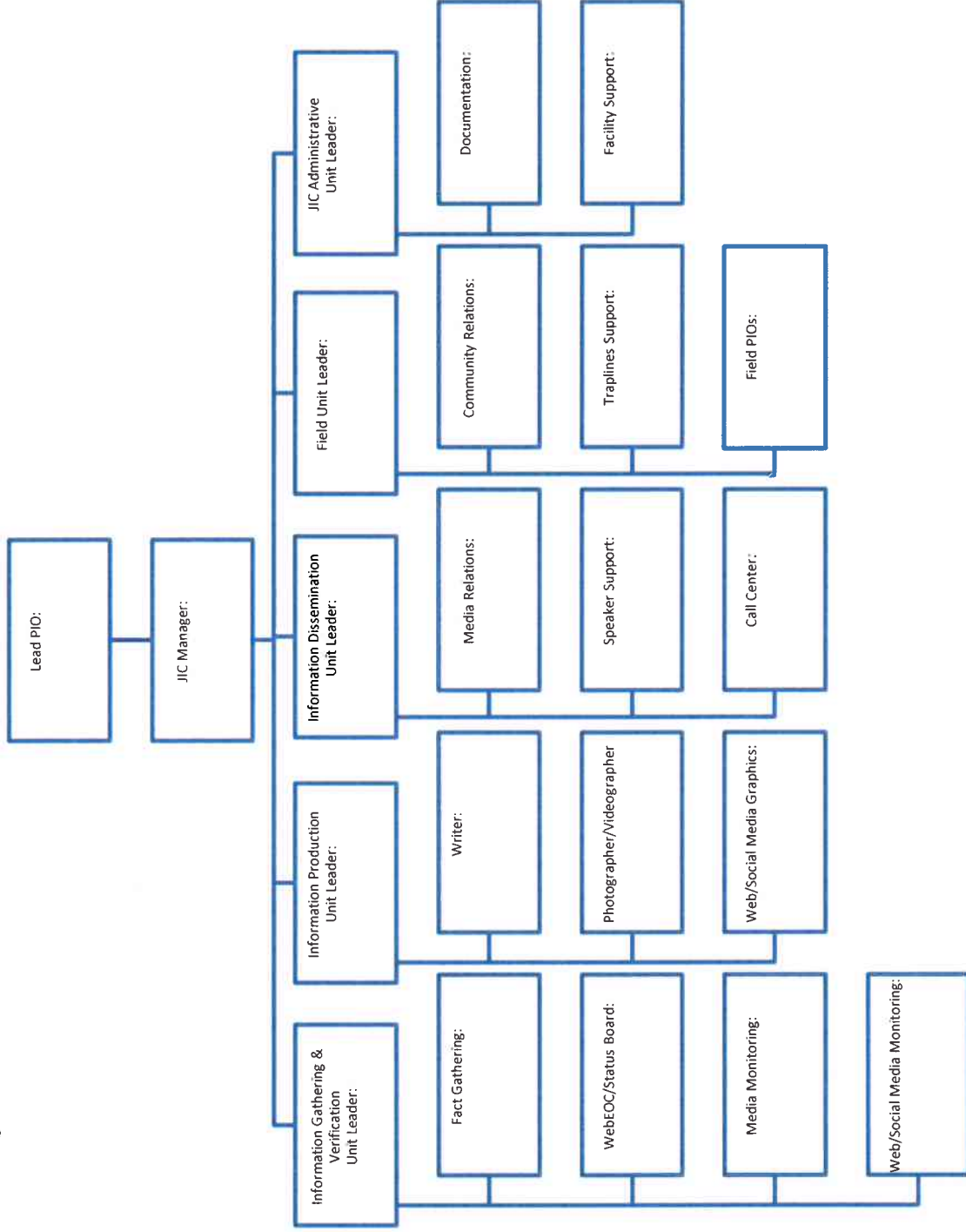
Keywords:  
Supporting  
Information  
2.3

Keywords:  
Supporting  
Information  
3.3





### Attachment H – Organizational Chart





## Attachment I – Alert and Warning Templates

### 1. Mandatory Evacuation - All Hazards

- a. **Voice message:** This is an alert from the [jurisdiction name]. \_\_\_\_\_ [insert hazard, e.g. a fire] is affecting the area(s) of \_\_\_\_\_. The following area is ordered to evacuate: [list streets or easily identifiable communities, e.g., west of Main St, east of A St, North of B St, South of C St]. A shelter is open at \_\_\_\_\_ [list location name]. For more information, please call (provide jurisdiction phone number) or visit (insert responding jurisdiction's website). In case of emergency, dial 911.
- b. **WEA/IPAWS text-** [Community name] is ordered to evacuate. Shelter open at [shelter location], call [phone number]
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

### 2. Voluntary Evacuation – All Hazards

- a. **Voice message -** This is an alert from the [jurisdiction name]. \_\_\_\_\_ [insert hazard, e.g. a fire] is affecting the area(s) of \_\_\_\_\_. The following area must prepare for evacuation: [list streets or easily identifiable communities, e.g., west of Main St, east of A St, North of B St, South of C St]. A shelter is open at \_\_\_\_\_ [list location name]. For more information, please call (provide jurisdiction phone number) or visit (insert responding jurisdiction's website). In case of emergency, dial 911.
- b. **WEA/IPAWS text-** [Community name] must prepare to evacuate. Shelter open at [shelter location], call [phone number]
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

### 3. Shelter in Place – All Hazards

- a. **Voice message -** This is an alert from the [jurisdiction name]. \_\_\_\_\_ [insert hazard, e.g. a fire] is affecting the area(s) of \_\_\_\_\_. You must stay or go inside, close all windows and doors. [If applicable, add: Turn off heating and air conditioning systems.] Wait for further instructions. For more information, please call (provide jurisdiction phone number) or visit (insert responding jurisdiction's website). In case of emergency, dial 911.
- b. **WEA/IPAWS text –** Hazardous materials by [Community name]. Stay inside close windows doors and turn off AC.
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

### 4. All Clear

- a. **Voice message -** This is an alert from the [jurisdiction name]. The evacuation orders for the following areas have been lifted: [insert areas where evacuations are lifted]. Please use caution returning home. In case of emergency, dial 911.



- b. **WEA/IPAWS text** – Evacuation orders for [*Community name*] are lifted. Use caution returning home.
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

**5. Boil water advisory**

- a. **Employee call** - This is an official message from the Riverside County Public Health Department. A boil water advisory was issued. You are asked as a precaution to bring your water to a rolling boil for one minute and cool before drinking or cooking. This is a precaution and water tests are ongoing. For additional information, please call (*provide phone number*) or visit [www.rivcoph.org](http://www.rivcoph.org). In case of emergency, dial 911. Thank you.
- b. **WEA/IPAWS text** - Boil water advisory issued, bring water to a rolling boil for 1 min before drinking.
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)



Attachment J – Satellite Phone Directory



EMD Staff Satellite Phone Numbers					
First Name	Last Name	Branch	Position	Satellite Phone Number	
Bruce	Barton	BFD	EMD Director	8816-234-86286	
Mark	Bassett	OPS	Emergency Services Manager	8816-234-40093	
Dan	Bates	REMSA	Senior Emergency Medical Services Specialist	8816-234-17031	
		OPS	Emergency Services Coordinator	8816-224-37854	
Dennis	Day	OPS	Emergency Services Coordinator	8816-224-68710	
Trevor	Douville	REMSA	Emergency Management Program Supervisor	8816-514-59246	
		OPS	Emergency Services Coordinator	8816-234-40088	
Michelle	Kelly	OPS	Emergency Management Program Supervisor	8816-234-49227	
Ramon	Leon	BFD	EMD Deputy Director	8816-224-67997	
Ralph	Mesa	OPS	Emergency Services Coordinator	8816-224-32375	
Shane	Reichardt	OPS	Senior Public Information Officer	8816-224-37852	
Diana	Rocket	OPS	Emergency Services Coordinator	8816-234-40071	
Department of Public Health					
First Name	Last Name	Branch	Position	Satellite Phone Number	
Barbara	Cole	Disease Control	Program Chief II	8816-224-92092	
Danielle	Huntsman	Public Health	Deputy Director	8816-224-92098	
Cameron		Public Health	Public Health Officer	8816-224-92091	
		Public Health	Deputy Director	8816-224-92095	
Michael	Osur	Public Health	Assistant Health Director	8816-224-92094	
Errin	Rider	Public Health Lab	Program Chief II	8816-224-92093	
Kim	Saruwatari	Public Health	Director of Public Health	8816-224-92096	
California Office of Emergency Services					
First Name	Last Name	Branch	Position	Satellite Phone Number	
Jim	Acosta	CAL OES Southern Region	Senior Emergency Services Coordinator	888-816-5015	
Karla	Benedicto	CAL OES Southern Region	Emergency Services Coordinator	877-276-9265	
Sonia	Brown	CAL OES Southern Region	Senior Emergency Services Coordinator	888-823-4729	
Cody	Gallagher	CAL OES Southern Region	Emergency Services Coordinator	888-823-4729	
Doug	Huls	CAL OES Southern Region	Emergency Services Coordinator	888-816-5011	
Sherryl	Jones	CAL OES Southern Region	Emergency Services Coordinator	Pending	
Yolande	Love	CAL OES Southern Region	Emergency Services Coordinator	877-568-2796	
Jenny	Novak	CAL OES Southern Region	Emergency Services Coordinator	877-314-5719	
Joanne	Phillips	CAL OES Southern Region	Senior Emergency Services Coordinator	877-327-2166	
Cruz	Ponce	CAL OES Southern Region	Emergency Services Coordinator	888-823-4738	
Jeff	Toney	CAL OES Southern Region	Regional Administrator	877-469-2971	
Dan	Weiss	CAL OES Southern Region	Deputy Regional Administrator	888-823-4735	



## **Attachment K – Translation Services**

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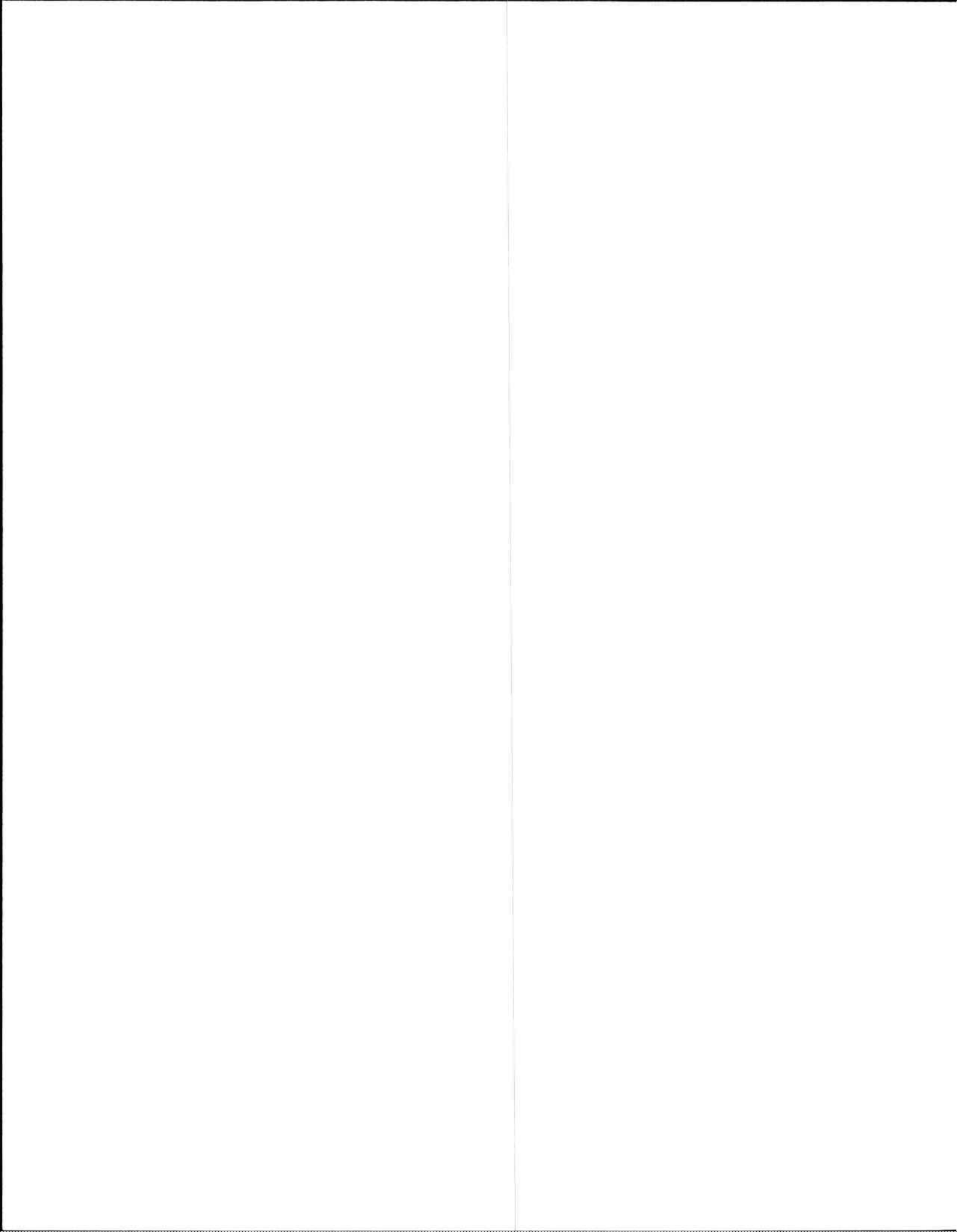
The County of Riverside has contracts with the following providers for American Sign Language services:

1. Western Interpreting Services
2. RISE Interpreting, Inc
3. Dayle McIntosh

The JIS/JIC Manager must complete a Sign Language Interpreter Request Form found on the County of Riverside's Human Resources website. The form must be complete and signed by the EOC Director and routed to the Logistics Section for processing. For increased chances to locate two qualified ASL interpreters in time for the news conference or community meeting, provide as much notice as possible to the interpreting agencies and note the event will be broadcasted and/or livestreamed on social media channels.

For Spanish translation, the EOC Alert & Warning section will staff a Spanish interpreter to translate all Alert RivCo messages and social media messages. When the EOC Information Line is active, a Spanish call taker will always be available. Spanish speaking responders to the EOC are regularly employed County of Riverside employees who receive bilingual pay.

Spanish speaking translators will also be available at all community meetings to assist with translation for Spanish-speaking residents.





# **Emergency Support Function 16: Evacuation and Re-Entry**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function #16: Evacuation and Re-Entry

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside County Sheriff's Department
<b>Supporting Agencies</b>	<p>Riverside Emergency Animal Rescue System (REARS)            County of Riverside Emergency Management Department (EMD)            Riverside University Health System-Public Health (RUHS-PH)            Riverside University Health System - Behavioral Health (RUHS-BH)            Riverside County Department of Environmental Health (DEH)            Riverside County Fire Department (RCFD)            Riverside County Office on Aging            Riverside County Agricultural Commissioner's Office            Cal OES Law Enforcement Mutual Aid Region VI            American Red Cross (ARC)            Volunteers Active in Disasters (VOAD)            California Highway Patrol (CHP)            Transportation agencies</p>

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>EOC Law Branch</b>	<ul style="list-style-type: none"> <li>▪ Establish evacuation strategy for impacted area(s)</li> <li>▪ Ensure shelter locations and evacuation routes are aligned</li> <li>▪ Communicate with the OA EOC Logistics Section to obtain required supplies, equipment, and personnel for evacuation</li> <li>▪ Communicate evacuation transportation for people with disabilities an access and functional needs with the appropriate stakeholders</li> <li>▪ Communicate with local transportation systems to provide assets for transportation</li> <li>▪ Communicate the location for evacuation assembly points</li> <li>▪ Ensure communications are available between key evacuation locations and evacuation vehicles</li> <li>▪ Communicate animal evacuation resources</li> <li>▪ Communicate with Hazardous Materials Team to determine evacuation versus shelter-in-place criteria</li> <li>▪ Communicate with other local authorities, and the Regional Emergency Operations Center as necessary, to ensure that the public, including people with disabilities and AFN, is aware of the timeline, stages, and major routes and means of evacuation</li> <li>▪ Communicate public safety and security resources required to support the evacuation</li> </ul>



Department	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Communicate with specialty vehicles (e.g., Para-transit like vehicles) that will be required to support the evacuation</li> <li>▪ Support evacuee re-entry strategy, which includes all the tasks listed above</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide direct support for the Riverside County Sheriff's Department field level and OA EOC evacuation response and re-entry operations</li> <li>▪ Maintain communication with Riverside County Sheriff's Department representatives</li> <li>▪ Provide regular situation status updates</li> <li>▪ Provide transportation vehicles for evacuations</li> <li>▪ Staff agency DOC and/or the OA EOC as required</li> <li>▪ Activate and operate a shelter</li> </ul>

### **1.3 Purpose**

The Evacuation and Re-Entry Functional Emergency Support Function (ESF) provides an overview of evacuation functions, agency roles and responsibilities, and overall guidelines for the evacuation of people and animals from hazardous areas to areas of safety in incidents with and without warning. It describes the coordination of participating organizations and how the Riverside County Operational Area (OA) will manage the evacuation process before, during, and after the emergency. It is intended to be used as a template for the development of other jurisdictional evacuation plans and will support or supplement the evacuation plans prepared and maintained by each local jurisdiction.

### **1.4 Scope**

This ESF applies to the OA, including all jurisdictions and special districts. It is intended to address the evacuation needs of the whole community. It is not intended to address the evacuation of any specific facility, such as a hospital, school, or assisted living center. Such facilities are required to have their own evacuation strategies. This ESF provides the following information:

- Criteria under which the County will support the evacuation process
- Agencies and organizations involved in supporting the evacuation function
- Roles and responsibilities of agencies in preparing for and conducting evacuations
- Concept of operations for carrying out an evacuation
- Guidelines to improve coordination when an evacuation is required



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

This ESF provides strategies to move large numbers of people out of harm's way in time to avoid being negatively impacted by an emergency. For most people, this will entail guidance to support their self-evacuation. For others who have access and functional needs, the Riverside Operational Area Emergency Operations Center (EOC) will need to coordinate or support local jurisdictional plans for the mass transportation assets needed to assist in evacuations.

This Concept of Operations will outline the following elements of the evacuation and re-entry function:

- Evacuation and Re-Entry Primary Roles
- Evacuation Planning Considerations
- Law Mutual Aid
- Information Flow
- Organization and Structure
- Notification and Activation Procedures
- Designated Response Actions
- Deactivation Procedures

### 2.2 Overview

The ESF will follow basic protocols set forth in the OA EOP and the California Master Mutual Aid Agreement, which dictate who is responsible for an evacuation effort and how regional resources will be requested and coordinated. The overall objectives of emergency evacuation operations and notifications are to:

- Expedite the movement of persons from hazardous areas
- Institute access control measures to prevent unauthorized persons from entering vacated, or partially vacated areas. The Riverside County Sheriff's Department (RCSD) or jurisdictional law enforcement agency may use discretion in allowing access for caregivers, personal care assistants, or other support personnel on a case-by-case basis as determined by the incident commander
- Provide for evacuation to appropriate transportation points, evacuation points, and shelters
- Provide adequate means of transportation for individuals with disabilities and others with access and functional needs, which includes, but is not limited to, older adults, children, and individuals who are transportation disadvantaged
- Provide for the procurement, allocation, and use of necessary transportation and law enforcement resources by means of mutual aid or other agreements.
- Control evacuation traffic
- Account for the needs of individuals with household pets and service animals prior to,



during, and following a major disaster or emergency

- Provide initial notification, ongoing, and re-entry communications to the public through the Joint Information Center (JIC)
- Assure the safe re-entry of the evacuated persons

The Riverside County Sheriff's Department (RCSD) is the lead agency for executing evacuations of the unincorporated areas of Riverside County. In the incorporated cities, local law enforcement (or the Sheriff in contracted cities) will be the lead agency for executing evacuations. The RCSD, as part of Unified Command, assesses and evaluates the need for evacuations, and orders evacuations according to established procedures, which are outlined in this annex. Additionally, as a member of Unified Command, the RCSD will identify available and appropriate evacuation routes and coordinate evacuation traffic management with the California Department of Transportation (Caltrans), the California Highway Patrol (CHP), other supporting agencies, and other jurisdictions.

### **The Decision to Evacuate**

The decision whether to evacuate or shelter-in-place must be carefully considered with the timing and nature of the incident. This decision is made by first responders in the field by the established Incident Command (IC) or Unified Command (UC). An evacuation effort involves an organized and supervised effort to relocate people from an area of danger to a safe location. Tactical decisions, such as detailed evacuation areas, specific routes, road closures and temporary evacuation points are decided in the field by IC or UC based upon the dynamics of the incident.

### **Coordination of the Evacuation Process**

If the emergency only impacts a local jurisdiction, the decision to evacuate will be made at the local jurisdiction level with regional collaboration.

- Based on the information gathered, local jurisdictions will make the determination on whether to evacuate communities as the need arises, on a case-by-case basis
- The decision to evacuate will depend entirely upon the nature, scope, and severity of the emergency, the number of people affected, and what actions are necessary to protect the public
- Local jurisdictions may activate their EOC and conduct evacuations according to procedures outlined in their EOP
- The OA EOC will support evacuation efforts
- The Evacuation Annex is automatically activated when an incident occurs requiring an evacuation effort that impacts two or more jurisdictions within the OA or when there is an evacuation in the unincorporated area necessitating response from the County

If the emergency impacts multiple jurisdictions within the OA

- All impacted jurisdictions may activate their EOCs and the OA EOC will be activated, including the OA EOC JIC



- The OA EOC will begin obtaining situational awareness, understanding the severity of the incident
- The OA EOC will coordinate with fire, law enforcement, public health, and other relevant support agencies to obtain recommendations on protective actions
- The OA EOC will coordinate with jurisdictional EOCs, emergency management personnel and other public safety personnel. The Policy Group within the EOC will coordinate with jurisdictional leaders across the OA to identify command decisions, including:
  - Gaining regional situational awareness
  - Determining response status
  - Reviewing status of initial protective actions
  - Considering additional protective actions
  - Evaluating public information needs
  - Determining next steps
  - Establishing a schedule for internal and external updates
- The OA EOC JIC will coordinate emergency public information to citizens in accordance with procedures established in the Joint Information System (JIS) annex of the OA EOP
- The OA EOC may support coordinating the evacuation response according to the OA EOP, including:
  - Providing transportation for those who need assistance through the activation of emergency transportation services agreements
  - Provide support for individuals with disabilities and others with access and functional needs during the evacuation process, which may include, but is not limited to, helping with wayfinding, supervision, and language interpretation
  - Coordinate and communicate with the private sector, community-based organizations, and faith-based organizations to utilize services and resources available to support the response
  - Coordinate the provision of accessible care and shelter services

### **Evacuation Nomenclature**

Evacuation orders should be issued when there is a clear and immediate threat to the health and safety of the population and it is determined that evacuation is the best option for protection. Riverside County will utilize nomenclature contained in FireScope, to communicate evacuations:

**Evacuation Warning:** The alerting of people in an affected area(s) of potential threat to life and property. An Evacuation Warning considers the probability that an area will be affected within a given time frame and prepares people for a potential evacuation order. Evacuation Warnings are particularly necessary when dealing with a variety of time dependent issues such as special needs populations and large animals.

**Evacuation Order:** Requires the immediate movement of people out of an affected area due to an



imminent threat to life.

**Shelter-In-Place:** Advises people to stay secure at their current location. This tactic shall only be used if an evacuation will cause a higher potential for loss of life. Consideration should be given to assigning incident personnel to monitor the safety of citizens remaining in place. The concept of shelter-in-place is an available option in those instances where physical evacuation is impractical. This procedure may be effective for residential dwellings in the immediately impacted areas, or for large facilities that house a high percentage of non-ambulatory persons (e.g., hospitals and convalescent homes). Sheltering-in-place attempts to provide a safe place within the impacted area.



## 2.2 Evacuation Primary Roles

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All agencies and organizations that will support the OA EOC Evacuation Re-Entry Unit are responsible for designating and training representatives of their agency and ensuring that appropriate agency specific standard operating procedures are developed and maintained. Agencies must also identify staff and maintain notification procedures to ensure appropriately trained agency personnel are available for extended emergency duty in the County EOC, agency DOC, or field command posts, as needed.

### 2.2.1 Riverside County Sheriff's Department Operations Center (DOC)

During any evacuation event that exceeds normal Riverside County Sheriff's Department capacity, the Riverside County Sheriff's Department Operations Center (DOC) will be activated. While the DOC is a specific location, elements of the DOC are performed concurrently by the Sheriff's Emergency Response Team regardless of the location. The law enforcement function, within Unified Command and supported by the Sheriff's DOC, will coordinate evacuation and re-population activities. In the event the OA EOC is activated, the EOC Law Enforcement Branch will activate to support the countywide evacuation and re-entry functions. The Law Branch will be staffed through the Sheriff's DOC. Incident information and resource needs will be communicated from the Sheriff's DOC to the OA EOC Law Enforcement Branch.

**The following functions will take place at the Sheriff's DOC:**

- Provide staff to fulfill the EOC Law Branch assignment
- Utilize the five (5) functions of the Incident Command System (ICS) and filling Planning, Logistics, and Finance sections. The Operations section will be under the direction of the IC
- Support Incident Command / Unified Command and identify ground transportation corridors in the Riverside County OA to use as primary evacuation routes during an evacuation
- Initiation of off-duty personnel recall
- Request and coordinate regional law enforcement resources under the California Master Mutual Aid Agreement
- Request mutual aid through the Operational Area Law Enforcement Mutual Aid Coordinator
- Staff resource staging areas
- Support the OA Law Enforcement Mutual Aid Coordinator in acquiring mutual aid resources, as necessary
- Complete and maintain status reports for major incidents requiring or potentially requiring OA, Federal, and/or State response
- Maintain the status of unassigned law enforcement resources
- Maintain expenditure records to facilitate reimbursement



### **2.2.2 Riverside Operational Area EOC (OA EOC) Law Enforcement Branch**

During an activation of the OA EOC, evacuation and re-entry law enforcement functions will be performed by Unified Command and supported by the EOC Law Enforcement Branch. The evacuation mission of the OA EOC Law Enforcement Branch is to obtain Sheriff's DOC situation reports and requests, and coordinate requests for resource support that fall outside of the Law Enforcement and Fire and Rescue Mutual Aid Systems. Law enforcement mutual aid requests will be coordinated through the Sheriff's DOC. The branch will supply the Sheriff's DOC with information, situational awareness and countywide objectives developed in the OA EOC. The EOC Law Branch may expand, or contract based on the needs of the situation. The Law Enforcement Branch will link the OA EOC to the following:

- Sheriff's DOC
- Incident Command for incidents under the management of law enforcement services, as appropriate
- Evacuation teams
- Supporting law enforcement agencies

#### **Overarching Responsibilities:**

- Support law enforcement functions locally and regionally for evacuation and re-entry activities
- Base evacuation decisions on the specifics of the incident. Factors such as characteristics of the populations affected, capacity to move or shelter people, roadway conditions, health and safety issues, and the duration of sheltering will be instrumental in making the decision to evacuate or to shelter-in-place
- Communicate and support regional evacuation efforts through the OA EOC
- Assist people at risk in evacuating when officials recommend evacuating
- Identify barriers or issues causing individuals to decide against evacuations and attempt to overcome barriers to promote protective actions by the whole community
- Arrange transportation to evacuees without access to personal vehicles through the EOC's support
- Consider evacuation complexities related to the following:
  - Evacuating individuals with access of functional needs by providing transportation. Ensure any durable medical equipment is transported with the disabled person
  - Evacuate service dogs with their disabled owner
  - Ensure shelters for disabled evacuees accept service dogs

### **2.3 Evacuation and Re-Entry Planning Considerations**

Evacuation is a process by which people are moved from a place where there is immediate or anticipated danger to a place of safety, offered appropriate temporary shelter facilities, and when the threat to safety is gone, enabled to re-enter the evacuated area to return to their normal activities, or to make suitable alternative arrangements.





### **2.3.1 Evacuation Operations**

An evacuation of any area requires significant coordination among public, private, and community/non-profit organizations. The event may or may not allow time for responders to conduct evacuation notification in advance of immediate threat to life safety. Incidents may occur with little, or no notice and certain evacuation response operations will not be feasible. Every attempt will be made to assist residents with safe evacuation and risks to first responders is an additional important consideration. Residents are encouraged to help their neighbors, friends, and family to evacuate if doing so will not cause danger to themselves or others.

The County will coordinate with cities in the OA, the region, and the State concerning the destinations for evacuees and the flow of transportation assets and will ensure the jurisdictions receiving evacuees from an impacted area agree to accept these individuals prior to evacuation. Local jurisdictions will work with law enforcement agencies to identify and establish evacuation points. These evacuation points will serve as temporary safe zones for evacuees and will provide basic needs such as food, water, and restrooms. Some evacuation points may be converted into shelter locations if necessary. Coordination with any state and Federal support will be through the Operational Area.

If an action to evacuate is decided by Cal Fire and Law Enforcement Incident Commanders to preserve life, appropriate lead time must be figured into the planning. It may be necessary to activate evacuation plans as much as 72 hours prior to the time an evacuation is likely to be ordered. Resources may need to be mobilized as much as 48 hours prior to the start of evacuations to have sufficient capacity in place once the evacuation order is given.

There are limits in weather forecasting, including the variables in the track, intensity, and forward speed of weather systems. This makes it difficult for decision makers to commit costly resources in a timely manner.

There are interdependencies between shelters and transportation, such as the transportation assets needed to carry out evacuations are based on the number of people needing to be evacuated, the availability of privately-owned transportation vehicles, the number of evacuees with special mobility and medical needs, the time available to conduct evacuation operations, and the distance to and availability of shelters. If shelters are located too far away, transportation assets may be able to only make one trip. It is critical to identify shelters for the general population and people with disabilities and others with access and functional needs that are as close as safely possible. The designation and distance to shelters for household pets or shelters that will accommodate pets is also important.

The needs of children must be recognized and considered during evacuations. In a spontaneous evacuation, large numbers of children could be located away from their parents, in schools, childcare facilities, or other locations. Reunification of children separated from their parents will be an issue during evacuations, and planning must be given to accomplishing this.

### **2.3.2 Law Enforcement Mutual Aid**



The Riverside County Sheriff's Department is located within Mutual Aid Region VI and the Southern Administrative Region. The Riverside Sheriff serves as the OA Law Enforcement Mutual Aid Coordinator and is responsible for the overall coordination of law enforcement mutual aid in the Riverside County OA. If an evacuation response exceeds normal Riverside County Sheriff's Department capacity, a request for mutual aid assistance will be made through the Law Enforcement Mutual Aid System. When local law enforcement resources have been exhausted within the OA, the OA Law Enforcement Mutual Aid Coordinator, or an alternate, will submit resource requests to the Region VI Law Enforcement Mutual Aid Coordinator. If the Regional Law Enforcement Mutual Aid Coordinator determines resources are insufficient within the region, he/she will then contact the Cal OES Law Enforcement Mutual Aid Coordinator who will contact all necessary Regions within the state. The Cal OES Law Enforcement Branch Chief serves as the State Law Enforcement Mutual Aid Coordinator and manages the statewide response. The Cal OES Law Enforcement Branch can also assist a local agency in seeking the assistance of federal law enforcement agencies or resources, e.g., the Federal Emergency Management Agency, the US Department of Justice, or other agencies.

### **2.3.3 Evacuation and Care of Animals**

The Pets Evacuation and Transportation Standards Act of 2006 amends the Stafford Act, and requires evacuation plans to consider the needs of individuals with household pets and service animals, prior to, during, and following a major disaster or emergency. The Riverside County Department of Animal Services has plans in place to transport and shelter pets in a disaster. Supporting organizations, such as the Riverside Emergency Animal Rescue System (R.E.A.R.S.) and the Riverside Humane Society, and private animal care shelters will assist in the rescue, transport, and sheltering of small and large animals. MOUs need to be formalized with other agencies/organizations, especially for the transportation of large animals, such as horses. Owners of livestock are responsible to transport their animals, but the Riverside County OA will assist in identifying locations to evacuate the animals to. Only non-emergency resources and personnel, such as public and private animal services agencies, will be used to rescue and transport animals during an evacuation effort.

It is assumed that residents that have their own means of transportation will evacuate with their small household pets. Residents that do not have access to vehicles will need to secure their pets in cages or carriers as they arrive at the transportation points. Animal Control Officers will work with animal services agencies and volunteers to develop an animal tracking methodology. If these residents do not have the required cages or carriers, they will be asked to secure their animals in their homes. This strategy places responsibility upon individual owners and will require a public education component that informs the public that carriers, cages, or trailers will be required for pet evacuations and recommends that pet owners microchip their animals for identification purposes. It is recognized that owners may refuse to evacuate their homes if they are required to leave their pets behind. Individual jurisdictions will need to identify strategies to address pet evacuations.

### **2.3.4 Sheltering of Evacuees**

The decision on whether to evacuate or shelter-in-place must be carefully considered with the timing and nature of the incident. An evacuation effort involves an organized and supervised effort to relocate people from an area of danger to a safe location. Although evacuation is an effective means of moving people out of a dangerous area, due to its complexity and the



stress it puts upon the population, it is considered as a last resort option. Sheltering-in-place is the practice of going or remaining indoors during or following an emergency event. This procedure is recommended if there is little time for the public to react to an incident and it is safer for the public to stay indoors for a short time-period rather than travel outdoors. Sheltering-in-place may be a more effective protection measure than an evacuation, especially following a chemical, radiological, or biological incident. Sheltering-in-place also has many advantages because it can be implemented immediately, allows people to remain in their familiar surroundings, and provides individuals with everyday necessities such as the telephone, radio, television, food, and clothing. However, the amount of time people can stay sheltered-in-place is dependent upon availability of food, water, medical care, utilities, and access to accurate and reliable information.

Sheltering-in-place is the preferred method of protection for people that are not directly impacted or in the direct path of a hazard. This will reduce congestion and transportation demand on the major transportation routes for those that have been directed to evacuate by Police or Fire personnel.

All shelters should be Americans with Disabilities Act compliant throughout the facility to ensure that persons with disabilities can access all amenities. All potential shelter sites should be assessed for parking, accessibility, and restroom accommodations to determine if these sites are Americans with Disabilities Act compliant.

When it is not possible to have citizens shelter in place, the population will need to be evacuated and transported, as necessary, to shelters. The County of Riverside has planned for shelters in collaboration with the American Red Cross (ARC). The ARC approved shelter sites only represent potential sites that may be activated during an evacuation. During an emergency, shelters are activated once an initial safety assessment is conducted to determine which sites are not in an unsafe location. It is probable that other unofficial shelters will be activated by faith-based organizations and other public and private agencies. Jurisdictions should recommend that residents work with authorities to identify shelter locations. In a large event, spontaneous or non-traditional shelters are likely to appear in the OA. Spontaneous shelters are sites that are not requested or physically supported by the ARC, OA, or local jurisdictions. Moreover, the OA may not be aware that these shelters are in operation. The spontaneous shelters may be operated by volunteer organizations that may not be known to response agencies or formally established.

The shelter organizations can manage and equip the shelter on their own or may request support from the OA and the ARC. When a spontaneous shelter receives operational support from the ARC or the OA, it becomes a government-sanctioned shelter. As such, it must follow the guidance and information needs of the OA, including adherence to operating policies and procedures, providing standardized services, and submitting daily status reports.

### **2.3.5 Evacuation of People with Disabilities and AFN**

People with disabilities and others with access and functional needs may need practical and/or functional assistance in communication, mobility, maintaining independence, and medical care. Members of the population that are disabled or others with access and



functional needs may require additional support or assistance. Service dogs will be evacuated with their owners.

There will be requirements for the transportation, sheltering and care of animals, including, but are not limited to, service dogs (per the ADA definition). The ADA defines service animals as any guide dog, signal dog trained to aid an individual with a disability including, but not limited to guiding individuals with impaired vision, alerting individuals with impaired hearing, providing minimal protection or rescue work, pulling a wheelchair, or fetching dropped items. Under the ADA regulations, service dogs have access to the same facilities as the humans they serve. It is the law that shelters *must* accommodate service dogs.

The tracking, embarkation, transportation, care, feeding, and sheltering of household pets can significantly impact the ability to safely evacuate the general population. The County will consider alternative methods for owner and pet evacuation, such as identifying and providing locations to which household pets may be evacuated; providing logistical support for the care, immunization, and quarantine of household pets; providing specifications for vehicles that can be used to evacuate household pets; coordinating with private industry for household pet evacuations; and, planning for the co-location of pet shelters near general populations when possible.

### **2.3.6 Special Evacuation Considerations**

It is essential that accurate and timely information is provided to evacuees during an evacuation effort. Evacuees must be provided real-time information updates regarding road conditions, evacuation routes, and availability of shelters, evacuation times, and other vital information. Travel and evacuation information can be provided through the Emergency Alert System (EAS) or the Alert Rivco, portable electronic messaging signs.

It is also recommended that local jurisdictions consider posting signs along major evacuation transportation corridors that provide information about emergency numbers or radio stations that can be used during an emergency.

If evacuation of public schools is required, students will normally be transported on school buses to other schools outside the risk area. It is essential that the public is provided timely information on where parents can pick up their children and the security procedures that are in place to ensure their protection. In addition, it is assumed that transportation arrangements can be made with hotels/motels for the evacuation of tourists.

Evacuation efforts may be impacted when they are done in response to a large-scale hazardous materials (HazMat) incident. Evacuation decision makers will consult with available local HazMat officials as appropriate regarding the location of embarkation sites and evacuation routes. Riverside County will retain primary responsibility for victim screening and decontamination operations in response to HazMat incidents when necessary. Appropriate personnel and equipment must be available.

An evacuation could present a range of implications for many of the critical infrastructure and key resources (CIKR) sectors within the impacted area. The evacuation could directly affect CIKR operations, supply lines, and/or distribution systems.

### **2.3.7 Access and Control Security**

Once an area is evacuated, it needs to be kept clear for security reasons, the safety of responders, and to keep individuals out of hazardous areas. Perimeter control is normally



accomplished by establishing Access Control Points, roadblocks, or road closures supplemented by suitably equipped mobile patrols.

After people have been evacuated, access back into the damaged areas will be controlled to secure the area and protect public safety. Access Control Points will be established through staffed checkpoints, roadblocks, or road closures and can be used to establish outer and inner perimeter controls. The outer perimeter control will be used to provide information and reduce sightseeing traffic. The inner perimeter control will function to restrict traffic to emergency response vehicles and personnel only. When possible, law enforcement personnel will also conduct periodic patrols within the secured areas, to deter theft and looting of abandoned residences. Access back into the evacuated areas should initially be limited to:

- Emergency service and public works personnel
- Utility companies engaged in restoring utility services
- Contractors restoring damaged buildings, clearing roads, and removing debris
- Commercial vehicles delivering food, essential supplies, life support equipment, construction supplies, and other related materials
- Media representatives

Law enforcement will be present at designated evacuation and transportation points and shelter sites for security, crowd control, and to deter criminal activity. Local law enforcement agencies can request mutual aid from the Riverside County Sheriff who serves as the OA Law Enforcement Coordinator.

Law enforcement personnel should also establish protocols for allowing critical employees, including essential medical and volunteer staff through roadblocks. Law enforcement should also consider making allowances at blockades, shelters, and other impacted areas for attendants, home health aides, visiting nurses, guide animals, and other individuals that are crucial to the immediate health care needs of people with disabilities.

### **2.3.8 Re-Entry Planning Considerations**

Evacuation coordination will include considerations to facilitate return of evacuated residents. Unified Command will initiate re-population activities, based on clearance from the Incident Commander, in consultation with the Operations Section Chief at the OA EOC. The Law Branch will communicate the re-entry procedures with all involved agencies and ensuring effective collaboration. In the event the OA EOC has been deactivated, the Incident Commander will initiate re-entry procedures. Priorities for re-entry include:

- Safety
- Security
- Damage Assessment
- Restoration of Services
- Communication of Information

The impacted areas must be thoroughly investigated to ensure it is safe for residents to return and normal operations have been restored. This assessment will include verification that:

- Structures and trees are deemed safe
- Damage and safety assessment have been completed
- There are no leaking or ruptured gas lines or downed power lines



- Water and sewer lines have been repaired
- Search and rescue operations have been completed
- There are no hazardous materials that can threaten public safety or appropriate warnings have been issued
- Water has been deemed safe or appropriate warnings have been issued
- Major transportation routes are passable, and debris has been removed from public right-of-way
- There is no threat to public safety and other significant hazards have been eliminated

The public will be notified of the re-entry status through emergency broadcast radio, television, press releases, internet, 211, Alert RivCo, community briefings, and informational updates at shelters. Once evacuees are permitted to return, it is important that procedures are established to properly identify residents and critical support personnel as well as ensure the legitimacy of contractors, insurance adjustors, and other personnel. Law enforcement personnel should staff re-entry points.

Transportation resources will have to be coordinated to return evacuees that require transportation assistance from evacuation points or shelters back to their communities. Traffic management plans will need to be established for the return of evacuees, which include the identification of preferred travel routes. Relief agencies such as the American Red Cross and the Riverside University Health System-Public Health will also need to work closely with residents to provide information material and assistance.

When people are permitted to leave the shelters and return to their homes, there is a potential that people with disabilities or AFN may not be able to enter their homes, especially if required ramps or other means of access have been destroyed. Due to these considerations, short-term housing must be identified that can accommodate the needs of personnel with disabilities. Potential sites could be hotels or motels, apartment buildings, or portable trailers with ramps. It is also important that these temporary housing sites are in proximity to necessary support networks.

Each local jurisdiction EOC will be responsible for making the determination that re-entry has been completed for its jurisdiction, and promptly informing the OA EOC. Following confirmation from all affected jurisdictions that the re-entry process is complete, the OA EOC will notify every local EOC in the affected area of the date and time of completion.

## **2.4 Information Flow**

Evacuation and Re-Entry ESF operations include communication across several coordination levels during an incident requiring evacuations. The following information provides an overview of the coordination levels that maintain communication during a law enforcement event, showing the relationship between the coordination levels.

### **Field Operations**

- Conduct necessary activities to evacuate the population from a hazardous area and secure the area until the evacuation order is cancelled, and re-entry of the population is complete



- Submit situation status reports to the Sheriff's DOC or OA EOC

**Incident Command Post / Unified Command (ICP / UC)**

- Coordinate field operations and resource utilization
- Maintain communications with Sheriff's DOC

**Branches (if activated)**

- Maintain contact with field divisions

**Sheriff's DOC**

- Maintain constant communication with Incident Commander and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with the OA EOC or mutual aid as necessary
- Provide situation status reports to the OA EOC Evacuation and Re-Entry Unit in the Law Enforcement Branch

**OA EOC Law Enforcement Branch**

- Gather information from field and/or Sheriff's DOC representatives on a continual basis
- Submit frequent situation status reports to the OA EOC Planning Section
- Coordinate with regional, State, or Federal entities as necessary
- Submit information about support operations, needed resources, and field situation status to the Operations Section Chief

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## **2.5 Organization and Structure**

The Operational Area Emergency Operations Center is organized for SEMS and NIMS compliance as outlined below.

### **2.5.1 Organization**

The organization chart below depicts the relationship between the OA EOC Law Enforcement Branch and the various involved departments, as well as its coordination within the EOC:







### 2.5.2 Roles and Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with Evacuation and Re-Entry ESF implementation. Entities needed to support evacuation and re-entry operations will vary and will be determined according to the needs of the incident.

Entity	Responsibility
<p><b>OA EOC Law Enforcement Branch Coordinator</b></p>	<p><b>County/OA Entities</b></p>
	<ul style="list-style-type: none"> <li>▪ Identify and communicate evacuation efforts with local jurisdictions that may be affected by the evacuation</li> <li>▪ Report situation and damage assessments to the EOC</li> <li>▪ Support and maintain files of all initial assessment reports</li> <li>▪ Communicate and support the development of after-action reports</li> <li>▪ Provide initial field situation reports and updates from field units and Aerial Support to Regional Enforcement Agencies</li> <li>▪ Communicate with the EOC to request the American Red Cross for potential and confirmed evacuation and shelter needs of displaced population</li> <li>▪ Coordinate the provision of transportation resources to populations with disabilities or AFN</li> <li>▪ Participate in OA EOC briefings</li> <li>▪ Contribute to the EOC Action Plan</li> <li>▪ Collect Situation Reports from the Sheriff’s DOC to support the OA EOC</li> <li>▪ Communicate response activities with supporting agencies and other ESFs</li> <li>▪ Establishing and maintaining communications with law enforcement branches at local EOCs and the Cal OES Regional EOC (REOC)</li> <li>▪ Coordinating and tracking the use and availability of local jurisdiction and field law enforcement resources from the OA EOC</li> <li>▪ Receiving requests for non-law-enforcement resources from the Operational Area Law Enforcement Mutual Aid Coordinator and transmitting those requests to the appropriate Operational Area EOC personnel</li> <li>▪ Facilitate Sheriff’s DOC to OA EOC communications</li> </ul>



Entity	Responsibility
	<ul style="list-style-type: none"> <li>▪ Provide frequent situation status updates to the OA EOC Planning Section</li> <li>▪ Coordinate law enforcement activities with other departments represented in the OA EOC</li> </ul>
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Provide support to the OA EOC during any large-scale incident in the Riverside County OA involving law enforcement response activities</li> <li>▪ Assist in acquiring mutual aid resources, if needed</li> <li>▪ Assist in acquiring regional, State, and Federal resources, as needed</li> <li>▪ Coordinate evacuation efforts with local jurisdictions that may be affected by the evacuation</li> <li>▪ Direct and coordinate resources in support of evacuation efforts</li> <li>▪ Approve release of warnings, instructions, and other emergency public information related to the evacuation effort</li> <li>▪ Report situation and damage assessments</li> <li>▪ Maintain expenditure records to facilitate reimbursement</li> <li>▪ Coordinate and maintain files of all initial assessment reports</li> <li>▪ Coordinate the development of after-action reports</li> </ul>
<b>Mutual Aid Law Enforcement Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide resource and/or staffing support to law enforcement operations during events that exceed Riverside County Sheriff's Department personnel or equipment capabilities</li> </ul>
<b>Riverside County Fire Department</b>	<ul style="list-style-type: none"> <li>▪ Assist with evacuations and medical response</li> <li>▪ Coordinate urban search and rescue operations</li> <li>▪ Provide fire protection and search and rescue in the vacated areas</li> <li>▪ Support public safety in the evacuation execution</li> </ul>
<b>OA Law Enforcement Mutual Aid Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Confirm an emergency or anticipated emergency exists</li> <li>▪ Establish that the involved local agency's resources are inadequate to meet the demands of the incident (and meet the criteria for a mutual aid request)</li> <li>▪ Obtain the mission(s) for responding personnel</li> </ul>



Entity	Responsibility
	<ul style="list-style-type: none"> <li>▪ Through coordination with the Incident Commander, determine the quantity and type of resources needed to accomplish the mission(s)</li> <li>▪ Determine where to stage the incoming mutual aid resources</li> <li>▪ Identify the Liaison Officer of the requesting agency who will serve as the point of contact</li> <li>▪ Ensure all agencies establish appropriate documentation procedures</li> <li>▪ Ensure responding resources are demobilized as soon as they are no longer needed</li> </ul>
<b>Animal Services</b>	<ul style="list-style-type: none"> <li>▪ Direct emergency animal control operations during a disaster within the unincorporated areas and contracted jurisdictions</li> <li>▪ Coordinate emergency animal control operations during a disaster if more than one jurisdiction is impacted</li> <li>▪ Develop and implement a system to identify and track animals received during a disaster</li> <li>▪ Coordinate the transportation of animals to animal care facilities as requested</li> <li>▪ Request R.E.A.R.S to assist in animal evacuations as needed</li> </ul>
<b>Regional/State/Federal Entities</b>	
<b>Cal OES</b>	<ul style="list-style-type: none"> <li>▪ Coordinate State and Federal resources to aid in disaster recovery for individuals, families, certain private non-profit organizations, local and state government</li> <li>▪ Coordinate requests for State and Federal emergency declarations</li> <li>▪ Participate in damage assessments</li> <li>▪ Provide environmental/historical, engineering and technical assistance</li> <li>▪ Administer State and Federal Public Assistance and hazard mitigation grants, including payment and processing</li> <li>▪ Provide program oversight of other state-administered disaster recovery</li> <li>▪ Lead community relations elements in times of disaster</li> </ul>



Entity	Responsibility
CHP	<ul style="list-style-type: none"> <li>▪ Coordinate the establishment of Joint Field Offices, Disaster Resource Centers, and Local Assistance Centers</li> <li>▪ Provide initial reports on damage to roads, highways and freeways</li> <li>▪ Coordinate with Caltrans and local jurisdictions as applicable to barricade or secure unsafe sections of roadway</li> <li>▪ Assist emergency vehicles and equipment in entering or leaving hazardous areas</li> <li>▪ Monitor truck traffic to ensure safe transport of debris during debris removal and demolition operations</li> <li>▪ Coordinate the Interstate traffic during the evacuation</li> <li>▪ Coordinate re-entry of displaced populations per the County's Re-Entry Protocol</li> </ul>

## 2.6 Notification and Activation

### 2.6.1 Notification

In the event of a large-scale incident with the potential for evacuations, the Riverside County Sheriff's Department Incident Commander(s) and the OA EOC Director will assess the situation and determine the activation of the Evacuation and Re-Entry ESF. If it is necessary to activate the Sheriff's DOC and/or the OA EOC, notification will be issued to the EOC Deputy Director and all relevant supporting departments. Notification will be distributed via the most appropriate communications method for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

### 2.6.2 Activation

The Riverside County Sheriff's Department or the OA EOC Director may implement the Evacuation and Re-Entry Functional ESF when an incident has occurred requiring evacuation of the population. The level and area of evacuation will be determined according to damage assessment and the dangers within the community.

#### **Step 1: Conduct Initial Assessment**

- Determine if event is requiring an evacuation:
  - Conduct initial damages assessments and potential for further hazards
  - Determine the evacuation and boundaries of the evacuation area and the resources needed to conduct the evacuation

#### **Step 2: Activate Sheriff's DOC; Provide Staff to the OA EOC**



- If appropriate, activate Sheriff's DOC
- If EOC is activated, designate department representatives to staff the Evacuation and Re-Entry Unit and the following OA EOC Law Enforcement Branch positions:
  - Law Enforcement Branch Coordinator
  - Traffic Management Unit
  - Fatalities Management Unit
  - Facilities Security Unit
- Notify and request assistance from supporting departments

**Step 3: Analyze Information and Coordinate Response**

- Gather information from:
  - Response personnel in the field
  - Other responding departments
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate
- Assess situation based on current information
  - Determine tactical requirements
  - Prioritize response actions and resource allocation
  - Dispatch units

**Step 4: Obtain Resources, Release Public Information**

- Coordinate resource requests through the Sheriff's DOC Logistics Section and the OA EOC Logistics Section
  - Determine transportation needs
  - Assess the need for shelters
  - Release alert and warning information and notice of evacuations through the PIO and the JIC
  - Request mutual aid if needed through the OA Law Enforcement Mutual Aid Coordinator. If additional mutual aid is necessary, notify Law Enforcement Region VI Mutual Aid Coordinator of requests
- Disseminate emergency information and guidance to public, private, and government organizations
- Ensure emergency information is coordinated with other responding departments and the Joint Information Center (JIC)
- Notify and request assistance from supporting departments
- Initial public information includes, but is not limited to, the following:
  - Damage assessment and estimated/anticipated duration



- Evacuation routes, streets and road corridors
- Actions that businesses, industries, and residents should take
- Notification of the cancellation of the evacuation order when appropriate
- Instructions to evacuees regarding re-entry and transportation assistance
- Information to people that need long term sheltering do to damage at the home or place of residence
- Overall steps to be taken by the government and citizens to return to normal operation after the event

***Step 5: Continue to Monitor, Track, and Inform***

- Maintain communication between field operations, the Sheriff's DOC, and the OA EOC
  - Provide frequent situation status reports from the Sheriff's DOC to OA EOC Law Enforcement Branch
  - From the OA EOC Law Enforcement Branch to Planning Section, Situation Status Unit
- Ensure that resources are appropriately accounted for and tracked
- Implement Law Enforcement ESF priorities of the EOC Action Plan assigned to the Law Enforcement Branch
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue the coordination, collection and reporting of event information and to the public through JIC



### **2.6.3 Deactivation/Demobilization**

The Evacuation and Re-Entry ESF will be deactivated when the need for evacuations has diminished or ceased. Deactivation of the Evacuation and Re-Entry ESF may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the Sheriff's DOC, OA EOC Deputy Director, and/or Operations Section Chief, as appropriate.



