



SAN BERNARDINO COUNTY Emergency Operations Plan (EOP)

Prepared By:
San Bernardino County Fire Department
Office of Emergency Services

February 26, 2013



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SAN BERNARDINO COUNTY Emergency Operations Plan (EOP)

Part I – Basic Plan





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SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

Letter of Promulgation
County Board Resolution

LETTER OF PROMULGATION/COUNTY BOARD RESOLUTION



COUNTY OF
SAN BERNARDINO

385 North Arrowhead Avenue
 San Bernardino, CA 92415-0120
 (909) 387-5418
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BOARD OF SUPERVISORS

Robert A. Lovingood..... *First District*
 Janice Rutherford, Chair.....*Second District*
 James Ramos..... *Third District*
 Gary C. Ovitt, Vice-Chair..... *Fourth District*
 Josie Gonzales.....*Fifth District*

GREGORY C. DEVEREAUX
 Chief Executive Officer

April 2, 2014

**TO: OFFICIALS, EMPLOYEES, PUBLIC AND PRIVATE ORGANIZATIONS,
 AND RESIDENTS OF SAN BERNARDINO COUNTY**

SUBJECT: LETTER OF PROMULGATION

The preservation of life and property is an inherent responsibility of local, state, and federal government. The San Bernardino County Fire Department, Office of Emergency Services (OES) has updated this Emergency Operations Plan (EOP) to ensure the most effective allocation of resources for the benefit and protection of the residents of San Bernardino County in time of emergency.

This EOP establishes the framework of the San Bernardino County Operational Area’s emergency organization consisting of the County, cities, towns, special districts, schools, volunteer and private sector organizations, as well as State and Federal agencies and conforms to current State and Federal guidelines for emergency plans. This EOP further defines functions, assigns responsibilities, specifies policies and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements utilizing the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) standards.

The San Bernardino County Board of Supervisors adopted this plan on February 26, 2013. The Board of Supervisors strongly urges all officials, employees, public and private organizations, and residents—individually and collectively—to do their share to safeguard our communities against the impacts of natural and manmade disaster and acts of terrorism in the total emergency effort of San Bernardino County.

This EOP is an extension of the State of California Emergency Plan and the National Response Plan. It will be reviewed and exercised periodically and revised as necessary to meet changing conditions. This promulgation letter constitutes support of the continued implementation of SEMS and NIMS by the County, cities, towns, and special districts of San Bernardino County.

Sincerely,


JANICE RUTHERFORD
 Board of Supervisors Chair
 Second District Supervisor
 County of San Bernardino

The mission of the government of the County of San Bernardino is to satisfy its customers by providing service that promotes the health, safety, well being, and quality of life of its residents according to the County Charter, general laws, and the will of the people it serves.



**REPORT/RECOMMENDATION TO THE BOARD OF SUPERVISORS
 OF SAN BERNARDINO COUNTY, CALIFORNIA
 AND RECORD OF ACTION**

February 26, 2013

FROM: MARK A. HARTWIG, Fire Chief
San Bernardino County Fire Protection District

**SUBJECT: SAN BERNARDINO COUNTY OPERATIONAL AREA EMERGENCY
 OPERATIONS PLAN**

RECOMMENDATION(S)

1. Adopt a Resolution No. 2013-41 approving revisions to the San Bernardino County Operational Area Emergency Operations Plan dated February 2013.
2. Authorize a copy of the Board of Supervisors approved Emergency Operations Plan to be forwarded to the California Emergency Management Agency.
3. Authorize the San Bernardino County Fire Protection District (County Fire) Office of Emergency Services Emergency Services Manager to implement future non-substantive revisions to the San Bernardino County Operational Area Emergency Operations Plan.
 (Presenter: Mike Antonucci, Emergency Services Manager, 356-3986)

BOARD OF SUPERVISORS COUNTY GOALS AND OBJECTIVES

Maintain Public Safety.
 Pursue County Goals and Objectives by Working with Other Governmental Agencies.

FINANCIAL IMPACT

There is no net County cost (discretionary General Funding) associated with the approval of this item.

BACKGROUND INFORMATION

Approval of this item will approve revisions to the San Bernardino County Operational Area Emergency Operations Plan (EOP) dated February 2013; authorize the Office of Emergency Services to forward a Board of Supervisors approved copy of the EOP to the California Emergency Management Agency; and authorize Office of Emergency Services to implement future non-substantive revisions to the San Bernardino County Operational Area EOP.

The National Incident Management System (NIMS) and California Emergency Management Agency requires that a jurisdiction have in place an EOP and that it be revised and reviewed at least every three years, unless formally altered by extension. The County of San Bernardino EOP describes the purpose of the Plan; its development and maintenance, as well as the authorities and references. The EOP is flexible enough for use in all emergencies, and includes situation and assumptions; four phases of emergency management; concept of operations;

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cc: w/ resolution
 SBCFPO-Hartwig
 CAO-Brown
 File – SBCFPO w/ attach

ITEM 27

Record of Action of the Board of Supervisors

APPROVED (CONSENT CALENDAR)

COUNTY OF SAN BERNARDINO
 Board of Supervisors

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LAURA H. WELCH, CLERK OF THE BOARD

BY _____

DATED: February 26, 2013



SAN BERNARDINO COUNTY
Emergency Operations Plan
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SAN BERNARDINO COUNTY OPERATIONAL AREA
EMERGENCY OPERATIONS PLAN
FEBRUARY 26, 2013
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communications; and organization and assignment of responsibilities according to the Standardized Emergency Management System and the Incident Command System. The EOP also addresses critical functions pertaining to Continuity of Government and Lines of Succession, as well as general roles and responsibilities of County Departments. The EOP is a guidance document for the County's response to demanding emergency conditions – it is not intended to provide detailed response level instruction, which is addressed in EOP Annexes and Standard Operation Procedures.

The EOP has been revised to ensure that it complies with NIMS requirements as established by the U.S. Department of Homeland Security by implementing SEMS in a manner consistent with NIMS. Additionally, the current update includes revisions to the Plan within each of the sections to reflect current applications.

The San Bernardino County Board of Supervisors adopted a resolution (Resolution No. 2006-329) recognizing that the County will continue to use SEMS to meet the objectives of NIMS. Additionally, the Cities and Towns in the San Bernardino County Operational Area have also formally recognized NIMS, and have also included NIMS in their local emergency management plans and procedures.

The County EOP includes updated information regarding mass care and shelter planning for residents of the County who may need services as a result of a disaster of any scale. The mass care and shelter planning has been a collaborative effort among local jurisdictions and agencies directly involved with sheltering and mass care services. The EOP, combined with the San Bernardino County Mass Care and Shelter Concept of Operations and the "San Bernardino County Guide for Establishing a Local Assistance Center", will form the core of Mass Care and Shelter Operations for the County.

REVIEW BY OTHERS

This item was reviewed by County Counsel (Carol Greene, Deputy County Counsel, 387-5455) on January 29, 2013; and by the County Administrative Office (Jessica Brown, Administrative Analyst, 387-5510) on February 13, 2013.

2/26/13 #27



SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

Letter of Promulgation
County Board Resolution

RESOLUTION NO. 2013-41

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF SAN BERNARDINO,
STATE OF CALIFORNIA, APPROVING REVISIONS TO THE SAN BERNARDINO COUNTY
OPERATIONAL AREA EMERGENCY OPERATIONS PLAN**

On Tuesday February 26, 2013, on motion of Supervisor Ramos, duly seconded by Supervisor Lovingood and carried, the following resolution is adopted by the Board of Supervisors of San Bernardino County, State of California.

WHEREAS, the preservation of life and property is an inherent responsibility of local, state and federal government, and the County of San Bernardino has prepared an Operational Area Emergency Operations Plan (EOP) to ensure the most effective and economical allocation of resources for the maximum benefit and protection of its civilian population in time of emergency; and

WHEREAS, this updated EOP establishes the framework of an emergency organization consisting of the County, cities, towns, special districts, schools, volunteers and business organizations, and further defines functions, assigns responsibilities, specifies policies and general procedures within the EOP; and

WHEREAS, the objective of this updated EOP is to incorporate and coordinate the essential facilities, equipment, and personnel of the County of San Bernardino into an essential organization capable of responding to any emergency therein; and

WHEREAS, the EOP provides for coordination of planning efforts of various emergency staff and service elements utilizing the Standard Emergency Management System (SEMS) and the National Incident Management System (NIMS); and

WHEREAS, the formal recognition of NIMS principles and policies was adopted by the County of San Bernardino on September 19, 2006, and the County EOP has been reviewed and updated to meet federal requirements that all local emergency plans be NIMS compliant; and

WHEREAS, the EOP is an extension of the California State Emergency Plan which has been revised by the California Emergency Management Agency, and the EOP will be revised as necessary to meet changing conditions; and

WHEREAS, the Board of Supervisors gives its full support to this revised EOP and urges all officials, employees, public and private organizations, and citizens, individually and collectively, to do their share in furthering the total emergency effort of the County of San Bernardino;

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the County of San Bernardino, State of California hereby authorizes this EOP to be adopted, and that a copy of the Board of Supervisors approved San Bernardino County Operational Area EOP be forwarded to the California Emergency Management Agency, and this plan become effective immediately.



SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

Signed Concurrence By
Principle Organizations

SIGNED CONCURRENCE BY PRINCIPLE ORGANIZATIONS

SAN BERNARDINO COUNTY
FIRE DEPARTMENT



COUNTY OF SAN BERNARDINO

OFFICE OF EMERGENCY SERVICES
 1743 Miro Way • Rialto, CA 92376
 (909) 356-3998 • Fax (909) 356-3965

MARK A. HARTWIG
 Fire Chief/Fire Warden

The undersigned representatives of principle organizations concur with the Mission, Goals, and Objectives of the San Bernardino County Operational Area Emergency Operations Plan (EOP). As needed, revisions will be submitted for review by the undersigned or their designees.

Organization

County Disaster Council

Greg Devereaux, Chairman, Chief Executive Officer

Greg Devereaux
 Signature

3/17/14
 Date

San Bernardino County Fire Protection District

Mark A. Hartwig, San Bernardino County Fire Protection District, Fire Chief

Mark A. Hartwig
 Signature

3-17-2014
 Date

San Bernardino County Operational Area Coordinating Council (OACC)

Michael Antonucci, San Bernardino County Fire Department/Office of Emergency Services, Emergency Services Manager

Michael A. Antonucci
 Signature

03/17/2014
 Date

Approved as to Legal Form:

Jean-Rene Basle, County Counsel

Jean-Rene Basle
 Signature

3-17-14
 Date

By: Jean-Rene Basle, County Counsel

***NOTE:** For the purpose of this document and all additional and/or future Parts of the San Bernardino County Emergency Operations Plan, the San Bernardino County Fire Protection District (Legal name) may be referred to as the San Bernardino County Fire Department (Common name).

GREGORY C. DEVEREAUX
 Chief Executive Officer

Board of Supervisors
 ROBERT LOVINGOOD.....First District JAMES RAMOSThird District
 JANICE RUTHERFORD.....Second District GARY C. OVITT.....Fourth District
 JOSIE GONZALES.....Fifth District



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SECTION 1: FORWARD

The Emergency Management Program of San Bernardino County, hereafter referred to as (the County) is governed by a wide range of laws, regulations, plans, and policies. The program is administered and coordinated by the San Bernardino County Fire Department, Office of Emergency Services. The National Response Framework (NRF), National Incident Management System (NIMS), the Standardized Emergency Management System (SEMS) and the State of California Emergency Operations Plan provide planning and policy guidance to counties and local entities. Collectively, these documents support the foundation for the County's Emergency Operations Plan (EOP).

The EOP is an all-hazard plan describing how the County will organize and respond to incidents. It is based on and is compatible with the laws, regulations, plans, and policies listed above. The EOP describes how various agencies and organizations in the County will coordinate resources and activities with other Federal, State, County, local, and private-sector partners.

It is recognized that response to emergency or disaster conditions to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of San Bernardino County that responses to such conditions are done in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the County has adopted the principles of the National Incident Management System (NIMS), the Standardized Emergency Management System (SEMS), the National Response Framework (NRF), and the Incident Command System (ICS).

Public officials, departments, employees, and volunteers that perform emergency and/or first response functions must be properly prepared. Department heads and elected officials shall, to the extent possible, ensure that necessary training is provided to themselves and their employees to further prepare them to successfully carry out assigned emergency response roles. To the extent possible, procurement and maintenance of essential response equipment will also be accomplished in support of this goal. All emergency response personnel and essential support staff must be familiar with this EOP and the supporting procedures and documents.

1.1 RECENT TRENDS IN EMERGENCY MANAGEMENT

Since 1996, a variety of emerging trends have influenced emergency management, including an increasing diversity of California's population, greater vulnerability to floods and wildland fires as development expands, and the need for more emphasis on disaster recovery and hazard mitigation efforts to reduce disaster impact. At the national level, significant events such as Hurricane Katrina captured the world's attention and have widely influenced emergency management today.



According to a 2011 report issued by FEMA’s Strategic Foresight Initiative (SFI); the emergency management community faces a future with challenges likely to be far different from those we confront today with ***increasing complexity and decreasing predictability in its operating environment***. Complexity will take the form of more incidents, new and unfamiliar threats, more information to analyze (possibly with less time to process it), new players and participants, sophisticated technologies, and exceedingly high public expectations.

Emergency services in San Bernardino County are provided without regard to race, gender, color, national origin, socioeconomic status, age, disability, marital status, religion, sexual orientation, or political affiliation.

1.2 OES MISSION STATEMENT

“Through leadership and guidance, strengthen county-wide emergency management capabilities to ensure the protection of life and property before, during and after disasters”



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SECTION 3: INTRODUCTION

3.1 Purpose

The San Bernardino County Emergency Operations Plan (EOP) provides a comprehensive, single source of guidance and procedures for the County to prepare for and respond to significant or catastrophic natural, environmental or conflict-related risks that produce situations requiring coordinated response. It further provides guidance regarding management concepts relating to response and abatement of various emergency situations, identifies organizational structures and relationships, and describes responsibilities and functions necessary to protect life and property. The Plan is consistent with the requirements of the Standardized Emergency Management System (SEMS) as defined in Government Code Section 8607(a) and the National Incident Management System (NIMS) as defined by Presidential Executive Orders for managing response to multi-agency and multi-jurisdictional emergencies. As such, the plan is flexible enough to use in all emergencies and will facilitate response and short-term recovery activities. SEMS/NIMS incorporate the use of the Incident Command System (ICS), mutual aid, the operational area concept, and multi/interagency coordination.