### 3. Planning Assumptions

Evacuations are anticipated by Riverside County jurisdictions as indicated on the 2018 Local Hazard Mitigation Plan. The table below outlines the most common hazards with the most potential to cause an evacuation in the OA and the jurisdictions which are most likely to be affected by these hazards.

Major Hazards in the OA Potentially Requiring an Evacuation					
Jurisdiction	Earthquake / Power Failure	Wildfire / Structure Fire	Flood	Dam Failure	Terrorism
Banning	X	X	X		X
Beaumont	X	X	X		X
Blythe	X		X		X
Calimesa	X	X	X		X
Canyon Lake	X	X	X		X
Cathedral City	X		X		X
Coachella	X				X
Corona	X	X	X	X	X
Desert Hot Springs	X	X	X		X
Eastvale	X	X	X	X	X
Hemet	X	X	X	X	X
Indian Wells	X		X		X
Indio	X				X
Jurupa Valley	X	X		X	X
La Quinta	X	X	X		X





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Lake Elsinore	X	X	X	X	X
Menifee	X	X	X	X	X
Moreno Valley	X	X	X	X	X
Murrieta	X	X	X	X	X
Norco	X	X	X	X	X
Palm Desert	X	X	X		X
Palm Springs	X	X			X
Perris	X	X	X	X	X
Rancho Mirage	X	X	X		X
Riverside	X	X	X	X	X
San Jacinto	X		X	X	X
Temecula	X	X	X	X	X
Wildomar	X	X	X	X	X
County Unincorporated Areas	X	X	X	X	X
<b>* Tribes</b>					
Morongo	X	X			X

\*There are 12 federally recognized tribal entities in Riverside County. The Morongo Band of Mission Indians was the only tribal entity that participated in the 2018 OA LHMP.

\*\*Please refer to individual annexes for additional hazard priorities for participating jurisdictions.

The following planning assumptions for the Evacuation and Re-Entry Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency



planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same

- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency



# **Emergency Support Function 17: Volunteer and Donation Management**

County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Functional Emergency Support Function #17: *Volunteer and Donations Management*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<p><b>Lead Agency (Donations Management)</b></p>	<p>Emergency Management Department provides oversight to Voluntary Organizations Active in Disasters (VOAD), a conglomerate of non-profit entities who serve the needs of the whole community before, during and after disasters. VOAD can accept, track, manage and distribute donations</p>
<p><b>Supporting Agencies</b></p>	<p>Riverside County Department of Public Social Services (DPSS); Riverside County Sheriff's Department; Transportation Land Management Agency (TLMA); Riverside University Health System-Public Health (RUHS-PH); Office of Aging; Veteran's Services, Public Information Officer; California Governor's Office of Emergency Services (Cal OES); California Volunteers (Cal Volunteers); Community Connect; Transportation; Riverside County Counsel (COCO)</p>
<p><b>Lead Agency (Volunteer Management)</b></p>	<p>Riverside County Human Resources (HR)</p>

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<p><b>EMD</b></p>	<ul style="list-style-type: none"> <li>▪ Based on the situation and identified needs, activate the VOAD Liaison within the OA EOC to assess the situation and recommend actions regarding donations and volunteer management</li> <li>▪ Serve as oversight coordinator of the volunteer and donations management system</li> <li>▪ Assign a VOAD representative to serve as the Volunteer Donations Management Coordinator</li> <li>▪ Provide coordination through the Whole Community Coordinator and VOAD Liaison to the JIC to notify the contributing public of specific goods that are needed to directly support the affected residents</li> <li>▪ Activate the OA EOC Logistics position to support and manage volunteers. Spontaneous volunteers may be coordinated through the VOAD Liaison, depending on incident size and complexity</li> </ul>



<p><b>Supporting Agencies</b></p>	<ul style="list-style-type: none"><li>▪ Support the storage and allocation of needed donated goods and support the movement of needed donated goods to identified sites</li><li>▪ Provide local government and non-governmental organization staffing to serve as managers and distributors of donated funds, goods, and services</li><li>▪ Activate volunteer groups and available resources within each agency/department to coordinate volunteers and receive both monetary and in-kind donations</li><li>▪ Outline the roles and responsibilities of key partners for the coordination of volunteers, monetary, and in-kind donations</li></ul>
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### 1.3 Purpose

The Volunteer and Donations Management Emergency Support Function (ESF) to the Riverside County Operational Area (OA) Emergency Operations Plan (EOP) provide a system for the operation of a flexible OA-level donations and volunteer management system. This system is designed to receive, process, and distribute a wide variety of donated goods and services that are given or sought to assist disaster victims. Cash donors are directed to charitable organizations. This ESF will provide the capability for the OA to effectively activate the organizations who can efficiently get resources to organizations providing services to people adversely affected by the disaster. The County of Riverside generally does not accept and distribute monetary donations on behalf of residents; however, in extreme cases, such as Hurricane Katrina, the County did established a transparent policy and procedure to allow for monetary donations to be collected on behalf of evacuees, and those funds were then distributed to disaster victims via a third-party non-profit organization who identified and verified victim status before distribution of funds. In most cases, the OA EOC will rely on non-profits (VOAD) to collect and distribute such funds, and/or goods directly to the affected residents. Typically, spontaneous volunteers are not managed by the County; instead, such volunteers are referred to agencies such as the American Red Cross (ARC), who can immediately accept such volunteers.

### 1.4 Scope

This ESF is designed for use by all the jurisdictions within the Riverside County OA. It outlines coordination at the OA level for the management of donations and volunteers during the response, relief, and recovery phases of a disaster.

### 1.5 Definitions

#### Monetary Donations

Monetary donations are financial contributions from donors designated for disaster response, relief, and recovery. This is the preferred method of contribution by most local and national organizations providing disaster relief and recovery and services. The County does not request monetary donations



on behalf of residents; however, in some cases, non-profits may make such requests to continue to help them.

#### **In-Kind Donations**

In-kind donations are the contributions of goods, both new and used, in a disaster. Most organizations only want new in-kind donations that are requested (e.g. baby formula or water) and can be provided in large quantities because of limited abilities to sort, organize & disperse items. The County does not generally have the ability or intent to accept such donations. Generally, VOAD agencies or other community non-profits or faith-based organizations will receive such donations and immediately distribute to affected residents. In some limited cases, the County may accept in-kind donations for things such as water, when residents arrive at a site and drop it off unannounced; these donations are directed immediately to the affected residents and the County does not receive any benefit from them.





## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

As the lead agencies, the HR and EMD will coordinate with support agencies to evaluate the needs of disaster victims and determine if all or portions of this ESF will be implemented:

- Activation is dependent on the type and level of assistance needed. In many cases the level of assistance needed will not necessitate activation, since some donation and volunteer needs during disasters can be handled by agencies as part of normal disaster operations
- Any time that the ESF is activated, in whole or part, close coordination with the Joint Information Center (JIC) is essential to ensure donation needs, information on the availability of donated goods and pertinent information on the donations and volunteer management program is provided to the media for dissemination to the public
- When cash donations are offered or solicited, donors are encouraged to contribute to a charitable organization. Cash donations are not accepted through EMD or the OA Emergency Operations Center (EOC)

### 2.2 Basic Functions

There are four basic functions of the Donations and Volunteer Management:

1. Donations and Volunteer Hotline
2. Donations Warehouse and Resource Staging Area
3. Unmet Needs Committee
4. Volunteer Processing Center

#### 2.2.1 Donations and Volunteer Hotline

The Donations and Volunteer Hotline will receive, and process offers of donated goods and volunteer services contributing to the recovery process. The Hotline will also provide information on acceptable donations and disaster relief organizations accepting various donations.

- The Hotline will consist of multiple telephone lines, operated, and managed by VOAD organizations
- The primary location is in the OA EOC, with an alternate location possible at the warehouse
- Telephone operators are provided by non-profits agencies within VOAD or other community service organizations

#### 2.2.2. Donations Warehouse and Resource Staging Area

The County Chief Executive Officer, OA EOC Director, or Logistics Section Chief in cooperation with the ESF lead agencies will determine the activation and deactivation of an OA Donations Warehouse. The decision will be based upon the probability and volume of needs during the emergency event.

- Riverside County VOAD organizations will be engaged to provide management and staffing for the warehouse for the duration of the event. County and OA member agency staff may be required to provide temporary supervision and staff dependent upon volunteer availability



- The primary Donations Warehouse is to be in a facility away from the disaster area but centrally located. There needs to be parking areas adjacent to the warehouse to be used as a staging area to manage traffic of inbound loads coming to the warehouse and any unsolicited or unexpected donations
- The Donations Warehouse can receive solicited and unsolicited donations. Unsolicited shipments will be directed to the staging area adjacent to the Warehouse for inspection, inventory, acceptance, and delayed unloading, so as not to interrupt scheduled donations
- Warehouse operations shall include, but are not limited to receiving, sorting, processing, recording, inventorying, distributing donated goods and materials to disaster victims. Sorting will determine whether items are usable or not. Unusable and/or unsanitary items will be discarded
- The warehouse will remain active until deactivated by the Donations Coordination Team
- The OA EOC may coordinate for security at such sites if determined to be necessary

### **2.2.3. Unmet Needs Committee**

- During the demobilization of the Donations Warehouse, operations will shift to OA-level Long Term Recovery committees and related activities. The Unmet Needs Committee assists disaster victims who need assistance beyond the scope of this ESF, and beyond the capabilities and authority of government
  - The term Unmet Needs refers to individual and family needs that were not met or could not be met by government agencies or volunteer organizations during the response phase. To continue to try and meet these needs, a team approach can be used to ensure every effort has been made to ensure disaster victims have the appropriate care and/or resources needed. A case worker, from DPSS, Office on Aging, Veteran's Services or other agencies who provide services, may be assigned to the Unmet Needs Committee. In these cases, various organizations can pull resources and talents together to accomplish the needed tasks. Once these tasks are complete and the unmet needs have been met, then the case(s) will be closed

### **2.2.4. Volunteer Processing Center**

A volunteer processing center (Center) serves as a location to process and register unaffiliated volunteers and trained medical volunteers; and to match their skills to agencies needing assistance in response to a disaster effectively and efficiently. A Center may take the form of an American Red Cross Volunteer Processing Center; an OA Volunteer Reception Center; or a Center of any other design or origin that provides for the effective and efficient processing of unaffiliated volunteers and trained medical volunteers.

Affiliated and trained volunteers are those individuals associated or identified with a service agency or disaster relief organization. Unaffiliated or spontaneous volunteers are not affiliated with a specific disaster relief organization. Trained medical volunteers are associated with the Riverside County Medical Reserve Corps, a function of EMD. The Center provides an efficient way to document volunteer registration, requests for volunteers, volunteer service hours, staffing costs and incurred expenses.

- The need to activate an OA-level Volunteer Processing Center may be determined by County EMD and the Human Resources Department



- The Center will work with other agencies to process and refer spontaneous volunteers and may serve as the check-in site for trained medical volunteers
- Depending on the situation and need, a Center can be activated with or without resources to process and screen trained medical volunteers through the Riverside Medical Reserve Corp
- If EMD determines there is a need for a Center to be activated but there is no local capability to establish a Center, the OA EOC Director will notify Cal OES to request that state-level assistance be provided to the OA to enable a Center to be opened. Cal OES will then notify the Volunteer Coordination Team of the need for a Center. The Volunteer Coordination Team member agencies will work in partnership to establish and operate a Center in coordination with EMD

### ▪ **2.3 Volunteer and Donations Management Activities by Phase**

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Volunteer and Donations management primarily occurs during the response phase of a disaster; however, some donations management activities may occur during the recovery phase.

#### **2.3.1. Preparedness**

- This ESF shall be reviewed and updated annually
- Coordinate with Riverside County VOAD to aid in operating jurisdictions' donations and volunteer management programs
- Brief media representatives so they will understand donations and volunteer management processes
- Conduct donations management – related training and involve donations and volunteer management in exercises

#### **2.3.2. Response**

- Assemble members of the Donations Coordination Team to make recommendations regarding the necessary activation level
- Activate the program based on available information and estimates
- Through the JIC, provide the media with information regarding donations needs and procedures, and provide regular updates information

#### **2.3.3. Recovery**

- The Volunteer and Donations Coordination Teams will determine which donations and volunteer management facilities should open
- Staff donations management facilities
- Continually assess donations and volunteer management operations.
- Through the JIC, provide regular updates to the media regarding volunteer and donation procedures, progress, and status
- Assess volunteer and donations management operations to determine the dates at which the donation management facilities and programs should be consolidated and terminated. These determinations are coordinated with the Unmet Needs Committee and the OA EOC.
- The Donations Management Coordinator will participate with the Unmet Needs Committee as needed to provide continuing assistance to affected populations

## **2.4 Responsibilities by Level of Government**

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#### **2.4.1. Federal**

The federal government may provide technical, logistical, managerial, resource and manpower support for state donations and volunteer management.

#### **2.4.2. State**

The state may provide technical, logistical, managerial, resource and manpower support for OA donations and volunteer management.

#### **2.4.3. Local**

Local jurisdictions will activate this ESF and request, activate and oversee the management of Volunteer and Donations Management operations within their jurisdictions with the assistance and support of VOAD agencies.

#### **2.4.4 Non-governmental Organizations**

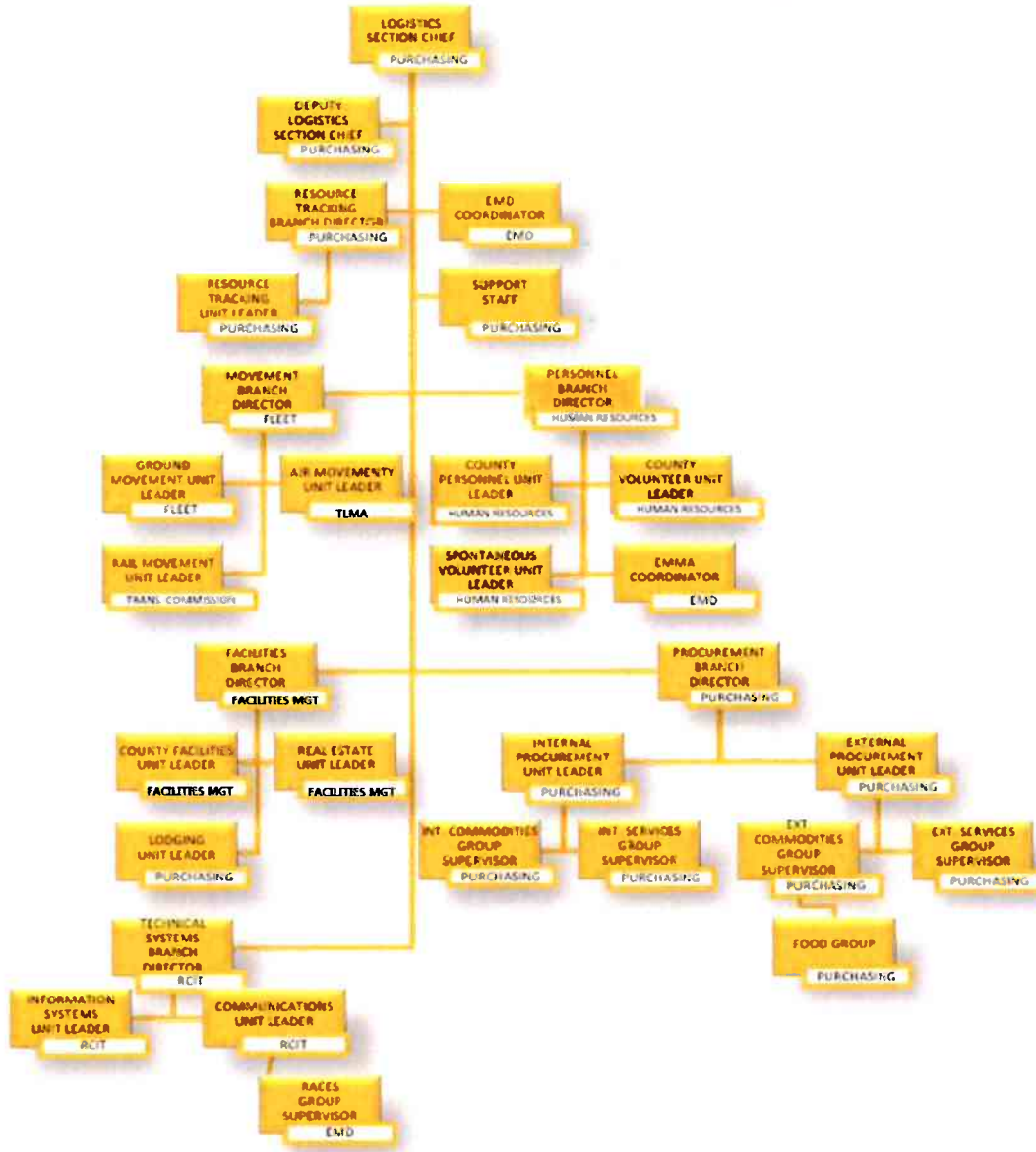
VOAD and other organizations do not deliver services to the site of the emergency, but the individual member organizations do. A wide variety of emergency assistance is provided by member organizations. VOAD provides the overall coordination necessary to ensure that redundant or conflicting services are avoided, that needed volunteer resources are located, and that offers of donated goods and services are handled expeditiously.

### **2.5 Organization and Structure**

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#### **2.5.1 Organization**

The Riverside County OA Logistics Section, where Spontaneous Volunteer Unit Leader resides, organization chart is shown on the following page: (note: The VOAD Liaison is situated within the Operations Section.)



### 2.5.2 Volunteer and Donations Management ESF Responsibilities

The following organizations are designated to assist the primary agencies with available resources, capabilities, and expertise in support of response and recovery operations under the Volunteer and Donation Management ESF. Entities needed to support Volunteer and Donations Management ESF operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
Emergency Management Department	<ul style="list-style-type: none"> <li>▪ Provide operational support</li> <li>▪ Assist VOAD and other non-profits with the establishment and operation of volunteer processing centers</li> </ul>



<p><b>Riverside County Department of Human Resources</b></p>	<ul style="list-style-type: none"> <li>▪ Serves on the Volunteer Coordination Team and provides policy guidance and general direction for the volunteer program</li> </ul>
<p><b>Riverside County Department of Public Social Services</b></p>	<ul style="list-style-type: none"> <li>▪ Serves on the Donations Coordination Team and provides policy guidance and general direction for the donations program</li> <li>▪ Serve on the Unmet Needs Committee</li> <li>▪ Determine areas of greatest needs and specific resources that are needed</li> <li>▪ Coordinate with Voluntary Organizations</li> <li>▪ Determine if donations given can be used for Mass Care and Shelter responsibilities for the direct benefit of residents</li> </ul>
<p><b>Riverside County Sheriff's Department</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate security for the Donations Warehouse through the Law Enforcement ESF</li> </ul>
<p><b>Riverside University Health System-Public Health</b></p>	<ul style="list-style-type: none"> <li>▪ Provide resources to coordinate the activities of local health departments</li> <li>▪ Assist in the determination of volunteer needs</li> <li>▪ Serve as a member agency of the Donations Coordination Team</li> </ul>
<p><b>Office of Aging</b></p>	<ul style="list-style-type: none"> <li>▪ Determine areas of greatest needs and specific resources that are needed for seniors and elderly</li> </ul>
<p><b>Public Information Officer</b></p>	<ul style="list-style-type: none"> <li>▪ Advise the public of specific needs and locations for donations of goods and non-profit organizations for monetary donations</li> </ul>
<p><b>Riverside County VOAD</b></p>	<ul style="list-style-type: none"> <li>▪ Activate and staff the warehouse and additional OA support as required</li> <li>▪ Notify member organizations when activated by EMD during emergencies</li> <li>▪ Keep the OA EOC notified of activities of member organizations throughout an emergency</li> <li>▪ Facilitate resolution for areas of responsibility between member organizations during emergencies</li> <li>▪ Track donated goods in the Donations Database</li> </ul>
<p><b>Riverside County Counsel</b></p>	<ul style="list-style-type: none"> <li>▪ Provide legal advice and counsel to the Board of Supervisors, the Executive office, and the other county departments, including EMD</li> </ul>

## 2.6 Notification and Activation

### 2.6.1 Notification

In the event of an incident that will require activation of the Volunteer and Donation Management ESF, notification will be issued to relevant supporting entities, and to any additional departments or agencies as required. Notification will be distributed via the most appropriate communications equipment for the



event requirements, and will detail incident information, reporting instructions, and any relevant coordination information.

### **2.6.2 Activation**

Activation will be concurrent with any incident that would prompt the public to make monetary and in-kind donations and generate volunteers to respond to the disaster area. The level of activation will be determined according to the needs and magnitude of the event. Coordination between the Donations Warehouse, the Volunteer Processing Center, the PIO, and the OA EOC Spontaneous Volunteer Unit and Donations Management Unit may be necessary throughout the incident.

#### ***Step 1: Initial Assessment***

- EMD will assess the need for activation of the Volunteer and Donations Management ESF

#### ***Step 2: Provide EOC Staff***

- If the OA EOC is activated, send departmental representatives as requested to staff Human Resources and Donations Management Unit positions
- Make notifications to affected agencies and departments

#### ***Step 3: Gather Information***

Obtain continual situational awareness regarding the need for volunteers and donations for the incident. Information will be gathered from the following sources:

- County and OA law enforcement and fire-rescue personnel in the field
- Other responding departments
- Public Social Service and Public Health agencies; DPSS shelter staff
- State and Federal agencies, as appropriate
- Media (via broadcast, web information, blogs, print, social media)

#### ***Step 4: Coordinate Response Activities***

- Identify potential shortages of personnel, facilities, and resources leading to the need to activate the Volunteer and Donations Management ESF.
- Identify temporary facilities to serve as the Donations Warehouse, Volunteer Processing Center, and Donations Hotline location:
  - Alert supporting agencies of intent to activate the ESF
  - Notify supporting agencies of need to commit personnel and resources to the activation of the ESF

#### ***Step 5: Coordinate/Obtain Resources***

- Arrange and acquire required resources such as cargo vehicles, vehicle operators, and support personnel
- Notify and request assistance from supporting departments as needed



- Determine additional resource needs and request mutual aid assistance as necessary
- Track all costs including personnel time, lease agreements, fuel, repairs and resources for reimbursement and cost expenditure records

***Step 6: Release Public Information***

- Any information or instructions released to the public regarding volunteer and donations will be by a Public Information Officer(s) through the Joint Information Center (JIC)
- Disseminate emergency information and guidance to the public, private, and government organizations
- Initial public information includes, but not be limited to, the following:
  - Damage assessment and estimated/anticipated duration
  - Specific volunteer and donated items in need
  - Collaborative community efforts from businesses, industries, and residents

***Step 7: Continue to Monitor, Track, and Inform***

- Monitor and report the status of volunteer resources and donated goods and money to the OA EOC
- Receive and respond to requests for information
- Provide situation updates, as necessary
- Obtain continual situational awareness of the entire volunteer and donations system for specific impacts on the incident.

**2.7 Demobilization**

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- Demobilization begins when the flow of goods and services slows. Goods in the donations pipeline are directed to volunteer agencies with existing warehouse facilities and personnel
- The Volunteer and Donations Coordination Teams will make a joint decision regarding when closeout activities, downsizing of government involvement in facilities, coordination, and operations, transitioning to voluntary agency activities, and transition of remaining goods and services to traditional charitable organizations should occur

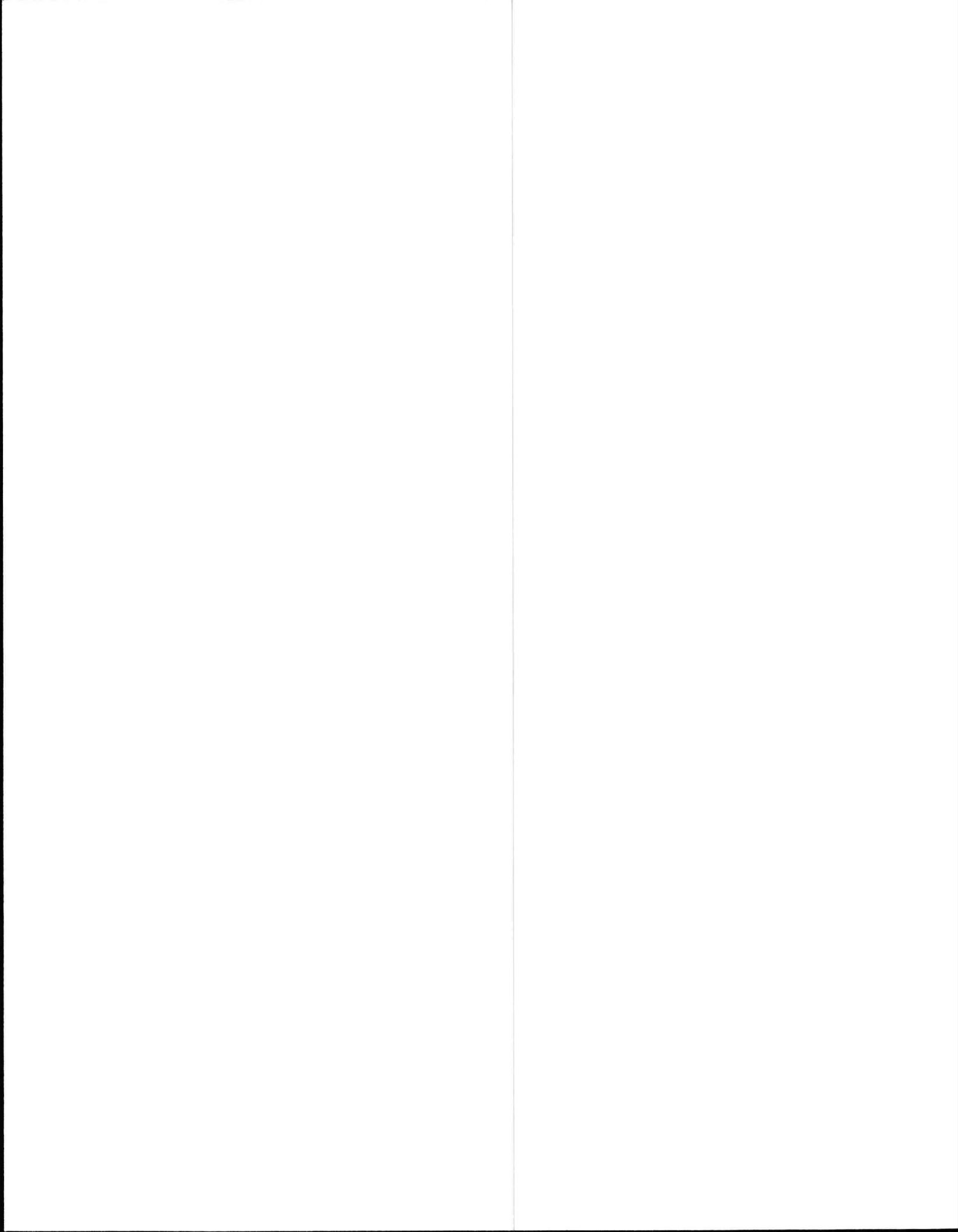




### 3. Planning Assumptions

This ESF is based on the following assumptions:

- People inside and outside the devastated area will want to donate money and goods to local response, relief, and recovery efforts
- The need for monetary donations will exist well into the long-term recovery phase as unmet needs are identified after other resources are exhausted
- Media coverage will affect the outpouring of aid to a devastated community and can be used to provide messaging to the public
- After a large-scale emergency, individuals, and relief organizations from outside the disaster area will begin to collect materials and supplies to assist the impacted areas
- The preferred method for donating money is through a non-profit organization set up to receive monetary donations for the disaster
- Donations management should coordinate closely with the private sector and business community
- There is a well-known phenomenon of unsolicited and often unusable donations, which pour into a community and overwhelm the recovery effort
- Warehousing, inventorying, tracking and dispersing donations may be needed
- FEMA, National Voluntary Organizations in Disaster (NVOAD) and state efforts will support local programs and policy
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, efficient, and professional manner to meet the needs of the whole community, including those with access and functional needs





# **Emergency Support Function 18: Multi-Agency Coordination System**

County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## Riverside County EOP Emergency Support Function # 18: Multi-Agency Coordination System

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside Operational Area (OA) Emergency Operations Center Policy Group
<b>Supporting Agencies</b>	Riverside County Fire Department (RCFD); Emergency Management Department (EMD); County Executive Office – PIO, Riverside County Sheriff’s Department (RCSD); Riverside University Health System-Public Health (RUHS-PH); County Purchasing & Fleet Services, Department of Public Social Services (DPSS), Riverside County Department of Information Technology (RCIT); other County departments as required, Operational Area members as required, California Office of Emergency Services (Cal OES)

### 1.2 Functional Emergency Support Function Responsibilities

Department	Responsibilities
<b>OA EOC Policy Group</b>	<ul style="list-style-type: none"> <li>▪ Establish and clarify policy</li> <li>▪ Maintain situational awareness and a common operating picture; provided by EOC Management Section</li> <li>▪ Set priorities among incidents and resolve critical resource issues</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide support and coordination to the MAC/ Policy Group</li> <li>▪ Identify resource shortages and issues for your agency/discipline</li> <li>▪ Gather and provide information to relay to the MAC/ Policy group</li> <li>▪ Assist in implementing multiagency coordination entity decisions</li> </ul>

### 1.3 Purpose

The purpose of the Multi-Agency Coordination (MAC) Emergency Support Function (ESF) to the Riverside County Operational Area (OA) Emergency Operations Plan (EOP) is to facilitate a methodology for prioritizing disaster incidents and allocating scarce resources by utilizing a standardized business process for prioritizing multiple requests of multiple resources through a standard resource designation system. The activation of a multi-agency coordination system would be necessary in an incident that is too large in scale for a single jurisdiction or grows beyond the capabilities of the local response efforts.

Preparedness is the responsibility of the County of Riverside and individual jurisdictions within the OA; this responsibility includes coordinating preparedness and response activities among all appropriate agencies within a jurisdiction, as well as across jurisdictions and with private organizations. A multi-agency coordination system would be needed in incidents in the Riverside



County OA that affect multiple jurisdictions and require higher-level resource management or information management.

## **1.4 Scope**

The Riverside County OA is utilizing the MAC concept for facilitating policy coordination and resource allocation decisions among multiple entities from multiple jurisdictions for the rapid, safe, and coordinated response to any hazard or threat type of emergency or disaster. The primary functions of a MAC system are to:

- Support incident management policies and priorities in an emergency
- Facilitate logistics support and resource tracking
- Communicate resource allocation decisions using incident management priorities
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

Multi-agency coordination will *not* supersede the municipal, county, city, or state emergency operation plans, nor will its direct local agency efforts. Rather, this regional approach enhances response strategies by including assets from multiple municipal and institutional resources and facilities in coordinating a regional response. A MAC is distinct from an Area Command in that jurisdictional resources are *not* under the direction of the MAC but remain under the direction of the jurisdiction (i.e. the city, or county) to which they belong. Area Command oversees the management of the incident(s), while multi-agency coordination will, for the purposes of this document, coordinate and support information flow and response activities.



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

The Incident Command System (ICS) and an associated Multi-Agency Coordination (MAC) System capability were developed during the 1970s to overcome serious interagency and inter-jurisdictional coordination problems. Multi-agency coordination is currently a requirement as a condition for federal grant funding to ensure the coordination of planning and response efforts between responding agencies (state, regional, local, and tribal). This ESF describes how the Riverside County OA will coordinate and communicate with incident-related agencies and other organizations to respond to emergencies or disasters.

Multi-agency coordination takes place by bringing together representatives from various agencies and facilities, relevant to the nature of the incident, to coordinate in an inter-jurisdictional regional setting. The need for this coordination is due to the complexity, long-term nature, and potential gaps in local resources to address the needs of incidents, broader legal authorities, and the increasing number of inter-jurisdictional situations.

In a typical emergency, local governments, responding agencies, and facilities manage the response effort. The activation of a multi-agency coordination system would be necessary in an incident where the response capabilities of the OA and individual jurisdictions would likely be exceeded and resources from outside the county and region would be required. Multi-agency coordination utilizes the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) principles regarding span of control and organizational structure. Multi-agency coordination is a *system* that can be utilized as a conduit for communication and information flow between several areas or jurisdictions affected by an incident and a state's response.

A multi-agency coordination *center* denotes a place or physical location where representatives from multiple agencies and facilities gather to coordinate information, regional resource needs, and response efforts on a regional level and to relay state-supported resources and information. The primary disciplines represented in a MAC center are directly related to the type of incident that has occurred. Regardless of the incident type, MAC form or structure, MAC center representatives will be responsible for:

- Ensuring that other MAC representatives are provided with situation and resource status information from their own discipline's perspective
- Establishing incident-related priorities across jurisdictions in concerted effort with the existing Incident Command or Unified Command or the OA EOC
- Coordinating and resolving differing incident-related policy issues that may exist between agencies or facilities within a region or between regions themselves
- Providing strategic coordination of incident-related resources

The personnel staffing the MAC center will base their decision-making and coordinating strategies upon information received from local area jurisdictions' requests for needed resources and information supplied to them from the DOC, OA EOC, Region or State. MAC center personnel may also have to resolve conflicting policies among agencies, facilities, or jurisdictions within their region. MAC functions are not to be confused with command of the



incident. A MAC provides the coordination to give support to the command structure, while command is the act of directing, ordering, or controlling by explicit authority.

The Riverside OA EOC may provide guidance to the MAC center in their decision-making or may set forth countywide policy resolutions in some instances (e.g. establishing priority groups, issuing public protocol, or determining a change in agency standards).

This Concept of Operations outlines the following elements of the Multi-Agency Coordination System function:

- MAC System Elements
- MAC Operations
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

## **2.2 MAC System Elements**

A MAC system is not a physical location or facility, rather a *coordination system* including all components involved in managing events or incidents. A multiagency coordination system may include an on-scene command structure and responders, multiagency coordination, resource coordination centers, coordination entities/groups, Emergency Operations Centers (EOCs), and Dispatch/Communications centers.

### **2.2.1 Agency Representatives**

Multi-agency coordination typically consists of principals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities. These principals provide strategic coordination and communicate with one another to provide uniform and consistent guidance to incident management personnel.

### **2.2.2 Multiagency Coordination Entity**

A multiagency coordination entity consists of agency policy representatives with decision-making authority who facilitate strategic coordination by providing policy direction, resolving issues, and ensuring resource allocation. Coordination entities set priorities by considering factors that include:

- Threat to life
- Real property threatened
- High damage potential
- Incident complexity
- Environmental impact
- Others, as established by the coordination entity





Examples of Coordination Entities include:

- Crisis Action Teams
- Policy Committees
- MAC Group
- Joint Field Office Coordination Group
- Interagency Incident Management Group

### **2.2.3 Multiagency Coordination Center**

A multiagency coordination center, such as the OA EOC, consists of agency representatives who provide operational support and coordination by facilitating logistics support and resource tracking, gathering, and providing information, and implementing multiagency coordination entity decisions. Examples of Coordination Centers include:

- Emergency Operations Centers
- Joint Operations Center
- Joint Field Office
- Joint Information Center
- Regional Response Coordination Center
- National Response Coordination Center
- Homeland Security Operations Center

## **2.3 MAC Operations**

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### **2.3.1 Personnel**

The number of individuals required to staff the MAC will be incident-specific but should always consider an appropriate and manageable span of control, as is described in SEMS/ NIMS doctrine. The number of shifts per day and the duration of the MAC activation will be determined by the incident. MAC personnel consist of agency and facility representatives who are authorized or able to gain authorization to commit agency/facility resources. MAC personnel will resolve interagency and inter-facility policy and procedural conflicts, prioritize incidents, and allocate critical resources to agencies and facilities for their use in incidents. Local EOCs that are activated will provide the MAC personnel with much or all the information needed for analysis and decision-making.

At a minimum, personnel from the following disciplines may staff a MAC center: Fire and Rescue, Law Enforcement, Public Health, Emergency Medical Services, Public Works and Maintenance, and Emergency Management. Additional levels of government, tribal representatives, or incident specific agencies may be incorporated into the MAC, as needed, based on the nature and severity of the incident.

### **2.3.2 Facilities**

The need for a location to house a MAC center will depend on the anticipated functions the MAC is expected to perform. At the county level, the MAC functions are typically part of the OA EOC's functions. At a regional level, the MAC center may be established at a predetermined



facility such as a joint communications center, or other facility within a political subdivision, such as a city in the county. The size of the facility should be determined after first identifying the functions to be performed, as well as the staffing levels, equipment needs, communications support needs, and the potential need for future expansion. Primary and secondary locations for the MAC center should be pre-determined.

### **2.3.3 Equipment**

MAC personnel choosing to assemble at a specific location for coordination of regional response activities will need to have access and use of specific equipment. As an incident evolves and more regional, state or federal resources are needed, the MAC center should be ready to accept other agency representatives and to also meet the communication methods and needs that will be in demand to allow for a coordinated and efficient response. At a minimum, the MAC facility should have the following equipment:

- One designated incoming fax line
- One designated outgoing fax line
- One incoming phone line for general use
- One outgoing phone line for each representative in the MAC
- A computer and Internet access for each MAC representative
- A photocopier
- A printer
- A map of the region or state
- Dry erase Situation Status Board with markers and eraser
- Generator access

Other common office supplies such as information contact lists, paper, writing utensils, staplers, tape, information technology staff and administrative support staff should be added to the MAC Center when activated. It is also recommended that the following equipment be available to access in worsening scenarios and to accommodate other state and federal response partners, if necessary:

- 9-12 land phone lines
- 2 satellite phones; one designated incoming, one designated outgoing
- An external antenna for satellite phones for use in inclement weather
- Radio (800mhz and UHF and VHF)
- Amateur radio link

### **2.3.4 Communications**

MAC Center representatives will receive incident status information from the OA EOC Director or designee. The OA EOC Director will receive his intelligence from the EOC Manager, PIO, and/or the Operations, Logistics, Finance Section Chief's.

Each agency representative in the MAC may communicate with his or her respective discipline at the DOC or EOC, if activated, to obtain information to facilitate decision-making. Information should flow from the incident level to the MAC and up to the Regional or State level as needed.

### **2.3.5 Procedures**



The Incident Command System (ICS) will be utilized in a MAC Center setting. MAC Center Representatives will:

- Ensure that the collective situation status is provided and current, by agency
  - Prioritize incidents and resource requests, if necessary
  - Determine specific resource requirements, by agency or facility
  - Determine resource availability by agency or facility (available for out-of-jurisdiction assignments) and the need for gathering resources in a mobilization center
  - Allocate scarce or limited state resources to incidents based on priorities
  - Review agency or facility policies and agreements for resource allocations
  - Review the need for another agencies' involvement
- 
- Perform other functions as needed

Each MAC center representative will implement the following procedures to fulfill their functions:

**Briefing:**

- Provide current situation update, probable future
- Describe current issues
- Introduce new issues
- Address questions and offer clarification

**Decisions:**

- Review identified and new issues
- Review criteria to establish priorities
- Prioritize incidents, if necessary
- Allocate resources, if necessary
- Discuss how to resolve media issue and VIP interface issues
- Consider implementation strategies

**MAC Meeting Outputs:**

- Decisions/priorities determined and communicated to affected parties
- Coordinate with OA EOC PIO to develop media strategy plan
- A Plan for implementation identified and developed

**Documentation:**

- Meeting notes and decisions will be recorded and communicated to appropriate internal staff and external partners

### **2.3.6 Recordkeeping**

MAC center staff will maintain a log of communications and actions taken throughout the day that describe activities among all entities involved in the response. A morning



and afternoon MAC Center Situation Report should be written and communicated to OA EOC Sections and Branches; branches will share with their DOC's.

## **2.4 Information Flow**

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MAC operations include communication across several coordination levels during a disaster. The following information provides an overview of the coordination levels that maintain communication during a MAC activation, showing the relationship between the coordination levels.

### **Field Operations**

- Conduct necessary activities to perform operations according to direction from the Incident Commander
- Submit situation status reports to the DOC, or the OA EOC

### **Incident Command Post / Unified Command (ICP / UC)**

- Coordinate field operations and resource utilization
- Maintain communications with DOCs

### **Branches (if activated)**

- Maintain contact with field units

### **DOC**

- Maintain constant communication with Incident Commander and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with the OA EOC or mutual aid as necessary

### **OA EOC**

- Gather information from field and/or DOC representatives on a continual basis
- Receive frequent situation status reports from the EOC Planning Section
- Coordinate with regional, State, or Federal entities as necessary
- Coordinate information about support operations, needed resources, and field situation status with the Operations Section Chief

### **MAC**

- Gather updated information from DOCs and the OA EOC to ensure EOC situational awareness
- Provide overall resource prioritization for the incident
- May establish incident objectives
- Facilitate the MAC decision process by obtaining, developing, and displaying situation information

### **Supporting Departments**

- Support OA EOC, DOCs, and/or field operations as requested



- Maintain communication with appropriate department representatives by providing frequent situation status updates

**EOC Deputy Director**

- Maintain communication with the OA EOC Management Section and Section Chiefs
- Coordinate with the OA EOC Director, Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations

**Policy Group**

- Receive situation status updates from the OA EOC Director / EOC Deputy Director
- Issue directives or priorities



## 2.5 MAC Organization and Structure

### 2.5.1 Organization

MAC systems are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.

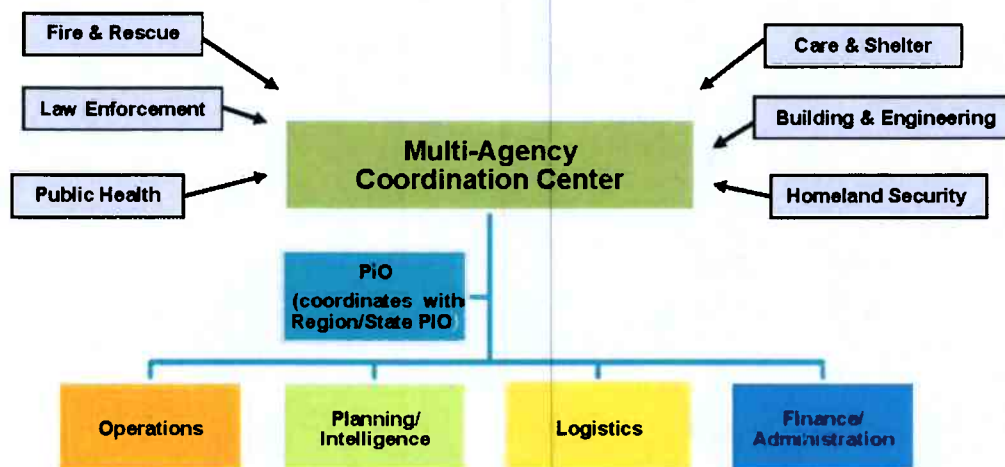
MAC systems coordinate activities above the field level and prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field. In addition to the MAC, other command structures may be involved. This will be different in each case but will be consistent with ICS. Unified Command and Area Command are two such command structures that may be in place. Unified Command is a single integrated management organization, which involves:

- Co-located command at an Incident Command Post (ICP)
- An Operations Section Chief to direct tactical efforts
- Coordinated resource requests and coordinated approval of information releases

Area Command oversees the management of multiple incidents handled individually by separate ICS organizations or to oversee the management of a very large or evolving incident engaging multiple Incident Management Teams.

MAC center representatives coordinate information and focus primarily on logistical and planning issues related to the needs within the affected region as shown in Figure 1 on the following page:

Figure 1 MAC Center





## 2.6 MAC Responsibilities

The following table identifies the overall responsibilities of each County of Riverside support agency that may be involved with a MAC system implementation. Departments needed to support MAC operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>County/OA Entities</b>	
<b>MAC / Policy Group</b>	<ul style="list-style-type: none"> <li>▪ Establish priorities between incidents and critical resource distribution</li> <li>▪ Prioritize, acquire, and allocate critical resources</li> <li>▪ Coordinate and resolve policy issues</li> <li>▪ Provide strategic coordination, as required</li> </ul> <p><u>Notes:</u></p> <ul style="list-style-type: none"> <li>▪ Members are agency administrators or designees from the agencies involved in providing resources to the incidents</li> <li>▪ Members do not communicate on a direct basis with Incident Commanders</li> </ul>
<b>MAC Manager</b>	<ul style="list-style-type: none"> <li>▪ Provides overall leadership for MAC</li> <li>▪ Responsible for all activities and functions until delegated and assigned to staff</li> <li>▪ Establishes incident objectives</li> <li>▪ Reports to State Operations Center</li> <li>▪ Facilitates the MAC Entity Group decision process by obtaining, developing, and displaying situation information.</li> <li>▪ Fills and supervises necessary MAC Entity Group positions</li> <li>▪ Acquires and manages the facilities and equipment necessary to carry out the MAC Entity Group functions</li> <li>▪ Implements the decisions made by the MAC Entity Group</li> </ul>
<b>Public Information</b>	<ul style="list-style-type: none"> <li>▪ Provides for effective collection, control, and dissemination of public information</li> <li>▪ Obtains information from State EOC and the Liaison Officer, and then provides information to public, media, and partnering organizations as needed through the JIC</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
<b>Liaison</b>	<ul style="list-style-type: none"> <li>▪ Coordinates and communicates with other agencies and municipalities</li> <li>▪ Receives incoming requests for assistance</li> <li>▪ Reports to planning chief on local needs</li> <li>▪ Updates and facilitates e-mail and telephone information for all relevant parties.</li> <li>▪ Defines modes of communications to all parties and identifies primary communication method to be used by all</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>▪ Collects and analyzes critical information on emergency operations for decision-making purposes.</li> <li>▪ Prepares and updates incident action plan</li> </ul>
<b>Logistics</b>	<ul style="list-style-type: none"> <li>▪ Secures resources for all functions, as needed.</li> <li>▪ Coordinate resources and services required to support incident activities (including but not limited to supplies, equipment, personnel)</li> <li>▪ Contracts for and purchases goods and services needed at the incident</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>▪ Tracks all expenditures and personnel hours worked of OA EOC responders and MAC participants</li> </ul>





## 2.7 Activation and Notification

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### 2.7.1 Activation

The decision to activate a MAC center will occur through the EOC Director or Deputy Director in concert with agency Chiefs when incident-related requests exceed, or will soon exceed, available critical resources and/or there is an obvious regional interagency need to coordinate incident-related policies and procedures. Typically, these agency chiefs and facility representatives will assemble at a predetermined location (or teleconference) and brief each other on their status and the current situation prior to making the decision to activate a MAC. The following is a list, though not exhaustive, of examples under which a MAC center would be needed:

- A natural disaster (e.g. multi-county flooding or earthquake)
- A biological attack (e.g. anthrax dispersion)
- A large hazardous materials spill (e.g. train derailment that forces community evacuations)
- A disease outbreak (e.g. pandemic influenza)
- Incidents that are geographically dispersed
- Incidents that evolve over long time periods (days to weeks) that involve multiple communities and have similar implications (e.g. flooding with water supply contamination issues across a large region)

### 2.7.2 Notification

Each agency representative within the region of the affected jurisdictions will initiate notifications within his/her agency that a MAC center is being activated. If it is determined by each agency representative that a Department Operations Center (DOC) needs to be activated in support of the regional MAC opening, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation.

### 2.7.3 Response Actions

#### ***Step 1: Conduct Initial Assessment***

- Determine magnitude of event
- If event is large in scale:
  - Assess the situational impact and need for resources
  - Estimate the amount of resources available vs. the amount needed to manage event
  - Determine the need to activate a MAC for incident objective and resource allocation and prioritization

#### ***Step 2: Activate MAC; Provide Staff***

- If appropriate, activate a MAC group or center



- If EOC is activated, determine if MAC entity will work from within the EOC or if a facility for a MAC center is needed
- Notify and request assistance from supporting departments

***Step 3: Analyze Information and Determine Objectives***

- Gather information from:
  - Response personnel in the field
  - DOCs and the EOC, if activated
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate
- Determine incident management priorities
  - Assess situation based on current information
  - Determine critical resource needs
  - Develop overall incident objectives

***Step 4: Develop Incident Policies and Priorities***

- Establish priorities between incidents, and critical resource distribution
- Inform resource allocation decisions using incident management priorities
- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies
- Coordinate and resolve policy issues

***Step 5: Continue to Monitor, Track, and Inform***

- Maintain communication between field operations, the DOC, and the EOC
  - Provide frequent situation status reports from the DOC to EOC
  - From the EOC to Planning Section, Situation Status Unit
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue to prioritize, acquire, and allocate critical resources
- Provide strategic coordination, as required
- Recommend deactivation when MAC is no longer needed

**2.7.4 Deactivation/Demobilization**

The Multi-Agency Coordination System ESF will be deactivated when the need for additional agency coordination has diminished or ceased. Deactivation of the MAC ESF may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the EOC Director, Deputy Director, or Policy Group, as appropriate.