San Bernardino County Operational Area Resolution No.1995-219 forming the Operational Area and Operational Area Coordinating Council (OACC) was originally adopted by the County Board of Supervisors on September 19, 1995 and is reviewed and revised as appropriate. San Bernardino County Operational Area Resolution No. 2006-329 to recognize that the San Bernardino County Operational Area will continue to use SEMS to meet the objective of the National Incident Management System (NIMS) was adopted by the Board of Supervisors on September 19, 2006. The Plan is also cognizant of the National Fire Protection Association (NFPA) Standard 1600: Disaster Management.

3.2 Scope

This Plan provides guidance on response to the County's most likely and demanding emergency conditions. It does not supersede the well-established protocols for coping with day-to-day emergencies involving law enforcement, the fire service, medical aid, transportation services, flood control, or other discipline-specific emergency response systems. Rather, it places emphasis on those unusual and unique emergency conditions that will require extraordinary response beyond the ability of any one or set of organizations to respond. Neither does this Plan include detailed response level operating instructions. Each organization identified in this Plan is responsible for, and expected to develop, implement, and test policies, procedures, instructions, and standard operating guides (SOGs) or checklists that reflect cognizance of the emergency management concepts contained herein. Coordinated response and support roles must be defined by these organizations to facilitate the ability to respond to any given incident. This plan meets the requirements of NIMS for the purposes of emergency management.



3.3 Plan Organization

There are five parts to a comprehensive Emergency Operations Plan: The Basic Plan, Emergency Function Annexes, Support Annexes, Hazard-specific Annexes and Appendices.

3.3.1 BASIC PLAN

The basic plan describes the fundamental systems, strategies, policies, assumptions, responsibilities and operational priorities that San Bernardino County will utilize to guide and support emergency management efforts. The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the County has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, and request for resources;
- Describe the context under which the County will respond to an incident, including a community profile and discussion of hazards and threats facing the community;
- Assign and describe roles and responsibilities for the County's agencies tasked with emergency preparedness and response functions;
- Describe a concept of operations for the County that provides a framework upon which the County will conduct its emergency operations and coordinate with other agencies and jurisdictions;
- Describe the County's emergency response structure, including activation and operation of the County Emergency Operations Center (EOC) and implementation of ICS; and
- Discuss the County's protocols for maintaining and reviewing this EOP, including training, exercises, and plan maintenance.

3.3.2 EMERGENCY FUNCTION ANNEXES

This plan implements Emergency Function working groups, which will develop functional annexes that follow an established format to describe discipline-specific goals, objectives, operational concepts, capabilities, organizational structures and related policies and procedures. The functional annexes will be developed separately from the basic plan and will make reference to existing agency and department plans and procedures. Supporting plans and documents should be listed in an attachment to each functional annex.



3.3.3 SUPPORT ANNEXES

The support annexes describe the framework through which San Bernardino County departments and agencies, the private sector, not-for-profit and voluntary organizations, and other non-governmental organizations coordinate and execute the common emergency management strategies. The actions described in the support annexes apply to nearly every type of emergency.

3.3.4 HAZARD SPECIFIC ANNEXES

The hazard, threat, or incident-specific annexes describe the policies, situation, concept of operations, and responsibilities for particular hazards, threats, or incidents. Additionally, these annexes may be referenced as plans or standard operating guides (SOGs) that have already been developed, plans/SOGs that are under development, or plans/SOGs that are scheduled for future development.

3.3.5 APPENDICES

Subsequent plans and procedures that are developed in support of the Emergency Plan, such as mutual aid plans, hazard-specific plans, catastrophic plans and related procedures will be incorporated by reference and maintained separate from the basic plan.

3.4 Relationship to Other Plans

3.4.1 EMERGENCY OPERATIONS PLAN (EOP)

The intent of the County's EOP is to provide the concept of operations and strategic activities for responding to any type of emergency incident impacting the County. Other individual communities may maintain similar plans or procedures for implementation in response to localized incidents or initial activities prior to escalation to San Bernardino County.

A number of agency and organization-specific plans and organizational procedures support the County EOP and annexes. These plans and procedures are interrelated and have a direct influence on the County's preparation prior to a major emergency or disaster, its activities in response to such an emergency or disaster, and its ability to successfully recover from such incidents or events. These plans also provide local, regional, and State agencies and entities with a consolidated framework for coordinating activities and resources, thus promoting efficient use of resources during all phases of emergency management.

3.4.2 MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN (MJHMP)

San Bernardino County and the surrounding jurisdictions have developed their Local Hazard Mitigation Plans and received FEMA approval in 2011. The plan identifies



hazards, assesses the losses associated with the hazards, and investigates the vulnerability of the community towards different hazards. The plan also identifies alternatives for the future of the community to better prepare, minimize loss and educate the public of the hazards identified.

The San Bernardino County MJHMP presents updated information regarding hazards being faced by the County, the San Bernardino County Fire Protection District, the San Bernardino County Flood Control District, Big Bear Valley Recreation and Parks District, Bloomington Recreation and Parks District (Districts), and those Board-governed Special Districts administered by the San Bernardino County Special Districts Department. The Plan also presents mitigation measures to help reduce consequences from hazards, and outreach/education efforts within the unincorporated area of the County since 2005 (**Reference: *San Bernardino County MJHMP***).

3.4.3 CONTINUITY OF OPERATIONS (COOP) PLAN

A Continuity of Operations (COOP) Plan is scheduled for future development. Once the plan has been developed and implemented, this plan will be used in conjunction with the EOP during various emergency situations. The COOP plan details the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Parts of this plan identify essential functions of local government, private sector businesses, and community services and delineate procedures to support their continuation.

3.4.4 RECOVERY PLAN

The County is in the process of developing a Recovery Plan in 2013. This plan will also be used in conjunction with the EOP. The purpose of the plan is to provide for efficient coordination and policy guidance during the disaster recovery process. The recovery process includes the restoration of damaged or destroyed public facilities and infrastructure and the coordination of available services and assistance to citizens and businesses impacted by the disaster.

This plan will provide an organizational framework, policy guidance and methods for use during the recovery process. This plan will provide for the assignment of responsibilities within the County's organizational structure and includes opportunities for participation by community members.



SECTION 4: SITUATION / ASSUMPTIONS

4.1 Situation

San Bernardino County is bounded by the states of Arizona and Nevada on the east, Inyo County on the north, Kern and Los Angeles Counties on the west, and Orange and Riverside Counties on the south. San Bernardino County covers 20,102 square miles and is geographically the largest County in the continental United States. The States of Hawaii, Connecticut, Delaware, and Rhode Island and the District of Columbia could all fit inside the County boundary at the same time. The unincorporated area of San Bernardino County covers approximately 19,848 square miles; this is 98.7% of the entire County. The remaining 1.3% of acreage (254 square miles) is under the jurisdiction of incorporated cities or towns. The cities/towns are concentrated in the south/west portion of the County.

San Bernardino County is characterized by three (3) distinct geographic areas: Valley, Mountains, and Desert. The Valley Region contains the majority of the County's incorporated areas and is the most populous region; the Mountain Region is primarily comprised of public lands owned and managed by federal and state agencies; and, the Desert Region is the largest region (over 93% of the County's land area) and includes parts of the Mojave Desert. Aside from open or undeveloped land, the largest land use in the County is for military purposes.

The total population of San Bernardino County is approximately 2,073,149 people (California Department of Finance, Demographics Unit, 2010). Most of the County's population is in the valley areas located in the south western portion of the County. The County's population has grown by 21%, approximately 363,715 people, since 2000 (population in 2000 was approximately 1,709,434 people). This rate of growth was relatively slower than the population growth in three (3) neighboring counties (Kern, Imperial, Riverside), but much higher than the next three (3) other counties in Southern California (San Diego, Orange, San Luis Obispo). The population of the unincorporated area of the County in 2005 was 302,121 people. In 2010, the population was 296,284; a decline of 5,837 persons (or 2%). **(Source: 2010 California Department of Finance, Demographics Unit).**

San Bernardino County is exposed to many hazards, all of which have the potential to disrupt the community, causing damage, and creating casualties. Possible natural hazards include earthquakes, floods, wildfires, and winter storms. The threat of a war-related incident such as a nuclear, biochemical, or conventional attack is present as well. Other man-made disaster situations could develop from hazardous material (HazMat) accidents, public health-related incidents, major transportation accidents, or acts of terrorism.

The organizations described or noted in this Plan will be aware of significant emergency conditions as they arise. These conditions will trigger a response consistent with the respective responsibilities and roles defined either by this Plan, or other legal and policy frameworks. The responding organizations will be constrained in their response by the



level of training, readiness activities, and interagency coordination undertaken prior to the event.

- The citizens of San Bernardino County will be expected to provide for their immediate needs to the extent possible for at least 72 hours following a catastrophic event, or for at least 24 hours following a location-specific event. This may include public as well as private resources in the form of lifeline services.
- A catastrophic earthquake would adversely impact local, County, and state government response capabilities. Consequently, a number of local emergencies will be declared.
- Communications, electrical power, water and natural gas lines, sewer lines and fuel stations will be seriously impaired during the first 24 hours following a major earthquake and may not be fully restored for 30 days or more.
- Transportation corridors will be affected so only equipment, foodstuffs, supplies, and materials on hand will be available for use during the first 72 hours of emergency operations.
- It is possible only emergency response personnel on duty at the time of a significant earthquake will be available during the first 6 hours. Mission capability may be available within 24 hours.
- In event of a catastrophic earthquake, a clear picture regarding the extent of damage, loss of life, and injuries may not be known for at least 36 hours.
- The OA EOCs capability may be limited for at least 8 hours if communications links to other agencies and county departments are degraded.
- A Cajon Pass closure may limit the number of emergency response personnel available to staff the primary EOC in Rialto or other emergency management organization functions for at least 12 hours.

4.2 Assumptions

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/SEMS protocol.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that State and Federal assistance is required.
- County support of City emergency operations will be based on the principal of self-help. The Cities/Towns will be responsible for utilizing all available local resources



along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.

- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Parts or the entire County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions over the United States and identifies possible targets.
- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures;
 - Assigned pre-designated tasks;
 - Provided with assembly instructions; and
 - Formally trained in their duties, roles, and responsibilities required during emergency operations.
- The County's planning strategies will make every effort to consider the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations.

4.3 Natural Hazards

During the 2011 update of the San Bernardino County Multi-Jurisdictional Hazard Mitigation Plan, the planning team identified the following 13 natural hazards:

- | | |
|----------------------------------|------------------|
| ■ Wildfires | ■ Flood |
| ■ Earthquake/Geologic Hazards | ■ Dam Inundation |
| ■ Infestation | ■ Drought |
| ■ High Winds/Straight Line Winds | ■ Lightning |
| ■ Extreme Heat | ■ Extreme Cold |
| ■ Hail | ■ Tornado |
| ■ Winter Storm (Heavy Snowfall) | |



Additional details, a summary for each of the natural hazards listed above, and/or references to hazard specific plans/standard operating guides (SOGs) are located in **Part IV – Hazard Specific Annexes** of this plan.

4.4 Industrial / Technological / Man-Made Hazards

In addition to natural hazards, the County may be faced with the following industrial, technological or man-made hazards: *(Not included in MJHMP update process)*

- Civil Unrest
- Terrorism
- Public Health Hazards/Epidemics
- Hazardous Materials Incident
- Ingestion Pathway Incident (SONGS)
- Public Safety Communications Failure
- Utility Failure/Power Disruption
- Train Derailment
- Airplane Crash
- Mass Fatalities Incident

Additional details, a summary for each of the industrial/technological/man-made hazards listed above, and/or references to hazard specific plans/standard operating guides (SOGs) are located in **Part IV – Hazard Specific Annexes** of this plan.



SECTION 5: EMERGENCY MANAGEMENT ORGANIZATION

5.1 Emergency Organization

San Bernardino County Code Chapter 1 of Division 1 of Title 2: Public Morals, Safety, and Welfare, establishes the San Bernardino County Emergency Services Organization, the Office of Emergency Services (OES), and the San Bernardino County Disaster Council. OES and the Disaster Council prepare and execute preparedness and response plans for the protection of life and property within the County in the event of an emergency.

Section 21.0101 Purposes: states, *“The declared purposes of this Chapter are to provide for the preparation and execution of plans for the protection of life and property within this County in the event of an emergency; the direction of the emergency organization; and the coordination of emergency functions of this County with all other public agencies, corporations, organizations and affected private persons.”*

Section 21.0109 Emergency Organization: states, *“All officers and employees of this County, together with those volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may by agreement or operation of law, including persons impressed into service under provisions of § 21.0105(b)(3) of this Chapter to be charged with duties incident to the protection of life property in this County during such emergency, shall constitute the emergency organization of the County of San Bernardino.”*

5.2 Roles and Responsibilities

All participating agencies and response organizations will have various roles and responsibilities throughout an emergency. Therefore, it is critical the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and/or contract as the situation evolves. Typical duties may also change depending on the severity and size of the incident(s) and the availability of local resources. Because of this, it is also important to develop and maintain depth within the command structure and response organizations.

San Bernardino County conducts all emergency management functions in accordance with SEMS and NIMS. During an emergency, the County has the responsibility to manage and coordinate the overall emergency response and recovery activities. The Office of Emergency Services along with each County Department is responsible for ensuring critical staff are identified and trained at a level enabling effective execution of existing response policies, plans, and procedures.

Most County Departments have emergency functions in addition to their normal daily duties. The Office of Emergency Services in conjunction with representatives from each County Department is responsible for developing and maintaining Standard Operating Guides (SOGs).



The Operational Area (OA) Emergency Management system consists of all County Departments, the 24 Cities and Towns, unincorporated areas and Special Districts, together with the private and volunteer sector. This system represents all resources available within the County that may be applied to disaster response and recovery. The goal is to support emergency activities to protect life, property, and the environment.

The OA was formed in 1995 with a cooperative agreement between San Bernardino County and the 24 cities/towns located within the County. This agreement formed the San Bernardino County Operational Area Coordinating Council (OACC) as part of the San Bernardino County Operational Area and recognizes the County Office of Emergency Services as the lead agency for the Operational Area. In 2006, the Operational Area Resolution was amended to include the National Incident Management System (NIMS) as an integral component of the OA disaster management system.

The OA Emergency Management system may be coordinated from any one of the following established locations/facilities:

- County EOC
- City/Town EOC
- Incident Command Posts (ICPs)
- Department/District Operations Centers (DOCs) for County Departments and Special Districts
- Fire/Emergency Management/Staging Areas
- Specialized centers representing businesses, industries, and the volunteer sector

During a state of war emergency, a state of emergency, or a local emergency, the County's Director of Emergency Services will coordinate the activities of all OA constituents. In addition, a number of mutual aid systems can also be activated to support the emergency organization.

Emergency mutual aid response and recovery activities are conducted at the request and under the direction of the affected local governments. For purposes of this Plan, such actions will initially be coordinated via the ICP's representing geographical areas of the County and operational area. Resource requests for response and recovery will originate at the lowest level of government and move progressively forward to the next level until filled.

County Departments, Special Districts, Cities/Towns, with mandated responsibilities for emergency response will follow their established plans and procedures. During complex emergencies involving multiple jurisdictions and agencies, coordination of resources can be achieved through the use of liaison officers, agency representatives, and unified command.



When support requirements cannot be met with County or local government resources, the County acting on behalf of the OA will request assistance from those state agencies having statutory authority to provide assistance via the Governor’s Office of Emergency Services (State OES). If events require assistance beyond the state’s capability, the state may 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 93-288 as amended.

The County has established essential communications support requirements for the operational area’s mutual aid partners via dispatch centers, mobile communications vehicles, proprietary information systems and other resources. This communications structure provides the telecommunications infrastructure for linking elements of the County Operational Area emergency organization. For additional information, see **San Bernardino County Tactical Interoperability Communications Plan (TICP)**.

Roles and responsibilities of the Board of Supervisors, Disaster Council, individual County Departments, other levels of government, private sector, non-governmental organizations and individuals and households are described below to further clarify the County’s emergency management structure.

5.2.1 CHART: DIRECTOR OF EMERGENCY SERVICES, BOARD OF SUPERVISORS, AND DISASTER COUNCIL POWERS / DUTIES

<p>Director of Emergency Services</p>	<p>Per County Code Section 21.0105, The Director of Emergency Services is empowered to:</p> <ul style="list-style-type: none"> • Request the Board of Supervisors to proclaim the existence of a “Local Emergency” if the Board is in session, or to issue the proclamation if the Board is not in session. • Recommend that the Board of Supervisors request the Governor to proclaim a “State of Emergency” when the locally available resources are inadequate to cope with the emergency. • Control and direct the effort of the emergency organization for the preparation and execution of plans for the protection of life and property within the County. • Direct cooperation between and coordination of services and staff of the emergency organization of the County and resolve questions of authority and responsibility that may arise between them. • Represent the County in all dealings with public or private agencies on matters pertaining to emergencies. <p>In the event of a “Local Emergency” or existence of a “State of War” emergency, the Director of Emergency Services is empowered to:</p>
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<p>Board of Supervisors</p>	<ul style="list-style-type: none">• Make and issue rules, regulations and orders on matters reasonably related to the protection of life and property, provided that they are confirmed at the earliest time by the Board of Supervisors.• Obtain vital supplies, equipment, and other properties found lacking and needed for the protection of life and property, and to bind the County for the fair value thereof and, if required immediately, to commandeer the same for public use.• Require emergency services of any County officer or employee, and to command the aid of as many citizens of the County necessary in the execution of duties.• Requisition necessary personnel or material of any County department or agency. <p>Per County Code Section 21.0105, The Board of Supervisors, as the governing body for the County of San Bernardino in a disaster situation, is empowered to:</p> <ul style="list-style-type: none">• At the request of the Director of Emergency Services and if in session, proclaim the existence of a “Local Emergency.”• If the Board of Supervisors is not in session and a “Local Emergency” is proclaimed, the Board shall take action to ratify the proclamation within seven days thereafter or the proclamation shall have no further force or effect.• At the recommendation of the Director of Emergency Services, request the Governor to proclaim a “State of Emergency” when the locally available resources are inadequate to cope with the emergency.• Develop, review, and/or provide the emergency organization with overall policy direction for emergency response and recovery activities.• Provide policy guidance, advice, and support to the County and OA emergency organizations and in particular to the Director of Emergency Services. <p>The Board of Supervisors may perform the following additional functions:</p> <ul style="list-style-type: none">• Govern the County and maintain necessary levels of operations.• Remain visible and available to calm and assist constituents.• Provide liaison and escort to visiting State and Federal officials.• Remain available to provide media with information on government role in disaster mitigation, planning and recovery.
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	<ul style="list-style-type: none"> • Initiate immediate and long-term procedures to restore the community, mitigate hazards, and assist in sheltering and other related decisions. • Take steps to insure immediate action on emergency measures such as acting pursuant to emergency ordinance to waive permit fees, acquire goods and services, issue curfew orders, or other emergency regulations that may require the action of the governing body. • Develop legislation to mitigate future emergencies.
<p>Disaster Council Chairperson and Staff</p> <p>Disaster Council</p>	<p>Per County Code Section 21.0107:</p> <ul style="list-style-type: none"> • The Chief Executive Officer shall serve as the Disaster Council Chairperson. In the absence of the CEO, the Fire Chief/Fire Warden of the San Bernardino County Fire Protection District shall serve as the Disaster Council Chairperson. <p>The staff assigned to assist the Disaster Council carry out its powers and duties shall consist of the following:</p> <ul style="list-style-type: none"> • The Manager of the Office of Emergency Services shall serve as the Executive Director of the Disaster Council to facilitate its operations, or an OES staff member assigned to assist the Disaster Council in their absence; • The County Counsel or a Deputy County Counsel assigned to advise the County’s Office of Emergency Services in their absence; • Such other persons as are required by the Disaster Council. <p>Per County Code Section 21.0108, the San Bernardino County Disaster Council is hereby empowered to:</p> <ul style="list-style-type: none"> • Advise and recommend for adoption by the Board of Supervisors, emergency plans, mutual aid agreements, and such ordinances, resolutions, rules and regulations as are necessary to implement such plans and agreements, and to serve as the San Bernardino County Citizen Corps Council. • The Disaster Council shall meet at least annually or upon call of the Disaster Council Chairperson, or the Manager of the Office of Emergency Services, as often as is deemed necessary. • The Disaster Council will attain and maintain accreditation. • The Disaster Council is certified by the California Emergency Council as conforming with the rules and regulations established by the California Emergency Council pursuant to the provisions of Article 10 of Chapter 7 of



<p>Disaster Council Membership</p>	<p>Division 1 of Title 2 of the California Government Code.</p> <ul style="list-style-type: none"> • A Disaster Council remains accredited only while the certification of the California Emergency Council is in effect and is not revoked. <p>Per County Code Section 21.0106, the San Bernardino County Disaster Council shall consist of the following 20 voting members and one non-voting member:</p> <ol style="list-style-type: none"> 1. Chief Executive Officer 2. Assistant Executive Officer for Finance and Administration 3. Assistant Executive Officer for Human Services 4. Fire Chief/Fire Warden 5. Auditor-Controller/Treasurer/Tax Collector 6. Assessor-Recorder-County Clerk 7. County Sheriff/Coroner/Public Administrator 8. Deputy Executive Officer for Community Services 9. Director of the Human Resources Department 10. Director of the Risk Management Department 11. Public Health Director 12. County Health Officer 13. Director of Behavioral Health 14. Director of Arrowhead Regional Medical Center 15. Director of Information Services Department 16. Director of Purchasing 17. Director of the Special Districts Department 18. Director of the Department of Public Works 19. Director of Land Use Services 20. County Superintendent of Schools 21. A non-voting at-large Representative of the designated lead agency of the San Bernardino County Operational Area Coordinating Council (OACC)
<p>Note: The twenty (20) voting members may select a pre-designated representative to serve in his or her absence.</p>	



5.2.2 CHART: COUNTY DEPARTMENT / DIVISION ROLES

Aging and Adult Services	Emergency Role:	<ul style="list-style-type: none"> • Provide information and assistance to targeted populations • Provide staff at Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed
Agriculture/Weights and Measures	Emergency Role:	<ul style="list-style-type: none"> • Monitor pest and insect infestation • Provide information regarding damage or threats of damage to the County’s agricultural industry • Provide support staff at Local Assistance Centers (LAC)
Airports	Emergency Role:	<ul style="list-style-type: none"> • Advise on coordination with all airports in the County (military and civilian) • Act as liaison in all matters of aviation and coordinate with agencies including Federal Aviation Administration (FAA), Transportation Security Administration (TSA), other law enforcement agencies and/or Homeland Security agencies
	EOC Role:	<ul style="list-style-type: none"> • Logistics Section
Architecture and Engineering	Emergency Role:	<ul style="list-style-type: none"> • Provide damage assessment(s) of buildings and facilities
	EOC Role:	<ul style="list-style-type: none"> • Operations Section • Logistics Section - coordinates with Trans/Flood
Arrowhead Regional Medical Center (ARMC)	Emergency Role:	<ul style="list-style-type: none"> • Assist in providing medical care of the sick and wounded • Provide decontamination and medical care to disaster victims: <ul style="list-style-type: none"> ○ Immediate ability to decontaminate up to 3 victims, delayed response for decontamination of approximately 20 minutes for mass decontamination, and a capacity of 16 showers • In the event of a mass influx of patients, procedures have been set up to activate ARMC’s internal EOC • Provide staff at shelters/SHOCs as needed
	EOC Role:	<ul style="list-style-type: none"> • Operations Section
Assessor/Recorder/County Clerk	Emergency Role:	<ul style="list-style-type: none"> • Assist in development of damage assessment information and support Damage Assessment Unit • Determine dollar value of disaster caused damage
	EOC Role:	<ul style="list-style-type: none"> • Planning/Intelligence Section – Advanced Planning and Demobilization Units



Auditor – Controller/ Treasurer/ Tax Collector	Emergency Role:	<ul style="list-style-type: none"> • Record and maintain a permanent record of all receipts and expenditures during disaster response and recovery • Establish a disaster accounting system • Ensure liquidity of treasury pool to meet cash demands of County during length of emergency • Assist in development of damage assessment data
	EOC Role:	<ul style="list-style-type: none"> • Planning/Intelligence Section – Advance Planning and Demobilization Units • Recovery phase
Behavioral Health	Emergency Role:	<ul style="list-style-type: none"> • Disaster crisis counseling services • Linkage to other resource agencies • Provide relief for disaster workers • Provide staff/counselors at Local Assistance Centers (LAC) • Provide staff/counselors at shelters/SHOCs as needed
	EOC Role:	<ul style="list-style-type: none"> • Operations Section – Care and Shelter Branch
Child Support Services	Emergency Role:	<ul style="list-style-type: none"> • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • Support Operations Sections - Care and Shelter Branch
Children and Family Services	Emergency Role:	<ul style="list-style-type: none"> • Provide /coordination of Emergency care for Foster Children • Provide staff at Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed
Children’s Network	Emergency Role:	<ul style="list-style-type: none"> • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • Support Operations Sections - Care and Shelter Branch
Clerk of the Board	Emergency Role:	<ul style="list-style-type: none"> • Maintain a record of all meetings and actions taken by the Board of Supervisors when acting as the “Policy Group”
Community Development and Housing	Emergency Role:	<ul style="list-style-type: none"> • Update Department’s long-term recovery plans starting as soon as emergency occurs • Advise Policy Group on availability of economic development financial aid • Support Policy Group – Recovery phase
	EOC Role:	<ul style="list-style-type: none"> • Planning/Intelligence and Finance/Admin Sections



County Administrative Office	Emergency Role:	<ul style="list-style-type: none"> • Proclaim “local emergency,” when Board not in session • Control and direct the County’s emergency organization • Represent the County in all dealings pertaining to emergencies
	EOC Role:	<ul style="list-style-type: none"> • Director of Emergency Services – Management Section
County Counsel	Emergency Role:	<ul style="list-style-type: none"> • Serve as legal advisor to Management Section before, during and after each proclaimed local emergency • Prepare and review proclamations and other actions taken or contemplated for legal effect and liability
	EOC Role:	<ul style="list-style-type: none"> • Management Section – Legal Advisor
District Attorney	Emergency Role:	<ul style="list-style-type: none"> • Continue essential criminal prosecutions and, if necessary, initiate “Motion to Extend Time” through appropriate magistrate • DA Investigators will provide protection for DA staff members and building security for DA facilities and be available to respond to assist other law enforcement agencies for mutual aid as required • Prosecute offenders who initiated disaster or who prey on those victimized by the disaster • Offer advice on criminal matters to EOC staff and others as necessary
	EOC Role:	<ul style="list-style-type: none"> • Planning/Intelligence and Finance/Admin Sections
Economic Development	Emergency Role:	<ul style="list-style-type: none"> • Update long-term recovery plans starting as soon as emergency occurs • Advise Policy Group on availability of economic development financial aid • Support Policy Group – Recovery phase
	EOC Role:	<ul style="list-style-type: none"> • Planning/Intelligence and Finance/Admin Sections
Facilities Management	Emergency Role:	<ul style="list-style-type: none"> • Re-establish power (i.e., utility services) to County buildings • Assist in determining status and condition of County buildings • Remove debris from County buildings and grounds • Support Local Assistance Centers (LAC)/SHOC
	EOC Role:	<ul style="list-style-type: none"> • Logistics Section - Facilities Branch