It is important for all agencies involved in the MAC to follow a demobilization plan prior to the final stages of prior to demobilization:

- Prior to the close of operations, frequently notify response staff, media, and OA EOC staff of the time/date of demobilization
- Pre-assign specific response staff (usually Operations and /or Planning staff) to aid in demobilization activities
- Follow up with other local response agencies for post-incident planning and to inform these entities of your demobilization plans so they can be prepared to meet ongoing and/or future needs
- Provide the Planning Section of the OA EOC with records, situation reports, and other data collected during the response for recordkeeping and to share with appropriate response agencies for review and improvement planning
- Follow up on MAC staff needs for behavioral health services
- Each representing agency providing response services should be responsible for the removal of their own equipment and resources from the facility being used for MAC operations



### 3. Planning Assumptions

The following planning assumptions for the Multi-Agency Coordination System Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, efficient, and professional manner to meet the needs of the whole community, including those with access and functional needs



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# **Emergency Support Function 19: Debris Management County of Riverside Riverside County Operational Area (OA)**



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## **Riverside County EOP Emergency Support Function # 19: Debris Management**

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside County Waste Management Department (RCWMD)
<b>Supporting Agencies</b>	County of Riverside Emergency Management Department (EMD), Central Purchasing & Fleet Services, Flood Control & Water Conservation District, California Office of Emergency Services (Cal OES), California Environmental Protection Agency (CalEPA), California Highway Patrol (CHP), California Department of Transportation (Caltrans), CR&R Waste Services, Riverside County Counsel (COCO)

### 1.2 Functional Emergency Support Function Responsibilities

Department	Responsibilities
<b>RCWMD</b>	<ul style="list-style-type: none"> <li>▪ Coordinate debris management for public and private entities</li> <li>▪ Coordinate the repair and restoration of key facilities and systems following a disaster/emergency</li> <li>▪ Identify and pre-designate potential debris storage sites for the type and quantity of debris anticipated following a catastrophic event</li> <li>▪ Identify and coordinate with appropriate regulatory agencies regarding potential regulatory issues and emergency response needs</li> <li>▪ Develop and coordinate prescript announcements with PIO regarding debris removal process, collection times, storage sites, use of private contractors, environmental and health issues, etc.</li> <li>▪ Determine the transportation requirements necessary to conduct debris removal operations</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Assist in obtaining transportation assistance as needed in the removal and disposal of disaster debris</li> <li>▪ Coordinate with lead agency to develop detailed information on debris removal and disposal plans and procedures</li> <li>▪ Conduct an assessment on the capability and availability of resources in the county of Riverside</li> <li>▪ Assist with the organization and removal of debris</li> <li>▪ Coordinate with all supporting agencies to ensure the adequate resources are available to conduct recovery operations</li> </ul>



### **1.3 Purpose**

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The purpose of the Debris Management Functional Emergency Support Function (ESF) is to facilitate and coordinate the removal, collection, and disposal of debris following a disaster to mitigate against any potential threat to the health, safety, and welfare of the impacted citizens, expedite recovery efforts in the impacted area, and address any threat of significant damage to improved public or private property.

### **1.4 Scope**

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Debris Management emergency response operations are supported through the Debris Management Unit of the Riverside Operational Area Emergency Operations Center (OA EOC), which is responsible for providing county public works and debris removal services. For many emergency situations, the Debris Management Functional ESF may be activated to enhance response and recovery efforts throughout the county and with OA cities.





## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

Responding to debris-generating events and the hazardous environments they create is exceedingly complex. Planning for efficient response and recovery operations places a heavy burden on emergency managers and planners because of the need to integrate resources across agencies and from every level of government. An effective plan for debris management includes the standard elements of an emergency response plan, but also focuses on addressing the impacts of and challenges associated with long term debris operations, including recovery processes that can stretch into years.

Although the Debris Management Functional ESF addresses the requirements for providing emergency management procedures and processes associated with debris created by all types of disasters, the primary debris generating disasters would be a large or catastrophic earthquake, or widespread flooding. A catastrophic earthquake along the Southern San Andreas Fault will have a calamitous effect on the Riverside County OA infrastructure and facilities throughout the region.

Depending on the size of the event, debris management response operations may last as little as a few days and a few months. Debris management response operations generally include the development of situational awareness and priorities; debris clearance; assessment of buildings and infrastructure; staging, processing, and disposing of debris; removal of debris; and demolition of unsafe buildings and infrastructure.

In the event of a major emergency requiring the activation of the Debris Management ESF, all necessary equipment and personnel will be mobilized and dispatched to the scene as part of the Operations Section. Operations begin with support to law enforcement, emergency medical and fire services, and damage assessment teams. As information comes in from damage assessments, priorities for debris clearance and restoration of critical infrastructure such as roads, bridges, potable water, and sewer systems will be developed.

In major emergency situations, the Debris Management Unit Coordinator will establish priorities for emergency debris management operations.

This Concept of Operations outlines the following elements of Debris Management:

- Debris Management Primary Roles
- Debris Management Operations
- Information Flow
- Organization and Structure
- Notification and Activation
- Deactivation

### 2.2 Debris Management Primary Roles

#### 2.2.1 Riverside Operational Area Emergency Operations Center (OA EOC), Debris Management-related Positions

The Debris Management Unit is within the OA EOC Operations Section, Construction and Engineering Branch. During an activation of the Debris Management ESF, the Debris Management Unit will ensure



that information is verified and coordinated with the OA EOC Operations Section branches, other OA EOC sections, county departments, OA cities, and contracted debris management entities.

During an activation of the OA EOC, the Operations Section Debris Management Unit provides a single point within the OA wherein all damage assessment, roadway clearance, debris clearance, and demolition of damaged facilities information is developed and conveyed.

### **Overarching Responsibilities**

- Gather situational awareness of damages to structures and local streets through formal windshield surveys conducted by field teams
- Assist in the development of debris clearance priorities
- Identify permitted active landfills and transfer-processing facilities to accept debris and confirm facility use
- Contact landfills and transfer process facilities for additional facility information, including hours of operation, type of load accepted, amount of load accepted, and permits required
- Identify potential debris management sites
- Determine public works codes that may affect debris staging, processing, and disposal operations and modify, suspend, or waive codes, as needed and permitted
- Determine debris removal operations (e.g., curbside / right-of-way removal, bin collection sites, private property debris removal)
- Identify hazardous materials in impacted structures or facilities and in demolition debris and determine their appropriate handling and disposition
- If demolition has been approved for Public Assistance Program funding, ensure that demolition procedures are carried out according to FEMA guidelines
- Determine if RCWMD resources, other County resources, or contracted resources are sufficient, and if not request additional resources through the OA EOC
- Monitor debris management site operations and debris removal operations
- Provide debris clearance and removal services
- Demolish unsafe buildings and structures as requested by Building and Safety Unit

## **2.3 Debris Management Operations**

### **2.3.1 Development of Debris Clearance Priorities**

Immediately after the disaster, it will be necessary to gain situational awareness. Situational awareness during a catastrophic event is achieved by passing standard ICS forms along the SEMS levels. Situational awareness for debris management includes determining the utility of and accessibility to the roads and highway system, priority routes that are linked to critical facilities, areas with hazardous material spills, areas of large amounts of debris and/or earthen debris caused by landslides, and the names and/or locations of infrastructure, critical facilities, and large buildings that have partially or totally collapsed. In a flooding incident, the response may have to wait until the water subsides, except for life safety and evacuations.

As situational awareness is gained, priorities for the clearance of debris will be established. Because life-safety efforts take priority in a response effort, Riverside County departments and agencies debris clearance resources will first address efforts for fire response and search and rescue missions, then incorporate their capabilities to assess and repair immediate essential services to the county. Secondary



priorities, such as area damage and restoration activities, will then be addressed as resources become available or will be covered simultaneously if staffing allows.

### **2.3.2 Debris Clearance**

Initial debris clearance activities are necessary to eliminate threats to life and safety. During these operations, debris will first need to be cleared for fire response and search and rescue missions. In Riverside County, debris clearance priorities will be based on the County's EOC Incident Action Plan (EAP), which will generally include the routes necessary for first responder activities, major infrastructure of the roads and highway system and/or memorandums of understanding in place with the California Department of Transportation (Caltrans), State highway system on- and off-ramps into and out of Riverside County, and priority routes that are linked to critical facilities.

Debris clearance operations may be revised based on changes to the operational objectives and/or when new or better routes are established. Debris clearance operations may also be expanded to include evacuation pick-up points and secondary shelters. In the interest of time, debris is generally moved from at least one travel lane, and areas of ingress/egress are cleared later. Whether RCDWD, other County departments or agencies using their own resources, or contractors perform debris clearance work - documentation is necessary for Public Assistance Program grant consideration.

### **2.3.3 Emergency Roadway Clearance**

Following a disaster, the next priority is to clear major roads and routes to provide access to key population support facilities and allow movement of emergency vehicles and damage assessments. In initial roadway debris clearance, debris is normally pushed to the side of the road and no attempt is made to remove or dispose of it. As electrical systems are often damaged by the same hazards that create substantial debris, debris management crews may need to coordinate their efforts with utility crews.

### **2.3.4 Safety Assessment of Buildings and Infrastructure**

The demolition of buildings and infrastructure will result in additional debris. To determine which buildings are extensively and completely damaged and therefore must be demolished, buildings and infrastructure will need to be assessed for use and occupancy. The safety assessments are not intended to identify or qualify damage but rather to categorize buildings and infrastructure for their safety and to identify immediate threats to life and public health and safety. Generally, critical facilities and infrastructure are assessed first, followed by buildings and secondary shelters for essential government services, and then other public and private buildings. Safety assessments will be conducted using local safety assessment procedures or Procedures for Post-Earthquake Safety Evaluation of Buildings (Applied Technology Council – 20) and follow guidelines that the Damage and Safety Assessment Unit establish to determine whether the building is safe for entry or occupancy. The assessment process will be re-initiated after major aftershocks, if necessary.

### **2.3.5 Debris Removal and Disposal**

As large-scale debris removal and disposal operations can be extremely costly, it is vital to determine if federal assistance will be provided and the rules that apply to such assistance before commencing debris removal operations. If the emergency situation resulted in a Presidential Disaster Declaration,



expenses of debris removal from public property may be partially reimbursed by the federal government – if the debris must be removed to eliminate immediate threats to life or public safety, eliminate threats of significant damage to improved property, and ensure economic recovery of the affected community. Debris removal from private property is generally the responsibility of the property owner. The County normally has the responsibility for picking up and disposing of debris from private property placed at the curb and bears the cost for the effort.

### **2.3.6 Staging, Processing and Disposing of Debris**

Debris management sites, which are locations used to temporarily store, reduce, segregate, and/or process debris, are established when it is not possible to take debris directly from the original collection point to the final disposition location. Debris management sites are frequently used to increase the operational flexibility when landfill space is limited or when the landfill is not close to the debris removal area. Debris management sites allow flexibility in operations, facilitate recycling, and expedite the debris removal process. However, often additional costs are associated with the use of these sites because debris must be handled twice. Also, usable public land may not be available and/or private land may be expensive to lease. Considerable time and effort are required to complete environmental and historic preservation compliance reviews before establishing and closing out a site. Finally, debris management sites require dedicated site management and staff for efficient operations, safety, and documentation considerations. FEMA makes the determination as to whether debris management sites are reimbursable under the Public Assistance Program.

Processing debris, such as construction and demolition debris can be done directly from the source site or from a debris management site, where the recyclable debris may be sorted and reduced first.

Processing debris has financial and environmental advantages. These operations can decrease the overall cost of a debris management operation by reducing the amount of material that is taken to a landfill and decreasing the cost of final disposition in the form of tipping fees. In processing the debris, potential end-use products for specific markets may offset the cost of operations even more.

Disposing of debris at a landfill is generally done from the source site or from a debris management site, where mixed debris is separated, and non-recyclable debris is hauled to the landfill for final disposal. The most cost-efficient measure is usually to make use of the jurisdiction's own or normally used landfills. The available space and functionality of the landfill often determine the most appropriate type of reduction method to use. If local landfills are not adequate or functional, the jurisdiction may need to consider other landfills that are nearby or even landfills that are out of the region.

### **2.3.7 Establishing Temporary Debris Storage and Reduction (TDSR) Facilities**

The effective disposal of large quantities of disaster debris requires that suitable temporary storage and volume reduction facilities be established. Such facilities hold debris until it can be sorted, reduced in volume, and dispatched to an appropriate disposal facility. TDSR facilities sort debris to separate burnable from non-burnable materials and segregate hazardous products for disposal. TDSR facilities are preferably government owned, large enough to accommodate a storage area, within reasonable proximity to disaster areas and debris disposal sites, good road access, distant from a residential area, and not located in an environmentally sensitive area.



### 2.3.8 Demolition of Unsafe Buildings

Buildings and infrastructure that pose an immediate threat to life and public health and safety may need to be demolished. The demolition process follows applicable procedures for condemnation, permitting, and demolition. Decisions to demolish damaged buildings and infrastructure will be affected by funding, insurance, planning, and design considerations. In some cases, it may take several years for demolition to occur. Demolition of buildings on private property may or may not be eligible for Public Assistance Program funding.

## 2.4 Information Flow

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The Debris Management ESF facilitates communication among multiple response levels during OA wide coordination of debris management information. The following provides an overview of the various coordination levels that maintain communication during a disaster event. The list below depicts the relationship of how information is collected and passed up from the field level to the OA EOC and from the OA EOC back to the field level.

- **Field Level**
  - Assess the debris status and levels
  - Implement damage assessment, debris collection and clearance as necessary
  - Submit frequent situation status reports to the appropriate OA EOC Section or Unit
- **OA EOC, Construction and Branch**
  - Gather information from field level representatives on a continual basis
  - Submit situation status reports to the Debris Management Unit Leader
  - Disseminate cumulative EOC Situation Status reports to the field level
  - Coordinate with regional, state, and/or federal entities as necessary
- **OA EOC Operations Section Chief**
  - Ensure EOC situational awareness of ongoing debris status and issues
  - Exchange information field situation status for projected multiple-operational periods
  - Develop objectives in the EOC Action Plan to include damage assessments, debris collection and clearance, route recovery and restoration needed
- **Supporting Departments, Agencies, & Organizations**
  - Support RCWMD as the lead agency in debris management issues; support the OA EOC and field operations as requested
  - Maintain communication with appropriate departmental representatives by providing frequent situation status updates

## 2.5 Organization and Structure

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### 2.5.1 Organization

The Debris Management ESF encompasses support from numerous departments and agencies to ensure that OA-wide debris management information and activities are communicated and conducted in a coordinated manner. The OA EOC Construction and Engineering Branch is the central location in which this coordination takes place during a major incident. The organization chart on the following page depicts the relationship between the OA EOC Construction and Engineering Branch, the Debris



Management Unit, which falls under the Construction and Engineering Branch, and the various involved departments, as well as its coordination within the OA EOC.





**2.5.2 Debris Management Responsibilities**

The following table identifies the overall roles and responsibilities of each entity that may be involved with Debris Management. Entities needed to support Debris Management operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<p><b>RCWMD</b></p>	<p style="text-align: center;"><b>County/OA Entities</b></p> <ul style="list-style-type: none"> <li>▪ Provide situational updates to the Construction and Engineering Branch Coordinator regarding debris management</li> <li>▪ Relay EOC Action Plan priorities to field units for the coordination of resources and staffing to support debris removal, staging, holding and storage areas, sorting, and recycling</li> <li>▪ Coordinate the receipt of street, property, and infrastructure debris reports</li> <li>▪ Prioritize resources through the EOC to assist with expediting the collection, transport, storage, recovery, recycling, and disposal of debris</li> <li>▪ Coordinate resources to support temporary public and private debris holding locations</li> <li>▪ Maintain the activity status of temporary sorting, chipping, and recycling sites throughout the affected area to facilitate debris management</li> <li>▪ Provide information regarding enforcement efforts for illegal dumpsites or dumping</li> <li>▪ Relay public information to EOC Joint Information Center (JIC) to issue press releases on recycling ordinances, debris collection, recovery, recycling, reuse, and disposal</li> <li>▪ Coordinate a debris collection strategy with relevant agencies that includes response and recovery operations, curbside collection, collection centers, hazardous wastes, and recyclables</li> <li>▪ Fire and waste disposal companies dispose of and remove hazardous waste</li> <li>▪ Identification and establishment of recycle and reuse sites</li> <li>▪ Coordinate disposal of agricultural or biohazard debris with agricultural and public health agencies</li> <li>▪ Establishment of temporary storage sites on private property</li> <li>▪ Debris recovery processors and facilities</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
<b>PIO</b>	<ul style="list-style-type: none"> <li>▪ Coordinate with Debris Management Unit Leader on developing detailed information on debris removal and disposal plans and procedures</li> <li>▪ Use multiple media sources such as Public Service Announcements, flyers, and press releases</li> <li>▪ Develop and coordinate announcements on debris removal process, collection times, storage sites, use of private contractors, and environmental and health issues</li> </ul>
<b>Cal OES</b>	<ul style="list-style-type: none"> <li>▪ Coordinate and organize debris removal processes and plans</li> </ul>
<b>CalEPA</b>	<ul style="list-style-type: none"> <li>▪ Assess of environmental issues resulting from the disaster</li> <li>▪ Coordinates debris removal and restoration of environmental facilities</li> </ul>
<b>CHP</b>	<ul style="list-style-type: none"> <li>▪ Responsible for evacuation and traffic control</li> </ul>
<b>Caltrans</b>	<ul style="list-style-type: none"> <li>▪ Assist in obtaining transportation assistance as needed in the removal and disposal of disaster debris</li> <li>▪ Determine the priority for clearing the road system in the county</li> </ul>
<b>CR&amp;R</b>	<ul style="list-style-type: none"> <li>▪ Assist with debris removal and disposal</li> </ul>
<b>COCO</b>	<ul style="list-style-type: none"> <li>▪ Provide legal advice and counsel to the Board of Supervisors, the Executive Office, and the other county departments, including the EMD.</li> </ul>

## 2.7 Notification and Activation

### 2.5.1 Notification

In the event of an incident requiring OA-wide debris removal and restoration coordination, RCWMD in coordination with the Riverside County Emergency Management Department will determine the implementation needs of the Debris Management Functional ESF. Notification will then be issued to relevant supporting entities, and to any additional departments or agencies as required. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail incident information, reporting instructions, and any relevant coordination information.

### 2.5.2 Activation

Activation will be concurrent with any incident requiring an elevated need for debris removal and restoration coordination. The level of activation will be determined according to the needs and magnitude of the event:

- During any event where debris management operations exceed the capabilities of normal





operations

- During regional activities that require activation of multiple debris management units
- The magnitude of the event requires mutual aid
- Response and recovery operations will involve multiple county departments
- Response and/or recovery efforts are expected to last an extended time

**Step 1: Initial Assessment**

- Field units conduct initial damage assessments and determinations of needs and relay information to the Debris Management Unit
- Identify potential major problems that may impact debris management operations; report to department supervisors

**Step 2: Verify and Organize Information**

- Verify collected information to determine the impact of the affected area
- Secure a point of contact at each affected location for situational updates
- Map and/or data in a system available for viewing at EOC
- Confirm affected areas through reports from dispatched emergency units and other support personnel:
  - Obtain preliminary debris level assessments
  - Create a cursory outage/damage footprint on maps or computer software based on assessments

**Step 3: Coordinate and Analyze Information (Initial Actions)**

- Assess the situation based on current information
- Determine the impact of the event on the county of Riverside
- Identify public facility needs in affected communities
- Identify and recommend government actions necessary to restore damaged infrastructure and public facilities to service
- Receive and respond to requests for information

**Step 4: Obtain Resources, Release Public Information**

- Request resources through the EOC, and supporting departments, to deploy to the field during an event
- Disseminate emergency information and guidance to the public, private, and government organizations
- All press releases are to be coordinated with involved departments and/or the EOC through the JIC, if activated
- If proprietary information is received from affected public or privately-owned facilities, legal counsel should be consulted prior to disseminating a press release
- Initial public information includes, but is not limited to the following:
  - Damage assessment and estimated/anticipated duration
  - Debris management actions that are being taken
  - Actions businesses, industries, and residents should take
  - A summary of the event
  - Overall steps to be taken by the government and residents to return to normal operation after the event



**Step 5: Continue to Monitor, Track, and Inform (Continuing Actions)**

- Serve as the point of contact for post-event damage reports
- Conduct and participate in planning meetings; provide situation updates, as necessary
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities via the EOC on priorities for storage and elimination of debris
- Secure resources (e.g., fuel for transportation, generators, technical support, and communications) for requested emergency operations
- Recommend actions regarding debris management
- Coordinate the collection and reporting of debris

**Step 6: Resources and Assets (External)**

- Coordinate the deployment of resources as necessary to support restoration operations.

**Step 7: Continue to Monitor, Track, and Inform**

- Monitor and report the status of and damage to public and private entities
- Receive and respond to requests for information
- Provide situation updates, as necessary
- Obtain continual situational awareness of the entire debris management operation for specific impacts from the incident

**2.5.3 Deactivation/Demobilization**

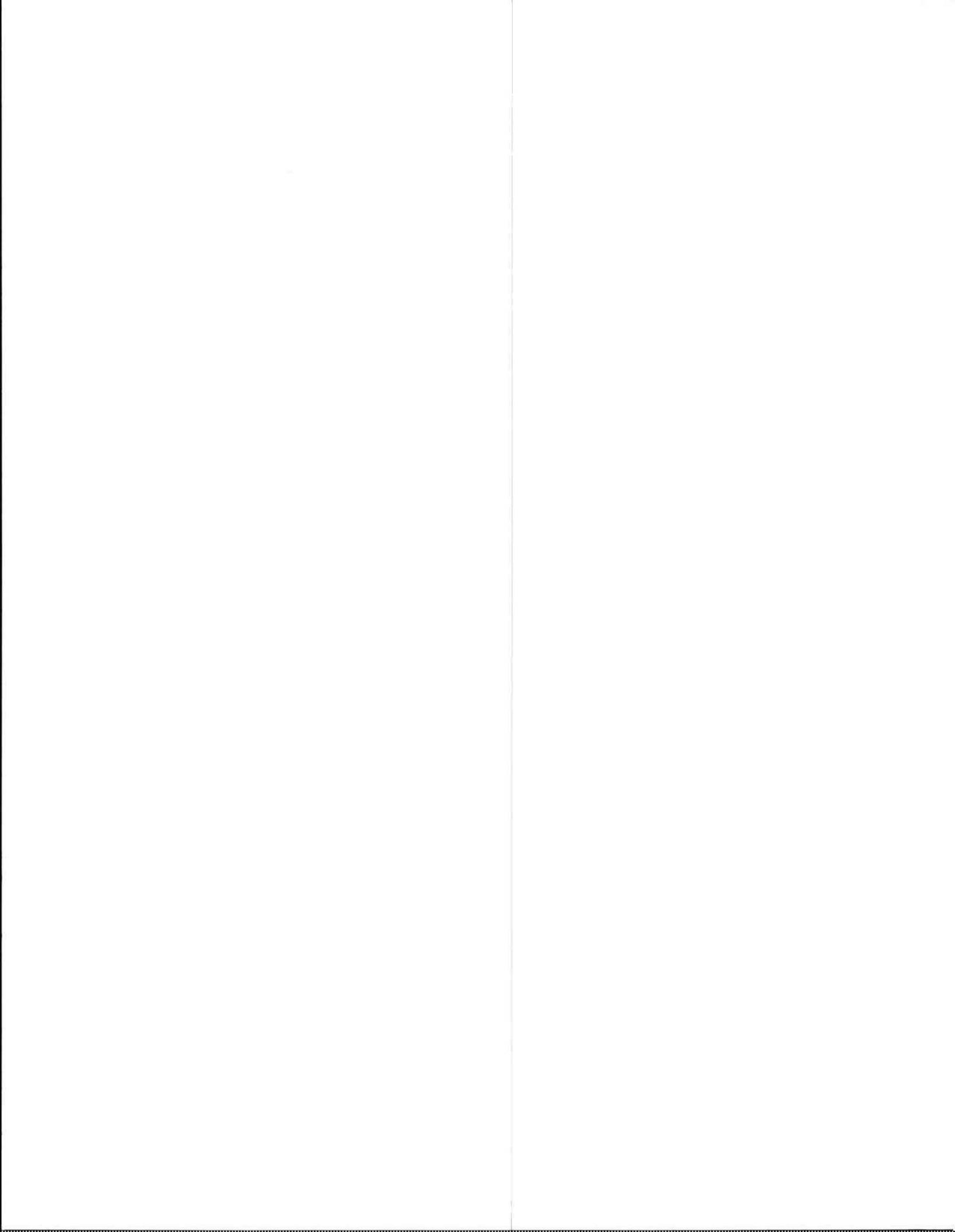
Debris Management support will be deactivated when the need for additional debris management and elimination coordination has diminished, ceased, or returned to normal operations. Deactivation of debris management support may occur incrementally according to the need or lack of need for specific debris management functions. The Debris Management ESF may be deactivated or scaled back at the discretion of RCWMD, the OA EOC Director, Deputy EOC Director, or the Operations Section Chief once a plan for demobilization has been coordinated.



### 3. Planning Assumptions

The following planning assumptions for the Debris Management Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same
- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use
- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area
- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance
- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, efficient, and professional manner





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**Emergency Support Function 20:  
Animal and Livestock Care**  
County of Riverside  
Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



**Riverside County EOP Emergency Support Function #20:  
Animal and Livestock Care**

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<p><b>Coordinating Departments</b></p>	<p>Riverside County Department of Animal Services; Riverside County Sheriff's Department; Riverside County Fire Department</p>
<p><b>Supporting Departments</b></p>	<p>Riverside County Department of Public Social Services; Riverside University Health System-Public Health (RUHS-PH); Department of Behavioral Health; Department of Environmental Health; CA Department of Food and Agriculture; CA Environmental Protection Agency; United States Department of Agriculture; CARE; City's Animal Control/Services</p>

### 1.2 Overview of Department Responsibilities

<p><b>Department</b></p>	<p><b>Responsibilities</b></p>
<p><b>Department of Animal Services</b></p>	<ul style="list-style-type: none"> <li>▪ Assess animal care needs</li> <li>▪ Identify animal response requirements to include provision for service animals at shelter sites</li> <li>▪ Develop and provide PIOs with information to disseminate to the public through the JIC</li> <li>▪ Coordinate the field response</li> <li>▪ Coordinate rescue and transport of animals from distressed areas</li> <li>▪ Coordinate the search of affected areas for animals</li> <li>▪ Coordinate the animal sheltering response</li> <li>▪ Staff the Animal Care Unit Leader position in the Riverside County EOC</li> </ul>
<p><b>Supporting Departments</b></p>	<ul style="list-style-type: none"> <li>▪ Support animal response operations as needed</li> <li>▪ Identify zoonotic where public health may be at risk</li> <li>▪ Provide transport vehicles and personnel; assist with the staging of animal shelters</li> <li>▪ Provide space in open land areas for spontaneous shelter-in- place for animal shelters and livestock</li> <li>▪ Support search and rescue of abandoned, lost, injured, or sick domestic animals</li> <li>▪ Communicate necessary animal care and shelter information to the public</li> </ul>



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### 1.3 Purpose

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The Animal and Livestock Care Emergency Support Function (ESF) provides guidance on the effective conduct of animal care responsibilities prior to, during, and immediately following a significant, large-scale incident in Riverside County. The purpose of this function is to adequately respond to and recover from emergencies involving service animals, domestic animals, livestock, and wildlife, when feasible, within Riverside County.

### 1.4 Scope

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The Animal and Livestock Care Emergency Support Function supports Riverside County Animal Services personnel by providing a structure in which to effectively direct, manage, and control animal response and recovery operations. This ESF details the procedures, responsibilities, and concept of operations during a potential, imminent, or declared emergency. Specific objectives are as follows:

- Coordinate domestic animal response and recovery activities, to include rescue, triage, medical treatment, transport, care, shelter, and domestic animal reunification
- Coordinate for the feeding, watering and relief areas for service animals at shelter sites
- Coordinate livestock response and recovery activities, mitigating loss of life whenever possible
  - There are currently 36 dairy farms in Riverside County, primarily in the San Jacinto area, with 47,516 cows (*Source: California Department of Food and Agriculture, California Dairy Statistics 2012*)
- Coordinate the identification and documentation of animals for effective reunification





## 2. Concept of Operations

### 2.1 General Concepts

The Animal and Livestock Care function is tasked with coordinating the control and maintenance of companion animals, livestock, wild animals, and potential environmental risks as it relates to animals.

This Concept of Operations outlines the following elements of the Animal and Livestock Care function:

- Public Information
- Field Response
- Animal Sheltering
- Animal Intake
- Reunification of Domestic Animals with Owner/Guardian
- Coordinate with livestock owners during an emergency or disaster
- Rescue and capture of animals that have escaped
- Coordination with other Agencies and Departments
- Organization and Structure
- Notification and Activation
- Deactivation Procedures

#### 2.1.1 Public Information

Public Information is an essential response component during any type of an incident in which domestic animals or livestock may be impacted. During an Animal and Livestock Care ESF activation, the Department of Animal Services will coordinate with the Public Information Officer (PIO) and/or the Public Information ESF and Joint Information System (if activated) to provide public information regarding the following:

<b>Pre-Event</b>	<ul style="list-style-type: none"> <li>▪ Evacuation directions and supplies</li> <li>▪ Sheltering locations</li> <li>▪ Information regarding reunification</li> <li>▪ Survival information</li> </ul>
<b>Post-Event</b>	<ul style="list-style-type: none"> <li>▪ Animal care and medical treatment information</li> <li>▪ Volunteer opportunities</li> <li>▪ Lost animals</li> <li>▪ Reunification procedures</li> <li>▪ Unclaimed animal policies</li> </ul>

There will be an ongoing need to provide the public with updated information as the incident progresses. For further details about public information dissemination, refer to the Public Information Emergency Support Function.

#### 2.1.2 Field Response

##### Overview

This ESF is organized to ensure rapid response to animal and livestock needs in a disaster situation. During an event in which animal rescue, triage, and/or transport is needed, Animal Services field units



will be deployed to the appropriate area to coordinate with supporting agencies, including the Riverside County Sheriff's Department, Riverside County Fire Department, and local police and fire departments. Field response will be organized according to the National Incident Management System (NIMS) and the Incident Command System (ICS) to ensure a coordinated response. Animal Services field units will work with supporting agencies to conduct the following:

- Assess overall animal response needs
- Assess the safety of deploying units to rescue domestic animals
- Deploy units to rescue domestic animals from affected, evacuated, and/or otherwise unsafe areas
- Assist in coordinating the on-site sheltering or relocation of livestock by their owners in the event of an evacuation
- Set up staging areas, field/mobile incident command, and support units deployed to rescue domestic animals
- Determine resource needs and submit resource requests, as appropriate
- Screen and triage animals
- Provide and/or coordinate basic emergency medical care for injured animals
- Arrange transportation to an appropriate facility for domestic animals needing advanced medical care, sheltering, and boarding
- Assist with containment and surveillance efforts
- Provide food, water and relief areas and other necessities as required for service animals at shelters

In addition, the 'Riverside County Joint Public Safety Agency Operations for Evacuations Evacuation Checklist' was developed to assist field supervisors in the initial stages of a fire or other emergency requiring evacuations. The checklist is a guideline intended to facilitate the safe and efficient evacuation of the whole community including individuals with access and functional needs. The checklist is updated and maintained by EMD in collaboration with other agencies.

### ***Triage***

Triage is the process of sorting animals for emergency care, transportation, impoundment, euthanasia, and disposal. Animals may be triaged in the field to determine which animals must be evacuated to secondary triage areas. Animals may then be triaged a second time in a triage treatment area where a veterinarian and/or a registered veterinary technician is available. If not possible to triage injured and sick animals will be transported for further treatment as soon as possible. An animal's primary triage category may change at any time. Stabilizing treatment may be initiated while awaiting transportation; however, transport should not be delayed for treatment. When veterinary medical staff or Animal Services staff deems euthanasia necessary and humane, appropriate actions will be taken.

### ***Transport***

Animal Services and supporting departments will coordinate transportation of animals from the field to triage areas, field hospitals, and/or operational animal facilities. Ongoing assessment will be made to determine the type and number of transportation vehicles needed. This information will be relayed to the Animal Care Unit representative in the Emergency Operations Center, as appropriate.



***Medical Treatment***

Medical treatment of animals will be supported by the Animal Services appointed veterinarian with the aid of the Humane Society, SPCA, and local volunteer veterinarians. The Animal Services Department will coordinate triage, staging, and transport needs of sick and injured animals; medical supplies and equipment will be acquired through the Logistics Branch with cooperation from Riverside County EOC, if necessary.

***Deceased Animals – Mass Fatality***

Follow current procedures to the available capacity for the documentation and storage of deceased animals and the rendering of animal remains. Consultation of Environmental Health, Public Health and other agencies, in coordination with Dept. of Animal Services may be required.



**2.1.3 Animal Sheltering**

Initially, domestic animals in need of housing will be accepted at and/or transported to animal shelters used by Animal Services; these may include County animal shelters and/or partner agency shelters, such as Animal Friends of the Valley, etc. Dept. of Animal Services will provide provisions for service animals at human shelters to include food, water, relief area identification and any other provisions needed to support the animal. Depending on the severity of the imminent or actual event, it may be necessary to prepare for and operate additional animal shelters. Once it is determined that temporary animal shelters are needed, the following actions will apply:

<p><b>Shelter Location</b></p>	<ul style="list-style-type: none"> <li>▪ Animal shelter sites will be determined by existing locations Dept. of Animal Services currently runs, manages or owns. In some cases, Dept. of Animal Services may utilize existing shelter sites of partner agencies. Inspect shelter facilities and grounds for feasibility, size of animal containment areas, safety, and security</li> </ul>
<p><b>Supplies</b></p>	<ul style="list-style-type: none"> <li>▪ Ensure adequate supplies are available to support the shelters.</li> <li>▪ Obtain appropriate intake forms and office supplies</li> </ul>
<p><b>Staffing</b></p>	<ul style="list-style-type: none"> <li>▪ Identify, orient, and assign shelter staff to work in 12-hour shifts.</li> <li>▪ Identify shelter manager and assign shelter positions to staff and credentialed volunteers</li> <li>▪ Create work and rest schedules for staff and credentialed volunteers</li> <li>▪ Create ongoing task lists</li> </ul>
<p><b>Service Animals</b></p>	<ul style="list-style-type: none"> <li>▪ In accordance with legal directives, service animals must be housed with their owners/guardians in human shelters. Support for these owners and animals may be requested through the Animal Services Department or the Animal Care Unit Leader in the EOC. Support and provision of service animals include but is not limited to food, water, relief areas and other provisions as required</li> </ul>

If American Red Cross (ARC) shelters are open for human evacuees, a determination will be made regarding the feasibility of co-locating animals at shelters. In most cases, humans and animals (not including service animals) cannot be co-located at the same shelter site due to concerns with allergies, bites, etc. Service animals are always permitted at human shelters and in every circumstance. If co-location is an option, animal response teams will be dispatched to ARC shelter sites and arrangements will be made to obtain emergency supplies and any specialized equipment needed to care for the animals.

If co-location is not an option, or if the animal is not a service animal, existing animal shelter sites will be utilized as noted above. Dept. of Animal Services will provide for the pick-up and transport of animals from human shelter sites to animal shelter sites. Animals at shelter sites will be provided for with shelter, food, water and other necessary provisions. Dept. of Animal Services has a professional system they use to identify and re-unify animals with their owners.



Partner agencies with animal sheltering capabilities.

Shelter Name	Areas Served
Animal Friends of the Valleys	Canyon Lake, City of Lake Elsinore, City of Temecula, City of Murrieta
Beaumont Animal Control	City of Beaumont
Corona Animal Shelter	City of Corona
Indio Animal Shelter	Cities of Indio, Salton Sea, La Quinta
Moreno Valley Animal Shelter	City of Moreno Valley
Norco Animal Shelter	City of Norco
Palm Springs Animal Shelter	City of Palm Springs
Perris Animal Control	City of Perris
Rancho Mirage Animal Control	City of Rancho Mirage

**2.1.4 Animal Intake**

As animals are received in sheltering or medical facilities, pet owners must fill out appropriate paperwork detailing pet and owner information. The following must be identified:

- Owner/guardian contact information
- Alternative contact individuals
- Animal description
- Digital photograph of the animal (if available)
- Vaccination information
- Special needs information
- Bite information
- Microchip/tattoo information
- Signed agreement and waiver

**2.1.5 Reunification of Pets with Owners**

An identification and tracking process will be used during the animal’s stay in the emergency shelter. When the animal has been treated or no longer has sheltering needs, owners will be contacted to reunite them with their pets. Upon arrival at the facility, owners/guardians will be required to present proper personal identification and affirmatively identify their animal by providing an accurate description of their pet, viewing and identifying their pet in photos, or by being escorted through existing shelter areas to identify their pet. If an owner is unable to provide the primary identification needed to claim his or her pet, a secondary means of identification—such as vet records, photos of owners with the pet, microchip information, or a letter from a veterinarian with a description of the



animal—is acceptable. If the owner is unable to find his or her pet, a lost animal report will be filed with Animal Services detailing the description of the animal, its last known location, and the owner’s current contact information. In the case where Dept. of Animal Services will return the animal to the human shelter location, animal owners will work directly with staff to identify/retrieve their animals.

- For owners or pets needing reunification after temporary shelters have been closed, the following policies apply:
  - Those looking for lost animals will fill out a detailed lost animal report prior to viewing stray animals
  - Owned and stray animals not reclaimed within a reasonable period time will be considered abandoned and may be placed for foster care or adoption. Depending on the nature of the event, this period may range from 30 – 180 days
  - An alternate process for proving ownership will be developed for those instances when personal identification and animal intake forms may have been lost during a disaster, or when owners had to evacuate without the necessary documentation
  - If possible, deceased, or euthanized animals will be photographed for discreet viewing by persons looking for their lost animals

### **2.1.6 Coordination with Other Agencies and Departments**

#### ***EOC Coordination***

During an event requiring an activation of the Riverside County EOC, Animal and Livestock Care responsibilities will be coordinated by the Animal Care Unit Leader within the Riverside County EOC, Operations Section, Mass Care and Shelter Branch. The Animal Care Unit Leader will maintain communication and coordination with all departments relevant to the situation and will be the primary conduit of information between the Animal Services DOC and the Riverside County EOC. Within the EOC, the Animal Care Unit Leader will ensure that any activities potentially impacting domestic animals, such as human evacuation and sheltering, are taken into consideration and properly coordinated and that provisions for service animals are made timely and efficiently.

It is particularly imperative that lines of communication exist among fire, law enforcement, and Animal Services involving search, rescue, and evacuation related to domestic animals and livestock. There are numerous volunteer groups in the County that are committed to domestic animal issues and will assist animal owners in relocating their animals during an evacuation. Dept. of Animal Services attempts to coordinate with as many of these groups in advance to educate them on how animal sheltering operates during a disaster, but it is known, that despite those efforts, there are and will be volunteer groups or individuals in the community who will begin conducting animal “sheltering” on their own during a disaster. In some cases, Dept. of Animal Services will attempt to intercept or in some cases, support those individuals in order to maintain the integrity of the disaster animal sheltering program.

#### ***Mutual Aid Coordination***

Due to the limited number of resources that exist within any single department or agency in the County, volunteer animal-related rescue, shelter, and clinic organizations will serve during an event impacting animals within Riverside County. There may be a need to obtain additional resources, supplies and/or personnel, from other agencies outside the County through the execution of mutual aid agreements.

### **2.1.7 Volunteer / Donations Management**

During a large-scale event or disaster affecting Riverside County, volunteer interest will be high.



Dept. of Animal Services has a process in place for the acceptance of donations during times of disaster. The County nor Dept. of Animal Services benefit directly from these types of donations, rather, they are directly for the benefit of the animals and the individuals affected by the disaster. Donations during times of disaster typically include: blankets for animal shelters, food, water, and toys. Dept. of Animal Services adheres to existing practices and protocols regarding the acceptance of such donations.

The following are categories of volunteers that may be available to assist with Animal and Livestock Care operations:

- **Trained Volunteers:** Several animal-focused organizations either have members or have access to individuals who are skilled in veterinary services and are familiar with appropriate animal handling methods. During an emergency, these volunteers may be called upon to assist with animal response operations by their respective organizations
- **Disaster Service Workers:** All Riverside County employees are designated as Disaster Service Workers (DSWs). In the event of an emergency, public employees may be assigned to serve as DSWs to perform activities that promote the protection of public health and safety or the preservation of lives and property
- **Convergent Volunteers:** It is anticipated that concerned citizens will spontaneously volunteer to assist with animal care services. For these volunteers to be utilized, they must be registered as convergent volunteers through a County process. In the event unregistered volunteers arrive at Animal Services, a shelter site, or any other such area, they will be directed to a site designated for the registration process. If such a site has not yet been established, convergent volunteers will be tracked through the Riverside County EOC and sent to other agencies in need of volunteers

## 2.2 Animal Response Organization and Structure

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### 2.2.1 Organization

The Animal and Livestock Care function encompasses support from a variety of Riverside County departments and outside agencies to ensure that animal needs are addressed in a coordinated manner. The Animal Care Unit is part of the Mass Care and Shelter Branch in the Riverside County EOC Operations Section, as shown in the following organization chart:







### 2.2.2 Animal Response Roles and Responsibilities

The following table details the overall roles and responsibilities of each entity involved with the Animal and Livestock Care ESF.

Entity	Roles and Responsibilities
<p><b>Animal Services</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate the response to animal-related issues</li> <li>▪ Communicate response status updates and needs to the EOC</li> <li>▪ Provide information to the public through the PIO</li> <li>▪ Ensure the NGO involvement follows FEMA guidelines</li> <li>▪ Expand animal sheltering capacity, as needed</li> <li>▪ Expand field search and rescue, as needed</li> <li>▪ Provide provisions for the care and support of service animals</li> </ul>
<p><b>Animal Response Unit Leader</b></p>	<ul style="list-style-type: none"> <li>▪ Lead representative for Animal and Livestock Care in the Riverside County EOC</li> <li>▪ Coordinating and communicating with Animal Services DOC and providing information to the Operations Section Chief regarding animal related issues</li> <li>▪ Coordinating with the Joint Information Center (JIC) and providing public information needs</li> <li>▪ Coordinating with Logistics Section regarding needed resources</li> <li>▪ Coordinating with Planning Section to obtain overall situation status</li> <li>▪ Providing situation status reports to the Care and Shelter Branch Coordinator</li> </ul>
<p><b>American Red Cross</b></p>	<ul style="list-style-type: none"> <li>▪ Request support from Animal Services when pet sheltering needs arise</li> </ul>
<p><b>Cities Animal Control/ Services</b></p>	<ul style="list-style-type: none"> <li>▪ Support Animal Services efforts in responding to animal needs</li> <li>▪ Communicate the availability of resources toward animal efforts</li> <li>▪ Assist with identification of storage for spontaneous donations</li> <li>▪ Provide community situation status information</li> </ul>



<b>Riverside University Health System- Public Health</b>	<ul style="list-style-type: none"> <li>▪ Determine the impact of animal issues on public health</li> <li>▪ Communicate concerns to Animal Services</li> <li>▪ Plan a unified response to public health concerns</li> </ul>
<b>Department of Public Social Services</b>	<ul style="list-style-type: none"> <li>▪ Communicate needs for animal shelters to Animal Services or the Riverside County EOC Mass Care and Shelter Branch</li> <li>▪ Coordinate public messaging with EOC PIO and Dept. of Animal Services PIO to ensure shelter residents are aware of what services are available, where, etc.</li> <li>▪ Ensure shelter residents with service animals are provided access to Dept. of Animal Services as soon as possible so that they can be provided with appropriate provisions for the animal, relief area, etc.</li> </ul>
<b>Law Enforcement</b>	<ul style="list-style-type: none"> <li>▪ Assist with identification, when applicable, of locations with known animals requiring evacuation or assistance</li> </ul>
<b>Animal Shelters</b>	<ul style="list-style-type: none"> <li>▪ Communicate situation status and resource requests through the Animal Services DOC to the Riverside County EOC</li> </ul>
<b>Mutual Aid from Neighboring Communities</b>	<ul style="list-style-type: none"> <li>▪ Respond with trained personnel, vehicles, and equipment, as needed</li> <li>▪ Transport supplies and equipment from outside the area</li> <li>▪ Transport domestic animals to neighboring communities for sheltering following established protocols</li> <li>▪ Provide leadership relief, if necessary</li> </ul>
<b>Care and Shelter Branch Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Coordinate food and water to personnel, staff, and volunteers</li> <li>▪ Coordinate communication between human and animal shelters</li> </ul>

Animal shelters, rescue centers, and clinics will provide for the following Animal and Livestock Care responsibilities:

- Bring State resources to the event
- Activate the California Department of Fish and Game, if needed
- Coordinate the use of trained volunteers during animal response operations
- Provide emergency medical care, hospitalization, and medical sheltering
- Provide veterinary medical personnel, equipment, supplies, and the use of private practice veterinary hospitals, if necessary, for housing animals impacted by an event



- Provide emergency shelter, as needed
- Provide emergency veterinary care
- Identify, train, and issue credentials to spontaneous volunteers
- Participate in the ICS command structure and leadership during an event
- Assist with animal rescue, feeding and veterinary care during animal response operations
- Assist Animal Services in the coordination of veterinary triage teams
- Coordinate the use of trained volunteers and/or highly skilled veterinary medical volunteers
- Provide provisions for service animals at human shelters to include: food, water, shelter, relief areas and other identified provisions requested



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## 2.3 Notification and Activation

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### 2.3.1 Notification

In the event of an impending or actual event impacting animals within the Riverside County, Animal Services in coordination with EMD will determine the activation needs of this ESF. Notification will then be issued to all relevant supporting departments, and to any additional departments or agencies as required. Notification will be issued through the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information. Upon notification of an event, Animal Services will begin planning efforts, to include:

- Defining impacted animals
- Identifying potential response requirements and needs
- Placing all Animal Services personnel on standby and/or staffing appropriate positions, as necessary
- Determining Animal Services DOC activation and staffing requirements

### 2.3.2 Activation

The Riverside County Fire Department, EMD, Animal Services, or the Riverside County EOC Director may implement this ESF, when a large-scale event or disaster affecting the Riverside County animal population is anticipated or has occurred. The level of activation will be determined according to the requirements of the event. If the determination is made to activate Animal Services, the following departments and agencies should be notified:

- Department of Public Social Services
- Riverside University Health System-Public Health
- Department of Mental Health
- Department of Environmental Health
- CA Department of Food and Agriculture
- CA Environmental Protection Agency
- United States Department of Agriculture
- CARE
- Cities Animal Control/Services

#### ***Scalable Activation***

Animal and Livestock Care operations will increase or decrease based on the type and nature of the emergency and the magnitude of the event. The type and 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.



Situation	Examples	Operational Level	Coordinating Department
<b>Simple Planned Event</b>	Notification of a potential impact to the Riverside County animal population	<ul style="list-style-type: none"> <li>▪ Field</li> <li>▪ DOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> </ul>
<b>Complex Planned Event</b>	Notification of a potential large-scale event requiring Animal Services resources and personnel, involving support agencies and EOC activation	<ul style="list-style-type: none"> <li>▪ Field</li> <li>▪ DOC</li> <li>▪ EOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> <li>▪ EMD</li> <li>▪ County Chief Executive Officer</li> </ul>
<b>Simple Unplanned Event</b>	Notification of an actual event requiring Animal Services coordination	<ul style="list-style-type: none"> <li>▪ Field</li> <li>▪ DOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> </ul>
<b>Complex Unplanned Event</b>	Notification of a large-scale event requiring Animal Services resources and personnel, involving support agencies and EOC activation	<ul style="list-style-type: none"> <li>▪ Field</li> <li>▪ DOC</li> <li>▪ EOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> <li>▪ EMD</li> <li>▪ County Chief Executive Officer</li> </ul>

**2.3.3 Response Actions**

**Step 1: Secure Incident Site**

When notified of an event affecting the Riverside County animal population, Animal Services will perform the following actions:

- Assess and determine impacted animals
- Identify animal response staffing and resource requirements
- Alert and deploy appropriate field units as necessary

**Step 2: Activate; Alert EOC (as Necessary)**

Activation of this ESF and/or the EOC involves, but is not limited to, the following:

- If activated, send departmental representatives to EOC
- Assign Animal Care Unit Leader responsibilities to the most appropriate personnel



- Determine mutual aid needs
- Notify and request assistance from supporting departments, NGOs and other agencies
- Notify community shelters, rescue centers, and clinics of activation

**Step 3: Gather Information**

- Determine the condition and capacity of primary Animal Services and community partner animal shelters
- Determine whether rescue, triage, and transport requirements are needed
- Determine animal sheltering needs
- Determine whether animals will be co-located in American Red Cross shelters once activated
- Divide animals into dog or cat categories
- Dispatch a team to the ARC shelter sites
- Determine transportation needs and capabilities

**Step 4: Analyze Information and Coordinate Response**

- Take action to expand current animal sheltering and field response capacity, if needed
- Mobilize animal care personnel and augment staff, as needed (contact neighboring jurisdictions)
- Prepare to receive unsolicited donations and volunteers
- Deploy a representative from the veterinary medical team to assist with triage of pets at shelter sites

**Step 5: Obtain Resources, Release Public Information**

- Request emergency supplies and specialized equipment through the EOC, and/or supporting departments as necessary
- Identify animal shelter sites and assign animals to shelters to make the best use of facilities (e.g., Animal Services, SPCA)
- Disseminate emergency information and guidance to the public, private, and government organizations

**Step 6: Continue to Monitor, Track, and Inform**

- Receive and respond to requests for information
- Provide situation updates, as necessary
- Re-evaluate the current situation status
- Determine future needs, as appropriate

**2.3.4 Deactivation**

This ESF will be deactivated when the need for advanced animal response coordination has either diminished or ceased. Animal and Livestock Care functions may be deactivated or scaled back at the discretion of the EOC Director, or Operations Section Chief, as appropriate. After the decision to



deactivate has been determined, the following activities may be necessary:

- Complete or transfer remaining Animal and Livestock Care responsibilities to the appropriate department(s)
- Provide deactivation information to all involved supporting departments
- Inventory, return to owner, or properly dispose of remaining supplies
- Issue a final status report to the Operations Section Chief
- Coordinate deactivation with the Operations Section Chief, to include staff release, equipment returns, and inventory
- Coordinate deactivation with Animal Services
- Ensure that a debrief is held between key staff, volunteers, and involved Riverside County departments
- Continue ongoing efforts for reunification as necessary



### 3. Planning Assumptions

The following planning assumptions apply to the Animal and Livestock Care Emergency Support Function:

- For the purposes of responding to animal issues during disasters, Riverside County defines animals as, “affected commercial livestock, companion animals, exhibition animals, captive wildlife, and exotic pets.” This definition excludes non-captive wildlife
- All appropriate Riverside County agencies and departments will be involved in emergency operations consistent with their functions and responsibilities with respect to emergency/disaster domestic animal and livestock issues
- Coordination with Riverside County departments, supporting departments, outside agencies and/or volunteers, will be critical to successfully meet emergency needs of domestic animals and livestock
- Because shelters do not allow pets in facilities, pet owners that must evacuate will not desert their pets, and refuse to evacuate, or evacuate their animals to a pre-determined site
- There is a public (and in some cases, legal) expectation that the local governments in the Riverside County will provide care, shelter, and treatment for domestic animals and service animals impacted by an emergency event
- Farmers and ranchers who depend upon animals for their livelihood are often unwilling to leave their animals unsupervised in the event of a disaster
- Animals/livestock that are not cared for by their owners during a disaster may become a public health and safety risk
- Large amounts of convergent volunteers and donations will be expected during a major event in the Riverside County which may provide resources for the Animal and Livestock Care ESF. Detailed volunteer and donations management procedures may be found in the Volunteer and Donations Management ESF
- It is the intent of the County, its employees, contractors, and partners to ensure a whole community response and recovery operation in a timely, professional, and efficient manner





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# **Emergency Support Function 21: Continuity of Operations and Government**

## County of Riverside Riverside County Operational Area (OA)



2022 Update

County of Riverside  
Emergency Management Department

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of Riverside County in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



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## **Riverside County EOP Emergency Support Function # 21: Continuity of Operations/Continuity of Government**

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Lead Agency</b>	Riverside County Executive Office
<b>Supporting Agencies</b>	County of Riverside Emergency Management Department (EMD); Sheriff's Department; CAL FIRE/Riv. Co. Fire Department (RCFD); Riverside University Health System – Behavioral Health (RUHS-BH); Riverside University Health System-Public Health (RUHS-PH); Department of Public Social Services (DPSS); Flood Control and Water Conservation District; Riverside County Information Technology (RCIT); Department of Animal Services (DAS); Department of Environmental Health (DEH); Transportation and Land Management Agency (TLMA)

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Riverside County Executive Office</b>	<ul style="list-style-type: none"> <li>▪ Establish and clarify policy</li> <li>▪ Implement COOP/COG for the County of Riverside affected departments and agencies</li> <li>▪ Ensure the OA EOC Director assigns a COOP/COG Manager to lead the COOP/COG implementation</li> <li>▪ Continually receive situational awareness and a common operating picture of the incident</li> <li>▪ Set priorities among incidents and resolve critical resource issues</li> <li>▪ Facilitate logistics support and resource tracking</li> <li>▪ Ensure interagency coordination</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide support and coordination to the COOP/COG function in the OA EOC</li> <li>▪ Continually provide situation information and resource status regarding your agency/department to the COOP/COG Manager and OA EOC</li> <li>▪ Identify resource shortages and issues for your agency/department</li> <li>▪ Gather and provide information from supporting agencies to the OA EOC Deputy Director</li> <li>▪ Assist in implementing COOP/COG elements involving support agencies</li> <li>▪ Facilitate supporting agencies decisions</li> </ul>



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### **1.3 Purpose**

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This Continuity of Operations/Continuity of Government (COOP/COG) Emergency Support Function (ESF) describes the coordinating framework used to ensure the survivability of county-level government and essential governmental functions, including essential emergency management program functions, and the preservation of essential personnel, records, systems, facilities and equipment during an emergency or disruption.