Fire Department: Administration	Emergency Role:	<ul style="list-style-type: none"> • Management of fire emergency organization, fire suppression and rescue, fire mutual aid, emergency services, hazardous materials, and communications • Support field operations
	EOC Role:	<ul style="list-style-type: none"> • Management and Operations Sections • Support Planning/Intelligence Section
Fire Department: Fire Prevention	Emergency Role:	<ul style="list-style-type: none"> • Fire/arson investigation operations • Damage assessment operations • Suppression support activities • Community safety/support operations • Inspect/investigate potential threats to public safety
	EOC Role:	<ul style="list-style-type: none"> • Damage assessment operations • Public Outreach/Information operations • Action planning operations
Fire Department: Hazardous Materials	Emergency Role:	<ul style="list-style-type: none"> • Respond to all hazardous materials emergencies for the purpose of protecting life, property, and the environment
	EOC Role:	<ul style="list-style-type: none"> • Operations – Hazmat Branch • Support Planning/Intelligence Section
Fire Department: Office of Emergency Services (OES)	Emergency Role:	<ul style="list-style-type: none"> • Lead agency for the San Bernardino County Operational Area (OA) • Provide timely and accurate situation status and resource status reports to appropriate policymakers, elected officials, and to State OES Southern Region EOC (REOC) • Provide accurate and timely information to the general public related to operational area and state emergency response • Monitor situation status and resource status in each local jurisdiction within the County • Coordinate with each local jurisdiction to facilitate the rapid and efficient procurement of resources needed in response to an emergency • Provide any appropriate services needed to support the area-wide response • Assist in the coordination between County departments to efficiently utilize County resources to produce the most effective response to an emergency • Assist in the facilitation of the rapid restoration of business, government, and other institutions



	EOC Role:	<ul style="list-style-type: none"> • Overall EOC management • Planning/Intelligence Section and support to other EOC Sections as required
Fire Department: Suppression	Emergency Role:	<ul style="list-style-type: none"> • Respond to all fire incidents for the purpose of protecting life, property, and the environment • Search and rescue operations • Manage/activate Incident Command Posts (ICPs) • OA Fire/Rescue coordination
Fleet Management	Emergency Role:	<ul style="list-style-type: none"> • Provide 24 hour emergency transportation and service needs of the County’s fleet • Provide fuel and vehicle/equipment support to all County Departments • Provide emergency generators and support to existing generators
	EOC Role:	<ul style="list-style-type: none"> • Logistics Section • Support Transportation/Flood Branch and support to all EOC Sections as required
Human Resources: Administration	Emergency Role:	<ul style="list-style-type: none"> • Establish and implement a system of registering disaster workers and citizen volunteers • Review employment actions taken by County during a local proclamation
	EOC Role:	<ul style="list-style-type: none"> • Logistics and Finance/Admin Sections
Human Services	Emergency Role:	<ul style="list-style-type: none"> • Support the American Red Cross with care and shelter operations • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • Damage assessment of Human Services facilities
	EOC Role:	<ul style="list-style-type: none"> • Operations Section - Care and Shelter Branch
ICEMA	Emergency Role:	<ul style="list-style-type: none"> • Coordinate provision of out-of-hospital acute and pre-hospital medical care, transport to definitive care, and other medical transport to patients with illnesses and injuries • Provide Subject Matter Technical Support to Local Assistance Centers (LAC) • Coordinate provision of staff at shelters/SHOCs as needed with Public Health
	EOC Role:	<ul style="list-style-type: none"> • Operations Section – Medical and Health Branch



Information Services	Emergency Role:	<ul style="list-style-type: none"> • Provide communications, public safety radio, computer, and data services during an emergency
	EOC Role:	<ul style="list-style-type: none"> • Logistics Section – Information Systems, Communications and Computer Systems Branch
Land Use Services: Administration	Emergency Role:	<ul style="list-style-type: none"> • Coordinate critical building damage assessment • Support Recovery phase
	EOC Role:	<ul style="list-style-type: none"> • Operations Section
Land Use Services: Building/Safety	Emergency Role:	<ul style="list-style-type: none"> • Damage assessment of privately owned structures • Support damage assessment activities Countywide
	EOC Role:	<ul style="list-style-type: none"> • Operations Section
Land Use Services: Planning	Emergency Role:	<ul style="list-style-type: none"> • Provide public information and warning when potential avalanche, earthquake, landslide, or volcanic activity presents a hazard to citizens • Provide general information on ways to mitigate the potential effects of disasters • Support Department Operations Center (DOC)
	EOC Role:	<ul style="list-style-type: none"> • Planning/Intelligence Section - Advanced Planning Unit and Demobilization Unit
Library	Emergency Role:	<ul style="list-style-type: none"> • Provide archive and records management
	EOC Role:	<ul style="list-style-type: none"> • Planning/Intelligence Section - Documentation Unit
Museum	Emergency Role:	<ul style="list-style-type: none"> • Work with EOC Responders from Public Works and Law Branch
	EOC Role:	<ul style="list-style-type: none"> • Subject Matter Expert – Geological Services/Earthquakes
Preschool Services	Emergency Role:	<ul style="list-style-type: none"> • Conduct evacuation of forty (40) Head Start sites if in session at the time of an emergency • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed
	EOC Role:	<ul style="list-style-type: none"> • Support Care and Shelter Branch
Probation	Emergency Role:	<ul style="list-style-type: none"> • Provide for the safety and security of the community by maintaining juvenile institutions • Act as a law enforcement resource as needed, where directed by the Chief or his designee



Public Defender	Emergency Role:	<ul style="list-style-type: none"> • Continue to provide essential defense services for criminal prosecutions as mandated under the state and federal constitutions and state statutory laws. • Offer advice legal advice on criminal matters to EOC staff and others as necessary.
Public Health: Administration	Emergency Role:	<ul style="list-style-type: none"> • Hospital capacity assessment and resource reallocation • Regional disaster medical health coordination • Environmental health assessment and mitigation • Laboratory/Epidemiological evaluation • Organize mass immunization or mass prophylaxis responses • Provide staff at shelters/SHOCs as needed • Support Department Operations Center (DOC)
EOC Role:		<ul style="list-style-type: none"> • Operations Section - Medical and Health Branch
Public Health: Animal Control	Emergency Role:	<ul style="list-style-type: none"> • Coordinate control and boarding services for animals displaced by a disaster situation • Evacuation and care of animals • Assessment of causes of illness and death among animals • Coordination with the State Veterinary Diagnostic Laboratory
EOC Role:		<ul style="list-style-type: none"> • Operations Section – Animal Care Unit
Public Health: Environmental Health Services	Emergency Role:	<ul style="list-style-type: none"> • Protect public health, promote safety and prevent environmental hazards during disasters • Prevention of illness and injury during disasters
EOC Role:		<ul style="list-style-type: none"> • Operations Section – Medical and Health Branch
Public Works: Administration	Emergency Role:	<ul style="list-style-type: none"> • Survey roads, flood control, and solid waste facilities • Assist Purchasing to procure heavy equipment • Assist with public works mutual aid • Coordinate/activate Department Operations Center (DOC) • See: <i>Department of Public Works Emergency Plan</i>
EOC Role:		<ul style="list-style-type: none"> • Operations Section – Public Works Branch



Public Works: Flood Control	Emergency Role:	<ul style="list-style-type: none"> • Monitor all dams and levees to provide warnings of potential failure • Flood protection on major streams • Storm drain construction
EOC Role:		<ul style="list-style-type: none"> • Operations Section – Public Works Branch
Public Works: Transportation	Emergency Role:	<ul style="list-style-type: none"> • Determine surface routes to be reopened following major disaster and establish priorities for opening those routes in cooperation with cities/towns and Cal Trans • Erect barricade and roadblocks around disaster areas • Plow snow on mountain roads • Traffic signal maintenance • Traffic sign and pavement striping maintenance • Storm repairs and clean up • Maintenance of bridges and metal pipe and concrete box culverts • Maintenance of drainage facilities such as inlets, ditches, dikes, and gutters
EOC Role:		<ul style="list-style-type: none"> • Operations Section – Public Works Branch • Logistics Section - Transportation Branch
Public Works: Solid Waste Management	Emergency Role:	<ul style="list-style-type: none"> • Conduct damage assessment of infrastructure and facilities • Determine waste disposal methods • Support Recovery phase
EOC Role:		<ul style="list-style-type: none"> • Operations Section
Purchasing	Emergency Role:	<ul style="list-style-type: none"> • Responsible for procurement and purchase of equipment and materials needed by emergency organization
EOC Role:		<ul style="list-style-type: none"> • Logistics Section and Finance/Admin Section
Real Estate Services	Emergency Role:	<ul style="list-style-type: none"> • Assist in assessing condition of properties/facilities owned or leased by the County and right of way issues associated with roads and flood control channels • Determine facility needs of County departments and procure alternative facilities as needed to continue operations and services • Work with damage/safety assessment team(s) to determine condition of owned and leased facilities and need for replacement facilities
EOC Role:		<ul style="list-style-type: none"> • Support Planning/Intelligence Section



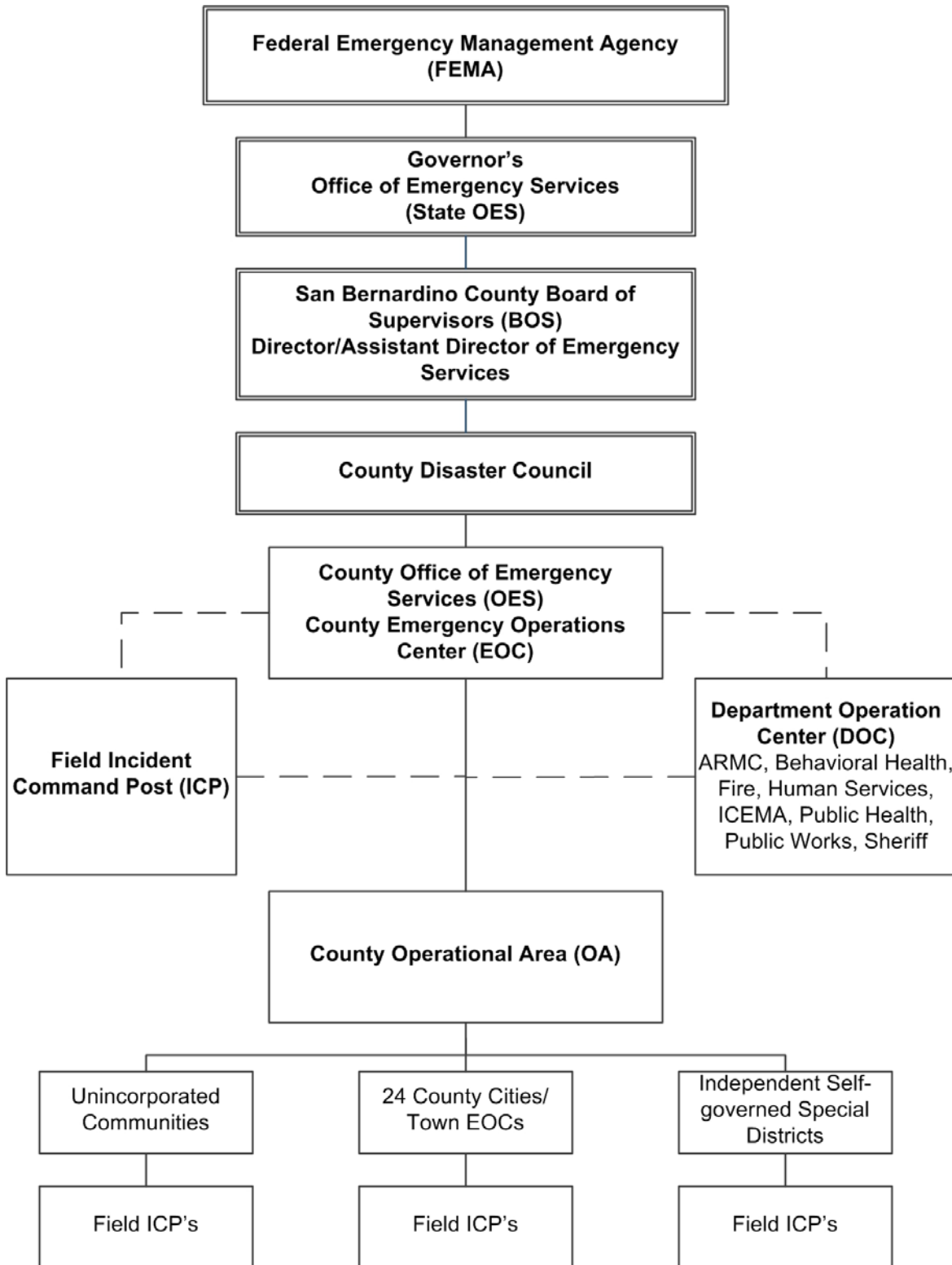
Regional Parks	Emergency Role:	<ul style="list-style-type: none"> • Establish Human Shelters, Animal Shelters, Staging Areas, Fire Camps, Incident Command Posts, Field Treatment Sites (FTS), and Temporary Morgues • Coordinate with Solid Waste Management for disposal of waste • Account for cultural resources • Support Department Operations Center (DOC)
	EOC Role:	<ul style="list-style-type: none"> • Operations/Logistics Sections
Risk Management	Emergency Role:	<ul style="list-style-type: none"> • Provide safety and risk management services to emergency organizations
	EOC Role:	<ul style="list-style-type: none"> • Management Section – ADA Coordinator/EOC Safety Officer • Support Finance/Admin Section – Compensation Unit
Sheriff-Coroner	Emergency Role:	<ul style="list-style-type: none"> • Coordinate law enforcement response to proclaimed disasters • Control and allocate all law enforcement resources sent in or from outside the County • Serve as action agency which implements evacuation of disaster victims • Direct movement of people, vehicles and equipment in and around disaster areas • Coordinate law enforcement mutual aid within OES Region VI • Provide security of EOC and County buildings • Coordinate/activate Department Operations Center (DOC) when necessary
	EOC Role:	<ul style="list-style-type: none"> • Operations Section - Law Branch/Area Law Coordinator • Planning/Intelligence Section • Management Section – when emergency is criminal in nature (e.g., terrorism)
Special Districts	Emergency Role:	<ul style="list-style-type: none"> • Provide information regarding condition of Board Governed and Self Governed Special Districts, including: water, sanitation, road, park, dam and TV translator districts throughout the County • Conduct damage assessment of all infrastructure and assist in getting services back on line • Department Operations Center (DOC)
	EOC Role:	<ul style="list-style-type: none"> • Operations Section



Superintendent of Schools	Emergency Role:	<ul style="list-style-type: none"> • Provide support to the 33 public school districts in the County to ensure that they have the resources and assistance needed • Work collaboratively with the 33 public school districts in the County in preparing for, responding to and recovering from an emergency incident • Provide information to media as appropriate • Activate the County schools' Department Operations Center (DOC) as needed
	EOC Role:	<ul style="list-style-type: none"> • Operations Section - Schools Branch
Transitional Assistance	Emergency Role:	<ul style="list-style-type: none"> • Provide Emergency CalFresh Benefits (Food Stamps) for eligible recipients • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed
	Support Role:	<ul style="list-style-type: none"> • Safety Coordinator to coordinate with County Risk Management
Veterans Affairs	Emergency Role:	<ul style="list-style-type: none"> • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed
Workforce Development	Emergency Role:	<ul style="list-style-type: none"> • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed



5.3 Chart: San Bernardino County Emergency Organization





5.3.1 COUNTY GOVERNMENT / OPERATIONAL AREA

The California Emergency Services Act designates each County as an Operational Area (OA) to coordinate emergency activities and resources of its political subdivisions. The governing bodies of political subdivisions within each County coordinate to establish the lead agency for the OA. The operational area lead agency serves as a coordinating link between the local government level and the region level of state government. OA responsibilities involve coordinating with the jurisdictions and organizations to deploy field-level emergency response personnel, activate emergency operations centers, and issue orders to protect the public.

5.3.2 STATE GOVERNMENT

During a state of war emergency, a state of emergency, or a local emergency, the Cal OES Secretary coordinates the emergency activities of all state agencies in connection with such emergency and has the authority to use any state government resource to fulfill mutual aid requests or to support emergency operations. Cal OES operates the California State Warning Center (CSWC) 24-hours a day to receive and disseminate emergency alerts and warnings. When needed the State Operations Center (SOC) and Regional Emergency Operations Centers (REOCs) are activated to coordinate emergency management information and resources. Cal OES also coordinates the delivery of federal grant programs under Presidential declarations of emergency and major disaster.

5.3.3 FEDERAL GOVERNMENT

The federal government supports emergency management throughout the nation and in California by providing tools, resources, and guidance to support California's emergency management system. When an emergency occurs that exceeds, or is anticipated to exceed resources located within the state, or when federal departments or agencies acting under their own authorities are partners in the unified command for an emergency, the federal government will implement the National Response Framework (NRF) to access federal department and agency capabilities, organize the federal response and ensure coordination with all response partners.

5.3.4 PRIVATE SECTOR

Private sector organizations play a key role before, during, and after an emergency. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent.



5.3.5 NON-GOVERNMENTAL ORGANIZATIONS

Non-governmental Organizations (NGOs) play extremely important roles before, during, and after an emergency. For the County, NGOs such as the American Red Cross (ARC) provide sheltering, emergency food supplies, counseling services, and other vital services to support response and promote the recovery of disaster victims. NGOs collaborate with responders, governments at all levels, and other agencies and organizations.

5.3.6 INDIVIDUALS AND HOUSEHOLDS

Although not formally a part of the County's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes,
- Preparing emergency supply kits and household emergency plans,
- Monitoring emergency communications carefully,
- Volunteering with established organizations, and
- Enrolling in emergency response training courses

5.4 Standardized Emergency Management System (SEMS) Functions

SEMS requires that every emergency response involving multiple jurisdictions or multiple agencies include the five SEMS functions identified below. These functions must be applied at each level of the SEMS organization.

5.4.1 COMMAND

Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. A key concept in all emergency planning is to establish command and tactical control at the lowest level that can perform that role effectively in the organization. In the Incident Command System (ICS), the Incident Commander (IC), with appropriate policy direction and authority from the responding agency, sets the objectives to be accomplished and approves the strategy and tactics to be used to meet those objectives.

The IC 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.



5.4.2 MANAGEMENT

Management is responsible for overall emergency policy and coordination at the SEMS EOC levels. The EOC serves as a central location from which multiple agencies or organizations coordinate information collection and evaluation, priority setting and resource management.

Within the EOC, the primary Management functions are:

- Facilitate multiagency coordination and executive decision making in support of the incident response,
- Implement the policies established by the governing bodies, and
- Facilitate the activities of the Multiagency Coordination (MAC) Group.

5.4.3 OPERATIONS

Operations is responsible for coordinating and supporting all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's Action Plans (AP).

- 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.

5.4.4 LOGISTICS

Logistics is responsible for providing facilities, services, personnel, equipment and materials in support of the emergency. Unified ordering takes place through the Logistics Section Ordering Managers to ensure controls and accountability over resource requests. As needed, Unit Coordinators are appointed to address the needs for communications, food, medical, supplies, facilities and ground support.

5.4.5 PLANNING / INTELLIGENCE

Planning and Intelligence is responsible for the collection, evaluation and dissemination of operational information related to the incident for the preparation and documentation of the Incident Action Plan (IAP) at the Field Level or the Action Plan (AP) at an EOC.

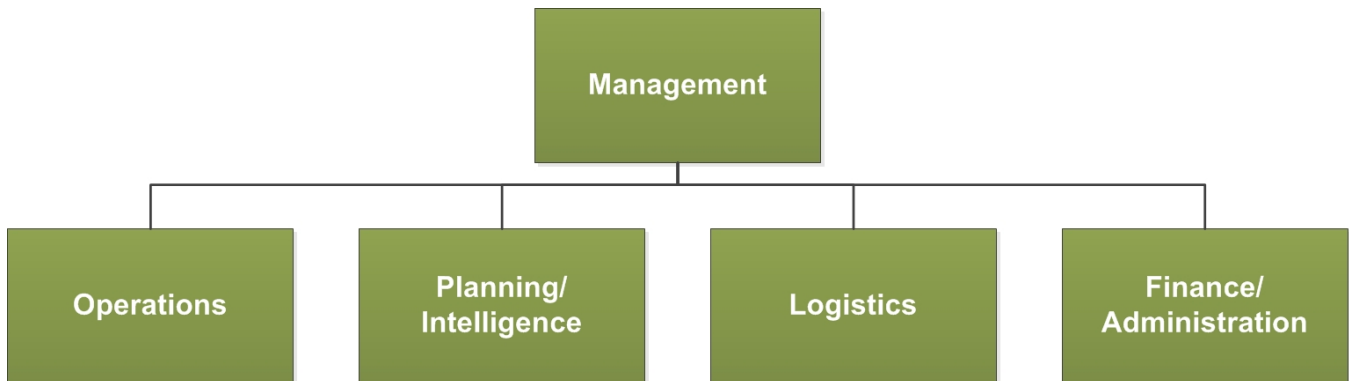
Planning/Intelligence also maintains information for the EOC. As needed, Unit Coordinators are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists and coordinate demobilization.



5.4.6 FINANCE / ADMINISTRATION

Finance and Administration is responsible for all financial and cost analysis aspects of the emergency and for any administrative aspects not handled by the other functions. 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.

5.4.7 CHART: STANDARD ICS STRUCTURE (SEMS FUNCTIONS)



5.5 Emergency Functions

The California State Emergency Plan establishes the California Emergency Functions (CA-EFs), which consist of seventeen primary activities deemed essential to addressing the emergency management needs of communities in all phases of emergency management. The California Emergency Functions were designed to bring together discipline-specific stakeholders at all levels of government to collaborate and function within the four phases of emergency management. The EFs consist of an alliance of agencies, departments and other stakeholders with similar functional responsibilities. This grouping allows each EF to collaboratively mitigate, prepare for, cohesively respond to and effectively recover from an emergency.

5.5.1 TABLE: CALIFORNIA EMERGENCY FUNCTIONS

CA-EF Title		Definition	Lead Agency
1.	Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents; including flood control.	County Public Works Department: Transportation
2.	Communications	Provides resources, support and restoration of government emergency telecommunications, including voice data, and public safety radio.	County Information Services Department
3.	Construction & Engineering	Organizes capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support.	County Public Works Department: Construction & Engineering / Facilities Mgmt./ Land Use Services
4.	Fire & Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural and wildland fires and emergency incident scene rescue activities and provides personnel, equipment and supplies to support local jurisdictions.	County Fire Department: Suppression
5.	Management	Coordinates and resolves issues among the CA-EFs in 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.	County Fire Department: Office of Emergency Services
6.	Care & Shelter	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident including food assistance, clothing, non-medical care and sheltering, family reunification and victim recovery.	County Human Services Department/Office of Emergency Services
7.	Resources	Coordinates plans and activities to locate, procure and pre-position resources to support emergency operations.	County Purchasing Department
8.	Public Health & Medical	Coordinates Public Health and Medical activities and services in support of the jurisdictions' resource needs for preparedness, response, and recovery from emergencies and disasters.	County Public Health Department/ICEMA

9.	Search and Rescue	Supports and coordinates response of personnel and equipment to search for and rescue missing or trapped persons that may involve criminal acts and water rescues.	County Sheriff/Coroner Department
10.	Hazardous Materials	Coordinates resources and supports the responsible agencies 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.	County Fire Department: HazMat
11.	Food & Agriculture	Coordinates activities during emergencies impacting the agriculture and food production industries, specifically farms and ranches; supports the recovery of impacted industries and resources after incidents.	County Agriculture Weights and Measures
12.	Utilities	Provides resources and support to responsible jurisdictions and in partnership with private sector to restore gas, electric, water, wastewater and telecommunications.	County Public Works Department/ County Special Districts
13.	Law Enforcement	Coordinates law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans.	County Sheriff/Coroner Department
14.	Long-Term Recovery	Supports and enables economic recovery from the long-term consequences of extraordinary emergencies and disasters.	County Auditor - Controller
15.	Public Information	Supports the dissemination of accurate, coordinated, timely and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including people with access and functional needs.	CAO Public Information/County Fire Public Information/County Sheriff - Coroner PIO
16.	Evacuation	Supports the safe evacuation of persons, domestic animals and livestock from hazardous areas.	County Sheriff/Coroner Department (Including Transit Agencies and Animal Control)
17.	Volunteer & Donations Management	Supports responsible jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donated resources to support incidents requiring a state response.	County Fire Department: Office of Emergency Services

5.5.2 MATRIX: CALIFORNIA EMERGENCY FUNCTIONS

(P = Primary Function/S = Secondary Function)

California Emergency Functions		County Administrative Office	County Administrative Office: Public Information	County Agriculture Weights and Measures	County Auditor-Controller	County Fire Department: HazMat	County Fire Department: OES	County Fire Department: Public Information Officer	County Fire Department: Suppression	County Human Services Department/OES	County Information Services Department	County Public Health Department/ICEMA	County Public Works Department: Construction & Engineering / Facilities Mgmt./ Land Use Services	County Public Works Department	County Public Works Department: Transportation	County Purchasing Department	County Sheriff/Coroner Department	County Sheriff/Coroner Department: Public Information Officer	County Special Districts
1.	Transportation														P				
2.	Communications										P								
3.	Construction & Engineering												P						
4.	Fire & Rescue							P											
5.	Management	S					P												
6.	Care & Shelter	S					S			P		S							
7.	Resources	S				S	S	S			S	S		S	S	P	S		S
8.	Public Health & Medical											P							
9.	Search & Rescue							S									P		
10.	Hazardous Materials					P		S											
11.	Food & Agriculture			P															
12.	Utilities													P					P
13.	Law Enforcement																P		
14.	Long Term Recovery	S			P		S						S						
15.	Public Information		P				S	P				S		S			S	P	
16.	Evacuation							S									P		
17.	Volunteers & Donations Management						P												



SECTION 6: CONCEPT OF OPERATIONS

6.1 Overview

The emergency response of governmental agencies in San Bernardino County is an extension of day-to-day operations. Emergency operations rely on the normal authority and responsibilities of government, plus police powers that may be invoked by executive authority under specified conditions. Government at all levels must work together effectively, along with the private sector, business and industry, and community based organizations and volunteers in order to meet the challenges posed by a disaster.

The organizational scheme for emergency operations will incorporate requirements of the Standardized Emergency Management System (SEMS), and will be applied via the OA EOC, and the Department/ Special District Operations Centers (DOCs).

SEMS is the system required by Government Code Section 8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels that are activated as necessary: field response, local government, operational area, region and state. NIMS is required by Homeland Security Presidential Directive-5 (HSPD-5) Management of Domestic Incidents.

SEMS incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement, existing mutual aid systems, the operational area concept, and multi-agency or inter-agency coordination. SEMS helps unify all elements of San Bernardino County's emergency management organization into a single integrated system. Its use is mandatory in order to be eligible for state funding of response related personnel costs resulting from a disaster.

ICS is used to organize on scene operations for a broad spectrum of emergencies from small to complex incidents, both natural and manmade. The field response level is where emergency management/response personnel, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. Resources from the Operational Area level, when appropriately deployed, become part of the field ICS as prescribed by the local authority. The OA Agency Representative is assigned from the list of EOC Responders by the OA EOC Manager.

Additional information may be found in California Code of Regulations (CCR), Title 19, Section 2400, and the SEMS Approved Course of Instruction. NIMS information is available through FEMA at FEMA.gov.

San Bernardino County's emergency management organization is comprised of the County of San Bernardino's departments and Board-Governed Special Districts. The San Bernardino County Operational Area (OA) comprises 24 cities and towns, over 160 Special Districts, 37 public school districts, utility organizations and volunteers.



Under SEMS, the OA means an intermediate level of the state’s emergency services organization that encompasses the County and all political subdivisions located within the geographical boundaries of the County, including Special Districts.