This ESF provides guidance for elected officials and county staff in the event an emergency that interferes with County functions. The Continuity of Operations / Continuity of Government (COOP/COG) ESF incorporates procedures for disasters and emergencies that may affect a single County department or the entire County government organization.

### **1.4 Scope**

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This ESF provides guidance on COOP/COG preparedness, activation and restoration responsibilities for policy level and executive officers of the county and is directly supported by department COOP plans.

Department-level COOP plans are all-hazards plans that address a department's ability to continue its Essential Functions in support of government operations and services during a disruption. COOP plans include procedures for the restoration of essential functions, including those that are critical to emergency response and recovery operations. They also include the identification of essential records, systems, and equipment, orders of succession, and delegations of authority.



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

All government agencies must plan to preserve day-to-day operations during and in the aftermath of a destructive natural or human caused disaster, in which its facilities, systems, or personnel are partially or totally compromised. It is therefore important that the Riverside County Operational Area (OA) have a COOP/COG plan to implement in the event of a disaster affecting the resources, facilities, and personnel of the County, that enable it to continue operations and services of the government, even in the most trying times.

Continuity of operations is often confused with emergency operations:

- COOP is the activities of individual departments and agencies to ensure continuance of government business and operations, performance of essential functions, and resume normal operations as soon as possible
- Emergency operations are the response actions taken during the emergency period to protect life and property, care for the people affected, and temporarily restore infrastructure and vital services to the community prior to long term recovery activities

#### 2.1.1 Continuity of Operations (COOP)

COOP is the ability to continue providing essential day-to-day business operations and services during a time when normal facilities and infrastructure have been compromised and are, therefore, not available.

Business operations and services encompass such things as providing day-to-day law enforcement and fire services, ensuring solid waste and sewage operations, maintaining roads, collecting taxes, and paying governmental bills, etc., but not the actions of responding to the emergency or disaster causing the implementation of the COOP plan. All these things must be accomplished whether from the regular place of business or a temporary designated facility, or by alternate work arrangements.

#### 2.1.2 Continuity of Government (COG)

COG is the principle of establishing defined procedures that allow a government to continue its essential operations in case of a catastrophic event.

COG ensures continuance of the full range of governance, which in turn reassures a populace, which may be affected by the event and concerned about the stability of the government's ability to exist and function. COG is addressed by a variety of state and federal laws, plans, and emergency and administrative procedures. COG is critical to providing rapid and effective response in a truly catastrophic disaster and is identified as an element of the California Emergency Plan by the Emergency Services Act. COG normally focuses on governance items such as enacting laws, ordinances, or codes, convening of boards or legislatures, etc., the totality of which provides authority for the continuity of operations.

This concept of operations outlines the following elements of both COOP and COG including:

- Identification and prioritization of essential functions



- Lines of succession for essential positions required in an emergency
- Delegation of authority to key officials
- Emergency operations centers, alternate work sites facilities and alternate emergency operations centers identified and prepared
- Interoperable communications
- Protection of governmental resources, facilities and personnel
- Safeguarding of vital records and databases
- Testing, training, and exercises

The most critical objective of COOP/COG is the continuation of essential governmental operations and services during any prolonged period of disruption of normal operations due to loss of facilities or infrastructure.

This Concept of Operations outlines the following elements of the COOP/COG function:

- Primary Roles and Responsibilities
- Elements of COOP/COG
- COOP/COG Implementation
- Information Flow
- Roles and Responsibilities
- Notification and Activation Procedures
- Deactivation Procedures

## **2.2 Primary Roles and Responsibilities**

In time of natural or human-caused disasters, the County Chief Executive Officer (CEO), who serves as the Director of Emergency Services, assumes additional powers as specified by Riverside County Ordinance 533, as amended. The Riverside County Emergency Management Department, who coordinates emergency management in the County and activates the Riverside County OA Emergency Operations Center (EOC), assists the CEO. The CEO serves as the EOC Director. The County Executive Office will oversee continuity of government activities.

## **2.3 COOP and COG Elements**

An incident can occur at any time, with or without warning, and may disrupt the ability of county government to provide critical services to the citizens of Riverside County. An emergency may result in the incapacitation of government leadership thereby requiring the need for succession. Acts of terrorism, natural, and human-caused disasters may threaten the functional capability of county government through the potential destruction of or harm to government personnel, facilities, or essential records, systems, and equipment. In order to ensure continuity of government and the uninterrupted provision of essential governmental functions, contingency plans must be developed that will provide for the continued protection and safety of the population and bring about the prompt and orderly restoration and recovery of public and private property and services.



Each county department with responsibilities in this COOP/COG ESF has developed an executable all hazards Continuity of Operations Plan. Each department has also been assigned responsibilities to maintain the necessary plans, standard operating procedures, mutual aid agreements, and model contracts to successfully accomplish their tasks of the COOP/COG function. Alternate facilities for continuity of government plan activation have been identified.

### **2.3.1 Essential Functions**

Essential functions are described as the critical government functions and services that must be performed without interruption or with minimal interruption within the first 12 hours and up to 30 days. The functions of every department or agency, in one way or another are essential to the population of Riverside County. As a result, steps must be in place for both the survivability and the continuance of functioning in the immediate aftermath of natural disasters or catastrophes affecting physical infrastructure.

### **2.3.2 Alternate Facilities**

Alternate facilities for continuity of operations and government focus on facilities that enable the immediate resumption of essential government functions. Alternate facility locations to support agency Essential Functions are addressed in each department's continuity of operations plan. Although agencies are responsible for identifying continuity of operations alternate facilities, the Riverside County CEO may designate different alternate facilities at the time of the event due to the specific nature of the event or its impact.

### **2.3.3 Essential Records, Systems, and Equipment**

All departments are required to address the protection of essential records, systems, and equipment in their department continuity of operations plans. Departments, working through the IT department, are responsible for the restoration of electronic records. Departments are also responsible for coordinating the restoration of essential equipment necessary for the performance of their Essential Functions. Each department is responsible for the emergency recovery operations when public records are affected.

### **2.3.4 Lines of Succession**

The line of succession for key personnel of the government of the county is specified in the County Emergency Operations Plan. Succession of governmental authority is an essential element to the continuity of government.

In the absence of the Chair of the Board of Supervisors, or upon inability to act, the following officials in the order named shall automatically succeed the Chair of the Board:

- Vice-chairman of the board of supervisors
- The remaining county supervisors followed consecutively in the sequence of the numbers of their respective supervisorial districts
- Standby officers are excluded from the line of succession for the chairman of the board of supervisors



- For other elected officials, in order of descending authority among existing subordinates, and thereafter as provided by the board of supervisors

#### **Standby Officers**

- Each member of the board of supervisors, pursuant to Section 8638 of the Government Code, has the authority to appoint one to three standby officers to act as a successor for that member of the board
- Standby officers shall be appointed yearly
- If more than one standby officer is appointed by a board member, the standby officers shall be designated as successor 1, 2, and 3
- Standby officers shall succeed their board member based on their designation
- In accordance with Section 8640 of the Government Code, each standby officer shall take an oath of office required for the position they have been selected for as a successor

Each Department has identified succession of leadership within the department, which is identified in the COOP plans and the Riverside County OA Emergency Operations Plan.

#### **2.3.5 Delegation of Authority**

To ensure rapid response to any emergency requiring COOP plan implementation, departments have delegated authorities for making policy determinations and decisions at headquarters, field levels, and other organizational locations, as appropriate. These delegations of authority identify the programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities. The delegations of authority are included in each Departmental COOP plan. Generally, pre-determined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed;

Ensure that officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties.

#### **2.3.6 Interoperable Communications**

The success of agency operations at an alternate facility is dependent upon the availability and redundancy of critical communications systems to support connectivity to internal organizations, other agencies, critical customers, and the public. When identifying communications requirements, agencies should take maximum advantage of the entire spectrum of communications media likely to be available in any emergency. These services may include but are not limited to: secure and/or non-secure voice, fax, and data connectivity; Internet access; and email.

#### **2.3.7 Vital Records and Databases**

The protection and ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions under the full spectrum of emergencies is another critical element of a successful COOP plan. Agency personnel must have access to and be able to use these records and systems in conducting their essential functions. Categories of these types' records may include:





### **2.3.7.1 Emergency Operating Records**

Vital records, regardless of media, essential to the continued functioning or reconstitution of an organization during and after an emergency. Included are emergency plans and directives; orders of succession; delegations of authority; staffing assignments; and related records of a policy or procedural nature that provide agency staff with guidance and information resources necessary for conducting operations during an emergency, and for resuming formal operations at its conclusion.

### **2.3.7.2 Legal and Financial Records**

Vital records, regardless of media, critical to carrying out an organization's essential legal and financial functions and activities and protecting the legal and financial rights of individuals directly affected by its activities. Included are records having such value that their loss would significantly impair the conduct of essential agency functions, to the detriment of the legal or financial rights or entitlements of the organization or the affected individuals. Examples of this category of vital records are accounts receivable; contracting and acquisition files; official personnel files; Social Security, payroll, retirement, and insurance records; and property management and inventory records.

Plans should account for identification and protection of the vital records, systems, and data management software and equipment, to include classified or sensitive data as applicable, necessary to perform essential functions and activities, and to reconstitute normal agency operations after the emergency. To the extent possible, agencies should be pre-positioned and update on a regular basis duplicate records or back-up electronic files.

### **2.3.8 Testing, Training and Exercises**

Testing, training, and exercising the COOP capabilities are essential to demonstrating and improving the ability of agencies to execute their COOP plans. Training familiarizes contingency staff members with the essential functions they may have to perform in an emergency. Tests and exercises serve to validate, or identify for subsequent correction, specific aspects of COOP plans, policies, procedures, systems, and facilities used in response to an emergency. Periodic testing also ensures that equipment and procedures are maintained in a constant state of readiness. All agencies should plan and conduct tests and training to demonstrate viability and interoperability of COOP plans.

## **2.4 COOP/COG Implementation**

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COOP/COG is not implemented simply because of the unavailability of a facility. The distinction must be made between a situation requiring evacuation only and one dictating the need to implement COOP plans. A COOP plan includes the deliberate and pre-planned movement of selected key principals and supporting staff to a relocation facility. As an example, a sudden emergency, such as a fire or hazardous materials incident, may require the evacuation of an agency building with little or no advanced notice, but for only a short duration. Alternatively, an emergency so severe that an agency facility is rendered unusable and likely will be for a period long enough to significantly impact normal operations, may require COOP plan implementation. Agencies should develop an executive decision process that would allow for a review of the



emergency and determination of the best course of action for response and recovery. This will preclude premature or inappropriate activation of an agency COOP plan.

### **Preparedness**

During preparedness, departments and agencies should plan for continuity through identifying alternate work location space requirements and communications, finalizing procedures, etc. Departments should, for example, establish limits of authority for personnel actions and document purchasing procedures. Lines of succession should also be promulgated throughout the department to ensure and ease transition after a COOP inducing incident. Department and Agency derived essential tasks should be studied to help determine how those functions and services will continue to be provided in the aftermath of a physically disruptive incident. Agreed alternate work locations are prepared as much as possible, within budgetary limits, and procedures for movement of both personnel and essential office equipment to that location is coordinated. Should occupation and use of the alternate site force a change in daily operations, then those changes are to be incorporated into internal procedures and plans. Stand-by/on-call contracts or Blanket Purchase Orders necessary to enable movement to and operations from an alternate site are prepared and promulgated to staff. Finally, departmental plans should be exercised, even at the most basic level, to ensure efficacy and comprehensiveness.

### **Response and Extended Response**

Once the incident or disaster has occurred, the CEO will designate a COOP Manager to implement the COOP/COG ESF and affected department COOP plans. Departments verify the location and well-being of all employees and prepare to transfer to alternate locations as directed.

The COOP Manager begins the process of coordinating the relocation (providing transport, equipment, and perhaps even temporary shelter and food, if necessary) of affected staff to new/alternate locations. In addition, any requests for additional assistance or mutual aid will be collected by the COOP Manager and, if possible, filled from internal County assets.

Should those not be available, mutual aid requests will be forwarded by the COOP Manager to the Southern Regional Emergency Operations Center (REOC), which is in Los Alamitos. However, in recognition that the incident is most likely not restricted solely to Riverside County and that widespread confusion and chaos may be present, the County should not expect rapid relief or fulfillment of mutual aid requests, especially for certain low-density critical items, e.g., heavy Urban Search and Rescue (USAR) teams, equipment or search dogs.

Departments secure any damaged property and equipment, account for personnel, ascertain whether equipment is needed for essential functions is adequate, and begin coordinated movement to alternate locations. If possible, the County Website is used to notify the public of new locations, hours and procedures, and the PIO will coordinate with local media to disseminate information to the Public. Once a new location has been established, even for a temporary, finite period, departments return to normal operations as much as possible and continue service to that portion of the population unaffected by the incident.



**Recovery**

In order to ensure the continuance of essential functions, the COOP Manager will phase the return to normal operations at regular facilities. Infrastructure that has been damaged or destroyed will be repaired or replaced as quickly as possible in consideration of all other factors affecting the County. Long term displacement due to destruction of facilities and the need to rebuild is managed as a separate activity, either by the COOP Manager or County staff, whichever is most appropriate based on facility and staff availability.

**2.5 Information Flow**

COOP/COG operations include communication across several coordination levels during an emergency or disaster. The following information provides an overview of the coordination levels that maintain communication during COOP/COG operations, showing the relationship between the coordination levels.

**County Departments**

- Conduct necessary activities to maintain operations according to direction from the COOP Manager
- Submit situation status reports to the OA EOC

**OA EOC**

- Gather information from county departments and/or COOP Manager on a continual basis
- Coordinate with regional, State, or Federal entities as necessary
- Coordinate information about support operations, needed resources, and field situation status with the Operations Section Chief

**Supporting Departments**

- Support COOP/COG operations as requested
- Maintain communication with appropriate department representatives

**OA EOC Director**

- Maintain communication with EOC Section Chiefs
- Coordinate with the OA EOC Director, Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations

**County Executive Office**

- Implement the COOP/COG ESF when needed
- Receive situation status updates from the EOC Director / EOC Deputy Director
- Issue directives or priorities

**2.6 Roles and Responsibilities**

The following table identifies the overall responsibilities of each County of Riverside support agency that may be involved with the COOP/COG function. Departments needed to support COOP/COG operations will vary and will be determined according to the needs of the event.



Entity	Responsibility
<p><b>County Executive Office</b></p>	<p><b>County/OA Entities</b></p> <ul style="list-style-type: none"> <li>▪ Implement the COOP/COG ESF as needed to ensure the continuance of essential functions and the return to normal operations for County departments from an emergency that is occurring or has occurred</li> <li>▪ Ensure all COOP/COG functions are conducted by affected departments</li> <li>▪ Continually receive information on the situation status and resource status as a basis for decision making</li> <li>▪ Analyze problems and formulate options for solving them</li> <li>▪ Develop and disseminate warnings and emergency public information</li> <li>▪ Prepare and disseminate periodic reports</li> <li>▪ Coordinate damage assessments activities and assess the health, public safety, local facilities, and the local economy</li> <li>▪ Request external assistance from other jurisdictions, volunteer organizations, businesses, or from the State</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Train and test all continuity plans, procedures and protocols developed for department use</li> <li>▪ Update and maintain current all essential functions and prioritize functions in order to respond as quickly as possible in the immediate aftermath of a disaster or incident</li> <li>▪ Prepare and promulgate lines of succession for management/supervision and document all delegated authorities and limits in such areas as purchasing, hiring of personnel, etc.</li> <li>▪ Determine minimum space requirements for all essential functions and staff including any unique requirements such as availability of secured storage, minimum numbers of phone lines, etc. for alternate work sites</li> <li>▪ Ensure procedures for protecting all government resources, facilities and personnel in the aftermath of a disaster or emergency incident are in place and staff is knowledgeable on both the procedures and any individual requirements</li> </ul>



Entity	Responsibility
	<p align="center"><b>County/OA Entities</b></p>
<p><b>OA EOC Director</b></p>	<ul style="list-style-type: none"> <li>▪ Prepare procedures for protection and disposition of vital records</li> <li>▪ Activate the OA EOC at a level necessary to carry out the tasks that must be performed</li> <li>▪ Manage OA EOC resources and direct EOC operations</li> <li>▪ Continually monitor status of internal and external requests for each incident</li> <li>▪ Ensure information processing is conducted</li> <li>▪ Receive summaries on status of damage</li> <li>▪ Coordinate requests with state/federal agencies for resources not available from jurisdictions that the County has inter-local agreements</li> <li>▪ Continually report information to the OA EOC Director</li> <li>▪ Prepare briefings for senior officials</li> <li>▪ Ensure liaisons(s) report to the OA EOC</li> <li>▪ Ensure outgoing messages and reports for release are approved by the OA EOC Director</li> <li>▪ Conduct periodic update briefings for the OA EOC staff and elected officials</li> <li>▪ When directed, or when appropriate, terminates operations and closes OA EOC</li> </ul>
<p><b>Public Information Staff</b></p>	<ul style="list-style-type: none"> <li>▪ Develop and disseminate appropriate emergency public information through news releases, briefings, and, where appropriate emergency information systems</li> <li>▪ Manage media inquiries</li> <li>▪ Integrate coordination and management of emergency public information with JIC if established</li> </ul>

## 2.7 Activation and Notification

### 2.7.1 Activation

Once an incident occurs requiring activation of the COOP/COG function for affected departments, the OA EOC Director, or Deputy Director, will determine the need to activate the OA EOC. The OA EOC Director or Deputy Director in concert with agency Incident Commanders and Chiefs will determine the need for activation of department operation centers or a MAC-G to coordinate information at the field level. The COOP/COG ESF will be implemented until the



incident concludes or centralized COOP/COG is no longer necessary. The following is a list, though not exhaustive, of examples under which the COOP/COG ESF would be implemented:

- A natural disaster such as widespread flooding or a catastrophic earthquake affecting County facilities
- A biological attack, e.g. anthrax dispersion, in or near County facilities
- A large hazardous materials spill (e.g. train derailment that forces community evacuations) causing the evacuation of County facilities
- A disease outbreak (e.g. pandemic influenza) affecting a great number of employees
- Incidents that evolve over long time periods (days to weeks) that involve multiple communities and have similar implications (e.g. flooding with water supply contamination issues across a large region)

### 2.7.2 Notification

Once appointed, the COOP/COG Manager will initiate notifications to the affected department's representatives that the COOP/COG ESF is being implemented.

If it is determined by each department representative that a Department Operations Center (DOC) needs to be activated in support of the field operations, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation. If it is determined that the OA EOC needs to be activated the Deputy Director will initiate activation procedures.

### 2.7.3 Response Actions

#### ***Step 1: Conduct Initial Assessment***

- Determine magnitude of event
- If event is large in scale:
  - Assess the situational impact and need for resources
  - Estimate the amount of resources available vs. the amount needed to manage event
  - Determine the need to implement the COOP/COG ESF for affected departments

#### ***Step 2: Activate EOC; Provide Staff***

- If appropriate, request the EOC be activated through the EOC Director for incident objective and resource allocation and prioritization
  - If EOC is activated, determine if COOP/COG will function within the EOC level or if a MAC center is needed
- Notify and request assistance from supporting departments

#### ***Step 3: Analyze Information and Determine Objectives***

- Gather information from:
  - Response personnel in the field



- DOCs and the OA EOC, if activated
- Media (via broadcast, web information, blogs, print)
- State and Federal agencies, as appropriate
- Determine incident management priorities
  - Assess situation based on current information
  - Determine critical resource needs
  - Develop overall incident objectives

**Step 4: Develop and Coordinate Incident Priorities**

- Establish incident priorities and critical resource distribution
- Facilitate logistical support and resource tracking
- Inform resource allocation decisions using incident management priorities
- Coordinate incident-related information
- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

**Step 5: Continue to Monitor, Track, and Inform**

- Maintain communication between field operations, the DOC, and the OA EOC, if activated
  - Provide frequent situation status reports from the COOP/COG affected departments, to the DOC, and the OA EOC
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue to prioritize, acquire, and allocate critical resources
- Provide strategic coordination, as required
- Recommend deactivation of the COOP/COG ESF and the EOC when no longer needed

**2.7.4 Deactivation/Demobilization**

COOP/COG ESF activities will be deactivated when the need for COOP elements, such as alternate facilities and prioritization of essential functions has diminished or ceased. Deactivation of COOP/COG ESF activities may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the OA EOC Director, Deputy Director, or County Executive Office, as appropriate.



### 3. Planning Assumptions

The following planning assumptions apply to the Continuity of Operations and Government Emergency Support Function:

- Emergencies may adversely affect the County's ability to continue internal operations and to provide services to community members
- Personnel and other resources from the County and other organizations outside of the area will be made available, upon request, to continue essential services
- In an emergency, outside assistance may be interrupted or unavailable. The County should be prepared to operate without outside assistance for at least 72 hours
- Emergencies and emerging threats differ in severity and length of impact. These factors will guide the decision-making process to activate the Base Plan and supporting agency/department annexes
- The following individuals have the authority to activate the Base Plan and supporting annexes, as the situation warrants:
  - Agency/Department Head or designee
  - County of Riverside Executive Officer or designee
  - County of Riverside Board of Supervisors
  - California State Governor
- The County will be able to provide operational capability within 12 hours of the event and continue essential operations up to 30 days, until termination of the event.
- Officials are aware of their responsibilities and respond as directed in the State of California and County of Riverside EOPs
- Personnel within the County of Riverside understand their role as Disaster Service Workers (DSW)
- Personnel listed within department specific annexes understand their role in a continuity event





# County of Riverside Operational Area Disaster Recovery Plan



2022  
County of Riverside  
Emergency Management Department  
(951) 358-7100

Portions of this document may contain sensitive information pertaining to the deployment, mobilization, and tactical operations of the County of Riverside in response to emergencies and disasters. Most of this plan is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.



## FOREWORD

2021

This Operational Area (OA) Disaster Recovery Plan (DRP) is designed as a reference document for providing the basis for the coordination of activities required to transition from response to recovery operations for the County of Riverside OA. The County of Riverside Emergency Management Department (EMD) functions as the lead department for the coordination of disaster recovery activities for the County of Riverside OA. This DRP includes the critical elements of the Standardized Emergency Management System, the National Incident Management System, and the National Response Framework.

Parts of this DRP address the County of Riverside's role as an Operational Area (OA) under California's Standardized Emergency Management System (SEMS), to communicate and coordinate amongst the county's geographic area and all political subdivision within the County area, as well as to the State. Other parts of this plan address the County's role as the local government of the unincorporated area of Riverside County and attends to the recovery management and operations of County departments within their roles, responsibilities, and authorities. These roles are part of the emergency management program which is a system that provides for management and coordination of prevention, mitigation, preparation, response, and recovery activities for all hazards. The system comprises all organizations and individuals having responsibilities for these activities.

Jurisdictions may use parts of this plan as a framework for their own planning and recovery operations. This plan also identifies Whole Community partners with valuable insight, expertise, and resources that are an essential part of a community's process from pre-disaster planning, through response and recovery.

The County of Riverside gives full support to this DRP and urges all officials, employees, and residents, individually and collectively, to do their share in emergency preparedness, response, and recovery efforts.

Official Signatory  
XXXX

## Plan Evaluation and Maintenance

The County of Riverside Emergency Management Department (EMD) is responsible for writing, reviewing, and updating the DRP and its annexes according to EMD Policy C-2: Method and Schedule for Evaluation, Maintenance, and Revision of Documents Used by the Emergency Management Program. The DRP and its applicable annexes will be evaluated following events and exercises to determine its application and relevance to each event. Updates will be performed annually to include any changes required as noted from evaluations and changes such as recent changes to standard operational procedures or organizational structures. A record of changes, updates, and revisions will be maintained by the Emergency Management Department. This DRP can be used to coordinate recovery operations to localized emergencies as well as catastrophic disasters.

The Riverside County Emergency Management Program uses ordinances, policies, procedures, processes, and plans to conduct activities and fulfill responsibilities necessary to achieve the Program's mission. This policy establishes guidelines to ensure that a consistent method is used in the evaluation, maintenance, and revision of these documents. Schedules for the evaluation, maintenance, and revisions of documents are document dependent and will be reflected in each document.

## Record of Changes

EMD staff will perform ongoing evaluation and maintenance of the DRP by regularly reviewing and making minor changes to the DRP. The most current version of the DRP will be available in EMD's website at [rivcoemd.org](http://rivcoemd.org). Revisions and updates to the DRP will be presented and discussed at Operational Planning Committee (OAPC) and Riverside County Emergency Managers Association (RCEMA) meetings. Significant changes and revisions will be recorded on the Record of Changes table below.

The County of Riverside EMD will maintain the official copy of the DRP and use the record of revisions table below to track changes.

Change Description	Date	Promulgation
Established		
Scheduled Evaluation		

## Distribution List

This distribution list names of all OA Partners that will receive copies of the County of Riverside DRP. The DRP will be distributed in a printed or electronic version.

Organization	#	Organization	#
Cal OES, Southern Region	1	Riverside County Cities	1 each
Board of Supervisors	5	School Districts	1 each
County Chief Executive Officer	1	Special Districts	1 each
County Library Reference Desk	1	Tribal Governments	1 each
County Departments	1 each	Private Utilities	1 each
Fire Protection Districts	1 each	Private Non-Profits/ Non-Governmental Organizations	1 each
Office of Education	1 each	Other OA Partners	1 each

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## **BASE PLAN**

### **1.3 County of Riverside/OA DRP Implementation**

Activation of the County of Riverside DRP occurs due to one of the following conditions under County of Riverside Ordinance No. 533 (as amended through 533.7, Section 5.4):

- Upon the proclamation of a Local Emergency by the Board of Supervisors of the County of Riverside, or by persons herein authorized to act in its stead;
- Upon the Proclamation of a Public Health Emergency by the Board of Supervisors of County of Riverside, or by persons herein authorized to act in its stead;
- Upon the Proclamation by the Governor of the state of California, or of persons authorized to act in his/her stead, of a State of Emergency affecting and including the County of Riverside; or
- Upon the existence of a State of War Emergency as defined in California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code);
- When two or more cities within the OA have activated their emergency operations center (EOC) or proclaimed a local emergency or upon a request from a local government jurisdiction;
- When the Riverside County OA is requesting resources from outside its boundaries, except those resources used for day-to-day operations through existing agreements or as provided for under the Master Mutual Aid Agreement;
- When the Riverside County OA has received resource requests from outside its boundaries, except those resources used for day-to-day operations through existing agreements or as provided for under the Master Mutual Aid Agreement;
- It is deemed necessary by the Director of Emergency Services in order to support emergency or extreme peril conditions beyond normal day-to-day operations.

## **SECTION 1.0 ADMINISTRATIVE FEATURES**

### **1.1 Plan Format**

The DRP consists of the Base Plan, Disaster Support Functions and Appendices

- Base Plan includes:
  - Introduction and administrative features; concept of operations including the principles and methods used to carry out emergency operations; hazards and threats to the County to provide a rationale for prioritizing emergency preparedness actions for specific hazards; and recovery and mitigation operations.
- APPENDIX A
  - Recovery Support Functions (6):
    - The Recovery Support Functions are a grouping of six core recovery capabilities that provide structure to outreach and facilitate problem solving, improve access to resources and support coordination among Whole Community partners. The functions are also complementary to the DRP and will be used during specific,

significant emergency situations that require unique planning and coordination beyond the all hazards approach within the Base Plan (e.g., infrastructure).

- APPENDIX B
  - Recovery Operations Center Tasks by Sections
- APPENDIX C
  - Position Specific Checklist /
- APPENDIX D
  - RSF Relevant Plans
- APPENDIX E
  - Grants

## **1.2 Purpose and Scope**

The term “recovery” generally refers to the process of returning local and tribal governments business services, and the communities back to normal. Many of the activities include but are not limited to the repair of government infrastructure, system restorations like communications and transportation, and restoration of economic vitality to the community. The management of the recovery process is the responsibility of the local jurisdiction affected by a disaster.

The DRP applies to preparedness, response, and recovery operations during local and state emergencies and Presidentially declared emergencies or major disasters. This plan applies to all Riverside County (OA) entities public, private, special districts, tribes and community-based organizations (CBO) with operational responsibilities for recovery. This plan will be applied following a disaster, after the initial response phase has passed and immediate threats to life and property have been stabilized.

Many recovery efforts will be local or regional in scope, and actions will be initiated following a decision by the OA governing body. In such cases, recovery will be coordinated and administered by an established long-term community recovery task force.

During any local government recovery operations not requiring activation of the State Southern Region Operations Emergency (SREOC) and/or State Emergency Operations Center (SOC), State assistance may be provided through the California Office of Emergency Services (Cal OES) under normal statutory authority. Cal OES can provide coordination with other un-impacted OAs and other state and federal Agencies.

This DRP intentionally does not provide specific or qualitative thresholds for activation or demobilization of organizational structures and/or processes described herein. Such determinations are left to the judgment of Riverside OA leaders, based on the Riverside OA’s capability to manage disaster-recovery at a given time.

## **1.3 Goals and Objectives**

Recovery goals include the coordinated gathering and evaluation of damage assessment information; accurate estimation of the financial value of losses and recovery costs; engagement of Whole Community regarding impacts, needs and resources; quick application for state and federal disaster relief funds;



timely restoration of community services and infrastructure to pre-disaster condition; and implementation of cost-effective and practicable mitigation measures.

Recovery objectives include the following:

- Initiate damage assessment procedures within the operational period that damages are first reported. This includes activation of trained and equipped all-hazard damage assessment teams, for the assessment of private property, as well as coordination with County departments and external jurisdictions for consolidation at the OA level of public and private property damage assessments
- Within the first operational period of the OA Emergency Operations Center activation, begin the documentation and compilation of known and estimated costs related to response and recovery within the unincorporated area. As the Operational Area, begin the compilation of countywide initial damage estimates from all impacted jurisdictions
- Within the first operational period, engage the Whole Community, including those with disabilities and others with access and functional needs as well as stakeholders identified under the Recovery Support Function (RSF) Annexes, to identify impacts, unmet needs, and potential recovery resources within the community
- Meet Cal OES deadlines for requesting California Disaster Assistance Act funding within the first 72 hours, and no later than 10 calendar days after the start of the incident. Determine if the incident's impacts, damages, and costs are beyond the County's capability and, if so, decide if a Proclamation of Local Emergency with a request for Individual and/or Public Assistance is necessary
- Upon receipt, relay to Cal OES Southern Region Staff Duty Officer all local Proclamations of Emergency, requests to the State for response and recovery resources, and submission of initial damage estimates received from impacted jurisdictions, per SEMS guidelines
- As the Operational Area, during all recovery phases coordinate with County departments leading recovery efforts in the unincorporated area, incorporated jurisdictions, and Whole Community partners, including those with disabilities and others with access and functional needs and those stakeholders identified under the RSF Annexes, as they are involved with implementing recovery efforts; to identify, monitor, and support restoration of community services and infrastructure
- During response and recovery, identify potential mitigation actions for inclusion in After Action Reports/Improvement Plans, updates to the Multi-Jurisdictional Hazard Mitigation Plan, and possible requests for mitigation funding

## 1.4 Authorities and References

The following documents provide emergency authorities for conducting and/or supporting emergency operations:

### Federal

- Homeland Security Presidential Directive (HSPD) 5, Management of Domestic Incidents issued February 28, 2003
- Presidential Policy Directive (PPD) 8, National Preparedness issued March 30, 2011
- U.S. Department of Homeland Security, National Incident Management System (NIMS)
- U.S. Department of Homeland Security, National Protection Framework
- U.S. Department of Homeland Security, National Prevention Framework
- U.S. Department of Homeland Security, National Response Framework (NRF)
- U.S. Department of Homeland Security, National Mitigation Framework
- U.S. Department of Homeland Security, National Recovery Framework
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. §§ 5121, *et seq.*)
- National Fire Protection Association, Safer Act Grant; National Fire Protection Americans With Disabilities Act of 1990, 42 U.S.C. § 12101, *et seq.* (ADA)
- Association Standard No. 1710, 2010
- Americans With Disabilities Act of 1990, 42 U.S.C. § 12101, *et seq.* (ADA)
- Post-Katrina Emergency Management Reform Act of 2006 (6 U.S.C. §§ 701, *et seq.*)
- Sandy Recovery Improvement Act
- The Pets Evacuation and Transportation Standards Act of 2006
- Flood Control and Coastal Emergency Act (33 U.S.C. § 701n)
- NRT-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide (Environmental Protection Agency's National Response Team)
- National Environmental Policy Act of 1969 (42 U.S.C. §§ 4321, *et seq.*)

### State

- California Constitution
- California Emergency Services Act (Government Code §§ 8550, *et seq.*)
- Standardized Emergency Management System (SEMS) Regulations (19 Cal. Code of Regulations §§ 2400, *et seq.* and Government Code § 8607)
- California State Emergency Plan
- California Natural Disaster Assistance Act (Government Code §§ 8680, *et seq.*)
- California State Private Nonprofit (PNP) Organizations Assistance Program, 2011
- California Hazardous Materials Incident Contingency Plan
- California Oil Spill Contingency Plan (Government Code §§ 8670.1, *et seq.*)
- California Health and Safety Code §§ 25115 and 25117; §§ 2550, *et seq.*; and §§ 25600 through 25610, dealing with hazardous materials
- Orders and Regulations selectively promulgated by the Governor during a State of Emergency
- Orders and Regulations promulgated by the Governor to take effect during a State of War
- California Master Mutual Aid Agreement

- Emergency Management Assistance Compact (Government Code §§ 179, *et seq.*)

## County

- County of Riverside , California, Code of Ordinances; Title 2 – Administration: Chapter 2.100 – Emergency Services
- Ordinance No. 533.7 an ordinance of the County of Riverside amending ordinance no. 533 providing for the administration of the Emergency Management Organization for the County of Riverside
- Resolution, adopting the California Master Mutual Aid Agreement, July 1958
- Resolution SLR-28, adopting Workmen's Compensation Benefits for Disaster Service Workers, June 8, 1988
- Resolution SLR-55, adopting the Emergency Operations Plan, November 15, 1988
- Resolution 95-205, adopting the Standardized Emergency Management System (SEMS), August 15, 1995
- Resolution 95-206, adopting the OA Agreement, August 15, 1995
- Resolution 2006-051 adopting the National Incident Management System (NIMS) within County of Riverside on February 28, 2006
- Resolution adopting the County of Riverside Multi-Jurisdictional Local Hazard Mitigation Plan item 3.11 on September 18, 2018
- Resolution 2019-180 adopting the revised County of Riverside Emergency Operations Plan on August 6, 2019

## SECTION 2.0 SITUATION AND ASSUMPTIONS

### 2.1 General Description

The County of Riverside was officially formed on May 9, 1893 through a measure approved by voters. The county seat is in the City of Riverside. According to the January 2016 estimates from the State of California, Department of Finance, the county has a total population of 2,348,783, and is the fourth most populous county in California. There are 28 incorporated cities and many unincorporated communities and neighborhoods within the County of Riverside. The County of Riverside is located inland from Los Angeles County and is bordered by Orange County on the west; Arizona on the east; by San Diego County on the southwest; by Imperial County on the southeast; and by San Bernardino County on the north.

#### AIRPORTS

The only commercial airport is Palm Springs International Airport. There is a military airport at March Air Reserve Base. The general aviation airports are Banning Municipal Airport, Bermuda Dunes Airport, Blythe Airport, Corona Municipal Airport, Flabob Airport, French Valley Airport, Murrieta, Hemet-Ryan Airport, San Jacinto Valley, Jacqueline Cochran Regional Airport, Thermal Airport, Perris Valley Airport, and Riverside Municipal Airport.

#### NATIVE AMERICAN TRIBES

There are 12 federally recognized Tribal Governments and Reservations in the County of Riverside, which is second in the nation for the number of tribes within a county. The tribes in the County of Riverside are:

- Agua Caliente Band of Cahuilla Indians
- Augustine Band of Cahuilla Indians
- Cabazon Band of Mission Indians
- Cahuilla Band of Mission Indians
- Colorado River Indian Tribe (partly in La Paz County, AZ and San Bernardino County, CA)
- Morongo Band of Serrano Mission Indians
- Pechanga Band of Luiseno Mission Indians
- Ramona Band of Cahuilla Mission Indians
- Santa Rosa Reservation
- Soboba Band of Luiseno Indians
- Torres-Martinez Desert Cahuilla Indians (partly in Imperial County, California)
- Twenty-Nine Palms Band of Mission Indians (partly in San Bernardino County)

#### CRITICAL FACILITIES

Critical facilities are sites that must remain operational after an incident or facilities that pose unacceptable risks to public safety if severely damaged. Critical facilities identified include schools, hospitals, fire and police stations, emergency operation centers, communication centers, and industrial sites that use or store explosives, toxic materials or petroleum products. Critical facilities also include dams, highways, waste management and water treatment sites, reservoirs, transportation providers and routes, and public utilities.

## 2.2 Geography

Geographically, the county is roughly 180 miles wide from east to west. The county elevation ranges from 60 feet in the city center of Riverside to 9561 feet at San Jacinto Peak. The total area of the county is 7,303.13 square miles, of which land is 7207.37 square miles, and water is 95.76 square miles. The county has a Mediterranean climate in the western portion of the county and is mostly desert in the central and eastern portions of the county. The County of Riverside experiences hot summers with average highs at 95 degrees, and cold winters with lows averaging at 42 degrees. The county is home to the Coachella Valley National Wildlife Refuge, the Santa Rosa and San Jacinto Mountains National Monument, and parts of the Joshua Tree National Park, Cleveland National Forest, and the San Bernardino National Forest. There are 19 official wilderness areas in the County of Riverside that are part of the National Wilderness Preservation System. Some are integral parts of the protected areas listed above. Most (11 of the 19) of these areas are managed solely by the Bureau of Land Management (BLM), and some share management between the BLM and relevant other agencies.

**Figure 2.3 County of Riverside Boundaries Map**



## 2.3 Hazard Analysis

A hazard represents an event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural losses, damage to the environment, interruption of business, or other types of harm or loss.

A detailed analysis of the hazards facing the County of Riverside are identified in the Multi-Jurisdictional Local Hazard Mitigation Plan, prepared by the County of Riverside in 2018. Formulas provided by the Federal Emergency Management Agency (FEMA) were used to determine the 2017 hazard ranking for potential impact.

The natural hazards included in this DRP were agreed upon by the County of Riverside Hazard Mitigation Steering Committee. The hazards selected were ranked on potential effect using key criteria such as frequency, deaths, injuries, property damage, and economic effect. The natural hazards evaluated as part of this plan include those that have occurred historically or have the potential to cause significant human and/or monetary losses in the future. The following hazards were ranked by the Steering Committee for the 2018 plan:

Hazard	2017 Ranking for Potential Impact in Riverside County
Earthquake	1
Pandemic Flu	2
Wildland Fire	3
Electrical Failure	4
Emergent Disease/Contamination	5
Cyber Attack	6
Terrorist Event	7
Communications Failure	8
Flood	9
Civil Disorder	10
Drought	11
Nuclear/Radiological Incident	12
Extreme Weather	13
Transportation Failure	14
Dam Failure	15
Aqueduct	16
Tornado	17
Insect Infestation	18
Jail/Prison Event	19
Pipeline Disruption	20
Landslide	21
Hazardous Material Incident	22
Water Supply Disruption/Contamination	23

## 2.5 Planning Assumptions

Every disaster recovery plan has a foundation of assumptions on which this plan is based. These assumptions limit the circumstances that this plan addresses, and these limits define the magnitude of the disaster the organization is preparing to address. The OA DRP addresses incidents of local, regional, state, and national significance, including presidentially declared major disasters as defined in the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

This plan has been developed based on several general assumptions as follows:

- All OA agencies have developed their emergency plans and/or operating procedures in accordance with this plan and have trained appropriate staff in their contents and use
- All OA agencies and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations
- The County Director of Emergency Management Department/OA Coordinator (EMD/OAC) will direct the OA's response in conformance with all applicable ordinances and laws
- The resources of the County of Riverside will be made available to the OA and to all OA agencies to help mitigate the effects of disasters and emergencies in the area
- Mutual aid agreements and systems exist to support emergency response agencies of the OA

- OA agencies must exhaust their capabilities before requesting mutual aid assistance
- The Riverside County OA will commit the resources of the OA to a reasonable degree before requesting mutual aid assistance from the regional or state levels
- Emergency response is best coordinated at the lowest level of government involved in the emergency
- A disaster may occur at any time with little or no warning, and response and/or recovery needs will exceed the capabilities of local and State governments, the private sector, and nonprofit organizations in the affected areas
- Response activities, short-term, intermediate, and long-term recovery activities will occur concurrently, which will create tension and a competitive demand for resources. This dynamic will be exacerbated when there are secondary hazards (e.g., aftershock to an earthquake) and/or inadequate processes for prioritizing needs
- The Riverside County OA may incur costs associated with recovery that exceed budgeted amounts and/or available cash flow
- Riverside County OA will need to request assistance through mutual aid and/or from the OA, state, surrounding states, and the federal government
- Banking and finance infrastructures could be damaged or compromised, which will have a devastating effect on the local, regional, state, and national economy and may hinder or slow the recovery process. From a local level, there will likely be cash-flow issues in accessing and depositing funds
- Communications infrastructure could be damaged, causing disruption in landline telephone, cellular telephone, radio, microwave, computer, and other communication services
- Community planning, redevelopment, and mitigation plans will help guide the long-term rebuilding and strategy for community recovery
- Hazardous material will be exposed resulting from the damage and destruction of buildings and infrastructure or uncovered during repair and reconstruction efforts, causing severe environmental and public health concerns
- Homeowners, rental property owners, and renters without insurance will require additional recovery assistance for the repair of their homes or in finding alternative housing
- Household pets, service animals, and livestock will be displaced along with their owners and require care and shelter during recovery
- Many essential personnel with operational responsibilities will suffer damage to their homes and personal property, which will have effects well into the recovery phase. These personnel may suffer loss of or separation from family members or have ongoing concern for their well-being. The impacts to personal lives or security will affect their ability to serve in their operational capacities. Higher than normal distress or psychological impacts will occur and will influence staffing availability and resources
- Many resources critical to the disaster recovery process will be scarce, and competition to obtain such resources will be significant. Participation from many agencies and organizations will be needed from response through recovery phases. The logistical support for housing, feeding, and caring for response and recovery personnel and volunteers will need to be accounted for
- Many response activities, such as security and law enforcement, will also need to transition into the recovery phase

- Past disasters have shown that the longer an affected population is displaced or removed from their community, the less likely it will return to that community. After one year, the rate of return quickly drops off to less than ten percent of those still living outside the community return
- The economic loss of prolonged population displacement, including lost tax revenue, compounds the problems incurred during the recovery process
- People with disabilities and others with access and functional needs will require special considerations during recovery
- Planning, development, and building codes—and the enforcement of those standards—will need to be evaluated to expedite recovery
- Private-sector entities (e.g., utilities, healthcare sector, transportation, etc.) will play a significant role in the repair of critical infrastructure. These entities will provide the primary workforce for much of the infrastructure recovery
- Providing residents with tools to help them rebuild and recover on their own, wherever possible, will help keep the population active and likely reduce overall feelings of helplessness
- Residential properties, business buildings, historical sites, correctional facilities, and government facilities will be severely damaged
- Residents and visitors will be displaced, requiring shelter and basic needs. Depending on the severity of the impact, government support and/or assistance for interim and/or permanent housing may be required
- Schools and daycare facilities will be closed for an extended period, causing a significant impact on the available workforce for jurisdictional departments, the private sector, and nonprofit organizations. This may ultimately hinder physical, governmental, and economic recovery
- The affected population, including those with operational responsibilities, will likely experience a range of stress reactions, requiring a significant increase in demand for mental/behavioral health services well into the recovery period
- There will be a significant amount and variety of debris, which could far exceed the jurisdiction's normal debris removal and disposal capabilities
- Transportation infrastructure could be damaged and in limited operation. Vital motor vehicle arteries, rail corridors, and airports could be damaged, impassible, or inoperable
- Vital infrastructure such as water, electrical power, natural gas, oil, and sewer services will be compromised
- Vital records, which could include birth certificates, death certificates, employment documentation, personal statements or notes, or medical records and notes, may be lost, damaged, or destroyed, thus affecting eligibility for services and programs
- Voluntary organizations within and from beyond the region will play a major role throughout the affected areas by providing supplies and services. Many disaster relief organizations from other areas will send food, clothing, supplies, and personnel based on their perception of needs
- Businesses and employers will have varying levels of operational capability after an incident. Concerted efforts will be made to retain core businesses and to support their recovery
- The County will work to identify and eliminate obstacles to recovery and connect businesses to resources that can provide additional staffing, support relocation, and resolve supply-chain



issues as necessary. The Riverside OA will pursue Economic Injury and Community Disaster Loan assistance from the Small Business Administration and FEMA should disaster impacts warrant this type of assistance

- The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more efficiently. This translates into retention of jobs and tax-base recovery. Experience has shown that in communities where public-private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the community's ability to recover

## SECTION 3.0 CONCEPT OF OPERATIONS

This section describes the basic flow of recovery operations, as well as specific activities for each of the RSFs. The activities and tasks that follow constitute the general recovery framework that Riverside County OA will perform.

### 3.1 General Information

While response operations provide the foundation of the DRP, recovery operations typically begin concurrently with or shortly after commencement of response operations. The Recovery Operations Center (ROC) should be activated once it has been determined that a significant event will necessitate a recovery response, a local proclamation, as well as a request that the Governor proclaim a State of Emergency, and if necessary, a request for a Presidential Declaration of Disaster.

The OA Disaster Recovery Manager will lead the functions of the ROC and oversee the recovery activities from impacted jurisdictions, including County Departments. The role of the OA Disaster Recovery Manager may vary depending on the nature, type, size, severity and jurisdictional location of the event.

The OA Disaster Recovery Manager is responsible for the coordination of recovery operations within the Operational Area with assistance from local jurisdictions and County Departments and will serve as the liaison to other agencies (e.g., Cal OES and FEMA). Depending on the type, nature and severity of the disaster, the EMD Director or EOC Director may appoint a Recovery Coordinator early in the response phase to assist the OA Disaster Recovery Manager begin planning and coordinating recovery efforts with impacted jurisdictions across the county geographic area.

The Recovery Coordinator will be assigned upon any level EOC activation to coordinate recovery efforts with impacted jurisdictions throughout the Operational Area, including the County of Riverside, as the local government of the unincorporated area.

When multiple jurisdictions are impacted and have requested state or federal recovery assistance, the OA Recovery Coordinator will facilitate communication and coordination across those jurisdictions and Cal OES as well as to deconflict recovery operations and prevent duplication of effort within the OA. Depending on the event, the need for activation should be monitored during incidents, which have not been declared. Each jurisdiction is responsible for managing and appointing staff for their own recovery staffing and activities, including communication and coordination.

All County departments, agencies, and organizations with lead and support responsibilities within the RSF will be notified when the DRP is activated. The Standardized Emergency Management System (SEMS) structure will be used for all recovery operations.

Short-term recovery operations may continue to be coordinated from the OA EOC after the response phase is over, as needed. Continued coordination from the Response phase into the recovery phase may be necessary to support ongoing recovery operations.

If the OA EOC is deactivated or addressing ongoing or emerging response needs as recovery operations are beginning or ongoing, which require dedicated support beyond routine County operations, a recovery organizational structure may be established in parallel to, or following the EOC structure, to provide

dedicated support to recovery operations in the unincorporated area of the county. This structure when centrally located within a jurisdiction will be their Recovery Operations Center.

**Figure 3.1**  
**EOC Command Organizational Chart**



**Figure 3.2**  
**Recovery EOC (ROC) Organizational Chart**



## **3.2 General Concept of Operations**

By implementing the following preparedness activities, Riverside OA ensures a more effective recovery.

### **3.2.1 Enhance Recovery Planning and Preparedness**

This DRP is designed to build and maintain relationships with recovery stakeholders within the community and neighboring jurisdictions before a disaster occurs.

EMD and OA partners will:

- Develop and maintain memorandums of agreement (MOAs), memorandums of understanding (MOUs), and cooperative agreements with neighboring jurisdictions, the private sector, special districts, tribes and community-based organizations (CBOs)
- Determine surge requirements for resource management and personnel and develop agreements that will supplement existing staff. Make sure that disaster-support clauses exist that require those in the agreement to provide staff even during extended recovery and operational periods
- Identify key private-sector organizations that will provide critical services for recovery (finance, grocery, pharmacy, etc.). The private and nonprofit sector stakeholders (including community and faith-based organizations) are critical in acquiring, managing, and distributing resources, advancing economic recovery and development, and supporting other key disaster recovery functions. While some of these roles will be consistent with their normal day-to-day activities and responsibilities, others may make contributions that are out of the ordinary. Prior to the disaster, EMD will continue to build relationships with key partners and organizations and establish roles for these organizations following disasters. After the event, EMD will work to connect non-governmental resource providers in the recovery organization to ensure full integration
- Establish a pre-disaster baseline of resources and maintain inventory resources and capabilities, by type and quantity, along with current contact information
- Identify disaster recovery contracts that can be entered for services required during recovery operations. Research and understand local, state, and federal regulations and legislation that will create potential support or barriers concerning local recovery efforts

Once the Response Phase of a disaster is over and life-safety issues have been stabilized, some recovery activities may be accomplished in the short-term, whereas more significant projects may run into the intermediate and long-term phases and take several months or years to complete

### **3.2.2 Short-Term Recovery Activities**

Short-term recovery operations include all agencies and jurisdictions participating in the Operational Area's disaster response, and during the transition into the initial days of recovery. The key objectives of short-term recovery operations are to assess damages, identify Whole Community needs and resources, begin restoration of shelter, services, and facilities, and determine if state and/or federal assistance is

needed. This recovery phase may address the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery organizations and resources including restarting and/or restoring essential services for recovery decision-making. Recovery activities begin during the Response phase of the emergency

Short-term recovery typically overlaps with both response and transitional recovery actions. Consider the required short-term activities for each RSF. Depending on conditions, this will be the time when the following emergency actions may be necessary. Generally, within a jurisdiction these operations may include the implementation and/or coordination of:

- Proclamations of Local Emergency and/or Local Health Emergency
- Damage assessment
- Debris removal and clean-up operations
- Transportation route restoration
- Re-establishment of government operations and services
- Engagement with the Whole Community
- Building safety inspections
- Abatement and demolition of hazardous structures
- Expanded social, medical, and mental health services
- Clear primary transportation routes
- Establish temporary or interim infrastructure to support business reopening
- Re-establish cash flow
- Provide emergency and temporary medical care and establish appropriate surveillance protocols (with County Health and Human Services)
- Request utilities to provide bill relief
- Waiver of permit fees for damage repairs
- Provide front-of-line rebuilding service
- Address need for accessible temporary housing and business space
- Change or alter traffic patterns (public transit, paratransit, school bus routes, etc.)
- Identify adults and children who would benefit from counseling or behavioral health services and begin treatment
- Provide integrated mass care and emergency services accessible to the Whole Community
- Assess and understand risk and vulnerabilities
- Volunteer and donations management
- Commodity distribution
- Establishment of accessible assistance centers including virtual, telephonic, local/family/business, FEMA disaster recovery centers (DRCs), etc.
- Identify affected natural, cultural, and historical sites
- Initiate fast-track building permit process
- Request private-sector entities to forgive or delay required payments
- Temporary housing and business space need
- Restoration of major utilities

Under most circumstances, the transition from short-term to intermediate recovery operations will occur within 30 days of the termination of the emergency or close of the incident period. The 30-day time period is intended only as a guide. Transition to intermediate recovery operations may occur at any time within or after the 30-day period, depending on the severity of the emergency and the effectiveness of the coordinated local, state, tribal and/or federal response.