The OA manages information, resources, and priorities among local governments within the OA. It serves as the coordination and communication link between the local government level and regional level of state government.

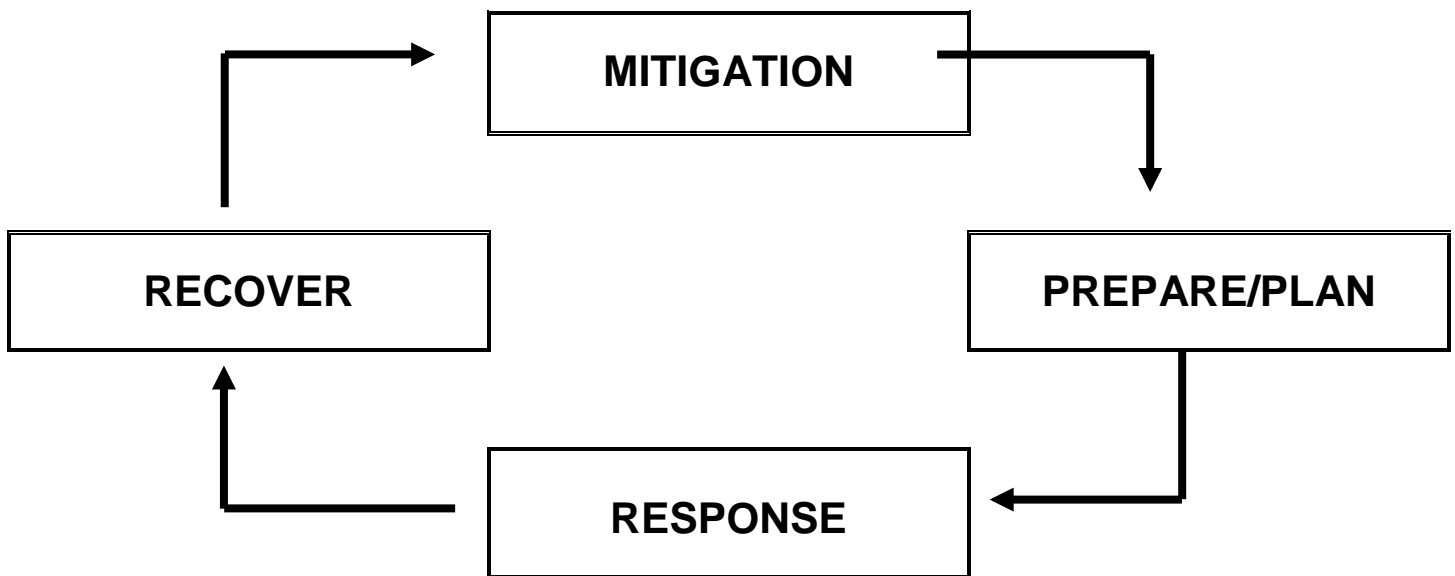
It is important to note, that while an OA always encompasses the entire County area, it does not necessarily mean that the County government manages and coordinates the OA response within the County. The governing bodies of the County and the political subdivisions within the County develop the organization, structure, and operating procedures for the OA.

In San Bernardino County, even though the County acts as lead agency, OA management and coordination are shared via operation of a mutual aid system. OA representation via the cities/towns will channel requests to the OA. County OES provides staff to coordinate and staff the County OA EOC. This ensures that information, resources, and priorities represent consensus and shared responsibilities.

6.2 Emergency Management Phases

Emergency management can be categorized into a series of phases. Each phase is unique and will cause the initiation of a response level consistent with it.

6.2.1 CHART: DISASTER CYCLE





6.2.2 PREPAREDNESS / PLANNING PHASE

Day-to-day

The preparedness phase involves activities undertaken in advance of an emergency. These activities develop operational capabilities and improve effective response to disasters. Disaster plans are developed and revised to guide disaster response and increase available resources. Planning activities include developing hazard analysis, writing mutual aid agreements, training response personnel, and improving public information and communications systems.

These preparedness activities are part of the implementation of the County Operational Area plan, as well as related plans and procedures, which are in effect at all times to provide authorization to accomplish these essential preparedness activities.

Increased Readiness

As a crisis begins to develop, government takes action to increase its readiness. Actions taken during the buildup of a crisis situation are designed to increase an organization's ability to respond effectively to a disaster. Increased readiness actions include briefing government officials, reviewing plans, preparing information for release to the public, updating resource lists, and testing warning and communications systems. Events that may trigger increased readiness are:

- Issuance of a credible long-term earthquake prediction;
- A flood or severe winter storm advisory;
- Conditions conducive to wildfires, such as the combination of high heat, strong winds, and low humidity;
- Wind surge;
- An expansive hazardous materials incident;
- An outbreak of disease activity;
- A rapidly-deteriorating International situation that could lead to an attack upon the United States; or
- Information or circumstances indicating the potential for acts of violence, terrorism, or civil unrest.

6.2.3 RESPONSE PHASE

Pre-Impact

When emergency management authorities are able to recognize the approach of a potential disaster, actions are taken to save lives and protect property. The response phase is activated to coordinate emergency response activities. During this phase,



warning systems may be activated, resources may be mobilized, EOCs may be activated, and evacuations may begin.

Immediate Impact

During this phase, emphasis is placed on saving lives, controlling the situation, and minimizing the effects of the disaster. Immediate response actions are accomplished within the affected area by government agencies (including mutual aid) and segments of the private sector. During this phase, Incident Command Posts (ICPs) and EOCs may be activated, and emergency instructions may be issued to the public. Some examples of initial response activities include:

- Brief the CAO and key officials or employees on the situation;
- Disseminate warnings, emergency public information, and instructions to the cities/towns and citizens of San Bernardino County;
- Conduct evacuations and/or rescue operations;
- Care for displaced persons and treat the injured;
- Conduct initial damage assessments and surveys;
- Assess the need for mutual aid assistance;
- Restrict movement of traffic and people;
- Establish Unified Command(s);
- Coordinate with state and federal agencies working in the field; and
- Develop and implement incident Action Plans.

Sustained

As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Zone or Countywide mutual aid may be provided to assist with these efforts. Response support facilities may also be established. The incident's resource requirements continually change to meet the needs of the incident. Examples of sustained response activities include:

- Preparation of detailed damage assessments;
- Operation of mass care and shelter facilities;
- Conduct coroner operations;
- Procure required resources to sustain operations;
- Document situation status;
- Protect, control, and allocate resources;
- Restore vital utility services;



- Document expenditures;
- Develop and implement Action Plans for extended operations;
- Disseminate emergency public information;
- Declare a local emergency;
- Request a gubernatorial and federal declaration, if required;
- Prioritized resource allocations; and
- Inter/multiagency coordination.

6.2.4 RECOVERY PHASE

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery is comprised of steps the County will take during and after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communications, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Recovery also includes cost recovery activities.

The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase of reassessing procedures and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

6.2.5 MITIGATION PHASE

Mitigation planning includes a review of ways to avert future emergencies and reduce the impact of future disasters. Specific hazard mitigation plans are prepared subsequent to a federally declared disaster. They reflect the current risk analysis and mitigation priorities specific to the declared disaster. Mitigation efforts include, but are not limited to:

- Amend local ordinances and statues, such as zoning ordinances, building codes, and other enforcement codes;
- Initiate structural retrofitting measures;
- Assess tax levies or abatements;
- Emphasize public education and awareness;
- Undertake flood control project;



- Remove fuel in areas having a high potential for wildfires; and
- Assess and alter land use planning.

6.3 Emergency Proclamations

6.3.1 OVERVIEW

To those directly affected, every disaster is catastrophic and merits a “proclamation” of an emergency. There are, however, a variety of governmental disaster proclamations/declarations that may be issued independently of one another. Sometimes mayors, County executives, or governors issue formal declarations that may or may not involve special emergency powers (for the issuing government) or be eligible for special assistance funds. The California Emergency Services Act provides for three types of emergency proclamations in California:

- Local Emergency Proclamation
- Governor’s Proclamation of State of Emergency
- State of War Emergency

Emergency proclamations expand the emergency powers and authorities of the state and its political subdivisions. They also provide a mechanism for unaffected jurisdictions to provide resources and assistance to the affected jurisdictions. Although emergency proclamations facilitate the flow of resources and support to the affected jurisdictions and local government, they are not a prerequisite for rendering mutual aid and assistance under existing agreements or requesting assistance from the American Red Cross (ARC). During a state of emergency or state of war emergency, the Governor has complete authority over all agencies of state government.

6.3.2 LOCAL EMERGENCY PROCLAMATION

The local governing body or a duly authorized local official may proclaim a local emergency, as described in the California Emergency Services Act and as provided in its local emergency ordinance. Proclamations are normally made when conditions of disaster or of extreme peril to the safety of persons and property exist within the jurisdictional limits of a County, city and County, or city. A local emergency may be proclaimed when conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage that requires extraordinary measures beyond authority vested in the California Public Utilities Commission (PUC).

Local proclamations may authorize additional emergency powers to local officials per local ordinance. A Local Emergency provides local governing bodies with expanded emergency police powers and authorities, which include:



- Authorization to promulgate and suspend local orders and regulations necessary to provide for the protection of life and property.
- Authority to acquire or commandeer supplies and equipment for public use.
- Power to conduct and perform emergency response activities under emergency conditions with broadened immunities from legal liability for performance or failure of performance.

As provided in the San Bernardino County Code, a local emergency may be proclaimed for good and sufficient causes by:

- The Board of Supervisors acting as a body if the Board is in session; or, if the Board is not in session,
- The Director of Emergency Services/Chief Administrative Officer and;
- Whenever a local emergency is proclaimed when the Board of Supervisors is not in session, the Board shall take action to ratify the proclamation within seven (7) days.

The proclamation of a local emergency provides confirmation of the disaster condition and may trigger activation of the jurisdiction's recovery and reconstruction organization. This organization will most likely be separate from the emergency organization dedicated to response and rise into being as the response organization begins demobilization. Such an organization is authorized via the Disaster Recovery Reconstruction Act of 1986 and may have powers parallel to those of a community redevelopment agency, except that the reconstruction authority would be authorized to operate beyond the confines of designated redevelopment areas and would have financing sources other than tax increment sources.

6.3.3 STATE OF EMERGENCY

A disaster may be of such magnitude that it requires extraordinary action by the state in order to protect the lives, property, and environment of its citizens. The Emergency Services Act allows the Governor to proclaim a state of emergency when conditions of disaster have risen or of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation, governor's warning of an earthquake or volcanic prediction, an earthquake, or other conditions resulting from a labor controversy or conditions causing a 'state of war emergency' which conditions, by reasons of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single County, city and County, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission.



When the situation warrants, the County's Board of Supervisors may petition the Governor to proclaim a State of Emergency including San Bernardino County.

This petition must include:

- A resolution requesting the Governor to proclaim a State of Emergency.
- RIMS Initial Damage Estimate (IDE) Report data depicting the conditions existing within the OA.
- A summary of County Operational Area resources committed to the mitigation of the effects of the current disaster including dollars, manpower, equipment, facilities, etc.
- In the event that the Board believes the situation is of such a serious nature that Federal assistance is required, the Governor should be petitioned to request a declaration of Federal Emergency from the President of the United States.

Whenever the Governor declares a State of Emergency the following will apply:

- Mutual aid shall be rendered as needed;
- The Governor shall have the right to exercise all police powers vested in the State by the Constitution and the laws of the State of California within the designated area;
- The Governor may suspend 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 media) in carrying out the responsibilities of his office; and
- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary.

Provided that the State of Emergency proclaimed by the Governor does not cause a Presidential Declaration of a State of Emergency or State of War, a local OA has other options for short-term recovery and include such programs as:

- The California Natural Disaster Assistance Act, and
- The Corps of Engineers Emergency Authorities, including those for flood fighting, authorized under the provisions of Public Law 84-99, Flood and Coastal Storm Emergencies (33 U.S.C. 701n) (69 Stat. 186) as amended.

The Natural Disaster Assistance Act is the Act linked to SEMS, which authorizes reimbursement of personnel-related disaster expenses. It does not supplant federal assistance otherwise available in the absence of state financial relief.



Public Law 84-99 (Flood Fighting) gives authority to the U.S. Army Corps of Engineers to prevent and control floods, and when local interests have exhausted their resources, provide assistance as appropriate. It is not always necessary to proclaim a Local Emergency prior to requesting assistance in flood fighting from the Corps. Requests for Corps assistance are to be coordinated by the County's Public Works Group, and processed through County OES to the State's Regional Emergency Operations Center (REOC) at Los Alamitos.

6.3.4 STATE OF WAR EMERGENCY

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



6.3.5 SAMPLE: COUNTY DECLARATION

COUNTY OF SAN BERNARDINO
STATE OF CALIFORNIA
PROCLAMATION OF EXISTENCE OF A LOCAL EMERGENCY
(By Director of Emergency Services)

WHEREAS, California Government Code section 8630 and San Bernardino County Code section 21.0101 et seq. empower the Chairman of the Board of Supervisors to proclaim the existence or threatened existence of a local emergency when San Bernardino County is affected or likely to be affected by a public calamity and the Board of Supervisors is not in session; and

WHEREAS, the Chairman of the Board of Supervisors of the County of San Bernardino does hereby find:

WHEREAS, _____; and

WHEREAS, _____; and

WHEREAS, _____; and

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

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

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

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

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

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

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

Dated: _____

Time of Signing: _____

Director of Emergency Services,
County of San Bernardino and
Chairman of the Board of Supervisors



6.4 EOC Responder Database

6.4.1 OVERVIEW

In order to ensure that San Bernardino County can sustain EOC operations for any type/length of activation, OES has implemented an annual *EOC Responder* training program, which includes ICS training, SEMS training, EOC Section specific training, and Web EOC orientation. Upon completion of the EOC Responder training, personnel are added to a confidential/limited access *EOC Responder Database* and *Department Roster* to be utilized for EOC responder call-outs. The database is comprised of contact information (3 deep) from County Department/Division personnel and personnel from other governmental, utilities and non-profit agencies that have been designated as EOC Responders for their respective department/division or agency. Additionally, the EOC Responder Contact Information Form contains training information, staffing availability and EOC assignments.