### **3.2.3 Intermediate Recovery Activities**

In this phase, vital services have been restored, but the community has not returned to “normal”. Consider the required transitional activities for each RSF phase of recovery, which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized as temporary actions that provide a bridge to permanent measures.

The intermediate recovery phase occurs in the weeks and months following the emergency as more permanent recovery actions are implemented, including actions to assist in rebuilding impacted communities. Intermediate recovery activities within a jurisdiction may include:

- Providing accessible interim housing solutions
- Initiation of widespread debris removal operations
- Immediate infrastructure repair and restoration
- Support re-establishment of businesses, where appropriate
- Establishment of business recovery centers
- Engaging community on strengthening facilities during rebuilding and possible mitigation actions
- Coordinating with County Assessor for reassessment of property damaged by misfortune or calamity
- Engaging support networks for ongoing emotional/psychological care
- Ensuring continuity of public health care through accessible temporary facilities (with County Health and Human Services)
- Assisting the affected population with financial assistance concerning property repairs and other aspects of case management through local assistance centers (crisis counseling, transportation, etc.)
- Coordination of housing authorities, housing associations and other housing stakeholders with the placement of residents into stable interim or permanent housing
- Determine transportation restoration and rebuilding plans for increased resiliency
- Ensure that requirements of environmental and historical preservation laws and executive orders are met
- Operate long-term recovery planning committee to review the community’s rebuilding and resiliency goals
- Conducting outreach to the community through disaster recovery centers on mitigation opportunities to increase community resilience
- Provide business recovery center services

As intermediate recovery operations are completed, demobilized, discontinued, or able to be addressed within the standard organizational structure of the jurisdiction while still addressing any remaining long-

term recovery needs, the recovery operations structure, and Recovery Operations Center will be deactivated.

### **3.2.4 Long-Term Recovery Activities**

Long-term recovery consists of those activities and ongoing projects that return a community to a sense of “normalcy”. This recovery phase may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments and a move to self-sufficiency, sustainability, and resilience.

The primary goal of long-term recovery operations is to rebuild safely and wisely, reduce future hazards, and optimize community improvements. As with all phases of recovery, long-term recovery should include Whole Community planning, engaging the recovery support function stakeholders and those with disabilities and others with access and functional needs, to best incorporate community input, resources, and needs.

The major objectives of these operations within a jurisdiction include efforts to:

- Develop long-term universally accessible housing solutions
- Rebuild infrastructure to meet future Whole Community needs, including needs of those with disabilities and others with access and functional needs
- Implement economic revitalization strategies
- Facilitate applicable funding assistance for business rebuilding
- Follow up for ongoing counseling, behavioral health, and case management services
- Re-establish disrupted health care facilities
- Implement mitigation strategies
- Recover eligible disaster-related costs through insurance, applicable fees, mutual aid reimbursement, and state/federal public assistance programs
- Ongoing monitoring of acute and chronic effects to the environment because of the long-term implications
- Permanent re-establishment of public, private, and nonprofit services and workforce to achieve a sense of normalcy and solidified tax base
- Prioritize long-term services required for at-risk populations, including social, medical, and mental/behavioral health needs
- Remediate areas where hazardous material releases have occurred
- Transition remaining sheltered and interim housing populations to permanent housing

Hazard mitigation actions will be coordinated and employed in all activities by all jurisdictions, in accordance with the Multi-jurisdictional Hazard Mitigation Plan, to ensure a maximum reduction of vulnerability to future disasters. Each affected jurisdiction is responsible for their own approach to mitigation, which could include zoning variances, building code changes, plan reviews, seismic safety elements, and other land use planning techniques.

Local jurisdictions and special districts within the Operational Area will strive to restore essential facilities through repair, reconstruction, improvement, or mitigation during long-term recovery operations.

Local jurisdictions are responsible to manage and direct their jurisdiction's overall emergency response and recovery activities and may choose to designate a Local Disaster Recovery Manager (LDRM) within their jurisdiction to manage their recovery functions.

When a disaster exceeds local capabilities, local authorities of jurisdiction within the County may request State disaster recovery resources and assistance through the Operational Area in accordance with the requirements of the Emergency Services Act, California State Emergency Plan, SEMS Mutual Aid System, and/or the California Disaster Assistance Act.

### **3.3 Activation of the Recovery Plan**

Following an incident, EMD will conduct initial assessments of the incident and will make an initial recommendation for the activation of the DRP and the implementation of the recovery organization to the Director of EMD, or his/her designee, and will seek formal consensus from the County's Executive Office and Board of Supervisors' to formally activate the DRP Annex Emergency Support Function (ESF) 14 and the following six RSF's:

- RSF #1 - Community Planning and Capacity Building (CPCB)
- RSF #2 – Economic Resilience
- RSF #3 - Health and Social Services
- RSF #4 – Short & Long-Term Housing
- RSF #5 - Infrastructure Systems
- RSF #6 - Natural and Cultural Resources



Emergency operations are generally activated in three (3) levels based on the severity and scope of the incident and the availability of resources. Below are recommendations for the activation of the DRP, Recovery Organizational Structure, and establishment of a recovery operations center in relation to the County's EOC activation levels.

<p><b>3 (MINOR)</b></p>	<ul style="list-style-type: none"> <li>• The OA Disaster Recovery Manager is activated to coordinate recovery across impacted jurisdictions</li> <li>• Short-term recovery can be coordinated within the EOC</li> <li>• Operational Area recovery needs are supported within the EOC and jurisdiction's existing organizational structure</li> </ul>
<p><b>2 (MODERATE)</b></p>	<ul style="list-style-type: none"> <li>• Recovery operations are of such size and complexity that some or all components of a dedicated recovery organizational structure are needed</li> <li>• The OA Disaster Recovery Manager is activated</li> <li>• Recovery operations initially supported by the EOC may still require dedicated support even after the EOC deactivates</li> <li>• A ROC may be established</li> <li>• Field survey and inspection teams may be activated</li> <li>• Damage assessments may be required</li> </ul>
<p><b>1 (MAJOR)</b></p>	<ul style="list-style-type: none"> <li>• Most or all sections of the Recovery Organizational Structure are fully activated</li> <li>• An OA Disaster Recovery Manager is activated to lead recovery</li> <li>• OA Disaster Recovery Manager is responsible to facilitate communications across the Operational Area and a ROC will be established</li> <li>• The EOC will coordinate with the OA Disaster Recovery Manager and ROC to support ongoing operational recovery needs as the emergency response transitions to short-term and intermediate recovery and the EOC begins to deactivate or support new disaster responses</li> <li>• Field survey and inspection teams will be fully activated</li> <li>• Damage assessments will be required</li> <li>• Full recovery phase will be initiated</li> </ul>

## **SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

Some departments and agencies of the Riverside OA may have assignments throughout the recovery phase in addition to their normal, day-to-day duties. As EOC and response operations transition to recovery, determination of which staff will have recovery mission assignments will be identified. The Riverside OA will outline how the current operations will transition to the recovery operations coordinating element. These assignments usually parallel or complement normal duties. The assignments of each department and agency are listed in the organization section of this plan (Section 4.1.1). Each department and agency are responsible for developing and maintaining its own procedures, along with the necessary training and education, containing details of how they may carry out the recovery assignments outlined in this plan.

### **4.1 Organization**

The County of Riverside Emergency Management Department is the operational lead in disaster recovery activities. The OA Disaster Recovery Manager (also known as the Local Disaster Recovery Manager, LDRM) will act as the representative/planner dedicated to recovery operations when response operations are initiated.

Depending on the type, nature and severity of the disaster, the EMD Director or EOC Director may appoint a recovery coordinator early in the response phase to begin planning and coordinating recovery efforts with impacted jurisdictions across the county geographic area. The Recovery Coordinator will be assigned to the OA EOC command staff upon any level EOC activation to coordinate recovery efforts with impacted jurisdictions throughout the Operational Area, including the County of Riverside, as the local government of the unincorporated area. This Recovery Coordinator will not manage recovery operations within any specific jurisdiction but will support communications and coordination amongst impacted areas within the OA. If needed, for minor events in which the EOC is not activated, the Recovery Coordinator will be assigned to the EMD Director. The response organizational chart is depicted in Figure 3.2.

#### **4.1.1 Assignment of Responsibilities**

##### **Local Government**

The County of Riverside is the lead agency within the Operational Area with the responsibility to manage and/or coordinate information, resources, and priorities among responding local governments. The County also serves as the coordination and communication link between operational area jurisdictions and special districts. The role of the County as the Operational Area lead agency does not change the coordination of discipline-specific resources, such as fire, law, and medical, through their established mutual aid systems. EMD is the administrator for the Operational Area and provides the Operational Area Coordinator, who is responsible for day-to-day needs of the Operational Area.

Each incorporated jurisdiction is responsible for developing a recovery plan or annex. The adopted document should support the performance of all functions, roles, and responsibilities not provided by the County, utilities, nonprofit and community-based organizations (CBOs), or the state and federal government. Within each jurisdiction, the following responsibilities should be assigned to an existing position or a new position should be established to provide the following:

### **Response Phase Coordination (generally a jurisdiction's EOC Director)**

- Determine if a Proclamation of Local Emergency is needed
- Identify and articulate any recovery needs beyond the local capabilities
- Maintain, or generate, a Designation of Applicant's Agent Resolution if seeking state/federal public assistance
- If state and/or federal financial assistance is granted, file a Request for Public Assistance (RPA).
- Document damages, costs, and impacts via an initial damage estimate (IDE), such as with the Cal OES 95 Form (<https://www.caloes.ca.gov/cal-oes-divisions/recovery/forms>)
- Coordinate with Cal OES and any involved federal agencies regarding validation of IDE damages, usually through a preliminary damage assessment (PDA), to confirm locally reported and vetted impacts
- Facilitate the jurisdiction's attendance at State and/or FEMA applicant briefings, in coordination with County EMD for briefings involving multiple jurisdictions
- Coordinate with the County Recovery Manager/Coordinator as necessary

### **Departmental Point of Contact**

Each department within a jurisdiction that has expended funds or suffered damage should identify a single point of contact for their respective recovery operations for coordination with their jurisdiction's finance section. The name, title, work phone number, and home phone number of this point of contact will be provided, in writing, to their Recovery Manager/Coordinator within 48 hours of activation of their Recovery Plan.

The responsibilities of the departmental point of contact are as follows:

- Gather information from their department concerning damage and/or expenditures to be included in the initial damage estimate and report this information to their jurisdiction's Recovery Manager/Coordinator or their designee
- Respond to questions from FEMA or Cal OES staff on their department's damages and/or expenditures in coordination with their Recovery Manager/Coordinator or their designee
- Coordinate with the County Recovery Manager/Coordinator for damage site visitations by state and federal disaster recovery inspectors for confirmation of reported damages through preliminary damage assessments
- Per applicable jurisdictional and departmental policies and procedures and the FEMA Public Assistance Program and Policy Guide, provide and retain all required documentation for each site and all activities for each project

Overarching roles for the organized ROC, may include some of the following:

- Assigning or reassigning implementation responsibility for new and adopted actions as needed.
- Ensure all planning efforts are inclusive of people with disabilities and others with access and functional needs
- Ensuring accountability, transparency, and equitability in the recovery process
- Ensuring progress is clearly communicated to the public
- Ensuring recovery decisions are in line with the community's "vision," found in the local plan  
Ensuring resources and staffing are provided in a timely manner to accomplish actions

- Ensuring that administrative and documentation requirements, including timekeeping, are properly maintained
- Formulating new subcommittees or modifying subcommittee structure as needed for efficiency of implementation
- Initiating recommendations for enactment, extension, or repeal of emergency ordinances and procedures that affect long-term recovery, such as moratoriums
- Monitoring progress towards meeting long-term recovery goals and objectives and setting a timetable for reaching milestones
- Overseeing coordination between the different levels of government as it relates to implementing actions
- Overseeing recovery and redevelopment of the community on behalf of commissioners and/or municipal council
- Recommending budget requests and approval of grant agreements for implementation of actions.
- Reviewing damage assessments and evaluating the need to modify or augment post-disaster actions
- Reviewing priorities for action implementation on a regular basis during post-disaster phases to adjust as conditions warrant

This plan is based on the premise that successful jurisdiction-wide recovery and reconstruction is dependent on systematic planning for the restoration of services, housing and economic vitality. The DRP identifies both the pre-event and post-event roles and responsibilities as they relate to recovery and reconstruction policies.

#### **4.1.2 Command Staff Assignment of Responsibilities**

When the ROC has been established, an OA Disaster Recovery Manager will identify and request staff from within the Riverside County OA to fill the positions of a Public Information Officer (PIO), Liaison Officer, Legal Advisor, and Safety Officer. Such staff will be detailed part- or full-time from their home agency to a temporary recovery team. These positions comprise the recovery team command staff. Additional disaster recovery special/supporting staff positions from other government agencies or the private sector may be required to support the OA Disaster Recovery Manager, depending on the nature and complexity of the recovery mission.

Command staff positions in the ICS-based organizational structure are outlined below. Detailed position checklists for each Command Staff position can be found in Appendix A.

##### **4.1.2.1 Liaison Officer**

The Liaison Officer provides the point of contact for representatives of assisting and cooperating agencies and organizations within the jurisdiction, external jurisdictions, and state and federal partners to support incoming staff to the recovery operations coordinating element, and to coordinate intergovernmental/interagency deployments to the recovery operations coordinating element. The Liaison Officer will also interact with representatives from state agencies that have local offices and/or provide direct assistance to the recovery effort. The Liaison Officer presents logistical and communications matters in the context of intergovernmental/interagency coordination to the OA Disaster Recovery Manager with a recommended course of action. This includes cooperation with the Command Staff and General Staff

Section Chiefs to determine the organizational needs of the recovery operations coordinating element to accommodate assisting and cooperating agencies and organizations and facilitate the provision of workspace and communications infrastructure.

The Liaison Officer should be designated prior to the disaster by EMD and must have preestablished relationships with the participating regional agencies and organizations that the recovery operations coordinating element must coordinate with during recovery operations. Additional support staff may be assigned from this office or other jurisdictional departments as appropriate.

#### **4.1.2.2 Legal Advisor**

The legal advisor will be selected by the County of Riverside County Counsel Additional support staff may be assigned from this office, as appropriate.

The Legal Advisor provides special counsel to the OA Disaster Recovery Manager on the legal implications of operational mission assignments and develops – as requested – any special legislation or orders that support the overall mission of the recovery operations coordinating element. The Legal Advisor provides interpretation on recovery operations coordinating element goals, objectives, or tactics that may be impacted by statutes, or regulations. The Legal Officer may be requested to advise the OA Disaster Recovery Manager on other legal matters, as requested. The Legal Officer also coordinates with the Public Information Officer to review recovery operations coordinating element press releases and public statements for legal implications and provide revised language as needed.

#### **4.1.2.3 Public Information Officer**

The Public Information Officer (PIO) serves as the official spokesperson for the recovery operations coordinating element and is responsible for responding to all media and general public inquiries. In addition, the PIO is responsible for maintaining the appropriate flow of information about the recovery operations coordinating element efforts to the media for public dissemination through public information releases via multiple channels including print, radio, television, email and text, social media, community groups, message boards in public buildings, and other existing resources and communication networks. This includes the identification of alternate methods and alternate formats for communication in the event traditional methods are insufficient because of utility outages or the communicated needs of people with special needs and/or disabilities.

The PIO is responsible for the development of a public communications and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the recovery operations coordinating element and the public, identifying communications tools, outlets, and messaging to ensure a coordinated approach to public information. This Plan will be a living document, revised as necessary based on the needs of the recovery operations coordinating element. The need for individual units or RSF Branch public information officers with an indirect report to the lead recovery operations coordinating element Public Information Officer may be identified by the OA Disaster Recovery Manager, Operations Section Chief, or the PIO. The PIO coordinates his/her activities with internal and external PIOs. For large incidents that require coordination with state and federal agencies, the PIO would establish a Joint Information Center (JIC) and would lead its operations.

The role of public information after a disaster is crucial. It is imperative that Riverside County OA go beyond minimal efforts to keep the public aware and informed. It will therefore include provision of

timely, reliable, and regular information via multiple media channels including print, broadcast, new/social media, community organizations and networks, direct outreach, etc. All efforts will be made to keep residents and businesses informed of what they can expect from the government and where/how they can access resources and information, and conversely, they should be informed of what their community expects of them and where/how they can access the resources they need to be self-reliant and advance their own recoveries. Residents and businesses should be provided with the information and resources needed to make necessary – and often difficult – decisions. Public information channels must be quickly established to receive incoming questions, referrals, etc. via new/social media, hotlines, or in-person visits; this will be coordinated with service and information centers. Communication with residents and businesses that may have been displaced within or outside the county will also be addressed.

The PIO will be selected from EMD and must have pre-established relationships with media and community organizations that the recovery operations coordinating element must communicate with during recovery. Additional support staff may be assigned from this department or others as appropriate.

#### **4.2.4 Safety Officer**

The Safety Officer is responsible for monitoring and assessing hazardous and unsafe working situations and developing methods for assuring recovery operations coordinating element personnel safety. This risk management function applies to all staff assigned to the recovery operations coordinating element, including those deployed from external jurisdictions or private/non-profit organizations. The Safety Officer collects and compiles all risk information associated with the execution of recovery mission assignments and contributes safety messaging. Additionally, the Safety Officer ensures that the recovery operations coordinating element has an established and updated Medical Plan. Following a large disaster, the need for additional units under the command of the Safety Officer may be identified by the OA Disaster Recovery Manager or the EOC Director.

### **4.2 General Staff Assignments of Responsibilities**

The OA Disaster Recovery Manager may request staff from various agencies to fill the positions of Planning Section Chief, Finance/Admin Section Chief, Logistics Section Chief, and Operations Section Chief. Such staff will be detailed part- or full-time from their home agencies to the temporary recovery operations coordinating element. These positions comprise the management for general staff, each of whom has a Section beneath him/her. General staff positions in the ROC ICS-based organizational structure are described below. Detailed position checklists for each general staff position can be found in Appendix A.

#### **4.2.1 Operations Section Chief**

The Operations Section Chief oversees the Operations Section, which executes the mission of the ROC as defined by the recovery objectives and tactics established by the OA Disaster Recovery Manager. During recovery, it should be expected single-point ordering will be reduced or deactivated and that normal procurement, contracting, and management mechanisms will be utilized. Therefore, significant responsibility for resource requests and management will be delegated to the entities within the Operations Section that are directly overseeing relevant tasks – in particular, the agencies that disaster recovery comprise RSF Branches. Each agency involved in RSF Branches mission assignments will be responsible for monitoring individual agency contract relationships, while maintaining a close working/communications relationship with both the Logistics and Finance Sections.

Operations Section leadership will be drawn from the Lead Agencies for those recovery groups whose responsibilities are most central to the ROC mission, which will respond to the nature of the incident (example: during recovery from a pandemic influenza the Operations Section leadership should be drawn from the jurisdiction's health department). RSF Branches may be established within the Operations Section depending upon the circumstances and recovery needs. The Operations Section Chief will activate and deactivate RSF Branches, as appropriate.

#### **4.2.2 Planning Section Chief**

The Planning Section Chief oversees the Planning section, which collects, evaluates, and disseminates critical incident situation information and intelligence to the OA Disaster Recovery Manager, Riverside County OA. The Planning Section prepares status reports on the progress of operational objectives, displays situation information for all recovery personnel, and develops and documents a recovery action plan for each operational period. Once the Community Recovery Plan is complete, the Planning Section will also be responsible for reviewing, evaluating, and updating it (on at least an annual basis, or more often as needed) to monitor progress and ensure the strategic framework is appropriate and information is current.

The Planning Section Chief will also oversee monitoring and documenting consideration of fairness and equity during recovery decision-making and action planning. Situational information, plans, and reports developed by the Planning Section should be made available, on a regular basis, to all authorized agencies and organizations. The Planning Section also coordinates the development of the recovery effort After Action Report (AAR), including establishing intermittent reporting requirements that are coordinated, as to not duplicate effort, with the reporting requirements established for the ROC.

The leadership of the Planning Section will be drawn from the Department of Public Works and EMD, or other agencies as appropriate to the situation and/or based on technical expertise. A Recovery Transition Unit may be established within the Planning Section in order to facilitate the transition from response to recovery. The Recovery Transition Unit would be the point of coordination for tracking organizational transition from response to recovery and identifying and addressing gaps or problems. Additionally, the following standard Planning Section units may be established or maintained as necessary:

- Situation Unit
- Documentation Unit
- Resource Unit
- Demobilization Unit
- Technical Specialists/Technical Specialist Unit

#### **4.2.3 Logistics Section Chief**

The Logistics Section Chief oversees the Logistics Section, which is generally responsible for requesting, tracking, and demobilization of all support requirements needed to facilitate recovery operations, including ordering resources from outside sources. The Logistics Section provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and other services or assets as needed. The Logistics Section also works with the Liaison Officer to issue credentials to all mobilized personnel.

During recovery, many logistical functions having specialized subject matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal departments. In this case, the Logistics Section's responsibility will be to collect and coordinate relevant reporting on such activity, and to provide Logistics functions for the ROC itself.

The leadership of the Logistics Section will be drawn from County departments or other County agencies as appropriate to the situation. The following standard Logistics Section units may be established or maintained as necessary within a Support Branch:

- Facilities Unit
- Supply Unit
- Ground Support Unit
- Donations Management Unit

The following standard Logistics Section units may be established or maintained as necessary:

- Food Unit
- Communications Unit

#### **4.2.4 Finance/Admin Section Chief**

The Finance/Admin Section Chief oversees the Finance/Admin Section, which is responsible for tracking and coordinating payment for recovery supplies and services, maintaining expenditure records for federal recovery programs, tracking of recovery staff time sheets and generally ensuring that Riverside County OA receives all state and federal recovery assistance and reimbursement for which it is eligible. The Section will accomplish this through collecting and coordinating relevant reporting on recovery activities and focusing on recovery financial concerns. During recovery, many financial and administrative functions that have specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal Riverside County OA departments. In this case, the Finance/Admin Section's responsibility will be to collect and coordinate relevant reporting on such activity.

Resumption of competitive bidding should also be expected during recovery. Nevertheless, alterations intended to streamline, or fast track normal procurement procedures may be indicated. These should be designed and implemented, with appropriate triggers, in advance of an incident. The leadership of the Finance/Admin Section will be drawn from both EMD and the Auditor Controller departments, or other agencies as appropriate to the situation. The need may arise to manage, in a coordinated manner, the eligibility, application, and distribution of federal financial recovery assistance. These grant programs extend beyond the traditional Cal OES and FEMA public assistance program and are offered through a variety of state and federal agencies. Several other federal agencies have the authority to make disaster or emergency declarations, to trigger certain special authorities or funding streams within their various areas of responsibility. Each of the agencies may exercise a declaration under their own authority under various circumstances, or they may be included as part of a Governors State of Emergency with California Disaster Assistance Act and Major Disaster Declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act). These agencies include:

- California Governor's Office of Emergency Services
- U.S. Small Business Administration
- U.S. Department of Agriculture



- U.S. Department of Transportation
- U.S. Department of Health and Human Services
- U.S. Army Corps of Engineers
- U.S. Department of Commerce
- U.S. Environmental Protection Agency
- U.S. Coast Guard
- U.S. Department of Energy

In addition to these program funds, these or other funding sources especially U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBG) have historically been tapped, in the context of special appropriations, to aid areas impacted by disasters. Such funding typically requires political mobilization and lobbying efforts. Many of these federal programs have strict rules and requirements associated with them, which may or may not support the recovery objectives. Additionally, the rules of some programs may conflict with others. The Recovery Programs Administration Unit must therefore carefully consider the implications of recommending use and/or combining of any funding stream(s) to advance Riverside County OA recovery. Disaster recovery in the Riverside County OA must devote resources to ensure that these programs are identified, and funds are sought to support or supplant the financial burden that recovery operations will place on the Riverside County OA budget. This Unit will leverage the National Disaster Recovery Program Database (NDRPD) as the primary resource for its recovery program identification research. (See also Appendix C for identification and description of key federal recovery programs). This Unit will work closely with those RSF Branches involved with recovery program design and delivery in the Operations Section, and with recovery staff at the state and federal levels.

Additionally, a Property Claims Unit and a Compensation and Claims Unit may be established. These would be concerned exclusively with property claims and injuries/workers compensation claims, respectively. Additionally, the following standard Finance/Admin Section units may be established or maintained as necessary:

- Procurement Unit (if not already established by Logistics)
- Time Unit
- Cost Unit

## **SECTION 5.0 DIRECTION, CONTROL AND COORDINATION**

EMD will provide the primary direction, control, and coordination function for short-term recovery activities following a disaster. The primary activities and functions of local government during this phase will continue to be supported by a declaration of local emergency, which provides the legal basis for necessary emergency operations. The implementation of the Riverside County Continuity of Operations Plan/Continuity of Government (COOP/COG) plan to reconstitute government services and decision-making processes maybe be necessary to progress recovery operations. Coordination with key private and non-governmental organizations and services will be necessary to ensure they have executed their COOP/COG plans.

A ROC will be established, when needed, to manage the activities associated with recovery operations. The decision to activate the ROC will be made by EMD. Representatives from all levels of government and agencies involved in the recovery process will be present in the ROC. The organization and staffing of the ROC will be in accordance with this DRP.

Direction, control, coordination and management of recovery operations within Riverside County OA will be conducted from Riverside County OA EOC and will transition to the ROC as directed by EMD.

Direction and control for the implementation of state and/or federal disaster assistance projects for restoration/repair of public facilities and infrastructure will be the responsibility of EMD. When the ROC is deactivated, EMD will continue to monitor the progress of all projects and assist as needed.

## **SECTION 6.0 INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION**

Essential Elements of Information (EEI) provides the situational data available at any given point in the recovery process for an incident. Information is gathered from a variety of sources, both official and unofficial. It is the role of the Recovery Planning Unit to develop an EEI Toolkit early in the recovery process and revise the Toolkit as needed. The EEI Toolkit identifies the specific information that each RSF and Command/General Staff must report on, the reporting periods for providing updated information to the Planning Unit, and the format the information must be provided in bullet form, narrative, chart, table, graphic, etc. The EEI Toolkit should be disseminated to all relevant entities for reference and should be updated as EEI requirements change.

EEIs may include the following elements:

- Affected population demographics
- Availability of temporary housing sites
- Damage to airfields
- Damage to dams and reservoirs and estimated time for repairs
- Damage to government building
- Damage to hospitals
- Damage to residential dwellings
- Evacuated critical facilities
- Impact to economic stability and businesses
- Local declarations and activations
- Repair status of critical infrastructure
- Requests and/or need for state and federal assistance
- Road and bridge closures and estimated time for reopening or repairing
- Shelter populations, temporary housing populations, required permanent housing structures
- Status of houses without power, or damaged natural gas, sewer and/or water lines, and restoration timelines
- Status of utilities
- Telecommunication infrastructure status and estimated time for repairs

Essential Elements of Information should be disseminated to all stakeholders through the release of situation reports. Situation reports are a detailed report describing everything of importance that is happening or has happened during the last operational period (note: during recovery operations, operation periods are frequently longer in duration than during the response phase. An operational period of weeks to months is not unheard of). The situation report is a compilation of the information of the boards, maps and other diagrams produced by RSFs, Command/General Staff, conference call/meeting

minutes, situation reports from regional or federal partners, spot reports, and media reports. It is produced a minimum of once every operational period or more frequently if the event warrants. The situation report may also include important press releases disseminated from the JIC.

The Planning Unit is responsible for creating the situation report and disseminating the report to stakeholders. Situation reports should be filed and archived appropriately as part of the official documents for the event.

## **SECTION 7.0 COMMUNICATIONS**

### **7.1 Internal Communications**

Communications is an integral part of recovery. The OA uses many common communications methods (face-to-face, email, phone, etc.) as well as numerous customized and localized systems including social media, Web-EOC and dedicated recovery emails and hotline.

EMD is responsible for the organization and structure of internal communications. This function may address key issues such as:

- Communication activities that will be needed and who will be responsible for those activities
- Effective communication with elected officials
- Methods of sharing information, including management of sensitive issues
- Resource levels that may be needed

### **7.2 External Communications**

External communications will be necessary in order to keep the public informed of disaster recovery efforts and progress, as well as how to access available program assistance and eligibility requirements. All information should be accessible to the general public, including people with disabilities and others with access and functional needs and those with limited English proficiency, and should be shared in a clear, consistent, culturally sensitive, and frequent manner.

### **7.3 Public Education and Outreach**

Public education and outreach may also be considered a pre-disaster activity. This would include accessible information to make the public aware of actual threats and hazards; and how the public may individually prepare for those threats and hazards.

Public education and outreach will be conducted using a variety of accessible formats that is functionally equivalent in content and detail to ensure that the entire affected population is reached. Methods used for public education and outreach will include:

- Community events
- Official County websites
- Partner websites or information centers such as Community Connect/211 Riverside County
- Social media

## **SECTION 8.0 ADMINISTRATION, FINANCE, AND LOGISTICS**

It is paramount that detailed records that track personnel hours, expenses, and disaster-related costs are kept and backed up. A detailed approach is necessary for jurisdictions to be able to receive reimbursements and payments for staff and work performed during recovery. Also, consider adding an emergency response and recovery clause into new contracts that have missions or functions that could be used in a post-disaster environment. This will provide flexibility in calling on additional resources and staff after an incident to support recovery efforts. Jurisdictions should work with each program to determine eligibility of damages and expenses. Additionally, jurisdictions should pre-identify documentation required when utilizing volunteers to use toward the cost-share.

## **8.1 Administration and Finance**

Detailed records tracking personnel hours, supplies, materials, equipment, and other disaster-related costs are to be kept and backed up with documentation that supports the incurred cost. This detailed cost-tracking approach is necessary for obtaining state and/or federal disaster declarations and support and receiving reimbursements and payments for staff and projects during recovery. Each program should be reviewed carefully to determine eligibility of damages and expenses.

Qualifying for and obtaining assistance from the state and federal government relates directly to the approach and details of cost tracking.

Departments and agencies should employ their own internal process for recording and documenting expenditures and should maintain all recovery-related records for a minimum of five years after the last action on the disaster application. This process for recording and documenting expenditures by departments and agencies must be consistent with the overall jurisdictions disaster recovery policy and procedures.

## **8.2 Documentation**

At a minimum, Riverside County OA should maintain the following documentation to ensure maximized reimbursement and financial assistance:

- Equipment cards
- Journal vouchers
- Material requisitions
- Purchase orders
- Timesheets

Riverside County OA must include the following documentation when making a formal request for assistance or reimbursement:

- Copy of the local proclamation (if required)
- Initial damage estimate (IDE)
- Written request/resolution by designated official
- Type of disaster
- Date of occurrence and whether situation is continuing
- Areas affected
- Type of assistance needed

## Volunteers and Donations

- Identify pre-incident the required document for volunteer hours to use toward meeting the cost-share requirements of the disaster funding
- Document the appropriate level of detail for volunteer labor, as required, that could include, but may not be limited to record of hours worked, location, description of work performed, and equivalent information for donated equipment and materials

## Glossary of Terms

This list contains definitions of terms commonly used in Emergency Management, the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS) and the Incident Command System (ICS).

**Access and Functional Needs:** Persons who may have additional needs before, during and after an incident in functional areas, including but not limited to maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are seniors; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.

**Action Plan:** The plan prepared in the EOC containing objectives for the emergency response SEMS level reflecting overall priorities and supporting activities for a designated period. See also Incident Action Plan.

**Activate:** At a minimum, a designated official of the emergency response agency that implements SEMS as appropriate to the scope of the emergency and the agency's role in response to the emergency.

**After Action Report:** A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required under SEMS after any incident which requires a declaration of an emergency. Reports must be completed within 90 days.

**Agency:** An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency and Multi-Agency.)

**Agency Dispatch:** The agency or jurisdictional facility from which resources are assigned to incidents.

**Agency Executive or Administrator:** Chief Executive Officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

**Agency Representative:** An individual assigned to an incident or to an EOC from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident or at the EOC. Agency representatives report to the Liaison Officer at the incident, or to the Liaison Coordinator at SEMS EOC levels.

**Air Operations Branch Director:** The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

**Allocated Resources:** Resources dispatched to an incident.

**Area Command:** An organization established to: 1) oversee the management of multiple incidents that are each being handled by an incident command system organization; or 2) to oversee the management of a very large incident that has multiple incident management teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, and ensure that incidents are properly managed, objectives are met, and strategies followed.

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident or EOC Action Plan.

**Assistant:** Title for subordinates of the Command Staff positions at the field SEMS level. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

**Assisting Agency:** An agency directly contributing tactical or service resources to another agency.

**Available Resources:** Incident-based resources which are available for immediate assignment.

**Base:** The location at an incident at which primary logistics functions for an incident are coordinated and administered. There is only one base per incident. (Incident name or other designator will be added to the term "Base.") The Incident Command Post may be collocated with the Base.

**Branch:** The organizational level at the SEMS field level having functional or geographic responsibility for major parts of incident operations. The branch level is organizationally between section and division/group in the Operations Section, and between section and units in the Logistics Section. Branches are identified using roman numerals or by functional name (e.g., medical, security, etc.).

**Branch Director:** The ICS title for individuals responsible for supervision of a branch at the field level. At SEMS EOC levels, the title Branch Coordinator is preferred.

**Cache:** A pre-determined complement of tools, equipment and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site, within the general incident area, separate from the incident base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Chain of Command:** A series of management positions in order of authority.

**Check-in:** The process whereby resources first report to an incident or into an EOC. Check-in locations at the SEMS field level include incident command post (Resources Unit), incident base, camps, staging areas, helibases, helispots, and division supervisors (for direct line assignments).

**Clear Text:** The use of plain English in radio communications transmissions. No Ten Codes or agency specific codes are used when utilizing Clear Text.

**Command:** The act of directing, and/or controlling resources at an incident by explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

**Command Post:** (See Incident Command Post)

**Command Staff:** The Command Staff at the SEMS field level consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. These functions may also be found at the EOC levels in SEMS. At the EOC, they would report to the EOC Director but may be designated as coordinators. At EOCs, the functions may also be established as sections, or branches to accommodate subsequent expansion.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A communications unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an incident communications center.

**Compacts:** Formal working agreements among agencies to obtain mutual aid.

**Compensation/Claims Unit:** Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at the incident or within an EOC.

**Complex:** Two or more individual incidents located in the same general area that are assigned to a single incident commander or to a unified command.

**Cooperating Agency:** An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., American Red Cross, telephone companies, etc.).

**Coordination:** The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc. Multi-agency or inter-agency coordination is found at all SEMS levels.

**Coordination Center:** Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**Cost Sharing Agreements:** Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be verbal between authorized agency or jurisdictional representatives at the incident.

**Cost Unit:** Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**Cultural Resources:** Aspects of a cultural system that are valued by or significantly representative of a culture or that contain significant information about a culture. Cultural resources may be tangible entities or cultural practices. Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places and as archeological resources, cultural landscapes, structures, museum objects and archives, and ethnographic resources for federal management purposes. Also includes cultural items as that term is defined in section 2(3) of the Native American Graves



Protection and Repatriation Act [25 USC 3001(3)]; and archeological resources, as that term is defined in section 3(1) of the Archaeological Resources Protection Act of 1979 [16 USC 470bb(1)].

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written delegation of authority to be given to incident commanders prior to their assuming command on larger incidents.

**Demobilization Unit:** Functional unit within the Planning Section responsible for assuring orderly, safe and efficient demobilization of incident or EOC assigned resources.

**Department Operations Center (DOC):** A facility used by a distinct discipline, such as flood operations, fire, medical, hazardous material, or a unit, such as Department of Public Works, or Department of Health. Department Operations enters may be used at all SEMS levels above the field response level depending upon the needs of the emergency.

**Deputy Incident Commander:** A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task.

**Disaster:** A sudden calamitous emergency event bringing great damage loss or destruction.

**Dispatch:** The implementation of a command decision to move a resource or resources from one place to another.

**Dispatch Center:** A facility from which resources are assigned to an incident.

**Division:** Divisions are used to divide an incident into geographical areas of operation. Divisions are identified by alphabetic characters for horizontal applications and, often, by numbers when used in buildings. Divisions are also used at SEMS EOC levels and are found organizationally between branches and units.

**Division or Group Supervisor:** The position title for individuals responsible for command of a division or group at an incident. At the EOC level, the title is Division Coordinator.

**Documentation Unit:** Functional unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to an incident or within an EOC.

**Durable Medical Equipment:** Multi-use medical equipment for the benefit of a person who has an illness, injury, disability or functional need to maintain their level of independence.

**Emergency:** A condition of disaster or of extreme peril to the safety of persons and property caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake or other conditions, other than conditions resulting from a labor controversy.

**Emergency Management Coordinator:** The individual within each jurisdiction that is delegated the day-to-day responsibility for the development and maintenance of all emergency management coordination efforts.

**Emergency Medical Technician (EMT):** A health-care specialist with skills and knowledge in pre-hospital emergency medicine.

**Emergency Operations Center (EOC):** A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

**Emergency Operations Plan:** The plan that each jurisdiction has and maintains for responding to appropriate hazards.

**Emergency Response Agency:** Any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

**Emergency Response Personnel:** Personnel involved with an agency's response to an emergency.

**Emergency Services Director:** The individual within each political subdivision that has overall responsibility for jurisdiction emergency management. For cities and counties, this responsibility is commonly assigned by local ordinance.

**EOC Action Plan:** The plan developed at SEMS EOC levels which contains objectives, actions to be taken, assignments and supporting information for the next operational period.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts or sporting events.

**Facilities Unit:** Functional unit within the Support Branch of the Logistics Section at the SEMS field response level that provides fixed facilities for the incident. These facilities may include the incident base, feeding areas, sleeping areas, sanitary facilities, etc.

**Field Operations Guide:** A pocket-size manual of instructions on the application of the Incident Command System.

**Finance/Administration Section:** One of the five primary functions found at all SEMS levels which is responsible for all costs and financial considerations. At the incident the Section can include the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.

**Food Unit:** Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident and or EOC personnel.

**Function:** In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics and Finance/Administration. The same five functions also are found at all SEMS EOC levels. At the EOC, the term Management replaces Command. The term function is also used when describing the activity involved, e.g., "the planning function."

**Functional Element:** Refers to a part of the incident, EOC or DOC organization such as section, branch, group or unit.

**General Staff:** The group of management personnel reporting to the Incident Commander or to the EOC Director. They may each have a deputy, as needed. At the field SEMS level, the General Staff consists of the Operations Section Chief, Planning/Intelligence Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. At the EOC levels, the position titles are Section Coordinators.

**Ground Support Unit:** Functional unit within the Support Branch of the Logistics Section at the SEMS field response level that is responsible for the fueling, maintaining and repairing of vehicles, and the transportation of personnel and supplies.

**Group:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between branches (when activated) and resources in the Operations Section.

**Helibase:** The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

**Helispot:** Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

**Incident:** An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

**Incident Action Plan:** The plan developed at the field response level which contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written.

**Incident Base:** Location at the incident where the primary logistics functions are coordinated and administered. The Incident Command Post may be collocated with the Base. There is only one base per incident.

**Incident Commander:** The individual responsible for the command of all functions at the field response level.

**Incident Command Post (ICP):** The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

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

**Incident Communications Center:** The ICS facility designated for use by the Communications Unit and the Message Center.

**Incident Management Team:** The Incident Commander and appropriate General and Command Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**Initial Action or Response:** The actions taken by resources which are the first to arrive at an incident or the resources initially committed to an incident.

**Intermediate Recovery:** Phase of recovery which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

**Joint Information Center (JIC):** A central location that facilitates operation of the Joint Information System where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.

**Joint Information System (JIS):** Provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector. Includes the plans, protocols, procedures, and structures used to provide public information. Federal, state, tribal, territorial, regional, or local public information officers and established joint information centers (JICs) are critical supporting elements of the JIS.

**Jurisdiction:** The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., special district city, county, state or federal boundary lines), or functional (e.g., sheriff's office, health department, etc.). (See Multi-jurisdiction.)

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

**Landing Zone:** (See Helispot.)

**Leader:** The ICS title for an individual responsible for a functional unit, task forces, or teams.

**Liaison Officer:** A member of the Command Staff at the field SEMS level responsible for coordinating with representatives from cooperating and assisting agencies. At SEMS EOC levels, the function may be done by a coordinator and/or within a section or branch reporting directly to the EOC Director.

**Life-Safety:** Refers to the joint consideration of both the life and physical well-being of individuals.

**Local Government:** Means local agencies per Article 3 of the SEMS regulations. The Government Code 8680.2 defines local agencies as any city, city and county, county, school district or special district.

**Logistics Section:** One of the five primary functions found at all SEMS levels. The Section responsible for providing facilities, services and materials for the incident or at an EOC.

**Long-Term Recovery:** Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments and a move to self-sufficiency, sustainability and resilience.

**Management by Objectives:** In SEMS field and EOC levels, this is a top-down management activity which involves a three-step process to achieve the desired goal. The steps are establishing the objectives, selection of appropriate strategy(s) to achieve the objectives; and the direction or assignments associated with the selected strategy.

**Master Mutual Aid Agreement:** An agreement entered by and between the state of California, its various departments and agencies, and the various political subdivision, municipal corporations, and other public agencies of the state of California to assist each other by providing resources during an emergency. Mutual aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other to prevent and combat any type of disaster or emergency.

**Medical Unit:** Functional unit within the Service Branch of the Logistics Section at SEMS field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

**Message Center:** The Message Center is part of the incident or EOC communications center and is collocated or placed adjacent to it. It receives, records, and routes information to appropriate locations at an incident or within an EOC.

**MHOAC:** Medical Health OA Coordinator; a functional position established by Health and Safety Code §1979.153. In the event of a local, state, or federal declaration of emergency, the MHOAC provides a 24-hour, seven day a week capability to staff public health and medical emergency operations.

**Mobilization:** The process and procedures used by all organizations federal, state and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-Agency or Inter-Agency Coordination:** The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

**Multi-Agency Coordination System (MACS):** The combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or

multijurisdictional environment. A MAC Group functions within the MACS. MACS organizations are used within the California Fire Services.

**Multi-Agency Incident:** An incident where one or more agencies assist a jurisdictional agency or agencies. The incident may be managed under single or unified command.

**Multi-jurisdiction Incident:** An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under unified command.

**Mutual Aid Agreement:** Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

**Mutual Aid Coordinator:** An individual at local government, OA, region or state level that is responsible to coordinate the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

**Mutual Aid Region:** A mutual aid region is a subdivision of state OES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more county (operational) areas.

**Operational Area:** An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county area.

**OA Disaster Recovery Manager or LDRM:** Coordinates and advances the recovery process. Also provides focal points for incorporating recovery considerations into the decision-making process and monitoring the need for adjustments in assistance where necessary and feasible throughout the recovery process.

**Operational Period:** The period scheduled for execution of a given set of operation actions as specified in the Incident or EOC Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** One of the five primary functions found at all SEMS levels. The Section responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the SEMS field response level can include branches, divisions and/or groups, task forces, teams, single resources and staging areas. At the EOC levels, the Operations Section would contain branches or divisions as necessary because of span of control considerations.

**Out-of-Service Resources:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**Planning Meeting:** A meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan. Planning meetings are also an essential activity at all SEMS EOC levels.

**Planning/Intelligence Section:** One of the five primary functions found at all SEMS levels. Responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of Incident or EOC Action Plans. The section also maintains

information on the current and forecasted situation, and on the status of resources assigned to the incident. At the SEMS field response level, the Section will include the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

**Procurement Unit:** Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one PIO per incident. The PIO may have assistants. At SEMS EOC levels, the information function may be established as a coordinator or as a section or branch reporting directly to the EOC Director.

**Recorders:** Individuals within ICS or EOC organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics and Finance/Administration Units.

**Regional Emergency Operations Center (REOC):** Facilities found at state OES administrative regions. REOCs are used to coordinate information and resources among OAs and between the OAs and the state level.

**RDMHS:** Regional Disaster Medical Health Specialist - performs the Medical and Health Branch functions in the REOC, providing support and coordination to the MHOAC

**Recovery Coordinator:** Communicates and coordinates amongst all impacted jurisdictions, including the County as a local government of the unincorporated area, to collect, compile, and relay to the State initial damage estimates from across the OA, to relay local government requests for state/federal recovery resources to the State, and to deconflict and prevent duplication of effort amongst impacted jurisdictions in their recovery operations.

**Reporting Locations:** Specific locations or facilities where incoming resources can check-in at the incident. (See Check-in.)

**Resources:** Personnel and equipment available, or potentially available, for assignment to incidents or to EOCs. Resources are described by kind and type and may be used in tactical support or supervisory capacities at an incident or at EOCs.

**Resources Unit:** Functional unit within the Planning Section at the SEMS field response level responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

**Safety Officer:** A member of the Command Staff at the incident or within an EOC responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

**Section:** The organization level with responsibility for a major functional area of the incident or at an EOC, e.g., Operations, Planning, Logistics, Administration/Finance.

**Section Chief:** The ICS title for individuals responsible for command of functional sections: Operations, Planning/Intelligence, Logistics and Administration/Finance. At the EOC level, the position title will be Section Coordinator.

**Service Branch:** A branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical and Food Units.

**Short-Term Recovery:** Phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery restarting and/or restoring essential services for recovery decision making.

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

**Situation Unit:** Functional unit within the Planning Section responsible for the collection, organization and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

**Span of Control:** The supervisory ratio maintained within an ICS or EOC organization. A span of control of five-positions reporting to one supervisor is considered optimum.

**Special District:** A unit of local government (other than a city, county, or city and county) with authority or responsibility to own, operate or maintain a project (as defined in California Code of Regulations 2900(s)) for purposes of natural disaster assistance. This may include a joint powers authority established under section 6500 et seq. of the Code.

**Staging Area:** Staging areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging areas are managed by the Operations Section.

**Staging Area Managers:** Individuals within ICS organizational units that are assigned specific managerial responsibilities at staging areas.

**Standardized Emergency Management System (SEMS):** A system required by California Government Code for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels which are activated as necessary: Field Response, Local Government, OA, Region, and State.

**State Operations Center (SOC):** An EOC facility operated by the California Office of Emergency Services at the state level in SEMS.

**Strategy:** The general plan or direction selected to accomplish incident or EOC objectives.

**Supply Unit:** Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

**Support Branch:** A branch within the Logistics Section responsible for providing personnel, equipment and supplies to support incident operations. Includes the Supply, Facilities and Ground Support Units.



**Support Resources:** Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections or the Command Staff.

**Supporting Materials:** Refers to the several attachments that may be included with an incident action plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

**Tactical Direction:** Direction given by the Operations Section Chief at the SEMS field level which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

**Task Force:** A combination of single resources assembled for a tactical need, with common communications and a leader.

**Technical Specialists:** Personnel with special skills that can be used anywhere within the ICS or EOC organization.

**Time Unit:** Functional unit within the Finance/Administration Section responsible for recording time for incident or EOC personnel and hired equipment.

**Type:** Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

**Unified Area Command:** A unified area command is established when incidents under an area command are multijurisdictional. (See Area Command and Unified Command.)

**Unified Command:** In ICS, unified command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

**Unit:** An organizational element having functional responsibility. Units are commonly used in incident planning, logistics, or finance/administration sections and can be used in operations for some applications. Units are also found in EOC organizations.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person.

## Acronyms

AAR – After Action Report  
ADA – American with Disabilities Act  
ARES – Amateur Radio Emergency Services  
BC – Business Continuity  
CBO – Community Based Organization  
CERT – Community Emergency Response Team  
CI – Critical Infrastructure  
COG – Continuity of Government  
COOP – Continuity of Operations  
CP – Command Post  
DHS – Department of Homeland Security  
DOC – Department Operations Center  
DPSS – Department of Public Social Services  
DRP – Disaster Recovery Plan  
EF – Essential Functions  
EMD – Emergency Management Department  
EOC – Emergency Operations Center  
ESF – Emergency Support Function  
FBI – Federal Bureau of Investigation  
FBO – Faith-Based Organization  
FEMA – Federal Emergency Management Agency  
HSEEP – Homeland Security Exercise and Evaluation Plan  
HSPD – Homeland Security Presidential Policy Directive  
IC – Incident Commander  
ICS – Incident Command System  
JIS – Joint Information System  
JIC – Joint Information Center  
JTTF – Joint Terrorism Task Force  
LAC – Local Assistance Center  
LDRM – Local Disaster Recovery Manager  
LHMP – Local Hazard Mitigation Plan  
MACS – Multiagency Coordination System  
MHCOC – Medical Health Communications  
MHOAC – Medical Health Operational Area Coordinator  
MOU – Memorandum of Understanding  
NIMS – National Incident Management System  
NPG – National Preparedness Goal  
NRF – National Response Framework  
PIO – Public Information Officer  
PPD – Presidential Policy Directive  
PSEC – Public Safety Enterprise Communication  
OA – Operational Area  
RACES – Radio Amateur Civil Emergency Services  
REMSA – Riverside Emergency Medical Services Agency  
REOC – Regional Emergency Operations Center

RDMHC – Regional Disaster Medical Health Coordinator  
RDMHS – Regional Disaster Medical Health Specialist  
RUHS-BH - Riverside University Health System – Behavioral Health  
RUHS-PH - Riverside University Health System – Public Health  
SEMS – Standardized Emergency Management System  
SEOC – State Emergency Operations Center  
TTX – Tabletop Exercise  
THIRA – Threat Hazard Identification Risk Assessment  
TLMA – Transportation and Land Management Agency  
UC – Unified Command  
USAR – Urban Search and Rescue  
VAL - Voluntary Agency Liaison  
VALS - Voluntary Agency Liaison Specialist  
VOAD – Volunteer Organization Active in Disaster

# Operational Area Disaster Recovery Plan

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Recovery Support Functions

County of Riverside  
Emergency Management Department  
2021

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## Recovery Support Functions (RSF)

Recovery Support Functions (RSFs) are similar to Emergency Support Functions (ESFs); however, they help organize and structure recovery resources, programs, projects and activities, not those related to response. While the RSFs and ESFs coexist, their relationship is primarily defined by information sharing and coordination of related activities. These activities will extend beyond other response and stabilization efforts. The RSF concept may be applied whether the disaster is declared or not. The six RSFs are discussed below. Each will require different operational approaches.)

The Recovery Support Functions comprise the coordinating structure for key functional areas of assistance in the National Disaster Relief Framework (NDRF). Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination among State and Federal agencies, nongovernmental partners, and stakeholders.

The RSF objective is to facilitate the identification, coordination, and delivery of federal assistance needed to supplement recovery resources and efforts by local, state, territorial, and tribal, governments and private and nonprofit sectors. An additional objective is to encourage and complement investments and contributions by the business community; individuals; and volunteer, faith-based, and community organizations. These RSF activities assist communities with accelerating the process of recovery, redevelopment, and revitalization.

The decision to engage the jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the Emergency Operations Center (EOC) capabilities or requires external resources from agencies not represented in the EOC (if activated), RSFs may be activated.

The established four phases of recovery as described in the National Disaster Recovery Framework (NDRF).

- **Phase 1: Preparedness (Pre-Disaster)** includes actions taken before an incident or event requiring RSF support.
- **Phase 2: Short-Term Recovery** includes actions taken within days to weeks following an incident.
- **Phase 3: Intermediate Recovery** includes actions taken within weeks to months following an incident.
- **Phase 4: Long-Term Recovery** includes actions taken within months to years following an incident.

## Communication Tools

The following resources are located within the County of Riverside and neighboring cities and may be useful for stakeholder engagement after a disaster:

- 2-1-1 Riverside
- 700MHz
- AlertRivco
- Amateur Radio
- BlueJeans
- CAHAN
- Conference Call
- Disaster Net
- LiveProcess
- OASIS Operational Areas Satellite Information System
- ReddiNet
- Riverside County APP
- Satellite Phone
- WebEOC
- WebEx Systems

## **Recovery Support Function 1: Community Planning and Capacity Building**

### **Goal**

The goal of the Jurisdictional Community Planning and Capacity Building (CPCB) Recovery Support Function (RSF) is to ensure effective and efficient actions are being taken to expedite recovery and to ensure access to needed governmental services.

The CPCB RSF stakeholders identify and assess needs, coordinate support (technical and financial), and help build the recovery capacities and community planning resources for the jurisdiction before and after disaster events.

The CPCB RSF stakeholders achieve this goal by creating a systematic process that engages the whole community in the development of executable, operational, and/or community-based approaches to meet defined recovery objectives.

### **Overview of Potential Partners**

The Community Planning and Capacity Building (CPCB) Recovery Support Function (RSF) consists of partner at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and non-profit groups, private sector industry, and other members of the whole community.

The CPCB RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

The core recovery capability for community planning is the ability to effectively plan and implement disaster recovery activities, engaging the whole community to achieve their objectives and increase resilience. The CPCB RSF unifies and coordinates expertise and assistance programs from across all levels of government to aid in restoring and improving the ability to organize, plan, manage and implement recovery, and develop a pre- and post-disaster system of support for the affected communities. This RSF has an emphasis on integration of hazard mitigation throughout the continuum of pre- and post-disaster recovery planning and implementation. The RSF also serves as a forum for helping to integrate the nongovernmental and private sector resources into the public-sector recovery planning processes.

After the decision has been made to activate the CPCB RSF, the jurisdiction's Recovery Coordinator or OA Recovery Manager is the primary point of contact for the implementation.

## Concept of Operations

### Implementation Thresholds

Not all incidents will require the CPCB RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the CPCB RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within a jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (intermediate and long-term recovery) phase.

### Objectives and Implementation Activities

The CPCB RSF stakeholders work together to accomplish the following objectives:

Evaluate and share information on community conditions and CPCB throughout the disaster area.

- Assess community conditions.
- Assess incident challenges, opportunities, and capacity.
- Provide California Disaster Assistance Act recovery assistance.
- Provide FEMA/Stafford Act recovery assistance.
- Communicate with the public on services, stability, and safety issues.
- Establish local assistance centers/disaster recovery centers as needed.
- Identify any unmet need and establish a recovery committee to address these unmet needs.

Coordinate and resolve conflicts and leverage and optimize use of recovery planning and local capacity assistance.

- Engage stakeholders.
- Conduct incident-specific recovery planning.
- Identify resources.
- Develop and sustain partnerships.
- Coordinate training and preparation with CPCB interagency partners.
- Identify and track resolution of gaps and conflict.
- Restore key resource in health, life, and safety areas.



Aid the community in identifying, securing, and utilizing needed capacity to lead, plan, manage, and implement recovery.

- Coordinate deployment of resources.
- Coordinate the application of sustainable hazard mitigation planning principles.
- Conduct redevelopment planning and design.
- Provide training, mentoring, and other targeted technical assistance.
- Conduct project implementation, grants, and financial assistance.
- Identify and implement mitigation activities.
- Rebuild affected areas following an approved permitting process.

Engage in preparedness efforts to improve the resiliency of the community.

### **1.1 Preparedness**

**Phase 1** is ongoing. Preparedness ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

- Coordinate the provision of preparedness planning and technical assistance to develop effective pre-disaster recovery plans that guide the full range of recovery efforts, both short- and long-term, and ensure all affected populations are included.
- Coordinate the resolution of outstanding stakeholder program and policy issues identified in after action and other evaluations that present ongoing barriers or challenges for effective support for community planning and capacity necessary to facilitate an effective recovery process.
- Develop multidisciplinary recovery tools and best practices.
- Promote resiliency measures and enhance coordination of programs that build local leadership capacity, community member involvement, partnerships, and education on disaster preparedness for recovery.
- Promote the importance of pre-disaster mitigation as an essential component of pre-disaster community recovery preparedness planning, including use of multi-hazard risk assessment.
- Identify and leverage programs that assist communities in preparing, collecting, and analyzing relevant existing and future data necessary to plan and manage complex disaster recovery.
- Integrate mitigation, recovery, and other pre-disaster plans and activities into existing planning and development activities, such as comprehensive plans, land use plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.
- Coordinate educational and cross-training opportunities for key participants in community recovery planning and capacity support, including emergency management personnel; elected officials; planning, economic development and other local officials; and non-profit and private sector partners for recovery.
- Develop pre-disaster partnerships with other stakeholders such as agency extension programs, universities, national professional associations, and non-governmental organizations to facilitate

recovery capacity building activities and expansion of resources available to communities after a disaster for planning and decision-making.

## 1.2 Short-Term Recovery

**Phase 2** begins when an incident occurs. This phase ends when the short-term recovery objectives are met. The short-term recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase consists of the following major tasks:

- Assess of the impact of the disaster, including:
  - Business, financial, and economic systems
  - Health and social service networks, housing,
  - Infrastructure systems,
  - Natural and cultural resources
- Compile the preliminary damage assessments for public and private property. This includes coordination with all task forces assigned to conduct assessments of the overall damage as well as provide a plan for assessing the needs.
- Identify the goals, objectives, and desired end state of recovery operations. Develop an intermediate recovery plan to communicate shorter-term goals with the other RSFs and responding agencies.
- Assess and understand community risks and vulnerabilities in relation to the disaster. Develop technical assistance teams that are focused on the impacted populations and unmet needs.
- Coordinate short-term recovery activities with each of the RSFs.
- Identify the resource request process and communicate it to other RSFs.
- Collect and incorporate the information that needs to be disseminated to the affected communities. This includes all modes of communication, such as media, websites, social media, and community groups. Disseminate in formats that are accessible to all populations.
- Conduct public outreach to ensure information and resources are available to vulnerable populations, including:
  - Persons with disabilities
  - Individuals with limited English proficiency
  - Individuals with hearing or vision impairment
  - Underserved populations
- Provide information regarding Individual Assistance and community/charity-based donations and financial support for eligible residents impacted by the disaster.
- Review appropriate recovery policies and federal disaster-specific guidance.
- Coordinate with state, and federal government agencies and private and non-profit organizations to identify, request, and direct short-term recovery resources.

- Determine the resources needed to provide interim resources for the identified impacted population.
- Establish a process for capturing disaster-related costs and communicate the process to the other RSFs.
- Track disaster-related recovery costs through a specific disaster code. Coordinate to identify specific methods to track unique community-related costs and coordinate with the other RSFs on cost codes and procedures.

### **1.3 Intermediate Recovery**

**Phase 3** begins sometime during short-term recovery. This phase ends when the intermediate recovery objectives are met. This phase consists of the following major tasks:

- Coordinate with other RSFs to develop a long-term recovery plan that identifies what goals and objectives should be met during that phase of recovery.
- Inform community members of opportunities to build more resilient communities by providing information related to individual assistance and home buyout grant funding.
- Develop an application process for homeowners, business owners, and government departments interested in federal mitigation and public assistance funding.
- Develop a process for tracking project management and materials costs for public assistance and hazard mitigation projects.
- Coordinate with federal agencies and other organizations for information related to disaster-specific assistance and guidance.
- Coordinate resource requests from other RSFs.
- Provide public messaging as directed related to the recovery efforts of the RSFs.
- Identify homeowners interested in Hazard Mitigation Grant Program funds and determine whether they would like a relocation of their property, a buyout, or another project. This should be done in coordination with the Housing RSF.
- Continue to provide information regarding financial support for disaster-related costs to public entities.
- Continue to track disaster-related recovery costs through the specific disaster code. Coordinate and identify specific methods to track unique community-related costs and coordinate with the other RSFs on cost codes and procedures.

### **1.4 Long-Term Recovery**

**Phase 4** begins when a jurisdiction has determined its recovery end state. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

- Continue to coordinate recovery activities with each of the RSFs.
- Implement approved mitigation and public assistance projects.

- Track project management and materials costs for hazard mitigation and public assistance projects.
- Continue to disseminate public information on disaster recovery resources and recovery efforts.
- Continue to provide information regarding financial support for disaster-related costs to individuals.
- Continue to provide information regarding financial support for disaster-related costs to public entities.
- Continue to disseminate public information on disaster recovery resources.
- Continue to track disaster-related recovery costs through the specific disaster code. Coordinate to identify specific methods to track unique community-related costs and coordinate with the other RSFs on cost codes and procedures.
- Facilitate federal or other reimbursement of disaster-related costs.
- Facilitate audit and review process of reimbursement for disaster-related costs, including Hazard Mitigation Grant Program or Public Assistance 406.
- Communicate recovery plans early to legislators, policymakers, politicians, and the public, including providing information about the status of reconstruction and rebuilding processes and plans.
- Identify possible mitigation strategies to be included in hazard mitigation plan(s) for future implementation.
- Develop and implement corrective actions.

### 1.5 Demobilization

- Demobilize or reassign resources.
- Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts or small business administration loans, specifically as it relates to public information.
- Compile and reconcile costs and coordinate for reimbursement.
- Capture after-action recommendations and lessons learned.

### 1.6 Roles and Responsibilities

Stakeholder	Functions
EMD	<ul style="list-style-type: none"> <li>• Reports situation and damage to Cal OES</li> <li>• Coordinates and maintains files of all initial assessment reports</li> <li>• Coordinates and maintains all records during the recovery phases, along with the Auditor Controller’s Office</li> <li>• Coordinates the development of after-action reports</li> </ul>

	<ul style="list-style-type: none"> <li>• Coordinates and monitors FEMA documentation processes for eligible expenditures</li> <li>• Executes FEMA filing(s)</li> <li>• Assists the public to secure recovery assistance</li> <li>• Assists local jurisdictions by conducting preliminary damage assessment “windshield surveys”, within 24 hours, as situation and resources allow</li> <li>• Provides detailed damage assessments to the community within 72 hours as requested</li> </ul>
<b>ACO</b>	<ul style="list-style-type: none"> <li>• Coordinates with EMD to develop cost accounting and documentation maintenance procedures and processes</li> <li>• Develops an audit trail for Auditor Controller manual expenditures incurred during the recovery phase</li> <li>• Performs emergency warrant issuance activities</li> <li>• Works with Chief Technical Officer to re-establish county financial systems</li> <li>• Continues to administer county payroll</li> <li>• Continues to perform county accounts payable function</li> </ul>
<b>Assessor-County Clerk Recorder</b>	<ul style="list-style-type: none"> <li>• Follows up on field reports received by a jurisdiction’s damage assessment process in order to provide potential property tax relief to owners of damaged private property via a County Assessor reassessment of property damaged by misfortune or calamity</li> </ul>
<b>Animal Services</b>	<ul style="list-style-type: none"> <li>• Provides for the critical needs of animals such as food, shelter, and supplemental medical needs</li> <li>• Provides for the reunification of animals with owners before, during, and after a disaster</li> </ul>
<b>EDA</b>	<ul style="list-style-type: none"> <li>• Administers federal disaster housing assistance for victims</li> <li>• Serves Section 8 rental assistance applicants currently on the program or tenant based rental assistance participants</li> <li>• Coordinates with the Federal Department of Housing and Urban Development</li> </ul>
<b>TLMA</b>	<ul style="list-style-type: none"> <li>• Coordinates the Damage Assessment Team to include the field survey teams</li> <li>• Coordinates long-range land use planning to support recovery efforts</li> <li>• Analyzes privately initiated land use projects to ensure compliance with land use regulations</li> <li>• Advises the Board of Supervisors and Planning Commission on the land use projects</li> <li>• Reviews building plan, conducts inspections, and ensures code compliance to help maintain public health and safety</li> </ul>
<b>211 Riverside</b>	<ul style="list-style-type: none"> <li>• Serves as a point for public information during times of disasters and help control rumors</li> <li>• Conducts trend analysis to county officials and report community needs that are not being met</li> <li>• Acts as a communications point for other community agencies and non-governmental organizations</li> <li>• Provides information to the public about a variety of nonprofit services and agencies in times of disaster</li> </ul>

<b>American Red Cross</b>	<ul style="list-style-type: none"> <li>• Provides for the critical needs of individuals such as food, clothing, shelter, and supplemental medical needs</li> <li>• Provides other assistance to individuals such as furniture, home repair, home purchasing, essential tools, and some bill payments as needed and requested</li> </ul>
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## 1.7 Communication and Coordination

The CPCB RSF stakeholders will continue to engage with local-level and potentially national-level RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the CPCB RSF following an incident. The entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support or are capable of supporting recovery efforts rather than continual participation in the RSF.

### Coordination with the Local Communities

When activated, CPCB RSF works with state and community partners through coordination with the jurisdiction's Recovery Coordinator/OA Recovery Manager. Recovery activities will likely require direct relationships with non-governmental organizations and private sector and nonprofit sector partners. It is important that the CPCB RSF and the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager work with the local, state, tribal, territorial, unincorporated areas, private, and non-profit partners to complete the following actions:

- Develop a coordinated recovery strategy that addresses CPCB recovery needs for the local, state, tribal, territorial, and unincorporated communities.
- Establish a process for obtaining baseline data/information.
- Identify metrics to measure progress.
- Designate state, territorial, tribal, and local organizations that will coordinate community recovery efforts.
- Identify sources of funding, including private sector and philanthropic organizations, to meet specific objectives.
- Put in place mechanisms to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity and training needs for federal assistance applications.

## 1.8 Special Considerations and Resources

Individuals are expected, whenever possible, to provide for themselves and be responsible for their own personal recovery. However, many individuals will need and expect the government to deliver assistance to them well after the disaster. Disaster aid to individuals generally falls into the following categories:

- Individual assistance
- Insurance recovery assistance
- Disaster housing assistance
- Disaster grants
- Unemployment assistance

- Low-interest disaster loans
- Other disaster aid programs

## **Recovery Support Function #2: Economic Resilience RSF**

### **Goal**

The goal of the Jurisdictional Economic Recovery Support Function (RSF) is to monitor and coordinate with the appropriate entities to ensure the economy is restored and there are adequate employment opportunities for a jurisdiction's residents, businesses, and the workforce to support the operations of government services. The key role of this RSF is to drive and coordinate economic recovery.

### **Overview of Potential Partners**

The Economic Resilience RSF consists of partner at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and non-profit groups, private sector industry, and other members of the whole community.

This RSF facilitates the progression from direct federal financial assistance to community self-sustainment. Importantly, the economic element works closely with local community leadership who direct long-term economic recovery efforts. This requires the sustained engagement of possibly months or years by RSF leadership with the leadership of disaster-impacted jurisdictions. A complex undertaking, this RSF engages many entities using government assistance as seed money. These actions encourage reinvestment and facilitate private-sector lending and borrowing necessary for vital markets and economies to function. Effective economic recovery following a disaster is positively influenced by pre-disaster private-sector and community planning, including mitigation actions that increase community resilience.

### **Concept of Operations**

#### **Implementation Thresholds**

Not all incidents will require the Economic RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Economic RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

#### **Economic Indicators**

The County Finance and General Government Group maintains a database of economic indicators measuring the monthly vitality of the Riverside economy. Indicators are displayed in an economic indicator report. Indicators that are tracked include:

- Economic indexes



- Employment data
- Housing indicators
- Mortgage rates
- Sales statistics
- Stock indexes
- Tourism industry statistics

A jurisdiction can use these economic indicators as a decision support tool to determine the need to engage the Economic RSF following an incident. Additional economic indicators for consideration include:

- Number of businesses lost
- Number of commercial bankruptcies
- Number of banking institutions lost
- Percentage increase of jobless claims
- Percentage of population under poverty rate

## 2.1 Preparedness

**Phase 1** is ongoing. Preparedness ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

### **Conduct Pre-Disaster Recovery Planning**

- Encourage and promote methods of facilitating pre-disaster recovery planning through their networks.
- Conduct business continuity planning and include it as a fundamental part of their business model.

### **Build Community Capacity and Resilience**

- Identify how businesses could make strategic investments in projects capable of making their organizations more resilient, including insuring risk and diversifying telecommunications, power system, physical space requirements, and supply chains.
- Identify financial recovery grants program available for post-disaster recovery efforts.

### **Training and Exercises**

- Seek opportunities to integrate recovery operations into training and exercises to provide an opportunity for RSF stakeholders to practice performing their roles during an incident requiring enhanced recovery activities.
- Provide business continuity training and exercise opportunities for large and small private businesses.

## 2.2 Short-Term Recovery

**Phase 2.** Short-term recovery begins when an incident occurs. This phase ends when the short-term recovery objectives are met. The short-term recovery phase is part of response operations and includes activities immediately following the incident focused on post-disaster targets. This phase consists of the following major tasks:

#### **Economic Assessment**

- Conduct initial assessments of economic recovery issues and prepare demographic and economic baseline data using the economic indicators. The initial economic assessment should contain three basic elements of information:
  - Economic baseline of the affected geography (e.g., demographics, economic activity, employment)
  - Actual and projected economic issues/damage and uncertainties of the disaster aligned to the six target capabilities
  - Existing or forecasted agency recovery activities
- Review impact of the incident on the jurisdiction's tax base.

#### **Building and Other Facilities**

- Identify impact to government, business, public and private primary/secondary school buildings and facilities.

#### **Employees and Personnel**

- Provide technical assistance to promote economic recovery, financial literacy, and strategic planning.
- Identify local employment issues (e.g., workers available to work).

#### **Supporting Infrastructure**

- Identify and, where possible, troubleshoot cash flow issues for government agencies, businesses, and individuals.

#### **Supply Chain Inventory and Commodities**

- Identify impacts on critical supply chains and local industries (e.g., producer, supplier, distributor, and vendor that are impacted).
- Identify availability of essential community commodities (e.g., water, food, shelter, and if disrupted, the timeline for restoration).
- Consider establishment of Points of Distribution (POD) and Regional Staging Areas (RSA) if needed to meet needs of the community.
- Continually assess need for PODs and RSAs as private sector services are restored.

#### **Governance**

- Support insurance claim processing.
- Encourage timely government procurement.

### **2.3 Intermediate**

**Phase 3** begins sometime during short-term recovery. This phase ends when the intermediate recovery objectives are met. This phase consists of the following major tasks:

#### **Economic Assessment**

- Determine the need to establish disaster recovery center(s).
- Determine if incident impacts meet the thresholds for federal post-disaster recovery grants such as the Federal Emergency Management Agency's (FEMA) public assistance (PA) and individual assistance (IA) programs or the U.S. small business administration (SBA) disaster loans.
- Identify recovery economic considerations for the jurisdiction's General Plan.
- Mitigate "false economies" resulting from post-disaster construction and response.

#### **Building and other Facilities**

- Engage with private sector partners to assess their recovery needs, complete damage assessments, and inventory all damaged commercial and industrial buildings and other facilities.
- Identify long-term restoration and reconstruction actions as needed to protect long-term stability of commercial and economic sectors, along with employment and other essential support services.
- Identify funding sources from federal, non-profit, and private sources.
- Establish a business recovery one-stop center(s) to provide assistance and expedite governmental loans through the U.S. SBA and others as applicable.
- Identify access to capital (high existing debt burden combined with a need for immediate cash to fund rebuilding), uncertainty (unknown future market conditions, unknown outcome of insurance claims, etc.).

#### **Employees and Personnel**

- Assist employers in locating and contacting employees.
- Provide employers with current recovery messaging and updates.
- To the extent possible, require contracted recovery efforts to employ workers who are residents of the jurisdiction.
- Ensure businesses are provided current information about the availability of supporting infrastructure services.
- Support remaining employment opportunities and plan for new employment opportunities in all sectors (private, non-profit, and governmental sectors).
- Facilitate the leveraging of public and private sector resources to further catalyze projects that encourage job replacement and job growth in the impacted jurisdiction.
- Assess and coordinate childcare needs through childcare referral services.

#### **Supporting Infrastructure**

- Ensure businesses are provided infrastructure services.
- Ensure businesses, employees, and consumers are provided adequate public safety and fire service during the recovery process.
- Restore private sector capacity (e.g., supporting investment in restoring infrastructure development and redevelopment, encouraging business retention and expansion).

#### **Supply Chain Inventory**

- Provide transportation and access for businesses to receive and store supplies and inventories.

#### **Governance**

- Evaluate all existing local, county, state, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the jurisdiction's economic health.
- Develop an after-action report (AAR) detailing a timeline of response operations and the transition to recovery operations including strengths and areas for improvement.
- Coordinate with the Community Planning and Capability Building (CPCB) RSF, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the jurisdiction's economic health.
- Further economic diversification initiatives.

## **2.4 Long-Term Recovery**

Phase 4 begins when the jurisdiction has determined its recovery end state. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

#### **Economic Assessment**

- Continue to assess economic recovery issues and preparing demographic and economic baseline data using the economic indicators.

#### **Building and other Facilities**

- Repair or replace all commercial facilities.
- Implement the jurisdiction's General Plan related to commercial development.

#### **Employees and Personnel**

- Assist businesses in recruiting and retaining employees living in the jurisdiction.
- Ensure majority of employment services are available for individuals and families in the jurisdiction.
- Develop and implement workforce initiatives.
- Establish childcare services in the impact communities.

#### **Supporting Infrastructure**

- Ensure businesses have adequate supporting infrastructure.

#### **Supply Chain Inventory**

- Provide transportation and access for businesses to receive and store supplies and inventories.

#### **Governance**

- Evaluate all existing and newly created jurisdictional regulations, ordinances, codes, administrative or tax code provisions for potential barriers or restrictions that could impede restoring the jurisdiction's economic health.

- Promote businesses in the jurisdiction and attract tourism.
- Expand and increase commerce and economic functions within the jurisdiction as needed to meet the demand during the recovery phase.
- Engage all members of the community in economic, commercial, and employment recovery planning and implementation.

## 2.5 Demobilization

- Demobilize or reassign resources.
- Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts.
- Compile and reconcile costs and coordinate for reimbursement.
- Capture after-action recommendations and lessons learned.
- Identify possible mitigation strategies to be included in the jurisdiction’s Local Hazard Mitigation Plan for future implementation.
- Develop and implement corrective actions.

## 2.6 Roles and Responsibilities

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. A jurisdiction’s departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Stakeholder	Functions
EMD	<ul style="list-style-type: none"> <li>• Reports situation and damage to State OES</li> <li>• Coordinates and maintains files of all initial assessment reports</li> <li>• Coordinates and maintains all records during the recovery phases</li> <li>• Coordinates the development of after-action reports</li> <li>• Executes FEMA filing(s)</li> <li>• Coordinates and monitors FEMA documentation processes for eligible expenditures</li> <li>• Provides technical and financial assistance regarding program eligibility, application processes, and project requirements</li> <li>• Supports RSF national-level and local-level operations with subject matter expertise and staffing support, as appropriate</li> <li>• Provides economic damage assessment information regarding the insured and uninsured losses, economic recovery issues and other data sources gathered during federal response efforts</li> <li>• Executes the agency mission during disaster recovery through available PA, IA, and mitigation programs</li> </ul>

<b>ACO</b>	<ul style="list-style-type: none"> <li>• Works with Chief Technical Officer to re-establish county financial systems</li> <li>• Continues to administer county payroll</li> <li>• Continues to perform county accounts payable function</li> <li>• Coordinates with EMD to develop cost accounting and documentation maintenance procedures and processes</li> <li>• Develops an audit trail for Auditor Controller manual expenditures incurred during the recovery phase</li> <li>• Performs emergency warrant issuance activities</li> </ul>
<b>Agriculture Commissioner's Officer</b>	<ul style="list-style-type: none"> <li>• Supports RSF national and local level operations with subject matter expertise and staffing support, as appropriate</li> <li>• Provides economic damage assessment information on agriculture infrastructure</li> <li>• Executes agency mission during disaster recovery, supporting agriculture, farm assistance, and the economy and quality of life</li> <li>• Tracks and informs the affected agricultural industry members on U.S. Department of Agriculture's Secretarial Disaster Designation with CalOES and the California Department of Food and Agriculture on eligibility for disaster relief</li> <li>• Monitors, assesses, and provides technical support on the economic impacts on agricultural and the export activities and resumption of trade</li> </ul>
<b>Assessor-County Clerk Recorder</b>	<ul style="list-style-type: none"> <li>• Follows up on field reports received by a jurisdiction's damage assessment process in order to provide potential property tax relief to owners of damaged private property via a County Assessor reassessment of property damaged by misfortune or calamity</li> </ul>
<b>Animal Services</b>	<ul style="list-style-type: none"> <li>• Provides for the critical needs of animals such as food, shelter, and supplemental medical needs</li> <li>• Provides for the reunification of animals with owners before, during, and after a disaster</li> </ul>
<b>BEOC Partners</b>	<ul style="list-style-type: none"> <li>• Provides a forum for businesses to exchange experiences and information on common planning needs and potential recovery solutions</li> <li>• Provides networking opportunities through local and national alliances</li> </ul>
<b>EDA</b>	<ul style="list-style-type: none"> <li>• Administers federal disaster housing assistance for victims</li> <li>• Serves Section 8 rental assistance applicants currently on the program or tenant based rental assistance participants</li> <li>• Coordinates with the Federal Department of Housing and Urban Development</li> <li>• Collects and analyzes data on key economic metrics that are important to understanding the economy and Riverside's standing relative to other major metropolitan areas in the U.S.</li> <li>• Mobilizes business, government and civic leaders to maximize the region's economic prosperity</li> </ul>

	<ul style="list-style-type: none"> <li>• Responds to Requests for Information (RFI) to attract, retain, and grow companies</li> <li>• Researches key industry clusters to educate community and civic leaders to ensure their future growth and preservation</li> <li>• Coordinates and conducts outreach to discuss issues affecting companies' ability to stay and grow in the area</li> <li>• Works with elected officials, universities, and other policy makers to facilitate needs on workforce, infrastructure, transportation, housing, or other issues</li> <li>• Advocates for businesses on post-disaster recovery legislation</li> <li>• Works through local, state, national, and international communication channels to elevate the region, leading industry sectors, and individual companies</li>   <li>• Builds a stronger county economy through regional collaboration and leadership</li> <li>• Focuses on economic development, job creation, and coordinated infrastructure investment</li> <li>• Showcases and spotlights county assets and attributes to developers, investors, and site selectors</li> <li>• Provides forums for community engagement by providing opportunities to discuss and be actively involved in current economic development issues, trends and strategies</li> <li>• Spearheads strategic initiatives, policies, and programs that strengthens regional economy and improve the regions' quality of life</li> <li>• Obtains census, current estimates, and forecast reports for customized geographic units within the Riverside region</li> <li>• Maintains quick profiles and data for the Riverside region, its cities, tribal entities and the unincorporated area</li> <li>• Maintains comprehensive data from the U.S. Census, conducted once every 10 years, as well as the American Community Survey</li> <li>• Produces estimates of population and housing characteristics for small geographic areas</li> <li>• Provides information about the regional growth forecasts</li> <li>• Maintains traffic count data for significant roadways and all Caltrans routes in the Riverside region, collects data to generate transit operator performance reports, counts transit passenger boarding and alighting, and generates transportation forecasts</li> <li>• Creates custom datasets from a selection of current estimates and forecast variables</li> <li>• Produces estimates of population and housing characteristics, including population by age and ethnicity, household income, and household size</li> <li>• Provides an inventory of the available non-retail employment land in the region</li> <li>• Provides loans for property damages to non-farm businesses of all sizes and private nonprofit organizations</li> <li>• Provides technical assistance regarding program eligibility, application processes, and project requirements</li> </ul>
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	<ul style="list-style-type: none"> <li>• Provides counseling and other free technical assistance to small businesses and entrepreneurs</li> <li>• Promotes small business access to capital through loans and investments aimed at sustaining businesses and encouraging entrepreneurial applications</li> <li>• Supports RSF national-level and local-level operations with small business expertise and staffing support, as appropriate</li> <li>• Executes agency mission during disaster recovery in support of business loans, technical assistance, and other forms of direct and indirect small business assistance</li> <li>• Provides program data for use in development of economic damage assessments, as appropriate</li> </ul>
<b>Purchasing &amp; Fleet Department</b>	<ul style="list-style-type: none"> <li>• Provides effective and efficient procurement of goods, materials, and services, supporting county departments</li> <li>• Implements sound procurement processes to acquire the highest quality, goods, and services, at the best price</li> <li>• Disposes of surplus equipment and salvage materials</li> <li>• Manages the Countywide Records Management Program</li> </ul>
<b>Executive Office / PIO</b>	<ul style="list-style-type: none"> <li>• Communicates with the public and the media by answering questions and providing information regarding county issues</li> </ul>
<b>TLMA (Planning)</b>	<ul style="list-style-type: none"> <li>• Coordinates the Damage Assessment Team to include the field survey teams</li> <li>• Coordinates long-range land use planning to support recovery efforts</li> <li>• Analyzes privately initiated land use projects to ensure compliance with land use regulations</li> <li>• Advises the Board of Supervisors and Planning Commission on the land use projects</li> <li>• Reviews building plan, conducts inspections, and ensures code compliance to help maintain public health and safety</li> </ul>
<b>Treasurer–Tax Collector</b>	<ul style="list-style-type: none"> <li>• Supports RSF national-level and local-level operations with subject matter expertise and staffing support, as appropriate</li> <li>• Supports the RSF in the areas of financial literacy and tax-related assistance through education, outreach, and tax return preparation assistance</li> <li>• Provides program data for use in economic damage assessments, as appropriate</li> </ul>
<b>211 Riverside</b>	<ul style="list-style-type: none"> <li>• Serves as a central point for disseminating public information during times of disasters and help control rumors</li> <li>• Conducts trend analysis to county officials and report community needs that are not being met</li> <li>• Acts as the central communications point for other community agencies and non-governmental organizations</li> <li>• Assists the public to secure recovery assistance</li> </ul>



	<ul style="list-style-type: none"> <li>• Provides information to the public about a variety of nonprofit services and agencies in times of disaster</li> </ul>
<b>American Red Cross</b>	<ul style="list-style-type: none"> <li>• Provides for the critical needs of individuals such as food, clothing, shelter, and supplemental medical needs</li> <li>• Provides other assistance to individuals such as furniture, home repair, home purchasing, essential tools, and some bill payments as needed and requested</li> <li>• Assists local jurisdictions by conducting preliminary damage assessment “windshield surveys” in all portions of Riverside County, within 24 hours, as situation and resources allow</li> <li>• Provides detailed damage assessments to the community within 72 hours as requested</li> </ul>

## 2.7 Communication and Coordination

Following the completion of the initial economic impact assessment, the Economic RSF stakeholders will continue to engage with local-level, and potentially national-level, RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Economic RSF following an incident. The entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

### Economic RSF Coordination with the Local Communities

When activated, the Economic RSF works with state and community partners through coordination with the jurisdiction’s Recovery Coordinator/Local Disaster Recovery Manager. Recovery activities will likely require direct relationships with non-governmental organizations (NGOs), private, and non-profit sector partners. It is important the Economic RSF and the jurisdiction’s Recovery Coordinator/Local Disaster Recovery Manager work with the local, state, tribal, territorial, unincorporated areas, private, and non-profit partners to:

- Develop a coordinated recovery strategy that addresses specific economic recovery needs for the local, state, tribal, territorial, and unincorporated communities.
- Establish a process for obtaining baseline data/information.
- Identify metrics to measure progress.
- Designate state, territorial, tribal, and local organizations that will coordinate the economic recovery efforts.
- Identify sources of funding, including private sector and philanthropic organizations, to meet specific objectives.
- Put in place mechanisms to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity and training needs for federal assistance applications.
- Provide information through an integrated public website that allows users to self-eliminate non-applicable resources options to narrow the list of programs that are most relevant.
- Provide assistance to impacted businesses. Examples include the following:
  - **Access to Capital Events** – multi-jurisdictional, multi-organizational events intended to integrate many resource partners into a single venue/event to enable jurisdictional stakeholder’s access to what resources exist.

- **Peer-to-Peer Events** – often occur along industry lines, where industry leaders with disaster recovery experience present lessons learned and facilitate recovery planning efforts with their counterparts in the impacted area.
- **Business Assistance and Risk Management Presentations** – are targeted outreach efforts to provide business assistance and risk management information at existing business association meetings. These presentations are intended to leverage existing meetings and complement a wide range of meetings and agendas.
- **Business Disaster Case Management** – a focused effort, often led by the Chamber of Commerce, that provides direct business counseling to impacted businesses to assist them in completing loan applications, retrieving vital records, and re-designing business plans. This effort has been employed through local centers and “virtually” through mobile business counselors. The impact and local culture will dictate the best model for an impacted community.
- **Business Disaster Help Desk** – a resource made available to businesses to call to receive direct assistance for specific issues/questions. The help desk employs many of the same resources available through business disaster case management but lacks the ability to conduct follow-up activities. The effort relies heavily on well-informed referral networks and is typically resourced at the state or NGO-level.

## 2.8 Special Considerations

Critical considerations are those elements of information that were taken into account when developing the Economic RSF Annex. The Economic RSF Annex considerations are:

- The activities and services addressed in the Economic RSF Annex may occur concurrently with other jurisdictional response and recovery activities.
- The Economic RSF should hold regular conferences to share recovery information, issues and strategize with local RSF agencies.
- The Economic RSF should meet with local, state, tribal, territorial and jurisdictional government representatives, as well as business, non-profit, and private sector stakeholders.
- The Economic RSF will serve as a primary operational point of contact in impacted localities and unincorporated areas for all economic recovery coordination issues.
- The Economic RSF should coordinate support for and inform other RSF representatives of any community-driven economic recovery initiatives.
- The Economic RSF Annex must consider the impact of the jurisdiction’s critical infrastructure systems impact on economic conditions.
- The Economic RSF Annex must provide for the support of individuals not responsible for themselves, including the elderly and children, during recovery operations.

### Federal Financial Assistance

There are many federal financial assistance resources and programs available that may be useful for stakeholder engagement after a disaster. Additionally, depending on the program (such as SBA disaster loans), those agencies establish extensive field presence to disseminate the assistance in the disaster-impacted area. Some examples of the types of assistance specially related to economic recovery include:

- **SBA Disaster Loans** provides low-interest disaster loans to businesses of all sizes, private nonprofit organizations, homeowners, and renters. SBA disaster loans can be used to repair or replace the following items damaged or destroyed in a declared disaster: real estate, personal property, machinery and equipment, and inventory and business assets.

- **US Department of Housing and Urban Development (HUD), Community Development Block Grant Disaster Recovery Program (CDBG-DR)**, provides flexible grants to help cities, counties, and states recover from presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. In response to presidentially declared disasters, Congress may appropriate additional funding for the CDBG program as Disaster Recovery grants to rebuild the affected areas and provide crucial seed money to start the recovery process. Since CDBG-DR assistance may fund a broad range of recovery activities, HUD can help communities and neighborhoods that otherwise might not recover due to limited resources.

- **USDA Business and Industry (B&I) Loan** is designed to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. This is achieved by bolstering the existing private credit structure through the guarantee of quality loans, which will provide lasting community benefits. A borrower may be a cooperative organization, corporation, partnership, or other legal entity organized and operated on a profit or nonprofit basis; an Indian tribe on a federal or state reservation or other federally recognized tribal group; public body; or an individual. A borrower must be engaged in or proposing to engage in a business that will:

- Provide employment
- Improve the economic or environmental climate
- Provide the conservation, development, and use of water for aquaculture
- Reduce reliance on nonrenewable energy resources by encouraging the development and construction of solar energy systems and other renewable energy systems

- **US Department of the Treasury, Community Development Financial Institutions Fund (the CDFI Fund)** is designed to increase economic opportunity and promote community development investments for underserved populations and in distressed communities in the United States. Through monetary awards and the allocation of tax credits, the CDFI Fund helps promote access to capital and local economic growth in urban and rural low-income communities. Through its various programs, the CDFI Fund enables locally based organizations to further their goals such as: economic development (job creation, business development, and commercial real estate development); affordable housing (housing development and homeownership); and community development financial services (provision of basic banking services to underserved communities and financial literacy training).

- **Economic Development Administration (EDA)** can assist communities in addressing long-term disaster relief and recovery needs. Through competitive grants to eligible applicants, EDA's disaster recovery generally falls within three categories:

- *Strategic Planning* – EDA offers financial resources and technical assistance to help develop and enhance economic development plans following a disaster. This is achieved through the funding of disaster recovery plans, strategies, and funding for disaster recovery coordinators.

- *Infrastructure Development* – EDA offers grant funds to build new infrastructure (e.g., business incubators, technology parks, research facilities, basic utilities) that foster economic development to retain or attract jobs to the region.

- *Capital for Alternative Financing* – Through EDA’s Revolving Loan Fund (RLF) program, nonprofit and governmental entities can apply to establish an RLF, which, in turn, makes below market rate loans to businesses to help recovery.

## **Federal**

- National Disaster Recovery Framework
- Applicant Handbook (FEMA 323), Department of Homeland Security, FEMA
- Audit Tips for Managing Disaster-Related Projects, Department of Homeland Security Office of Inspector General
- Help After a Disaster – Applicant’s Guide to the Individual and Household Program, Department of Homeland Security, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322), Department of Homeland Security, FEMA
- Public Assistance Policy Digest (FEMA 321), Department of Homeland Security, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

## **State**

- Article 9, Emergency Services, Section 8605 of the Government Code, Operational Areas
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan, California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor’s Orders and Regulations for a War Emergency, 1971
- Petris Standardized Emergency Management System (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

## Recovery Support Function #3: Health and Social Services

### Goal

The goal of the Jurisdictional Health and Social Services Recovery Support Function (RSF) is to continue to sustain essential services and restore and improve health and social services operations and networks and to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

### Overview of Potential Partners

The Health and Social Services RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and nonprofits groups, private sector industry and other members of the whole community.

The Health and Social Services RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

### Target Capabilities and Key Elements

Target capabilities and key elements for the Health and Social Services RSF are focused on restoring the health and social services-related operations, services, programs, and networks. Post-disaster capabilities may require the development of specialized or geographically based teams/task forces that are based upon the specific needs of the disaster. Typical Health and Social Services RSF post-disaster topics are suggested below and are based upon previous disaster needs:

- Access to services
  - Displaced persons
  - At-risk populations
  - AFN populations
  - Underserved areas or populations
  - Individuals not displaced but with impacted infrastructure
  - Children, seniors, and the elderly
  - Pet care and services
  
- Provider and network access to capital and services (repair/restoration and mitigation)
  - Communications:
    - Telephone, Cell Phone, Lifelines
  
  - Utilities
    - Power
    - Water
    - Transportation
    - Wastewater
    - Sanitation/waste

- Staff capacity
- Health care
- Social services
- Education
- Childcare
  
- Health impacts due to mold, asbestos, and lead
  
- Education/training
  - Community
  - Local health departments
  - Mitigation
  - Safety/prevention of exposure during cleaning and rebuilding
  
- Pest control
  - Rodents
  - Mosquitoes
  
- Food safety
  
- Long-term emergency impacts
  - Behavioral health
  - Post-traumatic stress
  - Behavioral issues (for example, depression, domestic violence, and substance abuse)

## **Concept of Operations**

The decision to engage the jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the EOC (Emergency Operations Center) capabilities or require external resources from agencies not represented in the EOC (if activated), RSFs may be activated.

After the decision has been made to activate the Health and Social Services RSF, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.

## **Implementation Thresholds**

Not all incidents will require the Health and Social Services RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Health and Social Services RSF and other RSFs:

- Damage assessments are required.
- Field survey and inspection teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- Local government begins recovery activities and requests jurisdiction RSF activation.

An established RSF that is operational during response activities will facilitate the transition out of response and Short-Term Recovery activities into an organized reconstruction and redevelopment (intermediate and long-term recovery) phase.

The various functions that constitute recovery operations occur on the continuum of preparedness, short-term recovery, intermediate recovery, and long-term recovery operations.

Short-term recovery operations may continue to be coordinated from the EOC after the response phase is over, if required.

### **3.1 Preparedness**

**Phase 1** is ongoing. This phase ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

#### **Conduct Pre-Disaster Recovery Planning**

- Identify recovery priorities, incorporate hazard mitigation strategies in the wake of a disaster, and articulate post-disaster options.

#### **Build Community Capacity and Resilience**

- Engage in a rigorous assessment and understanding of risks and vulnerabilities that might endanger the community or pose additional recovery challenges.
- Incorporate hazard mitigation and land use planning strategies; critical infrastructure, environmental, and cultural resource protection; and sustainability practices to reconstruct the built environment and revitalize the economic, social, and natural environments.

#### **Establish Partnerships**

- Establish partnerships and collaborate across groups, sectors, and government to promote a successful recovery process.
- Ensure inclusiveness to include individuals with disabilities and others with access and functional needs, advocates of children, seniors, and members of underserved populations.
- Ensure sensitivity and respect for social and cultural diversity is maintained at all times.
- Ensure compliance with equal opportunity and civil rights laws is upheld.

#### **Identify and Provide Public Education Needs to Support Recovery Operations**

- Ensure all public education for emergency operations are multilingual and available in formats that can be used by those who have diminished vision and hearing capabilities.
- Ensure the public receives information on disaster assistance, health precautions, long-term sheltering, and other important issues involving the community's recovery operations.
- Ensure public education tasks include development and delivery of pre-disaster information and education programs.
- Ensure there is a mechanism whereby the largest possible segment of the population, including the elderly and those with disabilities and others with access and functional needs, can be sufficiently educated on disasters to minimize panic and misunderstanding.

### **Conduct Training and Exercises on Disaster Recovery**

- Ensure coordination of recovery training and exercise activities.

### **3.2 Short-Term Recovery**

**Phase 2** begins when an incident occurs. This phase ends when the short-term recovery objectives are met. The short-term recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase consists of the following major tasks:

- Continue to coordinate emergency medical care via the medical operations center.
- Continue to ensure immediate needs of vulnerable populations are being met.
- Utilize existing records for those with disabilities and others with access and functional needs, and support efforts for short-term planning.
- Address immediate environmental health and safety concerns.
- Coordinate animal services and support to meet immediate needs.
- Provide emotional and psychological services as needed.
- Identify adults and children who benefit from counseling or behavioral health services and begin treatment.
- Provide emergency medical care and establish appropriate surveillance protocols.
- Provide integrated mass care and emergency services.
- Track disaster-related recovery costs.

### **3.3 Intermediate**

**Phase 3** begins sometime during short-term recovery. This phase ends when the intermediate recovery objectives are met. This phase consists of the following major tasks:

- Engage emotional and psychological support networks for ongoing care.
- Address intermediate environmental health and safety concerns.
- Provide public information on disaster recovery public health and medical efforts.
- Address the intermediate needs of vulnerable populations.
- Ensure continuity of care through temporary facilities.
- Support re-establishment of environmental health and safety concerns.
- Support re-establishment of animal services.
- Provide public information to the population and response and recovery workers regarding the longer-term effects of a post-disaster environment.
- Continue to track disaster-related recovery costs.

### **3.4 Long-Term Recovery**

**Phase 4** begins when the jurisdiction has determined its recovery end state. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

- Continue to provide ongoing emotional and psychological support for the impacted community.
- Get vulnerable populations into long-term permanent housing solutions.
- Re-establish disrupted health care facilities and social services.
- Reconstitute environmental health and safety services.



- Reconstitute animal services.
- Continue to track disaster-related recovery costs.

### 3.5 Demobilization

- Demobilize or reassign resources.
- Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts
- Compile and reconcile costs and coordinate for reimbursement.
- Capture after-action recommendations and lessons learned.
- Identify possible mitigation strategies to be included in the jurisdiction’s Local Hazard Mitigation Plan for future implementation.
- Develop and implement corrective actions.

### 3.6 Roles and Responsibilities

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction’s departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Stakeholder	Functions
EMD	<ul style="list-style-type: none"> <li>• Maintain situational awareness to identify and mitigate potential recovery obstacles during the response phase.</li> <li>• Evaluate utilities (power, water, transportation, wastewater, and sanitation) impacts.</li> <li>• Develop and implement corrective actions.</li> <li>• Leverage response, emergency protection measures, and hazard mitigation resources during the response phase to expedite recovery.</li> <li>• Assist in the continuity of essential health and social services per departments’ respective Continuity of Operations Plans (COOP).</li> </ul>
DPSS	<ul style="list-style-type: none"> <li>• Coordinate and leverage applicable resources for health and social services.</li> <li>• Develop and implement a plan to transition from health and social services recovery operations back to a steady state.</li> <li>• Identify and coordinate with other local, state, and federal partners to assess food, animal, water, and air conditions to ensure safety.</li> <li>• Evaluate the effectiveness of health and social services recovery efforts.</li> <li>• Evaluate children in disasters and social services.</li> <li>• Restore the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs.</li> <li>• Promote self-sufficiency and continuity of the health and well-being of affected individuals, particularly the needs of children, seniors, people living with disabilities that may have additional functional needs, people from</li> </ul>

	<p>diverse origins, people with limited English proficiency, and underserved populations.</p> <ul style="list-style-type: none"> <li>• Reconnect displaced populations with essential health and social services.</li> </ul>
<b>Environmental Health</b>	<ul style="list-style-type: none"> <li>• Evaluate environmental health impacts.</li> <li>• Review provisions for food safety and regulated medical products.</li> </ul>
<b>RCIT</b>	<ul style="list-style-type: none"> <li>• Evaluate communications (telephone, cell phone, and lifelines) impacts.</li> <li>• Restore communications (telephone, cell phones, and lifelines) services.</li> </ul>
<b>RUHS – Behavioral Health</b>	<ul style="list-style-type: none"> <li>• Encourage behavioral health systems to meet the behavioral health needs of affected individuals, response and recovery workers, and the whole community.</li> </ul>
<b>RUHS–Public Health</b>	<ul style="list-style-type: none"> <li>• Establish communication and information sharing forum(s) for Health and Social Services RSF stakeholders and the community.</li> <li>• Restore basic health and social services functions; identify critical areas of need for health and social services, as well as key partners, and individuals with disabilities and others with access and functional needs and populations with limited English proficiency in short-term, intermediate, and long-term recovery.</li> <li>• Complete an assessment of community health and social service needs.</li> <li>• Evaluate health care services, social services, and behavioral health impacts.</li> <li>• Identify healthcare issues specific to incident first responders.</li> <li>• Provide technical assistance in the form of impact analyses, and support recovery planning of public health, health care, and human services infrastructure.</li> <li>• Restore the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs.</li> <li>• Protect the health of the population and response and recovery workers from the long-term effects of a post-disaster environment.</li> <li>• Promote clear communications and public health messaging to provide accurate, appropriate, and accessible information. Ensure information is developed and disseminated in multiple mediums and multilingual and alternative formats, is age-appropriate and user-friendly, and is accessible to underserved populations in accordance with the community affairs/public information policies within the jurisdiction.</li> </ul>
<b>TLMA</b>	<ul style="list-style-type: none"> <li>• Manage debris and perform on-site environmental aspects related to recovery.</li> <li>• Restore utilities (power, water, transportation, wastewater, and sanitation/waste).</li> </ul>

### 3.7 Communications and Coordination

Following the completion of the initial economic impact assessment, the Health and Social Services RSF stakeholders will continue to engage with local-level and potentially national level RSF agencies and applicable State agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Health and Social Services RSF following an incident. The entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

**Health and Social Services Coordination with the Local Communities**

Many entities will be active participants in the Health and Social Services RSF following a disaster. The entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support or are capable of supporting recovery efforts rather than continual participation in the RSF. The Health and Social Services RSF partners' technical expertise can be used to help foster a systematic approach to recovery that recognizes the interdependencies and complex relationships of health and social services to the well-being of the community.

**Health and Social Services RSF Coordination with other RSFs**

The Health and Social Services RSF serves as a collaborative forum for engagement with all Health and Social Services stakeholders on reducing Health and Social Services risks and expediting recovery efforts.

## Recovery Support Function #4: Short- and Long-Term Housing

### Goal

The goal of the Jurisdictional Housing Recovery Support Function (RSF) is to monitor the housing needs and coordinate with appropriate entities to offer housing options for displaced individuals. Housing stakeholders achieve this goal by creating a systematic process that engages the whole community in the development of an executable, operational, and/or community-based approach to meet defined recovery objectives. Monitor and assess housing impacts, needs, and priorities.

### Overview of Potential Partners

The Housing RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and non-profit groups, private sector industry and other members of the whole community.

The Housing RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

### Target Capabilities and Key Elements

Targets and core recovery capabilities for the Housing RSF is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. These capabilities are met by establishing an inclusive planning team to oversee disaster recovery planning and developing an initial recovery plan that provides an overall strategy and timeline, addresses jurisdictional commonly needed disaster recovery capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations.