On an annual basis, OES requests that all existing EOC Responders verify their contact information and that each department/division/agency update their Department Roster as appropriate. If any gap and/or changes in personnel are identified, replacement responders are identified and the process is repeated. It is important all employees and supervisors are aware of their position, especially in the case of assignment changes.

6.4.2 NOTIFICATION / MOBILIZATION

In the event of an emergency or disaster requiring activation of the EOC or an impending activation, the *EOC Responder Database* and/or *Department Roster* may be accessed for EOC Responder notifications. The database may be used by Logistics Section personnel (or EOC personnel as designed by the EOC Director) when the EOC Director requests an enhanced staffing level at the EOC. Upon activation of the EOC, each functional coordinator assesses the need for one or more EFs to support their emergency response and recovery activities. Each EF mobilizes according to its functional annex.

Emergency notification and mobilization is based upon regular position assignment, not individuals. These assignments may be changed as an incident develops, or as needs are assessed. Emergency assignments allow employees to know when to respond during disaster operations and minimize the amount of phone calls necessary. This system does not affect the handling of smaller, local emergencies. These will be handled by on-duty units, mutual aid, and/or limited call-out of off-duty officers.

San Bernardino County Con Fire is the 24-hour point of contact for warnings and emergency notification of County personnel. However, initial contact may come through various other internal/external communications channels. Trained County personnel/EOC responders will be notified and fill the EOC section positions as needed.



6.4.3 OPERATIONAL PERIOD / INCIDENT ACTION PLANNING

FEMA defines an Operational Period as, “*the period of time scheduled for executing a given set of operational actions as specified in the IAP. The length of the operational period is typically 12 to 24 hours at the beginning of an incident requiring extensive response efforts, and are subsequently reviewed and adjusted throughout the life cycle of the incident as operations require.*”

Typically during Operational Area EOC activations, the operational period may be a 12 hour shift for EOC responders however, the initial operational period may vary from less than 12 hours, or may exceed 12 hours depending on the severity of the incident and the availability of EOC responders.

Although many important tasks are accomplished during this initial period, efforts focus primarily on situational awareness and establishing initial incident priorities. Gaining an understanding of the situation includes gathering, recording, analyzing, and displaying information regarding the scale, scope, complexity, and potential incident impacts.

Comprehensive situational awareness is essential in order to develop and implement an effective Incident Action Plan (IAP – Field Level) or Event Action Plan (EAP – EOC Level), a written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period. Incident objectives answer the question of what must be accomplished during the operational period. The IAP is a set of activities, repeated each operational period, that provides a consistent rhythm and structure to incident management.

6.4.4 SHIFT CHANGE

Before the initial operational period concludes and it has been determined that the incident requires multiple operational periods, shifts will be changed at the designated intervals until deactivation. Shift changes should allow for one-half-hour overlap to brief incoming personnel and would generally be scheduled one hour later than field personnel to stagger personnel during a shift change.

6.4.5 DEACTIVATION

Deactivation is called by the EOC Director.



6.5 Standardized Emergency Management System (SEMS)

Organization / Coordination Levels

There are five SEMS organization levels:

1. **Field Level:** where emergency response personnel and resources, under the command of responsible officials, carry out tactical decisions and activities in direct response to an incident or threat.
2. **Local Government Level:** includes Cities/Towns, Counties and Special Districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their Emergency Operations Center (EOC) is activated or a local emergency is declared or proclaimed in order to be eligible for state reimbursement of response-related costs.
3. **Operational Area (OA) Level:** the intermediate level of the state's emergency management organization which encompasses a County's boundaries and all political subdivisions located within that County, including Special Districts. The OA facilitates and/or coordinates information, resources and decisions regarding priorities among local governments within the OA. The OA serves as the coordination and communication link between the Local Government Level and Regional Level. State, federal and tribal jurisdictions in the OA may have statutory authorities for response similar to that at the local level.
4. **Regional Level:** manages and coordinates information and resources among OAs within the mutual aid region and also between the OA and the state level. The Regional Level also coordinates overall state agency support for emergency response activities within the region. California is divided into three California Governor's Office of Emergency Services (CalOES) Administrative Regions – Inland, Coastal and Southern – which are further divided into six mutual aid regions. The Regional Level operates out of the Regional Emergency Operations Center (REOC).
5. **State Level:** prioritizes tasks and coordinates state resources in response to the requests from the Regional level and coordinates mutual aid among the mutual aid regions and between the Regional Level and State Level. The state level also serves as the coordination and communication link between the state and the federal emergency response system. The state level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate compacts/agreements and coordinates with the Federal Emergency Management Agency (FEMA) when federal assistance is requested. The state level operates out of the State Operations Center (SOC).



6.5.1 MULTI-AGENCY OR INTER-AGENCY COORDINATION

Multi-agency or inter-agency coordination is important for:

- Establishing priorities for response;
- Allocating critical resources;
- Developing strategies for handling multi-agency response problems;
- Sharing information; and
- Facilitating communications.

6.5.2 COORDINATION WITH SPECIAL DISTRICTS

Special Districts are formed under various laws that provide the necessary authority to operate. Special Districts often have unique resources, capabilities, and vulnerabilities. Coordination and communications with the EOC should be established among Special Districts who are involved in emergency response. This may be accomplished in various ways depending on the local situation. Special Districts will work with the local government in their service areas to determine how best to establish coordination and communications in an emergency. If possible, the Special District will have a liaison representative at the County EOC and direct communications should be established between the Special District DOC and the County EOC.

6.5.3 COORDINATION WITH PRIVATE / NON-PROFIT AGENCIES AND VOLUNTEER GROUPS

San Bernardino County recognizes the valuable assistance and resources provided by non-governmental private sector partnerships and the importance of organizations that perform voluntary services in the community. As a result, the County continues to cultivate relationships with private/non-profit agencies and has established an extensive trained volunteer base to support emergency response operations within the County.

The County EOC will generally be the coordination point for private/non-profit agencies and volunteer groups for deployment to support emergency response activities. Private/non-profit agencies or volunteer groups that play a key role(s) in the response may have representative(s) in the EOC. Private/non-profit agencies and volunteer groups that have countywide response roles and cannot respond to numerous city EOCs may be represented at the OA level.

During an emergency, the County EOC may establish communication with private/non-profit agencies and volunteer groups through an agency representative, volunteer coordinator, or authorized personnel. Coordination, activation, and deployment of these members may be incident driven and will follow the appropriate organization response guidelines that have been established for the specific private/non-profit agency or volunteer group.



The following volunteer programs are managed and/or supported by OES and may be activated to provide support to the OA during EOC activations, Shelter/SHOC activations, and/or other jurisdictional specific incidents:

Community Emergency Response Teams (CERT)

The Community Emergency Response Team (CERT) Program educates people about disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue and disaster medical operations. Using their training, CERT members can assist others in their neighborhood or workplace following an event and can take a more active role in preparing their community. CERT members may be activated as follows:

- In unincorporated communities that support a Community Emergency Response Team (CERT) Program, a CERT may be activated by contacting the assigned local CERT Fire Liaison, a Battalion Chief or higher ranking Officer, or the San Bernardino County Fire Department Office of Emergency Services per the ***San Bernardino County Fire Ops Directive #3121***.
- In cities/towns that support a CERT Program, the local Emergency Manager should be contacted for details regarding the activation of that jurisdiction's CERT.

Community Organizations Active in Disaster (COAD)/San Bernardino County Voluntary Organizations Active in Disaster (SBCVOAD)

Community Organizations Active in Disaster (COAD) is an organization, based within a community or geographic area, which is composed of representatives from public, private, non-profit and faith-based agencies, community groups, and businesses. Their mission is to strengthen area-wide disaster coordination and enhance the community's ability to prepare, respond, recover and mitigate.

Due to the geographic size of the County, the San Bernardino County Voluntary Organizations Active in Disaster (SBCVOAD) is comprised of six regional COADs:

- Big Bear Valley
- East End
- High Desert
- Morongo Basin
- Rim Communities
- West End

Having the six regional COADs ultimately strengthens the resources available countywide. Each COAD works in coordination with OES and local emergency management. COADs also work in collaboration with the SBCVOAD.



Disaster Corps

Disaster Corps volunteers are set aside from regular CERT/ECS volunteers by having the ability to be deployed throughout other areas of San Bernardino County and partner Disaster Corps Counties. Disaster Corps members are required to complete training beyond the basic CERT and/or ECS standards. This specialized training includes: SEMS, NIMS, First Aid, and CPR training. There may be additional training opportunities not offered to the CERT/ECS volunteers. Disaster Corps volunteers may be activated as follows:

- By the San Bernardino County Fire Department Office of Emergency Services to support incidents in or out of the County in Coordination with Cal Volunteers.

Emergency Communication Services (ECS)

Emergency Communications Service (ECS) volunteers hold an FCC issued HAM Radio license. These members volunteer their time to provide Auxiliary Emergency Communications for the County and affiliated Cities within the San Bernardino County Operational Area. The ECS mission is to provide support for any possible need relative to communications in an emergency.

The ECS unit of OES provides a variety of professional non paid skills, including emergency tactical, administrative and logistical communications for all government agencies between the County and City Governments and neighboring State Agencies. This includes operations on all authorized equipment and frequencies when needed. ECS volunteers may be activated according to the existing ECS Activation ConOps guidelines and/or per the ***San Bernardino County Fire Ops Directive #3120***:

- **Activation by County OES:** OES personnel notify ECS Chief Radio Officer (CRO) or ECS County Duty Officer (CDO) of intent to activate ECS for incident. The CRO is the regular ECS Duty Officer, should they be unavailable call the next person down.
- **Activation by County Communications Center (Comm Center) or Chief Officers:** County Comm Center notifies ECS CRO or ECS County Duty Officer (CDO) of intent to activate ECS for an incident at the request of a County Fire Department BC or above.

Spontaneous Unaffiliated Volunteers (SUV) and Emergency Volunteer Center (EVC)

A widely recognized need existing in San Bernardino County immediately following a disaster or incident is the successful management of Spontaneous Unaffiliated Volunteers (SUV) who respond to an incident with the intent on helping. It becomes essential to direct the outpouring of human resources to where it's most needed as quickly as possible to mitigate potential chaos and to give people an opportunity to be involved in the recovery of their own community.

The County's Emergency Volunteer Center (EVC) model will operate within the framework set by SBCVOAD and OES to carry out its function. Specifically, this model proposes a



collaborative approach, wherein Inland Empire United Way's HandsOn Inland Empire (HOIE) will serve as the Lead Coordinating Organization that will rely on Regional EVC Partners located within each county COAD geographic region, to be responsible for the operation of a full functioning EVC.

6.6 Incident Command System (ICS)

The Incident Command System (ICS) is a nationally recognized on-scene emergency management system 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 uses a common organizational structure to effectively accomplish management of the incident by objectives.

The **five functions** of the ICS organization are command, operations, planning, logistics, and finance:

Command

Responsible for directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. It includes the incident commander (IC) who is responsible for the overall management of the incident. The command function also includes the Information Officer, Liaison Officer, and Safety Officer.

Operations

Responsible for the coordinated tactical response of all field operations directly applicable to or in support of the mission(s) in accordance with the Incident Action Plan (IAP). Operations develop the operations portion of the IAP, requests resources to support tactical operations, maintain close communication with the Incident Commander, and ensure safer tactical operations. The operations function includes branches, divisions, groups, and air operations personnel.

Planning

Responsible for the collection, evaluation, documentation, and use of information about the development of the incident. The planning function includes the resource unit, situation unit, documentation unit, and demobilization unit.

Logistics

Responsible for providing facilities, services, personnel, equipment, and tracking the status of resources and materials in support of the incident. The logistics function includes the supply unit, facilities unit, ground support unit, communications unit, food unit, and medical unit.

Finance

Responsible for all financial and cost analysis aspects of the incident, and/or any administrative aspects not handled by the other functions. The finance function includes the time unit, procurement unit, compensation/claims unit, and the cost unit.



6.6.1 PRINCIPLES OF ICS

The system's organizational structure adapts to any emergency or incident to which emergency response agencies would expect to respond. Components of ICS are:

- Common terminology;
- Modular organization;
- Unified command structure;
- Consolidated action plans;
- Manageable span-of-control;
- Pre-designed incident facilities;
- Comprehensive resource management; and
- Integrated communications.

Common titles for organizational functions, resources, and facilities within ICS are utilized. The organizational structure is developed based upon the type and size of an incident. Staff builds from the top down as the incident grows, with responsibility and performance placed initially with the Incident Commander (IC). At all incidents there will be five functions. Initially, the IC may be performing all five functions. Then, as the incident grows, each function may be established as a section with several units under each section.

6.6.2 UNIFIED COMMAND

Unified command structure is a unified team effort that allows all agencies with responsibility for the incident to manage an incident by establishing a common set of incident objectives and strategies.

In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, County, regional, State, and Federal agencies into the same organizational system, maximizing coordination of response activities and avoiding duplication of efforts. A structure called Unified Command (UC) allows the IC position to be shared among several agencies and organizations that maintain jurisdiction. UC members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

In a large incident involving multiple jurisdictions and/or regional, State, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional persons are not required, the IC will directly manage all aspects of the incident organization.



SECTION 7: EMERGENCY OPERATIONS CENTER (EOC)

7.1 Overview

The San Bernardino County Emergency Operations Center (EOC) is a centralized location for decision making regarding the Operational Area's emergency response. The EOC is where the emergency response actions can be managed and resource allocations and responses can be tracked and coordinated with the field, cities/towns, and the State. The County's Emergency Services Manager is responsible for the operational readiness of the EOC.

When an emergency or disaster occurs, or has the potential to occur, the County will activate the EOC. Under SEMS, and expanded by the San Bernardino County OA, any one City/Town that activates its EOC for an emergency will trigger an OA EOC activation. In turn, this activates the State OES Region and State Operations Center.