Typical Housing RSF post-disaster topics are suggested below and are based upon previous disaster needs:

- Identify short-term sheltering needs and resources
  - Coordinate shelter, warming, and cooling sites with Regional Care and Shelter Working Group, the American Red Cross, and Emergency Support Function #6 – Mass Care, Emergency Assistance, Housing and Human Services
  - Coordinate shelter management with Emergency Operations Center (EOC) Care and Shelter Branch
  - Identify at-risk populations (homeless, those with access and functional needs, those without transportation, etc.) that may need sheltering resources by using HCD's fund recipients and other partner's identification lists
  - Coordinate with County Animal Services and the Humane Society for co-locating pet and companion animal sheltering
  - Coordinate public information with 2-1-1 systems and social media
- Evaluate housing needs
  - Assess privately managed and subsidized housing options for re-occupancy
  - Inventory of existing housing options
  - Rental market

- Rehabilitation options
- Access to services
- Identify flexible and adaptable housing options
- Evaluate capability and resources available to address needs
  - Local or Tribal
  - Non-governmental organization, private sector
    - Network of volunteers for rapid deployment
    - Salvation Army Feed the Need (overlaps with the Health and Social Services RSF)
  - State
  - Federal
- Evaluate alternatives and considerations
  - Affordability
  - Land use/codes/zoning
  - Production, design, and logistics
  - Financing concerns
  - Insurance
- Identify barriers to repair or access to permanent housing
- Inventories
  - Existing homes
  - Construction supplies
  - Financing
  - Lack of infrastructure (e.g., roads, transportation, and utilities)
  - Permitting
- Identify gaps and overlaps in housing assistance programs
  - Negotiate altering assistance.
  - Discuss policy or programmatic changes to maximize resources.
- Coordinate with Riverside County Department of Housing and other local, state, federal, and nonprofit and private sector partners to implement effective housing solutions.
- Facilitate the connection between housing and community-related services to meet urgent housing needs of the disaster victims.
- Disaster recovery housing needs are coordinated while promoting self-sufficiency and continuity of the health and well-being of affected individuals.
- Planning for current and post-disaster requirements is integrated into the organizations that perform land and community planning and building code administration.
- Programs, industry, and construction options for addressing post-disaster housing needs are in place.
- Research results related to the disaster recovery housing area.
- Inter-agency knowledge and expertise are shared with state and federal housing task forces to address disaster housing issues.
- Pre- and post-disaster interaction and problem solving among federal agencies and stakeholders with a focus on reconstructing permanent housing, including affordable and accessible housing that incorporates resilience, sustainability, and mitigation concepts, is facilitated.
- Timely construction of housing that complies with local, state, and national model building codes, including accessibility standards, is facilitated.

## Concept of Operations

The decision to engage the jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the EOC capabilities or requires external resources from agencies not represented in the EOC (if activated), RSFs may be activated. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the Housing RSF.

After the decision has been made to activate the Housing RSF, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.

### Implementation Thresholds

Not all incidents will require the Housing RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Housing RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

### Objectives and Implementation Activities

The Housing RSF stakeholders work together to accomplish the following objectives:

- Assess preliminary housing impacts and needs, identify available options for temporary housing, and plan for permanent housing.
- Ensure community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.
- Establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing, within the specified timeframe in the recovery plan.

There are four phases to the recovery process. The phases that constitute the recovery process are preparedness (pre-disaster), short-term recovery, intermediate recovery, and long-term recovery.

## 4.1 Preparedness

**Phase 1** is ongoing and occurs pre-disaster. This phase ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

- Conduct pre-disaster recovery planning
- Build community capacity and resilience
- Establish partnerships

- Identify and provide public education needs to support recovery operations
- Conduct training and exercises on disaster recovery

#### **4.2 Short-Term Recovery**

**Phase 2** begins when an incident occurs and can be defined in terms of hours to days. This phase ends when the short-term recovery objectives are met. The short-term recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase consists of the following major tasks:

- Assess the impact of the incident on housing.
- Coordinate with relevant stakeholders, including American Red Cross (ARC), Non-governmental Organizations (NGO)s, and the private sector.
- Identify who is displaced.
- Understand the desired housing end state of recovery operations.
- Provide mass care and sheltering.
- Identify the need for a local assistance center/disaster recovery center and establish as appropriate.
- Identify how many shelters are needed.
- Track disaster-related recovery costs.

#### **4.3 Intermediate**

**Phase 3** begins sometime during short-term recovery and can be defined in terms of weeks to months. This phase ends when the intermediate recovery objectives are met. This phase consists of the following major tasks:

- Obtain resources to support interim housing solutions to include working with HUD for appropriate funding.
- Assess the zoning, reconstruction, and overall urban planning needs.
- Continue to track disaster-related recovery costs.

#### **4.4 Long-Term Recovery**

**Phase 4** begins when the jurisdiction has determined its recovery end state and can be defined in terms of months to years. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

- Develop and implement permanent housing solutions.
- Continue to track disaster-related recovery costs.

#### **4.5 Demobilization**

- Demobilize or reassign resources.
- Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts

- Compile and reconcile costs and coordinate for reimbursement.
- Capture after-action recommendations and lessons learned.
- Identify possible mitigation strategies to be included in the jurisdiction’s Local Hazard Mitigation Plan for future implementation.
- Develop and implement corrective actions.

#### 4.6 Roles and Responsibilities

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction’s departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).
- Exhibit 3 provides a detailed list of roles and responsibilities.

Stakeholder	Functions
<b>Assessor-County Clerk Recorder</b>	<ul style="list-style-type: none"> <li>• Follows up on field reports received by a jurisdiction’s damage assessment process in order to provide potential property tax relief to owners of damaged private property via a County Assessor reassessment of property damaged by misfortune or calamity</li> </ul>
<b>EDA</b>	<ul style="list-style-type: none"> <li>• Administers federal disaster housing assistance for victims</li> <li>• Serves Section 8 rental assistance applicants currently on the program or tenant based rental assistance participants</li> <li>• Coordinates with the Federal Department of Housing and Urban Development (HUD)</li> <li>• Coordinates lodging needs</li> </ul>
<b>EMD</b>	<ul style="list-style-type: none"> <li>• Reports situation and damage to State OES</li> <li>• Coordinates and maintains files of all initial assessment reports</li> <li>• Coordinates and maintains all records during the recovery phases, along with the Auditor Controller’s Office</li> <li>• Coordinates the development of after-action reports</li> </ul>
<b>TLMA</b>	<ul style="list-style-type: none"> <li>• Provides permitting and licensing services for rebuilding structures, etc.</li> </ul>
<b>2-1-1</b>	<ul style="list-style-type: none"> <li>• Disseminates public information</li> <li>• Rumor control</li> <li>• Trend analysis</li> </ul>
<b>American Red Cross</b>	<ul style="list-style-type: none"> <li>• Provides for the immediate emergency disaster-caused basic human needs of individuals: shelter, food, health and mental health services</li> <li>• Feeds emergency workers and handles inquiries from family members outside the disaster area</li> </ul>



	<ul style="list-style-type: none"> <li>• Provides community recovery strategy development: leadership, technical assistance, preparedness and resiliency information in affected communities</li> <li>• Provides casework/recovery planning to individuals and families</li> <li>• Provides direct client assistance: where there is no federal declaration for individual assistance and may provide for individuals ineligible for FEMA/IA</li> <li>• Provides preparedness information</li> </ul> <p><b>When resources allow, provide:</b></p> <ul style="list-style-type: none"> <li>• Additional direct client assistance: health, mental health, housing/building and repair, occupational supplies, etc.</li> <li>• Partner and interagency support: case management systems, material support, grants, etc.</li> <li>• Community preparedness and resilience building</li> </ul>
<b>Salvation Army</b>	<ul style="list-style-type: none"> <li>• Provides recovery assistance through its mobile feeding, emergency shelter, and other key services</li> </ul>

#### 4.7 Communication and Coordination

Following the completion of the initial economic impact assessment, the jurisdiction’s Housing RSF will continue to engage with local-level, and potentially national-level, RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Housing RSF following an incident. The entities that will need to be involved post disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

##### Housing RSF Coordination with Local Communities

Many entities will be active participants in the Housing RSF following a disaster. The entities that will need to be involved post disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

##### Housing RSF Coordination with other RSFs

The Housing RSF must make sure recovery activities are coordinated with those of the other RSFs. While the ultimate coordination of activities is the responsibility of the Jurisdiction’s Recovery Coordinator/Local Disaster Recovery Manager, adequate coordination between RSFs is necessary. There are multitudes of interrelated and interdependent issues that require extensive inter-RSF coordination. In some situations, the Housing RSF can provide input and subject matter expertise for other RSF efforts. In other situations, the Housing RSF can benefit from the work of the other RSFs, thereby leveraging their outputs.

#### 4.8 Special Considerations

This section is designed to highlight key concepts or critical elements that may need to be considered once the Housing RSF is activated. These considerations include the following:

- The external regional impact on the jurisdiction following an incident occurring in a neighboring jurisdiction or other part of the State
- International border issues that may impact housing availability following a disaster
- Coordination with Immigration and Customs Enforcement
- Transportation, evacuation, and re-entry of affected populations
- Begin re-entry and repopulation planning
- Homeless population
- Accessible housing needs

## **Recovery Support Function #5: Infrastructure Systems Recovery**

### **Goal**

The goal of the Jurisdictional Infrastructure Systems Recovery Support Function (RSF) is to integrate the capabilities of a jurisdiction to expedite infrastructure restoration throughout their area to expedite short-, intermediate, and long-term infrastructure restoration and reconstruction. The Infrastructure Systems RSF stakeholders coordinate support (technical and financial) and help build the recovery capacities and community planning resources for the jurisdiction before and after disaster events. The Infrastructure Systems RSF stakeholders achieve this goal by creating a systematic process that engages the whole community in the development of executable, operational, and/or community-based approaches to meet defined recovery objectives.

### **Overview of Potential Partners**

The Infrastructure Systems RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and nonprofit groups, private sector industry, and other members of the whole community.

The Infrastructure Systems RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within a jurisdiction. During multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

### **Target Capabilities and Key Elements**

Targets and core recovery capabilities for the Infrastructure Systems RSF are focused on the ability to efficiently restore the jurisdiction's infrastructure systems and services in order to support a viable, sustainable community and improve resilience to and protection from future hazards. Prior to a disaster, the Infrastructure Systems RSF works in conjunction with the jurisdiction on developing the following targets and capabilities:

- Assess and analyze threats to, vulnerabilities of, and consequences to critical infrastructure to inform risk management activities.
- Secure critical infrastructure against human, physical, and cyber threats through sustainable efforts to reduce risk while accounting for the costs and benefits of security investments.
- Enhance critical infrastructure resilience by minimizing the adverse consequences of incidents through advance planning and mitigation efforts as well as effective responses to save lives and ensure the rapid recovery of essential services.
- Share actionable and relevant information across the critical infrastructure community to build awareness and enable risk-informed decision making.
- Promote learning and adaptation during and after exercises and incidents.

The Infrastructure Systems RSF provides the coordinating structures, framework, and guidance to ensure:

- Resilience, sustainability, and mitigation are incorporated as part of the design for infrastructure systems and as part of the community's capital planning process.
- Infrastructure systems are fully recovered in a timely and efficient manner to minimize the impact of service disruptions. The private sector critical infrastructure has the incentive and the means to support a unified community and national recovery effort.

- The capacity of all infrastructure systems is adequately matched to the community's current and projected demand on its built and virtual environment.

The Infrastructure Systems RSF post-disaster targets can include the targets listed below and are based upon previous disaster needs:

- Evaluate infrastructure system status.
- Establish a prioritized sequence for restoration of critical infrastructure. Consider interdependencies and cascading impacts as priorities will be dependent on incident circumstances:
  - Current electric, gas, water, and communication systems restoration priorities to hospitals and lifeline sectors including emergency services without emergency power
    - Communications systems
    - Utilities
      - All water treatment plants
      - Wastewater treatment plants
      - Pumping stations
      - Elevated tank sites
    - Airport
    - Community areas based upon populations with the greatest need/number of people
    - Solid waste facilities
  - Information systems restoration priorities
    - Peoplesoft
    - Microsoft Exchange
    - Internet
  - Additional priorities
    - Transportation sector resources without power
    - Telecommunications systems
    - Lifeline sectors that have emergency power
    - Facilities handling emergency purchases, food, shelter, and resource distribution and management
    - Community areas receiving minor damage and other government facilities
    - Community areas receiving major damage
    - Community areas receiving catastrophic damage
- Facilitate the connection between the infrastructure owners/operators and infrastructure service providers to meet urgent restoration needs of the disaster victims.
- Implement mitigation/hardening/increased resiliency strategies.
- Address regulatory issues that speed restoration or implementation of mitigation.
- Inventory available funding and funding gaps.
- Leverage funding to avoid duplication of effort.
- Implement use of energy efficiency and renewable energy systems.

## Concept of Operations

The decision to engage the Jurisdiction's RSFs primarily occurs after the start of an escalating incident. If an incident evolves into such a magnitude that recovery activities exceed the Emergency Operations Center (EOC) capabilities or requires external resources from agencies not represented in the EOC (if activated), RSFs may be activated. This engagement is facilitated (virtually or on-site) with the assistance of personnel from RSF organizations as well as other coordinating agencies. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the Infrastructure Systems RSF.

After the decision has been made to activate the Infrastructure Systems RSF, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.

## Implementation Thresholds

Not all incidents will require the Infrastructure Systems RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the Infrastructure Systems RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (intermediate and long-term recovery) phase.

Short-term recovery operations may continue to be coordinated from the EOC after the response phase is over, if required.

## Objectives and Implementation Activities

Within the Infrastructure Systems RSF, there are four phases to the recovery process. The phases that constitute the recovery process are: preparedness (pre-disaster), short-term recovery, intermediate recovery, and long-term recovery.

### 5.1 Preparedness

**Phase 1** is ongoing. This phase ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

#### Conduct Pre-Disaster Recovery Planning

- Identify recovery priorities, incorporate hazard mitigation strategies in the wake of a disaster, and articulate post-disaster options.

### **Build Community Capacity and Resilience**

- Engage in a rigorous assessment and understanding of risks and vulnerabilities that might endanger the community or pose additional recovery challenges.
- Incorporate hazard mitigation and land use planning strategies; critical infrastructure, environmental, and cultural resource protection; and sustainability practices to reconstruct the built environment and revitalize the economic, social, and natural environments.

### **Establish Partnerships**

- Establish partnerships and collaborate across groups, sectors, and government to promote a successful infrastructure systems recovery process.
- Ensure inclusiveness to include individuals with access and functional needs, advocates of children, seniors, and members of underserved populations.
- Ensure sensitivity and respect for social and cultural diversity is maintained at all times.
- Ensure compliance with equal opportunity and civil rights laws is upheld.

### **Identify and Provide Public Education Needs to Support Recovery Operations**

- Ensure all public education for emergency operations is multilingual and available in formats that can be used by those who have diminished vision and hearing capabilities.
- Ensure the public receives information on disaster assistance, health precautions, long-term sheltering, and other important issues involving the community's recovery operations.
- Ensure public education tasks include development and delivering of pre-disaster information and education programs.
- Ensure there is a mechanism whereby the largest possible segment of the population, including the elderly and the access and functional needs populations, can be sufficiently educated on disasters to minimize panic and misunderstanding.

### **Conduct Training and Exercises on Disaster Recovery**

- Ensure coordination of recovery training and exercise activities.

## **5.2 Short-Term Recovery**

Infrastructure restoration and recovery is addressed by the local public, private, and nonprofit sectors and systems. There are numerous agencies, jurisdictions, and stakeholders involved with the public facilities, infrastructures systems, and related services.

**Phase 2** begins when an incident occurs. This phase ends when the short-term recovery objectives are met. The short-term recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase consists of the following major tasks:

- Assess the impact of the incident on infrastructure systems.
- Understand the desired infrastructure systems end state of recovery operations.
- Identify and restore critical infrastructure.
- Coordinate restoration priorities with operators.

- Track disaster-related recovery costs.

### **5.3 Intermediate**

**Phase 3** begins sometime during short-term recovery and can be defined in terms of weeks to months. This phase ends when the intermediate recovery objectives are met. This phase consists of the following major tasks:

- Develop courses of action for execution of temporary and/or permanent repairs.
- Plan immediate infrastructure repair and restoration.
- Continue to track disaster-related recovery costs.

### **5.4 Long-Term Recovery**

**Phase 4** begins when a jurisdiction has determined its recovery end state. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

- Develop metrics and timelines for overall restoration and recovery efforts and revise as necessary.
- Rebuild infrastructure to meet future community needs and achieve desired end state.
- Continue to track disaster-related recovery costs.

### **5.5 Demobilization**

- Demobilize or reassign resources.
- Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts
- Compile and reconcile costs and coordinate for reimbursement.
- Capture after-action recommendations and lessons learned.
- Identify possible mitigation strategies to be included in a jurisdiction's Local Hazard Mitigation Plan for future implementation.
- Develop and implement corrective actions.

### **5.5 Roles and Responsibilities**

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction's departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

<b>Stakeholder</b>	<b>Functions</b>
<b>EDA</b>	<ul style="list-style-type: none"> <li>• Responsible for cost recovery documentation of field response/repairs and estimates</li> <li>• Provides support to for the set-up of assistance centers (local, family, and disaster) if located in county-owned facilities or in the unincorporated areas</li> <li>• Provides generators for county-owned facilities</li> </ul>
<b>EMD</b>	<ul style="list-style-type: none"> <li>• Reports situation and damage to State OES</li> <li>• Coordinates and maintains files of all initial assessment reports</li> <li>• Coordinates and maintains records during the recovery phases</li> <li>• Coordinates the development of after-action reports</li> <li>• Coordinates ACS resources</li> </ul>
<b>RCIT</b>	<ul style="list-style-type: none"> <li>• Inspects and reports on the status of communications sites and regional/county facilities</li> </ul>
<b>TLMA</b>	<ul style="list-style-type: none"> <li>• Inspects and reports on county-maintained road right-of-way infrastructure</li> <li>• Inspects and reports on county-maintained drainage/flood control facilities</li> <li>• Inspects and reports on county-owned water and wastewater facilities</li> <li>• Supports law enforcement, opening and closing county roads</li> <li>• During recovery process, manages county debris removal program and DPW's public property rebuilding efforts in the unincorporated areas</li> <li>•</li> </ul>
<b>AT&amp;T</b>	<ul style="list-style-type: none"> <li>• Manages and maintains the National Security Emergency Preparedness disaster prevention, response, and recovery program</li> <li>• Manages the telecommunication service priority system procedures for impacted areas in accordance with the Federal Response Plan</li> </ul>
<b>CalTrans</b>	<ul style="list-style-type: none"> <li>• Provides technical oversight on assessment of impacted state roads, highways, and freeways, including all overpasses and bridges.</li> </ul>
<b>SoCal Gas</b>	<ul style="list-style-type: none"> <li>• Coordination of internal activities in an EOC or suitable alternative</li> <li>• Media coordination to assure provision of timely and complete information</li> <li>• External and government coordination to ensure effective communications</li> <li>• Damage assessment procedures to expedite a response to the emergency</li> <li>• Restoration priority guidelines for service restoration to include prioritization for critical and essential customers</li> <li>• Mutual assistance procedures that detail intent to employ resources</li> </ul>
<b>Water Districts</b>	<ul style="list-style-type: none"> <li>• Monitors, assesses, and provides technical support on the economic impacts on agricultural and the export activities and resumption of trade</li> <li>• Conducts quarterly meetings and exercises to develop and coordinate member agency, regional and stage agency participation</li> <li>• Coordinates communications and response to include liaison deployment to the designated Operational Area EOC and interagency radio communication activation</li> </ul>



	<ul style="list-style-type: none"><li>• Manages the Emergency Storage Project for effective deployment</li></ul>
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### 5.6 Communication and Coordination

Following the completion of the initial economic impact assessment, the Infrastructure Systems RSF stakeholders will continue to engage with local-level, and potentially national-level, RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the Infrastructure Systems RSF following a disaster. The entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF.

#### Infrastructure Systems Coordination with Local Communities

When activated, the Infrastructure Systems RSF works with stakeholders through coordination with the Jurisdiction’s Recovery Coordinator/Local Disaster Recovery Manager to:

- Develop a coordinated recovery strategy that addresses specific infrastructure systems recovery needs for the jurisdiction’s communities.
- Establish a process for obtaining baseline data/information.
- Identify metrics to measure progress.
- Designate organizations that will coordinate the infrastructure systems recovery efforts.
- Identify sources of funding, including private sector and philanthropic organizations, to meet specific objectives.
- Put in place mechanisms to reduce fraud, duplication, and waste.
- Determine local, state, tribal, territorial, and insular area capacity and training needs for federal assistance applications.

#### Infrastructure Systems Coordination with other RSFs

The Infrastructure Systems RSF serves as a collaborative forum for engagement with all critical infrastructure systems stakeholders on reducing critical infrastructure risks and expediting recovery efforts.

## Recovery Support Functions #6: Natural and Cultural Resources

### Goal

The goal of the Jurisdictional Natural and Cultural Resources (NCR) Recovery Support Function (RSF) is to provide guidance for coordinating disaster recovery and to connect members to available resources or programs that assist with the long-term recovery of damaged or destroyed NCR. RSF members work together to leverage existing NCR capabilities, build additional NCR capabilities, and identify potential funding and other resources to help address at-risk and affected NCR with long-term solutions. This goal is achieved by creating a systematic process that engages the whole community in the development of executable, operational, and/or community-based approaches to meet defined recovery objectives.

### Overview of Potential Partners

The NCR RSF consists of partners at the federal and state level as well as local, tribal, non-governmental organizations, faith-based and nonprofit groups, private sector industry and other members of the whole community.

The NCR RSF is an alliance of agencies, departments, and other stakeholders with similar functional responsibilities that collaboratively prepare for, respond to, and recover from disasters within a jurisdiction during multi-jurisdictional emergencies, each jurisdiction and special district is responsible for conducting and managing emergencies within its boundaries.

### Target Capabilities and Key Elements

Targets and core recovery capabilities for NCR RSF include the ability to effectively plan and implement disaster recovery activities, engaging the whole community to achieve recovery objectives and increase resilience.

- The management and protection of NCR, community sustainability, and compliance with environmental planning and historic preservation requirements are integrated into recovery.
- The jurisdiction maintains the ability to address post-disaster NCR recovery needs.
- Programs to support disaster recovery, technical assistance, and capabilities and data sharing are coordinated.
- Natural and cultural assessments and studies needed post-disaster, including proposed solutions to environmental and historic preservation policy and process impediments, are developed.

Typical NCR RSF post-disaster topics are suggested below and are based upon previous disaster needs:

- Leverage resources and available programs to meet local recovery needs.
- Identify opportunities to leverage natural and cultural resource protection with hazard mitigation strategies.
- Address government policy and agency program issues, gaps, and inconsistencies related to natural and cultural resource issues.

Encourage stakeholders at all levels of government and their important private sector partners to support the local community's recovery plan and priorities by developing an NCR action plan that identifies how the stakeholders leverage resources and capabilities to meet the community's needs.

Promote a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.

### **Concept of Operations**

If an incident evolves into such a magnitude that recovery activities exceed the Emergency Operations Center (EOC) capabilities or require external resources from agencies not represented in the EOC (if activated), RSFs may be activated. This engagement is facilitated (virtually or on-site) with the assistance of personnel from RSF primary agencies and supporting organizations as well as other coordinating agencies. Section 4.1 lists implementation thresholds to assist the jurisdiction in determining the need to engage the NCR RSF.

After the decision has been made to activate the NCR RSF, the jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager is the primary point of contact for the implementation.

### **Implementation Thresholds**

Not all incidents will require the NCR RSF to be activated. The following thresholds are general guidelines that may indicate the need to activate the NCR RSF and other RSFs:

- The EOC may or may not be activated.
- Damage assessments are required.
- Field survey and inspections teams are activated.
- A significant number of residents within the jurisdiction are affected.
- A significant number of critical government agencies are affected.
- A large number of civic organizations are impacted.
- A large number of natural and cultural resources are impacted.
- Elected officials have made a proclamation of a local emergency, state of emergency, or federally declared disaster.
- Critical lifelines and essential infrastructures are damaged and unavailable to portions of the community.

### **Objectives and Implementation Activities**

The NCR RSF stakeholders work together to accomplish the following objectives:

- Coordinate and communicate regarding preservation professionals, resources, materials, and services.
- Assist with locating secure and climatically stable storage facilities for items of historical and cultural significance that must be evacuated from their current or existing storage facilities.
- Secure essential personnel, materials, equipment, and services required to stabilize, conserve, and secure items of historical and cultural significance.
- Secure natural, cultural, and historically significant sites against further deterioration through natural or human-caused threats.
- Engage cultural and historic preservation leadership's membership and participation in local recovery planning efforts.
- Emphasize the need to incorporate natural and cultural elements into local plans to ensure that the needs of the natural and cultural sectors as well as their impact within the region are recognized.

- Convene conference calls to discuss the status of recovery efforts and enable representatives of cultural institutions and historic properties to connect with emergency management directors.
- Provide technical assistance, including performing damage assessments by trained NCR Response and Recovery Team members.
- Provide damage assessments for cultural and historic resources to local officials for inclusion in damage assessment calculations.
- Monitor conditions at the emergency/disaster areas.

An established RSF that is operational during response activities will facilitate the transition out of response and short-term recovery activities into an organized reconstruction and redevelopment (intermediate and long-term recovery) phase. The NCR RSF is organized to facilitate this transition in order to achieve the desired end state for a jurisdiction.

During the early recovery phase, the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager and the NCR RSF members will work closely with the EOC functional components and other RSFs to share information about impacts, assistance provided, and working relationships at all levels. As the response and short-term recovery missions decrease, the NCR RSF members will absorb the residual short-term recovery activities related to natural and cultural resources and transition to a jurisdiction's disaster recovery coordination structure. NCR implementation activities are listed below.

## 6.1 Preparedness

**Phase 1** is ongoing. This phase ends when an incident occurs that requires recovery operations. This phase includes activities that take place prior to an incident that would necessitate recovery operations. This phase consists of the following major tasks:

- Identify relevant local, state, and federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery, and restoration of NCR during recovery.
- Develop a pre-disaster NCR RSF action/sustainment plan to identify and communicate priority actions.
- Identify environmental projects and programs that will protect natural resources and open space, while simultaneously reducing damage from natural disasters.
- Identify and prioritize gaps and inconsistencies within and between relevant policies, program requirements, and processes affecting NCR that are used in disaster recovery, either separately or in combination with one another, and make recommendations to the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager.
- Work with private nonprofits and other non-governmental organizations to leverage opportunities to encourage local organizations and institutions to develop emergency management plans that integrate natural and/or cultural resource issues.
- Promote the principles of sustainable and disaster-resistant communities through the protection of natural resources such as coastal barriers and zones, floodplains, wetlands, and other natural resources critical to risk reduction.
- Identify and assess appropriate hazard mitigation strategies for the protection of cultural resources.

## 6.2 Short Term Recovery

**Phase 2** begins when an incident occurs. This phase ends when the short-term recovery objectives are met. The short-term recovery phase is part of response operations and includes activities immediately following the incident to save lives, protect property and the environment, and mitigate the threat. This phase consists of the following major tasks:

- When activated by the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager, the supporting departments and agencies coordinate in support of the NCR RSF mission.
- Facilitate the application and implementation of NCR recovery projects, including grant-related mitigation efforts or small business administration loans.
- Work to leverage local, state, and federal resources and available programs to meet community recovery needs.
- Identify opportunities to leverage natural and cultural resource protection with hazard mitigation strategies.
- Address government policy and agency program issues, gaps, and inconsistencies related to natural and cultural resource issues.
- Coordinate cross-jurisdictional or multistate and/or regional natural and cultural resource issues to ensure consistency of support where needed.
- Encourage responsible agencies at all levels of government and their important private sector partners to support a jurisdiction's recovery plan and priorities by developing an NCR action plan that identifies how the agencies leverage resources and capabilities to meet the community's needs.
- Synchronize the NCR action plan with other RSFs, as appropriate, to support disaster recovery.
- Help the community leverage opportunities inherent in recovery to mitigate impacts to natural or cultural resources.
- Promote a systematic, interdisciplinary approach to understanding the interdependencies and complex relationships of the natural and cultural environments.
- Maintain robust and accessible communications throughout the recovery process among the local, state, and federal government and all other partners to ensure ongoing dialogue and information sharing.
- Conduct salvage operations for records deemed essential for the continuity of government. This includes identifying the appropriate contractors for salvage operations in coordination with the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager.
- Capture after-action recommendations and lessons learned.
- Develop and implement corrective actions.
- Develop an inventory of damaged natural and cultural resources.
- Provide information and coordinate with the jurisdiction on environmental issues and preservation.
- Understand the desired end state of recovery operations and develop a sustainability plan for the intermediate and long-term phase of recovery.
- Coordinate with the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to ensure the desired NCR end state is in alignment with a jurisdiction's desired end state and recovery objectives.
- Respond to time-critical actions to save NCR from permanent loss or damage. Examples may include:
  - Libraries, records repositories (including municipal and county clerk offices), and archives

- Museums (including historical societies) and fine art galleries
- Sites of historical and/or cultural significance
- Endangered and protected plant and animal species
- Parks and environmental resources/areas
- Monitor debris management activities to ensure that debris operations are not causing further environmental damage (e.g., air quality issues related to burning) or breaking any environmental regulations in coordination with impacted jurisdiction.
- Based on the damage inventory, determine the resources needed to salvage the identified natural and cultural resources and request those resources through the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager.
- Identify potential funding sources for short-term, intermediate, and long-term NCR recovery activities.
- Develop guidance in determining how cultural and natural resources should be considered in applying for grant funds for public assistance and mitigation efforts.
- Coordinate with state and federal government agencies and private and nonprofit organizations to identify, request, request assistance, and direct resources where they are most needed.
- Coordinate with other RSFs and the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to provide situational awareness and status of NCR recovery operations.
- Track disaster-related recovery costs through the specific disaster code.
- Develop an inventory of damaged natural and cultural resources.
- Provide information and coordinate with County Environmental Health on environmental issues.

### **6.3 Intermediate**

**Phase 3** begins sometime during short-term recovery and can be defined in terms of weeks to months. This phase ends when the intermediate recovery objectives are met. This phase consists of the following major tasks:

- Ensure further damage of natural and culturally significant resources is minimized during recovery.
- Coordinate with the appropriate jurisdictional and State environmental officials to ensure the desired end state goals and objectives comply with environmental regulations and codes.
- Utilize information gathered during the impact analysis to strengthen grant applications for public assistance and Hazard Mitigation Grant Program projects.
- Coordinate with other RSFs and the Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager to identify potential projects that will enhance the natural environment and review potential projects to ensure no harm is caused to the environment.
- Develop/update the long-term sustainability plan for long-term recovery.
- Continue to track disaster-related recovery costs through the specific disaster code.

### **6.4 Long Term Recovery**

**Phase 4** begins when a jurisdiction has determined its recovery end state. This phase ends when the community has reached its desired end state. This phase consists of the following major tasks:

- Rebuild and restore NCR when possible and implement the long-term sustainability plan.

- Coordinate with rehabilitation and conservation operations to ensure loss of historical and culturally significant resources is minimized.
- Continuously monitor project progress to ensure consistency with natural and cultural resource preservation standards. This includes regular updates to the NCR RSF Coordinating Agency and the Jurisdiction’s Recovery Coordinator/Local Disaster Recovery Manager.
- Coordinate with other RSFs to provide situational awareness and status of recovery operations.
- Continue to track disaster-related recovery costs through a specific disaster code.

## 6.5 Demobilization

- Demobilize or reassign resources.
- Finalize disaster-related recovery costs and complete the required federal documentation for reimbursement (if provided). This includes the closeout of recovery projects, including grant-related mitigation efforts or small business administration loans, specifically as it relates to NCR.
- Compile and reconcile costs and coordinate for reimbursement.
- Capture after-action recommendations and lessons learned.
- Identify possible mitigation strategies to be included in the Jurisdiction’s Local Hazard Mitigation Plan for future implementation.
- Develop and implement corrective actions.

## 6.6 Roles and Responsibilities

Every member of a recovery operations organization is responsible for documenting and reporting possible mitigation actions. All of a jurisdiction’s departments may need to take responsibility for certain functions throughout the recovery process. All local jurisdictions and departments should:

- Maintain standard operating plans and functional checklists.
- Train personnel and alternates.
- Maintain communications and coordination with appropriate EOC(s).

Stakeholder	Functions
<b>County Libraries, County Parks, EMD</b>	<ul style="list-style-type: none"> <li>• Support RSF national- and local-level operations with subject matter expertise and staffing support, as appropriate.</li> <li>• Coordinate and communicate regarding preservation professionals, resources, materials, and services.</li> <li>• Assist with locating secure and climatically stable storage facilities for items of historical and cultural significance that must be evacuated from their current or existing storage facilities.</li> <li>• Secure essential personnel, materials, equipment, and services required to stabilize, conserve, and secure items of historical and cultural significance.</li> <li>• Secure natural, cultural, and historically significant sites against further deterioration through natural or human-caused threats.</li> <li>• Engage cultural and historic preservation leadership’s membership and participation in local recovery planning efforts.</li> <li>• Engage natural resources leadership’s membership and participation in local recovery planning efforts.</li> </ul>

	<ul style="list-style-type: none"> <li>• Emphasize the need to incorporate cultural and historic subject matter experts (SMEs) into local planning efforts to ensure that the needs of the cultural and historic sectors, as well as their impact upon the region, are recognized.</li> <li>• Convene conference calls to discuss the status of recovery efforts and enable representatives of cultural institutions and historic properties to connect with emergency management directors.</li> <li>• Provide technical assistance, including performing damage assessments by trained NCR Response and Recovery Task Force members.</li> <li>• Provide damage assessments from cultural and historic resources to local officials for inclusion in damage assessment calculations.</li> <li>• Monitor conditions at the emergency/disaster areas.</li> </ul>
<b>EMD</b>	<ul style="list-style-type: none"> <li>• Coordinate the Damage Assessment Team to include the Field Survey Teams. Damage Assessment Teams will then report damages to CalOES.</li> <li>• Activate the NCR RSF when appropriate. Coordinate actions of the NCHRTF.</li> </ul>
<b>RCIT</b>	<ul style="list-style-type: none"> <li>• Inspect and report on the status of communications sites and regional/county facilities.</li> </ul>
<b>Park and Open Space District</b>	<ul style="list-style-type: none"> <li>• Conduct damage assessment, document damage (photos), compile lists of affected assets, and immediately begin BMPs for erosion control. When it is safe, DPR will deploy DPR Damage Assessment Teams to affected areas. DPR Damage Assessment Teams will then report damage to EMD.</li> </ul>
<b>TLMA</b>	<ul style="list-style-type: none"> <li>• During recovery process, manages County debris removal program in unincorporated areas. Damages are reported back to OES.</li> </ul>
<b>Libraries</b>	<ul style="list-style-type: none"> <li>• Protect and preserve cultural and historical resources stored within the library system.</li> </ul>
<b>RSO</b>	<ul style="list-style-type: none"> <li>• Provide initial field situation reports.</li> </ul>

## 6.7 Communication and Coordination

Following the completion of the initial NCR impact assessment, the jurisdiction's NCR RSF stakeholders will continue to engage with local-level, and potentially national-level, RSF agencies and applicable state agencies to coordinate the immediate actions requiring RSF engagement. Many entities will be active participants in the NCR RSF following an incident. The entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support, or are capable of supporting, recovery efforts rather than continual participation in the RSF. The NCR RSF coordinating agencies will seek the expertise of supporting stakeholders and other partners as appropriate.

### NCR RSF Coordination



Many entities will be active participants in the NCR RSF following a disaster. The number of entities that will need to be involved post-disaster fluctuates in order to obtain the appropriate expertise or capabilities of other entities beyond direct jurisdictional control that are known to support or are capable of supporting recovery efforts at any given time. The NCR RSF partners' technical expertise can be used to help foster a systematic approach to recovery that recognizes the interdependencies and complex relationships of NCR to the well-being of the community.

### **Coordination with the Local Communities**

RSF partners, through coordination with other agencies, organizations, and levels of government, can facilitate assistance to help achieve a successful recovery. In addition to these organizations, other partners must also be engaged to support a whole-community effort to recover. These include non-governmental organizations, the nonprofit sector, the private sector, and individuals. Such an array of stakeholders can potentially provide technical expertise, donated supplies and/or labor, and, in some cases, funding support for recovery projects. The combined efforts of all levels of government, organizations and groups, and individuals can help foster whole-community contributions to recovery and help ensure that a combination of perspectives and resources is drawn upon to enable a holistic recovery.

### **Convening the NCR RSF Task Force**

Local jurisdictions, their Libraries and Departments of Parks and Recreation, and other members of the NCHRTF will coordinate through local command and control structures to determine the specific needs and priorities of natural and cultural resources and historic properties. Convening the NCR RSF Task Force may be unnecessary unless the community remains overwhelmed by the impacts from the disaster and the community's recovery strategy identifies a specific need. The Jurisdiction's Recovery Coordinator/Local Disaster Recovery Manager must coordinate with the NCR RSF Task Force to develop contingency plans for securing technical assistance.

### **RSF Coordination with other RSFs**

The NCR RSF must make sure recovery activities are coordinated with those of the other RSFs. While the ultimate coordination of activities is the responsibility of the Jurisdiction's Disaster Recovery Coordinator/Manager, adequate coordination between RSFs is necessary. There are a multitude of interrelated and interdependent issues that require extensive inter-RSF coordination. In some situations, the NCR RSF can provide input such as cultural and historical building designations and subject matter expertise for other RSF efforts. In other situations, the NCR RSF can benefit from the work of the other RSFs, thereby leveraging their outputs. Some of the projected interdependencies are captured in Exhibit 4: NCR RSF Coordination.

## **6.8 Special Considerations and Available Resources**

### **Natural Resource Considerations**

- National Environmental Policy Act (NEPA) requirements. NCR RSF members should be familiar with NEPA and how the Federal Emergency Management Agency (FEMA) region implements these requirements. Early coordination by NEPA experts will enable an efficient documentation process and avoid unanticipated delays in applicable agency coordination or project design changes, to minimize environmental effects.

- State environmental policies. NCR RSF members should either be familiar with or work with the State to understand how State policies may impact recovery planning efforts. Additionally, they should understand how State policies may relate to Federal policies (i.e., understand how one may be stricter than another with respect to specific environmental concerns).
- Best management practices. NCR RSF members should also understand best management practices as they relate to recovery projects that could have environmental impacts. More importantly, NCR RSF members should incorporate these practices as projects are developed.
- Endangered Species Act (ESA) issue avoidance. NEPA and ESA compliance can occur on parallel tracks, but ESA consultation must be executed prior to completion of the NEPA process. Early identification of any ESA issues and coordination with the appropriate federal agencies is essential. ESA issues will vary greatly among regions and states.
- Funding for programs is a major consideration for the recovery of NCR. Funding cycles as well as the general state of funding availability, may affect the availability of multiple agencies' funding for programs.

### **CULTURAL RESOURCE CONSIDERATIONS**

- Bringing in specialists with specific preservation expertise will help ensure that preservation standards are met. Other specialists (such as grant and tax credit specialists) can be brought in to focus on funding issues.
- Collections of cultural and historic significance may be damaged in disasters. These holdings – including irreplaceable books, documents, photographs, audiovisual records, art, and artifacts – may represent a community's heritage and provide a focus for tourism. Their preservation is critical to both economic recovery and community resilience.
- Museum, library, and other cultural institutions are often dependent on grants and other funding and are not always well prepared for disaster (i.e., although they should, they do not always have emergency plans in place). In the past, FEMA has helped state-run or eligible nonprofits, but not all nonprofits are eligible for FEMA assistance. These institutions are often dependent on help from the preservation community or organizations and agencies such as the National Endowment for the Humanities, State Historic Preservation Office (SHPO), and the National Trust for Historic Preservation. It is important that these types of institutions understand both National Response Framework (NRF) and NDRF concepts and how they can be implemented to leverage resources. Additional information can be found in the Guide to Navigating Federal Emergency Management Agency and Small Business Administration Disaster Aid for Cultural Institutions.
- Private nonprofits and individual owners or businesses are not always able to find the resources to rehabilitate or restore their historic properties. These properties can contribute to the economic health of the town (especially those on "Main Street") and, if they cannot be rebuilt or restored (or are rebuilt or restored in a way that negatively affects the historic integrity of and detracts from downtown); the ability of the community to recover from disaster may be hampered. Private sector operators of business on or in natural resources or cultural properties may play an important part of the local economy.
- There are several potential impediments to effective data sharing. Information on cultural resources is stored in different ways in each state. The information may be located at a clearinghouse run by the state, a university, or a museum. In some cases, the information is kept by the often-overwhelmed SHPO and Tribal Historic Preservation Office (THPO). The information may be in hard copy or electronic form. Mapped information may be in a geographic information system format, but the platform varies. Different types of information are also collected by each state, so comparing data can be problematic. These variables make analysis very difficult to

accomplish quickly. Control of the information is also an issue, as much of it is considered sensitive data only to be shared with professionals, universities, or other predetermined parties. Finally, most of the available data on cultural resources comes from studies resulting from a need for NEPA or National Historic Preservation Act (NHPA) compliance. These studies only look at the project area, so there may be important resources that have not been identified or inventoried.

- The Federal Historic Preservation Tax Incentives program supports the rehabilitation of historic and older income-producing structures. Historic buildings are eligible for a 20% federal tax credit if listed individually in the National Register of Historic Places (NRHP) or as a contributing building to a National Register-listed or certified state or local historic district. In addition, historic rehabilitations must meet the Secretary of the Interior's Standards for Rehabilitation. Non-historic, non-residential buildings built before 1936 are eligible for a 10% federal tax credit. From time to time, Congress has increased these credits for limited periods for the rehabilitation of buildings located in areas affected by natural disasters. Many states also have similar state tax credit programs. Individual property owners may not: know if their properties are already eligible, have the resources or expertise to nominate their property/properties to become eligible, be aware the tax credit program exists, or know how to obtain tax credits. Misunderstandings exist about the meaning of having a property listed; providing more information about the benefits of listing, as well as the tax credit program, can be useful.
- Some funding gaps may occur when FEMA Public Assistance (PA) funding does not cover a particular aspect of a historic property. Further funding gaps can occur because a particular private nonprofit does not qualify for FEMA PA funding. Partnerships and resource coordination have helped fill these gaps.

## **6.9 Historical Preservation and Cultural Resources**

- Conduct hazard assessment and structural survey of sites to understand potential impacts.
- Coordinate with Tribal Nations on historical and cultural resources.
- Create database of personnel and resources that can support collection, restoration and assessment of specialty resources.
- Develop an inventory of local and state natural and cultural resources.
- Identify public and private associations and organizations that have similar natural and cultural resources and could support recovery operations.
- Identify sites that are listed on or eligible for listing on the National Historic Register, both local and state.

## ROC – COMMAND RECOVERY TASKS

TASKS	COMMAND STAFF	TIMELINE
All public information and resource notifications	Public Information Officer	Immediately following resource mobilization
Activate EOC Recovery Unit	Director of Emergency Management or EOC Director	As needed - during and post disaster
Coordinate and host community preparedness and outreach meetings	Public Information Officer	As soon as possible, usually with 72 hours
Inform Board of Supervisors' Office recovery efforts	EOC Director	On-going during event and status updates periodically
Identify and coordinate resources based upon needs assessment including housing infrastructure, economic revitalization, critical lifelines, cultural preservation, transportation, insurance, government or other assistance	All Section Chiefs	Within 7 days following event
Formally request public assistance on behalf of Riverside County	Director of Emergency Management or Designee	Within 14 days following event

## ROC – OPERATIONS RECOVERY TASKS

FUNCTION	TIMELINE
Oversee overarching recovery operations for the Operational Area	On-going daily
Gather damage data for incidents	Within 24 hours
Analyze damage data and compile in a report to determine heavily damaged areas to prioritize initial damage estimates (IDE)	Within 24 hours of event or when deemed safe to conduct assessments
Assign staff to assist with damage assessments	24-72 hours following event
Coordinate and conduct damage and need assessments for the Operational Area jurisdictions, supervisorial districts, and businesses	Coordinated within 7 days following event
Exploratory call to assign PDMG	Within 7 days
Identify and coordinate resources based upon needs assessment including housing infrastructure, economic revitalization, critical lifelines, cultural preservation, transportation, insurance, government or other assistance	Within 7 days following event
Site inspections	Within 60 days following recovery scoping meeting

## ROC – PLANNING RECOVERY TASKS

FUNCTION	TIMELINE
Develop recovery objectives based upon short- and long-term needs	Immediately following event within 1-2 days

## ROC – FINANCE RECOVERY TASKS

TASKS	TIMELINE
Request program code from Auditor Controller's Office	Within 12 hours of activation upon request by Operations Section Chief
Create project code and provide to duty officers and Operation Division	Within 12 hours of activation upon request by Operations Section Chief
Collect all mobilization documentation and logistic requests from EOC/DOC activation	Daily – Report burn rate with 12-24 hours
Grant project close out for FEMA and Cal OES	On-going daily
Identify and coordinate resources based upon needs assessment including housing infrastructure, economic revitalization, critical lifelines, cultural preservation, transportation, insurance, government or other assistance	Within 7 days following event
Coordinate applicants briefing meeting	Approximately 7-14 days
Request public assistance and Small business Association (SBA) declarations on behalf of the businesses and individual residents	Within 14 days following event
Coordinate recovery scoping meetings	Within 21 days following applicant briefing
Prepare reimbursements for Fire Management Assistance Grant (FMAG), California Disaster Assistance Act (CDAA), federal public assistance funds, and all other funding sources for Emergency Management Department (EMD) and County Departments	Within 90 Days of applicant briefing or when advised by Cal OES
Maintain records per general record retention schedules and grant reimbursement requirements	
Track and coordinate recovery actions and progress for County Departments	On-going, at minimum weekly
Validate, deposit and disseminate reimbursements to Riverside County departments/agencies	Upon receipt

## ROC – LOGISTICS RECOVERY TASKS

FUNCTION	TIMELINE
Coordinate VOAD partners to identify resource availability for communities impacted by disaster	Immediately following event or when need has been identified
Coordinate volunteers' activities to disseminate water, information and communicate with residents in impacted areas	When there is a need and resources have been identified
Assist mobilizing staff to conduct IDEs	1-3 days following event
Coordinate Points of Distribution sites	As needed
Identify and coordinate resources based upon needs assessment including housing infrastructure, economic revitalization, critical lifelines, cultural preservation, transportation, insurance, government or other assistance	Within 7 days following event
Process disaster service workers and volunteers	On-going as needed



## Appendix C: Position Specific Checklists

The purpose is to identify the critical roles and responsibilities that key players will serve in and execute throughout the duration of the recovery process.

The purpose of the Position Specific Checklist is to serve as a point of reference to identify the scope of actions that may occur during recovery operations within the responsible Riverside County OA. The following checklist should be considered as the minimum requirements for the position for all key players. Some of the tasks are one-time actions while other actions are ongoing or repetitive throughout the recovery process. Modifications to the items outlined will likely be required as the recovery operation evolves. Read the entire checklist before taking any action.

### 1.0 Recovery Policy Advisory Board

Reports to the County of Riverside Executive Office.

#### Responsibilities

1. Provide overall recovery policy and direction to the Recovery Coordinator and the Recovery Agency.
2. Ensure accountability and transparency of Recovery Agency activities.
3. Provide a venue for resolution or mediation of large-scale policy issues including inter-jurisdictional issues as necessary.

#### Activation Phase

- Receive nomination and confirmation to participate on the Recovery Policy Advisory Board.
- Convene as the Recovery Policy Advisory Board at the Recovery Agency or designated site, as recommended by the Recovery Coordinator.
- Obtain current situation status and a briefing on priority actions taken and outstanding issues from the Recovery Coordinator.

#### Operational Phase

- Examine need for new or temporary policies, as required to support recovery operations.
- Identify jurisdictional and organizational priorities and objectives.
- Identify jurisdictional and organizational limitations, concerns, and constraints.
- Recommend policy for releasing information to the public.
- Recommend cost sharing procedures if necessary.
- Work with the Recovery Coordinator to identify any large-scale policy issues in need.
- Ensure adequate public information materials are being issued from the Recovery Agency.
- Work with the Recovery Coordinator to identify any large-scale policy issues in need of resolution, including inter-jurisdictional issues, and provide a forum to resolve.
- Consult with the Recovery Coordinator or legal advisors regarding any potential legal issues and recommended courses of action.
- Be available at the request of the Recovery Coordinator and in conjunction with the Public Information Officer (PIO) to assist in the dissemination of public information.

- Be available at the request of the Recovery Coordinator and in conjunction with the Liaison Officer to assist in outreach or coordination with local, regional, state, federal, private-sector, or non-profit stakeholders or partners.
- Consult with the Recovery Coordinator to recommend need for extraordinary resources and/or outside assistance.
- Facilitate the pursuit of extraordinary resources/outside assistance, as appropriate.
- Keep apprised as to the status of the recovery by reviewing Recovery Agency situation reports and receiving briefings from the Recovery Coordinator.

#### **Demobilization Phase**

- Deactivate upon termination of the Recovery Agency.
- Participate in formal post-operational debriefs if requested.
- Continue to advocate on an individual or group basis, outstanding goals and objectives identified by the Recovery Agency and transfer to other jurisdictional agencies for implementation.

## **2.0 Recovery Coordinator**

Reports to the County of Riverside Executive Office.

#### **Responsibilities**

1. Establish the appropriate staffing level for the Recovery Agency and continuously monitor organizational effectiveness, adjusting as required.
2. Exercise overall management responsibility for the coordination among the Recovery Agency and any other agencies participating in recovery.
3. Oversee setting priorities for recovery efforts and ensure that all staff within the Recovery Agency and any other agency's actions are accomplished within the priorities established.
4. Ensure that information sharing is accomplished effectively among the jurisdictions' Executive, the Recovery Policy Advisory Board, and the Recovery Agency.
5. Ensure coordination with other local governments, commonwealths, and federal agencies such as FEMA (including serving as the Local Disaster Recovery Manager, per the National Disaster Recovery Framework).
6. Identify and address any training needs of assigned staff, such that all recovery staff has a prerequisite understanding of disaster recovery, the Incident Command System (ICS), and other relevant principles and skills.

#### **Activation Phase**

- Receive briefing(s) from the response-phase Incident Commander and Emergency Operations Center (EOC) Commander, and any other relevant personnel.
- Determine which positions are required and ensure they are filled.
- Ensure the Recovery Agency is properly set up and ready for operations.
- Ensure the Recovery Agency and staffing chart is completed.
- Ensure the communications with other recovery entities are established.
- Schedule the initial Recovery Action Planning meeting.

#### **Operational Phase**

- Monitor General Staff activities to ensure that all appropriate actions are being taken.

- Attend periodic briefings with the General Staff to ensure objectives are current.
- With the PIO, conduct news conferences and review media releases for final approval.
- Ensure that the Liaison Officer is maintaining effective interagency coordination.
- Work with the Legal Advisor to identify legal issues, address any issues requiring legal opinion or action, and/or propose solutions to any problems requiring executive legislative action.
- Prepare management objectives for the Recovery Action Planning meetings.
- Review and approve the Recovery Action Plan, once completed.
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including hazard mitigation plans, comprehensive plans, and capital or transportation improvement plans.
- Conduct regular briefings for the jurisdiction's Executive Office.

#### **Demobilization Phase**

- Deactivate sections, branches, and units when they are no longer required.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Prepare to provide input to the After-Action Report.

### **3.0 Legal Advisor**

Reports to the Recovery Coordinator.

#### **Responsibilities**

1. Support requests from management about actions which may have impacts that require a legal opinion regarding jurisdictional policy and authority.
2. As needed, propose solutions to issues requiring legal or legislative action at the executive jurisdictional levels.

#### **Activation Phase**

- Check in with the Recovery Coordinator and clarify any issues regarding authority and assignment, including the functions of others in the Recovery Agency.
- Establish communications with other jurisdictional legal offices for support
- Establish communications with Command and General staff in the Recovery Agency.

#### **Operational Phase**

- Facilitate requests for support or information as requested.
- Prepare the models for legal documents and other actions.
- Provide appropriate actions statuses to the Planning Section.
- Keep the Recovery Coordinator, executives, and/or representatives informed and provide policy guidance and clarification of legal issues as required.
- Maintain logs and files associated with position.

#### **Demobilization Phase**

- Ensure completion of all final reports, closeout activity log, and transfer any ongoing missions and/or actions to the Recovery Coordinator or other designated individuals.

- Ensure copies of all documentation generated during the operation are submitted to the Planning Section Documentation Unit.
- Ensure all functions have been transitioned to their pre-disaster departments, agencies, or activities.

## **4.0 Safety Officer**

Reports to the Recovery Coordinator.

### **Responsibilities**

1. Ensure that good risk management practices are applied throughout the organization and that every function contributes to the management of risk.
2. Protect the interests of all participants, agencies, and organizations by ensuring due diligence in information collection, decision making, and implementation for risk exposures and ascertaining probabilities and consequences of future events.
3. Provide advice on safety issues. The Safety Officer has the authority to halt or modify any and all unsafe operations within or outside the scope of the Recovery Action Plan (RAP), notifying the Recovery Coordinator of actions taken.
4. Coordinate with the Logistics Section to ensure that appropriate security measures have been established to allow for only authorized access to the Recovery Agency facility, and that documentation is maintained.
5. Ensure a medical plan is established for each operational period.

### **Activation Phase**

- Tour the entire facility area and determine the scope of ongoing and future operations.
- Perform a risk identification and analysis of the Recovery Agency site and operations.
- Activate Medical Unit and Compensation and Claims Unit, if necessary.
- Monitor set-up procedures for the Recovery Agency facility ensuring adherence to proper safety regulations.
- Oversee that security checkpoints have been established at all entrances which allow only authorized personnel access to the Recovery Agency facility. This is to include staff sign-in and identification procedures.

### **Operational Phase**

- Assess damage and loss of any incident, working with the Situation Unit (Planning Section) and the Property Claims Unit (Finance/Administration Section) if necessary.
- Establish and maintain a position log and other necessary files.
- Work with the Support Branch Director, if appropriate, to become familiar with any hazardous conditions in the recovery facilities. Conduct regular inspections of the facilities.
- Coordinate with the Support Branch (Logistics Section), if established, to obtain assistance for any special safety requirements in recovery facilities.
- Coordinate with the Finance/Administration, if established, on any personnel injury claims or records preparation as necessary for proper case evaluation and closure.
- Coordinate with the Support Branch (Logistics Section), if established, to monitor security checkpoints and the Recovery Agency facility access and address any security issues.
- Confirm adequate medical plan in place for each operational period.

- Ensure that the Compensation and Claims Unit processes all workers' compensation claims in a reasonable timeframe.

#### **Demobilization Phase**

- Assist the Recovery Coordinator in deactivation activities including:
- Collection of all relevant papers and electronic records to the Documentation Unit.
- Collection of all material necessary for post-operation reporting procedures.
- Assist with the deactivation of the Recovery Agency at designated time.
- Ensure all functions have been transitioned to their pre-disaster departments, agencies, or activities.

### **5.0 Liaison Officer**

Reports to the Recovery Coordinator.

#### **Responsibilities**

1. Oversee all liaison activities. These include the coordination of agency representatives assigned to the Recovery Agency as well as handling requests from other agencies for sending liaison personnel to other locations.
2. Liaise with any organizations or departments participating in recovery, but not directly represented in the Recovery Agency.
3. Function as a central location for incoming agency representatives and provide workspace and arrange for support as necessary.
4. Assist and serve as an advisor to the Recovery Coordinator and section chiefs as needed, providing information, assisting in coordination efforts, and ensuring the proper flow of information.
5. Assist the Recovery Coordinator in ensuring proper procedures are in place for directing agency representatives and communicating with elected officials.
6. Liaise with local authorities, state, and federal organizations, communicating Recovery Agency guidelines, directives, Recovery Action Plans (RAP), and situational information.
7. Conduct necessary recovery-related government relations and lobbying work on behalf of the jurisdiction and the Recovery Agency.

#### **Activation Phase**

- Obtain situation status and recovery priorities from the Recovery Coordinator or Deputy.
- Ensure registration procedures are established for outside agencies working within the Recovery Agency.
- Assist the Recovery Coordinator in determining appropriate staffing for the Recovery Agency.
- Ensure that a Recovery Agency organization and staffing chart is posted and updated.
- Consult with the Recovery Coordinator and Recovery Support Function (RSF) Branch Director(s) to determine whether branch level Liaison Officer(s) are appropriate, and if so, appoint them.
- Provide assistance and information to General Staff regarding staffing Recovery Agency sections.
- Ensure that agency representatives' communications are established and functioning.

#### **Operational Phase**

- Assist the Recovery Coordinator and section chiefs in developing overall recovery priorities as well as priorities for the initial Recovery Action Plan (RAP).

- Establish and maintain a position log and other necessary files.
- Ensure agency representatives understand their assigned roles, work location, Recovery Agency organization, and floor plan.
- Provide external and non-represented agencies information to the Planning Section to assist in the development, continuous updating, and implementation of Recovery Action Plans (RAPs).
- Provide general advice and guidance to agencies and staff as required to enhance abilities of supporting agencies.
- Ensure that all notifications are made to agencies not represented in the Recovery Agency.
- Ensure that communications with any and all appropriate external or non-represented organizations, companies, and/or agencies are established and maintained.
- Assist the Recovery Coordinator in preparing for and conducting briefings with section chiefs, elected officials, the media, and the general public.
- Receive reports from branch level Liaison Officer(s), if activated.
- Prepare external non-represented agency's information for briefings with the section chiefs.
- Ensure that an updated list of outside agency representatives is provided to all section chiefs and branch directors as needed and is also included in the RAP.
- Ensure that operational priorities and objectives identified in recovery action plans are communicated to external non-represented agencies.
- Facilitate completion of situation reports with external non-represented agencies and forward to the Planning Section.
- Advise the Recovery Coordinator of critical information and requests contained within agency situation reports.
- Forward approved Situation Reports to non-represented agencies as requested.
- In consultation with the Public Information Officer, conduct tours of the Recovery Agency facility as requested.

#### **Demobilization Phase**

- Notify external non-represented agencies in the Recovery Agency of the planned demobilization, as appropriate.
- Assist with the deactivation of the Recovery Agency at the designated time, as appropriate.
- Assist the Recovery Coordinator with recovery operations.
- Ensure all functions have been transitioned to their pre-disaster departments, agencies, or activities.

### **6.0 Public Information Officer**

Reports to the Recovery Coordinator.

#### **Responsibilities**

1. Serve as the coordination point for all public information, media relations, and internal information sources for the Recovery Agency.
2. Supervise all staff assigned as assistant information officers and their activities.
3. Coordinate media releases with officials representing other affected agencies.
4. Ensure that the public within the affected area receives complete, accurate, and consistent information about recovery priorities and efforts.
5. Establish and maintain a hotline or call center for the public to access helpful information and advice, in coordination with service and information centers.

6. Maintain a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.
7. Coordinate VIP and visitor tours of the recovery facility.
8. Maintain a web site established for recovery information, as appropriate.
9. Liaise with the Public Information Officers of other local, State, or Federal recovery agencies.
10. Advise members of the Recovery Policy Advisory Board, Recovery Agency, and jurisdictional executive office on consistent messaging and communication of priorities related to recovery.

#### **Activation Phase**

- Determine staffing and communications equipment requirements and make required personnel assignments.
- Consult with the Recovery Coordinator and RSF Branch Director(s) to determine whether branch level PIO(s) are appropriate, and if so, appoint them.
- Assess information skill areas required in the Recovery Agency such as: writing, issues management, media relations and event planning.

#### **Operational Phase**

- Establish and maintain a position log and other necessary files.
- Obtain policy guidance and approval from the Recovery Coordinator regarding all information to be released to the media and public.
- Refer to the county Pre-Disaster Recovery Plan (PDRP) and Public Information Officer operational guidelines, sample forms, model s and other information materials, as appropriate.
- Keep the Recovery Coordinator advised of all unusual requests for information and of all major critical or unfavorable media comments.
- Coordinate with the Situation Unit (Planning Section) and identify methods for obtaining and verifying significant information as it develops.
- Recommend strategies or other measures to improve media relations.
- Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of handout materials.
- Implement and maintain an overall information release program.
- Receive reports from branch level PIO(s), if activated.
- Establish and utilize a Recovery Joint Information Center, as required, providing necessary space, materials, telephones, and electrical power for the media.
- Maintain up-to-date status boards and other references at the Recovery Joint Information Center. Provide adequate staff to answer questions from members of the media.
- Establish a public information service and/or call center to handle public inquiries and provide recovery support information, in coordination with service and information centers. Consult with Logistics Section for communication equipment needs and set-up.
- Develop message statements for Recovery Agency staff and the call takers of the hotline.
- Develop key talking points for Recovery Agency staff and members of the Recovery Policy Advisory Board, executive offices, and others as appropriate.
- Interact with other agency PIOs and obtain information relative to recovery operations.
- Establish distribution lists for recipients of all public information releases.
- Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.

- Arrange (through Logistics) appropriate staffing and telephones to efficiently handle incoming media and public calls.
- Establish content for Public Service Announcements (PSA) and bulletins and maintain a Recovery Assistance Information Directory with numbers and locations to recovery information.
- Ensure that announcements, recovery information, and materials are translated and prepared for special-needs populations (limited or non-English speaking, visually impaired and hearing impaired).
- Ensure that announcements, recovery information, and materials are made available to residents who have been displaced by the disaster.
- Monitor all media, using information to develop follow-up news releases and rumor control.
- Ensure that file copies are maintained of all information released.
- Promptly provide copies of all media releases to the Recovery Coordinator.
- At the request of the Recovery Coordinator, prepare media briefings for elected officials and/or Recovery Policy Advisory Board members to facilitate their participation in the media briefings and press conferences.

#### **Demobilization Phase**

- Prepare final news releases and advise media representatives of points-of contact for follow-up stories.
- Ensure all functions have been transitioned to their pre-disaster departments, agencies, or activities.
- Assist with demobilization procedures.

### **7.0 Operations Section Chief**

Reports to the Recovery Coordinator.

#### **Responsibilities**

1. Supervise the Operations Section and ensure that the Operations Section activities are carried out, including the coordination of all recovery functions.
2. Ensure that recovery objectives and assignments identified in the Recovery Action Plan (RAP) are carried out effectively.
3. Establish the appropriate level of branch, group, division, organizations within the Operations Section, continuously monitoring their effectiveness.
4. Ensure the objectives of the Riverside County OA, information centers and business recovery centers are carried out.
5. Maintain communications with Command Staff.
6. Ensure that the Planning Section is provided with status reports and other requested information.
7. Conduct periodic Operations Section briefings for Command Staff and other section chiefs.

#### **Activation Phase**

- Ensure that the Operations Section is set up properly and that personnel, equipment, and supplies are in place, including communications, maps, and status boards.
- Obtain a preliminary situation briefing from Command Staff, Planning Chief, or other Recovery Agency staff as appropriate.
- Based on the situation, activate the appropriate branches, units, groups or divisions based on recovery functions as needed.



- Take necessary steps in coordination with the Logistics Section to staff, equip, and communicate with the Riverside County OA, information centers and business recovery centers.
- Activate appropriate recovery support function (RSF) branches, and work with lead agencies (from the most pertinent recovery group within the RSF branch) to assign RSF branch directors.
- Confer with the Command Staff to ensure that the Planning, Logistics, and Finance/Administration Sections are staffed at levels necessary to provide adequate information and support for recovery operations.
- Coordinate with the Liaison Officer, Public Information Officer, and branch directors regarding the need for branch-level liaison officers or public information officers in the Operations Section.
- Work with the Recovery Coordinator, Community Recovery Planning Branch Director, and other appropriate recovery support function (RSF) branches to develop a community process to prioritize recovery needs.
- Based on the situation, determine likely future needs of the Operations Section.
- Identify key issues affecting the Operations Section; meet with section personnel and determine appropriate objectives for the initial Recovery Action Plan (RAP) meeting.
- Ensure branches, units, groups, and divisions operating within the section know the strategies for carrying out the Operations Section objectives.

#### **Operational Phase**

- Ensure that all section personnel are maintaining their individual position logs and other documentation.
- Work closely with each Branch Director and other supervisors to ensure that the Operations Section objectives, as defined in the current Recovery Action Plan, are being addressed.
- Prepare for and participate in Planning meetings and other relevant section chiefs meetings.
- Provide the Planning Section Chief with staff and/or information from RSF branches and recovery groups to assist in the development of the Recovery Action Plan.
- Coordinate with the Liaison Officer as necessary to ensure that communications with various private companies, relief organizations, state, and federal agencies and support organizations are established and maintained throughout the recovery period.
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including hazard mitigation plans, comprehensive plans, and capital or transportation improvement plans.
- Coordinate with RSF branches, the Planning Section, and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.
- Identify and track resolution of gaps and conflicts in planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.
- Ensure that Operations Section personnel coordinate resource needs through the Logistics Section, unless subject matter expertise within Operations is such that resource needs can be met within the Operations Section, in which case documentation must be provided to the Logistics Section.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section, unless subject matter expertise within Operations is such that fiscal and administrative requirements can be met within the Operations Section, in which case documentation must be provided to the Finance/Administration Section.
- Brief the Command Staff and other section chiefs on all major recovery changes.

- Brief branch directors and section staff periodically on any updated information received.
- Ensure that all media contacts are referred to the Public Information Officer.

#### **Demobilization Phase**

- Deactivate branches and any organizational elements, when no longer required.
- Ensure that all paperwork is complete, and logs are closed and sent to the Documentation Unit.
- Ensure that any open actions are assigned to appropriate agency and/or Recovery Agency staff as appropriate.
- Deactivate the Section and close out logs when authorized by the Recovery Coordinator.
- Ensure all functions have been transitioned to their pre-disaster departments, agencies, or activities.

### **8.0 Recovery Support Function (RSF) Branch Directors**

Reports to the Operations Section Chief.

#### **Responsibilities**

1. Overall management of the branch recovery groups.
2. Determine scale and scope of need, and report to Planning Section.
3. Assist in the development and prioritization of RSF-specific recovery strategy and tactics, including input into development of recovery action plans.
4. Coordinate with counterpart local, state, and federal RSFs.
5. Coordinate with stakeholders in the community on impacts of the disaster on service levels and needs for returning service to acceptable post disaster levels.
6. Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the branches.
7. Provide routine situation reports to the Operations Section Chief.
8. Attend meetings as appropriate.
9. Regularly confer with the Operations Section Chief to coordinate recovery activities.

#### **Activation Phase**

- Refer to appropriate RSF Branch Annex of the PDRP.
- Activate appropriate recovery groups and work with lead agencies to assign group supervisors.
- Obtain briefing from the Operations Section Chief.
- Assess level of services needed and initiate request for necessary resources.
- Coordinate acquisition of resources with the Logistics Section.
- Coordinate with the Recovery Coordinator, Liaison Officer, and Public Information Officer regarding the need for a Branch-level Liaison Officer or Public Information Officer.

#### **Operational Phase**

- Establish and maintain a position log and other necessary files.
- Facilitate requests for resources as necessary during the recovery period to ensure effectiveness of support activities.
- Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by the Operations Section Chief.
- Prepare and forward situation reports to the Operations Section Chief.

- Identify RSF-specific recovery issues and coordinate their incorporation into Recovery Action Plans (RAP).
- Ensure proper documentation of all recovery operations is completed.
- Identify RSF-specific long-term recovery issues.
- Actively share information with other branches and sections in the Recovery Agency.
- Ensure coordination of all public information releases through the Public Information Officer in order to keep the public informed of progress through the recovery period as necessary.
- Refer all contacts with the media to the Public Information Officer.
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including Hazard Mitigation Plans, Comprehensive Plans, and capital or transportation improvement plans.
- Support the Operations Section Chief in determining the timelines according to which resources need to be identified so that they can be included in the planning documents, funding cycles, and budget or appropriations requests.
- Identify and track resolution of gaps and conflicts in state and federal planning requirements and recovery assistance programs, as well as recovery programs that support and build community capacity and surge needs for recovery management.
- Examine and recommend resolutions to RSF-specific regulatory or other legislative issues that may impede recovery.
- Support the Planning Section Chief in the ongoing review, evaluation, and maintenance.

#### **Demobilization Phase**

- Determine RSF branch demobilization prioritization status and advise the Operations Section Chief.
- Collect and store all completed forms and consult with the Documentation Unit (Planning Section) for appropriate storage location if appropriate.
- Complete personal logs and documentation and forward to the Documentation Unit (Planning Section).
- Ensure any open actions are assigned to appropriate staff or other Recovery Agency sections for follow up.
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- Ensure all functions have been transitioned to their pre-disaster departments, agencies, or activities.

### **9.0 Recovery Group Supervisors**

Reports to the Respective RSF Branch Director.

#### **Responsibilities**

1. Overall management of the Group.
2. Coordinate with stakeholders and related interests and stakeholders in the community on impacts of the disaster on service levels.
3. Prepare status reports, schedule meetings, and coordinate briefings on any special assignments or priorities assigned to the Branch.
4. Provide routine situation reports to your respective Branch Director.
5. Attend meetings as appropriate.

6. Regularly confer with your respective Branch Director to coordinate recovery activities.

#### Activation Phase

- Ensure that the Group is set up properly and that appropriate personnel, equipment, and supplies are in place, including communications, maps, and status boards.
- Refer to appropriate RSF Branch Annex of the PDRP.
- Obtain briefing from your respective Branch Director.
- Assess level of resource services needed and initiate request for necessary resources.
- If appropriate, coordinate acquisition of resources with the Logistics Section.

#### Operational Phase

- Establish and maintain a position log and other necessary files.
- Review goals and objectives established in the RSF Branch Annexes of the PDRP and adjust as required.
- Maintain and provide direction pertaining to the level of service required and duration of services.
- Ensure communications with various stakeholders and advocates for the respective group are established and maintained throughout the recovery period.
- Maintain contact with relevant regional and state agricultural agencies to coordinate activities and resources, if appropriate.
- In coordination with respective branch directors ensure that proper documentation is completed, and that appropriate state and federal agencies are kept informed of issues being addressed.
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including hazard mitigation plans, comprehensive plans, and capital or transportation improvement plans.
- Ensure that proper documentation is completed, and that appropriate state and federal agencies are kept informed of issues being addressed.
- Support the RSF Branch Director in determining the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.
- Refer all contacts with the media to the Public Information Officer.
- Prepare and forward situation reports to your respective Branch Director.
- Take part in or prepare information for the development of the Recovery Action Plan (RAP).
- Maintain adequate records of financial expenditures and ensure recovery expenses and extensions for services/resources are pre-authorized by your respective Branch Director.

#### Demobilization Phase

- Determine group demobilization status and advise your respective Branch Director.
- Collect and store all completed forms and consult with the Documentation Unit for appropriate storage location, if appropriate.
- Complete logs and documentation and forward to the Documentation Unit.
- Ensure any open actions are assigned to appropriate staff or other Recovery Agency sections for follow up.
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).

## **10.0 Planning Section Chief**

Reports to the Recovery Coordinator.

### **Responsibilities**

1. Collect, analyze, and display situation information.
2. Prepare periodic recovery situation reports for dissemination to Recovery Agency staff and external partners.
3. Prepare and distribute Recovery Action Plan (RAP) and facilitate the planning process.
4. Implement methodology to track all resources utilized by the Recovery Agency.
5. Conduct advanced recovery planning activities.
6. Document and maintain files on all Recovery Agency activities.
7. Provide technical support services to the Recovery Agency sections and branches.
8. Establish the appropriate level of organization for the Planning Section.
9. Exercise overall coordination of branch/unit activities within the Section.
10. Keep Command Staff informed of significant issues affecting the Planning Section.
11. In coordination with the other section chiefs, ensure that status reports are completed and utilized as a basis for situation reports and RAPs.

### **Activation Phase**

- Obtain a briefing from Recovery Agency Command Staff.
- Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including status boards, maps, logs, databases, and other documentation and displays.
- Meet with Operations Section Chief; obtain and review any major recovery issues.
- Work with the Recovery Coordinator and other section chiefs to determine the appropriate duration of the operational periods.
- Develop strategy for carrying out all Planning Section responsibilities.
- Based on the need, activate Planning Section units and designate leaders for each.
- Keep Command Staff and section chiefs informed of significant events.
- Adopt a proactive attitude, anticipating situations and problems.

### **Operational Phase**

- Ensure that Planning position logs and other necessary files are maintained.
- Ensure utilization of current information for situation reports.
- Work with the Recovery Coordinator and other Section Chiefs to determine if changes to the duration of the operational period are required; as the recovery continues, the appropriate length of an effective operational period will likely stretch from weeks to months to possibly annual.
- Ensure that reporting on major incidents and branch statuses are completed by the Operations Section and are accessible by the Planning Section.
- Ensure that a Situation Report is produced, approved, and distributed to Recovery Agency sections at least once, prior to the end of the operational period or as directed by Command Staff.
- Ensure that all status boards, maps, logs, databases, and other documentation and displays are kept current and that posted information is neat and legible.
- Ensure that the Public Information Officer has immediate and unlimited access to all status reports and displays.

- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Chair the Recovery Agency Planning meetings.
- Ensure that the status of the objectives for each section are collected and posted in preparation for the next Planning meeting.
- Ensure that the RAP is completed and distributed prior to the start of the next operational period.
- Work closely with each branch/unit within the Planning Section to ensure the section objectives, as defined in the current RAP, are being addressed.
- Coordinate recovery efforts with mitigation and sustainability goals and objectives identified in local and regional plans, including hazard mitigation plans, comprehensive plans, and capital or transportation improvement plans.
- Coordinate with the Operations Section and relevant County agencies to determine the timelines according to which resources need to be identified, so that they can be included into the planning documents, funding cycles, and budget or appropriations requests.
- Coordinate the recovery action plans with the ongoing/interim planning efforts of the Community Recovery Plan RSF Branch in the Operations Section and ensure that RAP objectives do not preempt the Community Recovery Plan.
- Once the Community Recovery Plan is completed, ensure that it is reviewed, evaluated, and updated on at least an annual basis, or more often as needed, to monitor progress and ensure the strategic framework is appropriate and information is current for the needs of the community.
- In coordination with the Logistics Section, provide technical services, such as environmental advisors, Geographic Information System (GIS) expertise, and other technical specialists as required.
- Ensure that filing on all recovery activities and reproduction and archiving services are provided for the Recovery Agency as required.
- In coordination with the Operations and Logistics Sections, track all requested, mobilized, demobilized, and returned resources utilized by the Recovery Agency.
- Ensure that the Safety Officer is involved in the Planning process.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.

#### **Demobilization**

- Ensure that the Demobilization Plan for the Recovery Agency is complete, approved by Command Staff, and distributed to all Recovery Agency sections.
- Determine demobilization status of all Planning Section units and advise Command Staff.
- Complete all logs and documentation and forward to the Documentation Unit.
- Ensure any open actions are assigned to appropriate staff for follow up.
- Ensure the transfer of any/all outstanding RAP or Community Recovery Plan goals and objectives to the appropriate agency.
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).

#### **11.0 Recovery Transition Unit Leader**

Reports to the Planning Section Chief.

### **Responsibilities**

1. Provide assistance to facilitate the transition from response to recovery.
2. Act as the point of coordination for tracking organizational transition from response to recovery.
3. Supervise the Recovery Transition Unit.

### **Activation Phase**

- Obtain a situation briefing from the Planning Section Chief.
- Coordinate activities with the Recovery Branch of the Riverside County OA EOC (ESF 14).
- Maintain a position log and other necessary files.

### **Operational Phase**

- Coordinate with agencies working in the EOC and identify the ones that will transition to the Recovery Agency.
- Work with each agency that is moving to the Recovery Agency to develop an agency transition plan.
- Coordinate activities among agencies transitioning from EOC operations and other entities mobilizing to work in the Recovery Agency.
- Work with the Logistics Section to designate space and needed supplies.
- Track each agency's transition to recovery, identifying and addressing gaps and problems.
- Keep the Planning Section Chief informed of issues, solutions, and progress.

### **Demobilization Phase**

- Determine demobilization status of the Recovery Transition Unit and advise the Planning Section Chief.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate staff for follow up.
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).

## **12.0 Logistics Section Chief**

Reports to the Recovery Coordinator.

### **Responsibilities**

1. Provide telecommunication services and information technology necessary for the Recovery Agency and its goals and objectives.
2. Locate or acquire equipment, supplies, personnel, facilities, and transportation for the Recovery Agency and its goals and objectives.
3. Arrange for food, lodging, security, and other support services as required for the Recovery Agency and its goals and objectives.
4. Provide necessary space and support services as required for the Service and Information Center(s), and Business Recovery Center(s).
5. Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization.

6. Ensure section objectives as stated in the Recovery Action Plan (RAP) are accomplished within the operational period or within the estimated time frame.
7. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation.
8. Keep the Recovery Coordinator informed of all significant issues.
9. Ensure critical resources are allocated according to RAP priorities and direction.
10. Supervise the Logistics Section.

#### **Activation Phase**

- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- Based on the situation, activate branches/units within the section as needed and designate Branch and Unit Leaders.
- Advise units within the section to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests.
- Meet with the Recovery Coordinator and section chiefs to identify resource needs, Service and Information Center(s), and Business Recovery Center(s).
- Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.
- Adopt a proactive attitude, anticipating situations and problems.

#### **Operational Phase**

- Ensure that Logistics Section position logs and other necessary files are maintained.
- Provide the Planning Section Chief with the Logistics Section objectives prior to each Planning meeting.
- Attend and participate in recovery planning meetings.
- Provide periodic status reports to the Recovery Coordinator and Planning Section.
- Ensure that all requests for facilities and facility support are addressed.
- Receive and maintain logistics documentation from any contracts procured and managed at the RSF Branch level.
- Provide Section staff with information updates via section briefings, as required.

#### **Demobilization Phase**

- Identify high cost resources that could be demobilized early and advise other section chiefs.
- Ensure coordination with Operations Section before commencing demobilization.
- Determine demobilization status of the Logistics Section and advise the Recovery Coordinator.
- Complete all logs and documentation and forward to Documentation Unit (Planning Section).
- Ensure any open actions are assigned to appropriate Logistics staff or other sections for follow up.
- Ensure that all expenditures and financial claims have been coordinated through the Finance/Administrative Section.
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).

### **13.0 Finance Administration Section Chief**

Report to the Recovery Coordinator.



## Responsibilities

1. Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
2. Ensure that all financial records are maintained throughout the time the Recovery Agency is active.
3. Ensure there is a continuum of the payroll process for all employees responding to the recovery effort.
4. Ensure that all on-duty time is recorded and collected for all personnel.
5. In consultation with Command Staff, determine spending limits, if any, for Recovery Agency staff.
6. Ensure that all travel and expense claims are processed within a reasonable time.
7. Activate pre-positioned contracts and vendor agreements.
8. Coordinate vendor contracts not previously addressed by existing agreements.
9. Assess, clarify, and appropriately modify procurement rules, as necessary, to ensure consistency with recovery needs and FEMA rules, including access to General Services Administration (GSA), National Purchasing Services Operator List.
10. Coordinate with the State and FEMA on reimbursement documentation, as well as Individual assistance and public assistance program implementation.
11. Provide technical assistance to jurisdictional departments on financial recovery programs.
12. Serve as the lead on FEMA mitigation funding (404 and 406).
13. Ensure that all recovery documentation is accurately maintained and submitted to the appropriate agencies as necessary.
14. Prepare extraordinary funding requests for the Recovery Coordinator to submit to governing bodies, as needed, including (but not limited to):
  - a. Reallocation of transportation funds to recovery projects
  - b. Reallocation of capital improvement funds to recovery projects
  - c. Determining mechanisms for exceeding approved dollar caps on projects
  - d. Approval/administration of Tax Incremental Financing (TIFs)
15. Address/streamline any issues that require executive supervisors' review/approval, including design-build contracts and other procurement vehicles.
16. Mitigate impacts to interdepartmental and the Riverside County OA finances by:
  - a. Clarifying policy related to impact of recovery operations and reimbursements on departmental budgets
  - b. Maintaining and filing insurance claims
17. Provide general financial management of recovery, including:
  - a. Maintaining vendor files and payment of bills
  - b. Providing technical assistance related to purchasing and procurement
18. Review the Riverside County OA capabilities and identify gaps related to recovery purchasing, pre-positioned contracts, memoranda of understanding, and mission-critical contracts.
19. Supervise the Finance/Administration Section.
20. Provide administrative support to the Recovery Agency.

## Activation Phase

- Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Based on the situation, activate units within sections, as needed, and designate unit leaders for each element:

- Time Unit
- Purchasing Unit
- Cost Unit
- Ensure that sufficient staff is available for Recovery Agency mission.
- Consult with the Recovery Coordinator for spending limits.
- Meet with all unit leaders and ensure that responsibilities and procedures are clearly understood.
- Meet with the Logistics, Planning, and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.
- Notify Command Staff when the Finance/Administration Section is operational.
- In conjunction with Unit Leaders, determine the initial Finance/Administration Planning objectives for the next operational period.
- Adopt a proactive attitude, anticipating situations and problems before they occur.

#### **Operational Phase**

- Ensure that Finance/Administration position logs and other necessary files are maintained.
- Ensure central recording system and unique identifier is in place for the recovery period.
- Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
- Participate in all Planning meetings.
- Provide cost estimates to the planning process.
- Brief all unit leaders and ensure they are aware of the recovery priorities particularly those affecting the Finance/Administration Section, as defined in the Recovery Action Plan (RAP).
- Keep Command Staff and section chiefs aware of the current fiscal situation and other related matters on an ongoing basis.
- Ensure that the Recovery Programs Administration Unit manages and provides technical assistance to departments involved in federal and state financial recovery assistance and reimbursement.
- Ensure that all financial records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation, disaster recovery, and other relevant documentation is maintained and provided to the Finance/Administration Section by the appropriate agency.

#### **Demobilization Phase**

- Determine demobilization status of the Finance/Administration Section and advise the Command Staff.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit (Planning Section).
- Ensure all functions have been transitioned to their pre-disaster department(s), agency(ies), or activity(ies).
- Ensure any open actions are assigned to appropriate Finance/Administration staff or other Recovery Agency sections to follow up on.

### **14.0 Administration Unit Leader**

Reports to the Finance/Administration Section Chief.

## **Responsibilities**

1. Identify all available federal and state recovery programs.
2. Act as the primary resource for recovery program identification research.
3. Manage the eligibility, application, and distribution of federal financial recovery assistance.
4. Supervise the Recovery Programs Administration Unit.

## **Activation Phase**

- Obtain situation briefing from Finance/Administration Section Chief.

## **Operational Phase**

- Establish and maintain position logs and other necessary files.
- Leverage the National Disaster Recovery Program Database (NDRPD) as a source to identify recovery resources.
- Utilize the Catalogue of Federal Domestic Assistance as a source to identify recovery resources.
- Ensure that all Recovery Manager and section chiefs are aware of federal and state resources.
- Ensure that rules and regulations associated with any given funding/financing source are supportive of the (City/County/OA) recovery objectives and consistent with other funding sources, if more than one source is to be used in a program.
- Keep the Finance/Administration Section Chief informed of all significant issues.

## **Demobilization Phases**

- Determine Recovery Programs Administration Unit demobilization status and advise the Finance/Administration Section Chief.
- Ensure all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Documentation Unit (Planning Section).
- Ensure open actions are assigned to appropriate staff or other sections for follow up.
- Ensure all functions have been transitioned to their pre-disaster departments, agencies, or activities.

## **RSF Relevant Plans**

### **Recovery Support Function 1 - Community Planning and Capacity Building (CPCB RSF)**

#### **FEDERAL**

- National Disaster Recovery Framework
- Applicant Handbook (FEMA 323), DHS, FEMA
- Audit Tips for Managing Disaster-Related Projects, DHS Office of Inspector General
- Help After a Disaster – Applicant’s Guide to the Individual and Household Program, DHS, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322), DHS, FEMA
- Public Assistance Policy Digest (FEMA 321), DHS, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

#### **STATE**

- Article 9, Emergency Services, Section 8605 of the Government Code, OAs
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan, California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor’s Orders and Regulations for a War Emergency, 1971
- Petris (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

### **Recovery Support Function 2 - Economy**

#### **FEDERAL**

- National Disaster Recovery Framework
- Applicant Handbook (FEMA 323), Department of Homeland Security, FEMA
- Audit Tips for Managing Disaster-Related Projects, Department of Homeland Security Office of Inspector General
- Help After a Disaster – Applicant’s Guide to the Individual and Household Program, Department of Homeland Security, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322), Department of Homeland Security, FEMA
- Public Assistance Policy Digest (FEMA 321), Department of Homeland Security, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

## **STATE**

- Article 9, Emergency Services, Section 8605 of the Government Code, Operational Areas
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan, California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor's Orders and Regulations for a War Emergency, 1971
- Petris Standardized Emergency Management System (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

## **Recovery Support Function 3 - Health and Social Services**

### **FEDERAL**

- National Disaster Recovery Framework
- Applicant Handbook (FEMA 323), Department of Homeland Security, FEMA
- Audit Tips for Managing Disaster-Related Projects, Department of Homeland Security Office of Inspector General
- Help After a Disaster – Applicant's Guide to the Individual and Household Program, Department of Homeland Security, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322), Department of Homeland Security, FEMA
- Public Assistance Policy Digest (FEMA 321), Department of Homeland Security, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

### **STATE**

- Article 9, Emergency Services, Section 8605 of the Government Code, Operational Areas
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan, California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor's Orders and Regulations for a War Emergency, 1971
- Petris (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

## **Recovery Support Function 4 - Housing**

### FEDERAL

- National Disaster Housing Strategy, 2009
- Federal Emergency Management Agency, 2009 Disaster Housing Plan

### STATE

- State of California Emergency Plan Emergency Function Annexes

## **Recovery Support Function 5 - Infrastructure Systems**

### FEDERAL

- National Disaster Recovery Framework, September 2011
- Recovery Federal Interagency Operational Plan, July 2014
- NIPP 2013: Partnering for Critical Infrastructure Security and Resilience, 2013

### STATE

- Disaster Debris Plan, California Integrated Waste Management Board

## **Recovery Support Function 6 - Natural and Cultural Resources**

### FEDERAL

- NDRF
- Applicant Handbook (FEMA 323), DHS, FEMA
- Audit Tips for Managing Disaster-Related Projects, DHS Office of Inspector General
- Help After a Disaster – Applicant's Guide to the Individual and Household Program, DHS, FEMA, August 2005
- Incident Command System, Field Operations Guide, ICS 420-1
- Public Assistance Guide (FEMA 322). DHS, FEMA
- PA Policy Digest (FEMA 321). DHS, FEMA, October 2001
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 92-288, June 2013

### STATE

- Article 9, Emergency Services, Section 8605 of the Government Code, OAs
- California Coroners Mutual Aid Plan
- California Emergency Plan (May 1998) and Sub-Plans
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- Disaster Debris Plan. California Integrated Waste Management Board
- Emergency Management in California, Cal EMA, October 2003
- Governor's Orders and Regulations for a War Emergency, 1971
- Petris Standardized Emergency Management System (SEMS) SB 1841 Chapter 1069 – Amendments to the Government Code, Article 7, California Emergency Services Act

## Appendix E: Disaster Recovery Grants

The Disaster Recovery Grants appendix is a repository of federal sources to be utilized as a result of damages incurred due to a declared emergency or disaster. Upon submission of the required documents to request individual or public assistance, the granting authority will review the request for approval or disapproval based on criteria. Additions and deletions of sources can be made. The sources should be maintained and updated on an annual basis or as funding revisions are made.

The Disaster Recovery Grants appendix is a repository of federal sources to be utilized within the responsible Riverside County OA as a result of damages incurred due to a declared emergency or disaster. Upon submission of the required documents to request individual or public assistance, the granting authority will review the request for approval or disapproval based on criteria.

Grant Type	Agency	Purpose	Eligible Recipients
<b>BLOCK GRANTS</b>			
Community Development Block Grants (CDBG)	Housing and Urban Development (HUD)	Develops viable urban communities by providing decent housing and a suitable livable environment, and by expanding economic opportunities, principally for low to moderate income individuals. Since designed as block grants, CDBG funds are often more flexible than other program funds, even those designed for disaster response and recovery. As a result, CDBG has been used in special appropriations after disasters	Government-Local, State
<b>FLOOD</b>			
Flood Control Projects	U.S. Army Corps of Engineers (USACE)	Reduces flood damages through projects not specifically authorized by Congress.	Government-Local, State
Flood Plain Management Services	USACE	Promotes appropriate recognition of flood hazards in land and water use planning and development through the provision of flood and flood plain related data, technical services and guidance.	Government-Local, State; Businesses; Nonprofit Organizations
Flood Prevention, Emergency Advance Measures	USACE	Mitigates, before and event, the potential loss of life and damages to property due top floods.	Government-Local, State
Snagging and	USACE	Reduces flood damage.	Government-Local,

Grant Type	Agency	Purpose	Eligible Recipients
Clearing for Flood Control National Flood Insurance Program (NFIP)	Federal Emergency Management Agency (FEMA)- National Flood Insurance Program (NFIP) Bureau	Enables individuals to purchase insurance against losses from physical damage to or loss of buildings and or contents therein causes by floods, mudflow, or flood-related erosion, and to promote wise floodplain management practices in the nation's flood prone areas.	State Government-Local, State; Businesses
Community Assistance Program State Support Services Element (CAPSSSE)	FEMA-Mitigation Directorate	Ensures communities participating in the National Flood Insurance Program (NFIP) are achieving flood loss reduction measures consistent with the program's direction. The CAP-SSSE provides resources to identify, prevent, and resolve floodplain management issues in participating communities before the issues develop into problems requiring enforcement action.	Government-State
Flood Mitigation Assistance	FEMA-Mitigation Directorate	Funds cost effective measures to States and communities that reduce or eliminate the long-term risk of flood damage to buildings manufactured.	Government-Local, State
<b>Housing Recovery and Community Services</b>			
Crisis Counseling	FEMA	Provides grants that enable states to offer immediate crisis counseling services to victims of a major federally declared disaster for the purpose of relieving mental health problems caused or aggravated by a major disaster or its aftermath; assistance is short-term and community oriented.	Government-Local, State



Grant Type	Agency	Purpose	Eligible Recipients
Temporary Housing	FEMA/USACE	<p>Provides temporary housing for disaster victims through three distinct missions:</p> <ul style="list-style-type: none"> <li>• USACE may perform the full mission for Haul and Install to private sites, commercial or public travel trailer, or mobile home parks. USACE may perform the construction such sites and/or build or bring to code existing commercial or public parks.</li> <li>• USACE may provide technical assistance to FEMA when FEMA uses Government Local, State Disaster Recovery 122 their Individual Assistance-Technical Assistance Contract</li> <li>• In a Federal Operations Support mode, USACE may provide USACE employees to serve as FEMA contracting Officer Technical Representatives or Technical Monitors to execute FEMA's IA-TAC contract.</li> </ul>	Government-Local, State
Infrastructure Assessment	FEMA/USACE	Augments local efforts to conduct safety inspections of buildings, primarily residential and to manage inspections of public works facilities following a major disaster. Inspections are closely coordinated with the appropriate local representatives.	Government-Local, State
Home Disaster Loans	Small Business Administration (SBA)	The only form of SBA assistance not limited to small businesses. Financial assistance is available in the form of low-interest,	Government-Local, State

Grant Type	Agency	Purpose	Eligible Recipients
		<p>long-term loans for losses that are not fully covered by insurance or other recoveries. SBA's disaster loans are the primary form of federal assistance for the repair and rebuilding of non-farm, private sector disaster losses. Homeowners can apply for a real property loan for up to \$200,000 to repair or replace their primary residence to its pre-disaster condition. Homeowners or renters can apply for a personal property loan for up to \$40,000 to help repair or replace personal property.</p>	
Disaster Legal Services	FEMA	<p>Free legal assistance to individuals affected by a major federal disaster. Types of assistance typically include help with insurance claims, preparing powers of attorney, help with guardianships and preparing new wills and other lost legal documents.</p>	Government-Local, State
Assistance for individual and Household Program (IHP)	FEMA	<p>The primary vehicle for FEMA assistance to individuals after the President issues a major disaster declaration; it is the key element of the Individual Assistance (IA) Program. Grants assist disaster victims whose needs cannot be met through other forms of assistance, such as insurance or other federal programs. Program funds have a wide range of eligible uses, including temporary housing, limited housing repair or replacement, and</p>	Government-Local, State

Grant Type	Agency	Purpose	Eligible Recipients
		<p>uninsured medical, dental, or other personal needs. There is a statutory matching requirement of \$25%. Grants may not exceed \$29,900 per individual or household; IHP assistance is generally limited to 18 months.</p>	
<p>Reprogramming of Public Housing Funds</p>	<p>HUD</p>	<p>Public Housing authorities may reprogram the Comprehensive Grant Program (CGP) or older modernization programs' funds to address damage to public housing property caused by the disaster. For smaller Public Housing Authorities, HUD expedites requests for reprogramming Comprehensive Improvement Assistance Program (CIAP) funds. The funds help public housing agencies correct physical, management, or operating deficiencies and keep units in the housing stock safe and desirable homes for low income families.</p>	<p>Public Housing Authorities</p>
<p>HOME Investment Partnerships Program</p>	<p>HUD</p>	<p>The largest Federal block grant to state and local governments designed exclusively to create affordable housing. HUD establishes HOME Investment Trust Funds for each grantee, providing a line of credit that the jurisdiction may draw upon as needed. At least 90% of benefiting families must have incomes less than 60% of the area median. HOME funds can be used for home purchase or rehabilitation financing assistance; to build or</p>	<p>Public Housing Authorities</p>

Grant Type	Agency	Purpose	Eligible Recipients
		rehabilitate housing for rent or ownership; or for other reasonable and necessary expenses including site acquisition or improvement, demolition, and payment of relocation expenses.	
Disaster Service Program	American Red Cross (ARC)	American Red Cross delivers disaster housing assistance in three main forms: Sheltering, Rental Assistance, and Emergency Housing Repair. American Red Cross, with local governments open and operates shelters before, during and after a disaster occurs including evacuations. They also assist emergency managers and other sheltering partners to identify and manage emergency shelters for those affected by disaster. Through the ARC damage verification and casework process, Emergency Home Repair and Rental Assistance are available to meet the short-term housing needs of disaster survivors. Funding usually covers one month of rent or money for materials to make the house livable until more substantial repairs are carried out.	Government-Local, State; Nonprofit Organizations
Cora C. Brown Fund	FEMA- Response and Recovery Directorate	A Federal government special fund to be used solely for the relief of human suffering caused by disasters.	Government-Local, State
Disaster Unemployment Assistance	Department of Labor (DOL)- Employment and Training Administration	Disaster Unemployment Assistance provides financial assistance to individuals whose employment or self-employment has been lost or interrupted as a direct result of	Government-Local, State

Grant Type	Agency	Purpose	Eligible Recipients
		a major disaster and who are <u>not</u> eligible for regular unemployment insurance benefits.	
Disaster Recovery Purchasing	General Services Administration (GSA)	Under the Disaster Recovery Purchasing program, state and local government entities may purchase a variety of products and services from contracts awarded under GSA Federal Supply Schedules to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack.	Government-Local, State; Colleges and Universities
Dislocated Worker Activities	Department of Labor (DOL)- Employment and Training Administration	Authorized by the Workforce Investment Act, this program provides training and related assistance to persons who have lost their jobs and are unlikely to return to their current jobs or industries.	Government-State
School Emergency Response to Violence	Department of Education	Funds short-term and long-term education-related services for local educational agencies and institutions of higher education to help them recover from a violent or traumatic event in which the learning environment has been disrupted	Government-Local, State
<b>Economic Recovery</b>			
Community Disaster Loan Program	FEMA	Provides loans under the Stafford Act to local governments that have suffered substantial loss of tax and other revenue in areas included in a major disaster declaration. The funds can only be used to maintain existing functions of a municipal operating character, and the local government must demonstrate a need for financial assistance. There is	Government-Local, State

Grant Type	Agency	Purpose	Eligible Recipients
		no matching requirement, but loans are not to exceed 25% of the local government's annual operating budget for the fiscal year in which the major disaster occurs, loan up to a maximum of \$5 million.	
Economic Injury Disaster Loans	SBA	Assists small businesses suffering economic injury as a result of disasters by offering loans and loan guarantees. Businesses must be in disaster areas declared by the President, the SBA, or the Secretary of Agriculture. There is no matching requirement in this program. The maximum loan amount is \$2 million. Loans may be up to 30 years.	Businesses, Nonprofit Organizations
Physical Disaster Loans-Businesses		Provides loans to small businesses in declared disaster areas for uninsured physical damage and losses. The maximum loan amount is \$2 million, but this limit can be waived by the SBA for businesses that are a "major source of employment." Loans may be up to 30 years. There is no matching requirement in this program.	Government-Local, State, Businesses, Nonprofit Organizations
Disaster Recovery Purchasing	GSA	Under the Disaster Recovery Purchasing Program, state and local government entities may purchase a variety of products and services from contracts awarded under GSA Federal Supply Schedules to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack.	Government-Local, State

Grant Type	Agency	Purpose	Eligible Recipients
Fannie Mae Freddie Mac	Fannie Mae-Freddie Mac	<p>Offer assistance following a major disaster through mortgage payment relief to affected homeowners and helping lenders re-establish their operations. They may offer liberal forbearance policies for affected homeowners, loan workouts for homeowners who wished to stay in their homes, and underwriting flexibilities to make it easier for families to qualify for new mortgages or refinance their existing mortgages.</p> <p>Freddie Mac may engage in additional forms of housing assistance, including freezing foreclosure actions in affected areas with the intent of minimizing the additional displacement of people. It may facilitate the release of insurance proceeds. Freddie Mac may also direct loan servicers to not report delinquencies to credit repositories, ensuring borrowers without access to mail or other forms of communication are not penalized for failing to make their mortgage payments. It may donate single-family homes and apartment buildings through its real estate-owned properties and employee time to help build shelters and assist homeowners.</p>	Government-Local, Businesses
<b>Mitigation</b>			
Hazard Mitigation Grant Program	FEMA-Mitigation Directorate	Authorized by the Stafford	Government-Local, State

Grant Type	Agency	Purpose	Eligible Recipients
(HMGP)		Act to prevent future losses of lives and property due to disaster; to implement state or local hazard mitigation plans; to enable mitigation measures to be implemented during immediate recovery from a disaster; and to provide funding for previously identified mitigation measures to benefit the disaster area.	
Pre-Disaster Mitigation (PDM) Grant Program	FEMA-Mitigation Directorate	Authorized by the Stafford Act, as amended by the Disaster Mitigation Act of 2000 to assist communities to implement hazard mitigation programs designed to reduce overall risk to the population and structures before the next disaster occurs.	Government-Local, State
Economic Adjustment Assistance	Department of Commerce	<p>Responds flexibly to economic recovery issues – including those stemming from natural and human-caused disasters – and is well suited to help address challenges faced by U.S. communities and regions. Some examples of projects in disaster-impacted regions include:</p> <ul style="list-style-type: none"> <li>• Capitalization of Revolving Loan Funds to provide low interest loans to small businesses</li> <li>• Construction of critical publicly-owned infrastructure (e.g. water and sewer, road and rail spurs to industrial parks, broadband, port facilities) to support business recovery and growth initiatives</li> <li>• Construction of business incubators</li> </ul>	Government-Local, State, Colleges and Universities, Nonprofit Organizations



Grant Type	Agency	Purpose	Eligible Recipients
		<ul style="list-style-type: none"> <li>Development of strategies and implementation plans to mitigate impacts from future disasters diversify the local economy; rebuild businesses, advance regional innovation clusters, and/or other undertake other critical economic recovery initiatives.</li> </ul>	
<b>Infrastructure</b>			
Infrastructure Assessment	FEMA/USACE	Augments local efforts to conduct quality inspections of buildings, primarily residential, and to manage safety inspections of public works facilities following a major disaster. Inspections are closely coordinated with the appropriate local representatives.	Government-Local, State
Public Assistance (PA) Program	FEMA-Response and Recovery Directorate	Authorized by the Stafford Act to provide supplemental assistance to states, local governments, and certain private nonprofit organizations to alleviate suffering and hardship resulting from major disasters or emergencies declared by the President. The PA Program provides funding for the repair, restoration, reconstruction, or replacement of a public facility or infrastructure damaged or destroyed by a disaster. PA funds are available for debris removal, emergency protective measures, road and bridges, water control facilities, buildings and equipment, utilities, and parks and recreational facilities. PA funds may not be used when other	Government-Local, State, Nonprofit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
		funding sources are available, such as insurance.	
Temporary Power	FEMA/USACE	Assists state and local needs in providing FEMA owned Temporary Emergency Power Generators for critical public facilities in the declared areas due to interruption of commercial power caused by human-caused or natural disasters.	Government-Local, State
Emergency Relief (ER)	Department of Transportation (DOT)	A program of the Highway Trust Fund for the repair or reconstruction of Federal-aid highways (such as the Interstate Highway System) and roads on Federal lands which have suffered serious damage as a result of natural disasters or catastrophic failures from an external cause. Grants may be up to \$100 million, with a 10% cost share.	Government-State
Emergency Relief for Federally Owned Roads (ERFO)	DOT	Provides assistance to roads that have been defined as federal roads. These are roads providing access to and within federal and Indian lands. They include Forest Highways, Forest Development Roads, Park Roads, Parkways, Indian Reservation Roads, Public Lands Highways (including Refuge Roads) and Public Lands Development Roads.	Government-Federal
Water Sector Support	Environmental Protection Agency (EPA)	Water Teams are trained to provide technical support during and after disasters. EPA provides technical assistance to	Government-Local, State, Nonprofit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
		state, local, and tribal governments in restoring drinking water and wastewater systems. EPA assembles information on damage assessments and the status of water and wastewater utilities, and may provide technical assistance on recovery projects. EPA also provides tools for community-based water resiliency and education for federal disaster funding for water and wastewater utilities.	
<b>Natural and Cultural Resources</b>			
Land and Water Conservation Fund Program	Department of the Interior	Provides funding for states and local governments for the acquisition, development, and/or rehabilitation of public outdoor recreation sites and facilities and for statewide comprehensive outdoor recreation planning.	Government-Local, State
Preservation Technology and Training Grants	National Center for Preservation Technology and Training	Support research, training, meetings, conferences, and publications that further the Center's mission. Preference is given to research and training projects that: <ul style="list-style-type: none"> <li>• Protect cultural resources against vandalism, looting, terrorism, and natural disasters</li> <li>• Conserve architectural materials of the "recent past"</li> <li>• Develop appropriate technologies to preserve houses of worship and cemeteries</li> <li>• Monitor and evaluate preservation treatments</li> <li>• Study environmental effects of pollution on cultural resources</li> </ul>	Government-Local, State, Nonprofit Organizations

Grant Type	Agency	Purpose	Eligible Recipients
		<ul style="list-style-type: none"> <li>• Document and preserve threatened cultural landscapes</li> </ul>	
Preservation Assistance Grants for Smaller Institutions		Assists institutions improve their ability to preserve and care for their humanities collections. These institutions include libraries, museums, historical societies, archival repositories, town and county records offices, and underserved departments and units within colleges and universities.	Institutions
<b>Additional Recovery Resources</b>			
National Disaster Recovery Program Database (NDRPD)			<a href="http://www.fema.gov/ndrpd">www.fema.gov/ndrpd</a>
Catalogue of Federal Domestic Assistance (CFDA)			<a href="https://beta.sam.gov/">https://beta.sam.gov/</a>