The EOC will organize according to the SEMS functions of Management, Operations, Planning/Intelligence, Logistics and Finance/Administration and will activate those functions necessary for the emergency. The five (5) SEMS EOC functions are shown below:

1. Management Section Activities and Responsibilities:

- a. Overall EOC Management
- b. Facilitation of Multiagency Coordination System (MACS) and MAC Groups
- c. Public Information Coordination and Joint Information Center (JIC) Management
- d. Provision for Public Safety and Risk Communications and Policy

2. Operations Section Activities and Responsibilities:

- a. Transportation
- b. Construction and Engineering
- c. Fire and Rescue
- d. Care and Shelter
- e. Resources
- f. Public Health and Medical
- g. Hazardous Materials
- h. Utilities
- i. Law Enforcement
- j. Long-Term Recovery
- k. Evacuation



- I. Volunteer and Donations Management
- m. Others as Needed

3. Planning/Intelligence Section Activities and Responsibilities:

- a. Situation Status
- b. Resource Status
- c. Situation Analysis
- d. Information Display
- e. Documentation
- f. Advance Planning
- g. Technical Services
- h. Action Planning
- i. Demobilization

4. Logistics Section Activities and Responsibilities:

- a. Field Incident Support
- b. Communications Support
- c. Transportation Support
- d. Personnel
- e. Supply and Procurement
- f. Resource Tracking
- g. Sanitation Services
- h. Computer Support

5. Finance/Administration Activities and Responsibilities:

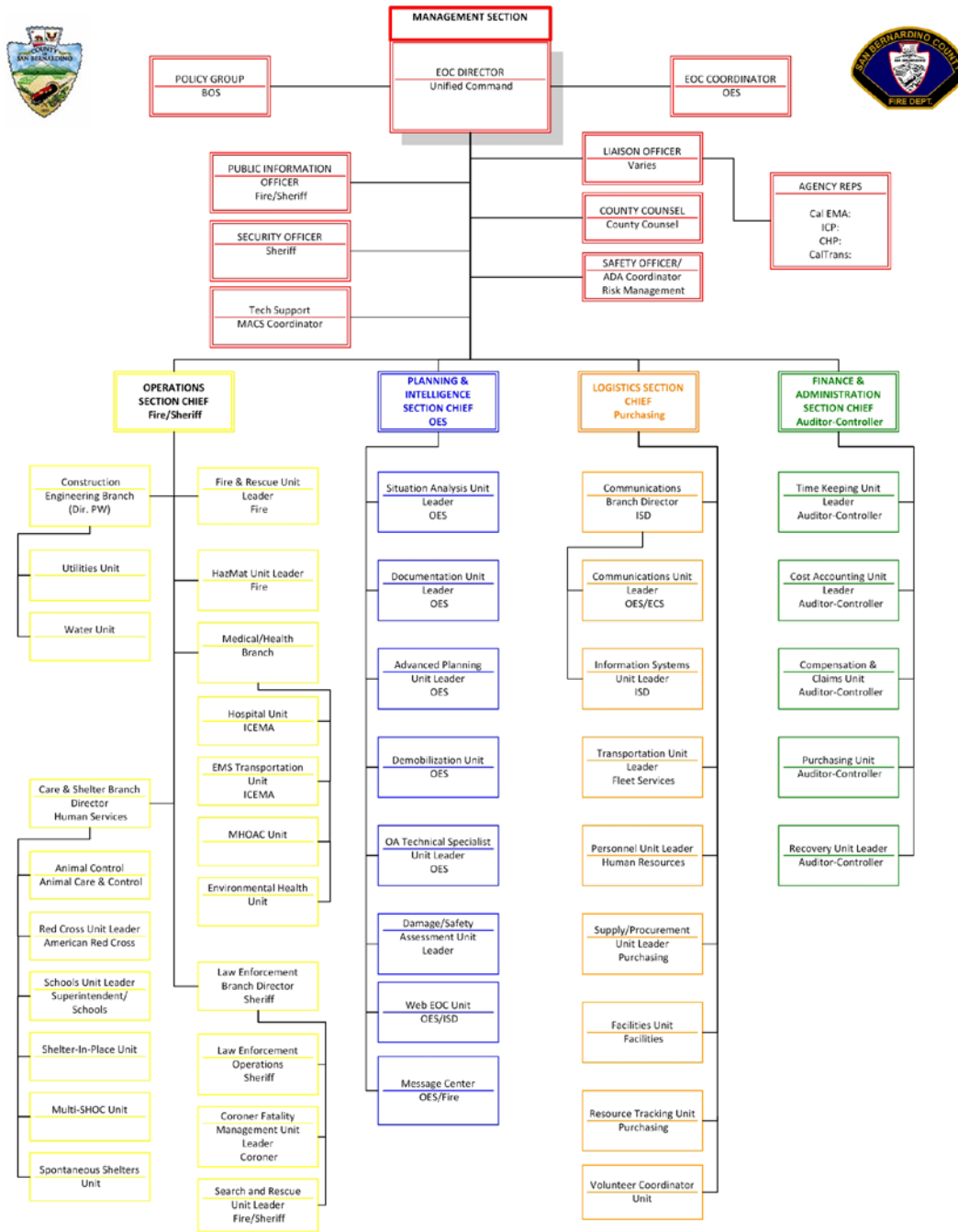
- a. Fiscal Management
- b. Time-Keeping
- c. Purchasing
- d. Compensation and Claims
- e. Cost Recovery
- f. Travel Request, Forms, and Claims



SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

Section 7:
Emergency Operations
Center

7.1.1 CHART: SAN BERNARDINO COUNTY EOC ORGANIZATION



INCIDENT NAME:

START DATE/TIME:

TODAY'S DATE:

OPERATIONAL PERIOD:

INCIDENT UNIFIED COMMAND:



7.2 Special Districts, Private, and Non-Profit Agencies

Depending on the size and kind of incident, involvement from Special Districts, utilities, volunteer organizations and/or private organizations may be necessary in the County's EOC. During EOC activations, these agencies respond to County-focused emergencies and will coordinate and communicate directly with staff in the EOC. Ideally, the agency will provide a representative to the EOC and will serve in the Management Section to better facilitate coordination.

7.3 Primary and Alternate Emergency Operations Centers

As a place, the OA EOC differs greatly from one organization to another, but the functions are much less variable. The OA EOC is responsible not only for assembling and directing local government response but also for communicating with all other levels of government, with the private sector, and the public (both the public at large and the public at risk).

According to SEMS, the OA EOC is structured to fulfill an organization standard, which includes the functions of management, finance and administration, logistics, operations, and planning/intelligence. Although each of the SEMS functions is necessary, coordination, communications, and intelligence are critical. Communications is viewed as central, with coordination running a close second.

Communications issues are important to the County's emergency response capability. These issues include channel capacity, the importance of multiple channels, and the planning for a viable emergency communications system. Communications issues appropriate to this plan are located in the ***San Bernardino County Tactical Interoperability Communications Plan (TICP)***.

Primary OA EOC Location

OA EOC
1743 Miro Way
Rialto, CA 92376
(909) 356-3998

Alternate EOCs Listed By Priority:

County Fire Training Center
San Bernardino International Airport
2824 East "W" Street, Building 302
San Bernardino, CA 92408

High Desert Government Center
15900 Smoke Tree St.
Hesperia, CA 92345



The County's Mobile Communications Unit(s) will jointly activate with the OA EOC when such activation is at Level II or higher. Specific policies and procedures regarding deployment of this communications resource are contained in the ***San Bernardino County Tactical Interoperable Communications Plan (TICP)***.

7.4 Activation Levels and Deactivation of Emergency Operations Center

7.4.1 EVENT / INCIDENT MONITORING

“Monitoring” refers to the staffing of an EOC facility to carry out duties related to a training exercise, a pre-planned event, or minor incident that would not require the Operational Area, State Region and State Emergency Operations Centers to activate in support.

The City/Town may bring responders into the EOC to assist in monitoring an event that has the potential to escalate to the point that activation is necessary.

San Bernardino County OES supports the Operational Area (OA) with a Duty Officer that is on call 24 hours per day (24/7) and is always interested in such “monitoring” events. Under any circumstances, County OES must be notified if and when the EOC is formally activated. Examples: Parades, holiday activities, sports events, political events, concerts, minor fire/hazmat, and winter storm incidents, etc.

Listed below are the recommended three Levels of Activation. Establishing Levels of Activation facilitates the implementation of an appropriate emergency response. Levels of Activation ensure that assets are committed in phases according to the specific requirements of any threat or hazard. Increasing and decreasing EOC staffing is a principle of SEMS and its incorporation of ICS as modified in the EOC environment.

7.4.2 LEVEL I EOC ACTIVATION

Level I is often referred to as “Low-level Activation.” The EOC is staffed with the daily operating staff members of OES, who carry out additional duties in support of activation. Department Operations Centers (DOCs) may also be activated.

Level I may prompt the minimum staffing of the EOC with an Emergency Manager, a Public Information Officer (PIO), a Duty Officer, an Emergency Communications Services (ECS) Officer and a few EOC responders to specifically fill designated EOC sections (Management, Operations, Planning/Intelligence, Logistics, and/or Finance/Administration). Per SEMS and ICS principles, if Section positions are not filled, the EOC Director/Manager is responsible for all sections. Section Coordinators and a situation assessment activity in the Planning and Intelligence Section may be included in this level, etc. These additional duties often include communication, coordination, monitoring, receiving, and distributing information pertaining to the emergency or disaster. After hours, a **Level I** EOC Activation is usually staffed by the on-call County OES Duty Officer.



Example: To support the activation of a City/Town EOC within the Operational Area for an event such as flooding or for imminent threat condition such as fire, etc.

7.4.3 LEVEL II EOC ACTIVATION

Moving to **Level II** means that **Level I** staffing has been deemed insufficient to meet the needs of the incident and additional positions need to be filled in the EOC.

Level II is often referred to as “Medium-level Activation.” The EOC is staffed with the daily operating staff members of County OES who carry out additional duties in support of activation. Additional trained EOC responders are also called in to staff specific functions within the Management, Operations, Planning/Intelligence, Logistics and Finance/Administration per SEMS/NIMS protocols. This may involve staffing the unfilled Section Chief positions and some Branch and Unit positions as needed. The decision to call in additional trained EOC responders is based upon the magnitude of the emergency or disaster as determined by the EOC Director.

Level II activation may necessitate a 24-hour A-shift/B-shift operation. After hours, **Level II** EOC Activation may be staffed by a reduced number of EOC Responders in the EOC or by an on-call County OES Duty Officer. Staffing is at the discretion of the EOC Director as guided by incident activities. County Department Operations Centers (DOCs) may also be activated.

Example: Earthquake with damage, flooding, or isolated to one or two cities/towns or in a remote area.

7.4.4 LEVEL III EOC ACTIVATION

Level III is often referred to as “Full or High-level Activation.” This encompasses the staffing of **Levels I** and **II** along with additional trained EOC Responders to staff most, if not all, of the positions within the Management, Operations, Planning/Intelligence, Logistics and Finance/Administration SEMS Sections. All Sections have Section Chiefs, and most Branches and Units are also staffed.

During a **Level III** Activation, the EOC operates on a 24-hour basis, rotating personnel into the EOC on 12-hour shifts. County Department Operations Centers (DOCs) may also be activated.



7.4.5 CHART: ACTIVATION EVENT EXAMPLES

Listed below are examples and characteristics of potential disastrous events that could occur within the boundaries of San Bernardino County and how the OA EOC will respond.

Event Examples and Characteristics	Threat Assessment	County Response Level	Response
<ul style="list-style-type: none"> • Earthquake Predictions/Advisories • Severe Weather Conditions • Minor localized incidents • Short-term with 4-12 hour period of concern • One City/Town EOC activation 	LOW	I	<ul style="list-style-type: none"> • Initially activate with County OES staff • Increase or reduce staff as appropriate
<ul style="list-style-type: none"> • Moderate Earthquake Affecting OA • Major fire, wind or rain storm affecting county • Two (2) or more large scale incidents involving three (3) or more departments or Cities • Major scheduled event • Longer term incident, two or more shifts 	MEDIUM	II	<ul style="list-style-type: none"> • Activate Level Two EOC staff: • EOC Section Coordinator/ Branch Leaders as appropriate • Liaison Reps as appropriate • Activate Recovery Organization if warranted
<ul style="list-style-type: none"> • Major County or regional emergency • Three (3) or more departments with heavy resource involvement • Mutual aid resources unavailable for 24-hours • Portions of County cutoff/isolated • Significant injury, damage, loss • Long duration; several days to weeks 	HIGH	III	<ul style="list-style-type: none"> • Activate full EOC organization • Brief full EOC organization • Operate 12-hour shifts • Activate Recovery Organization • Request mutual aid via REOC • Demobilize Branches not required



7.4.6 WHO MAY ACTIVATE

The following County Fire Department personnel are authorized to activate the County OA EOC provided that all criteria for EOC activation are met:

- County Fire Chief
- County Assistant Fire Chief
- County Fire/OES Emergency Services Manager, or designee

7.4.7 HOW TO ACTIVATE

An authorized individual activating the EOC must contact:

- The OES Emergency Services Manager or their designee.
- San Bernardino County Fire Department Communication Center.
- Identify yourself and provide callback confirmation telephone number if requested.
- Briefly describe the emergency/disaster situation causing the request.
- Request EOC Responder staffing at a Level I, II, or III.

The EOC Director will follow the activation set up procedures set forth in the ***Management Section of the EOC Standard Operating Procedure (EOC SOG)***.

7.4.8 DEACTIVATION

Deactivation (demobilization) of the EOC will occur upon order of the EOC Director based on incident status. Deactivation may occur through a gradual decrease in staffing or all at once. EOC Responders must follow the deactivation procedures set forth in each Section of the ***EOC Standard Operating Guide (EOC SOG)***.

When de-activation occurs, staff is responsible for:

- Ensuring that any open actions not yet completed will be taken care of after the de-activation.
- Ensuring that all required forms or reports are completed and turned in prior to de-activation.
- Being prepared to submit and/or participate in developing an After Action Report.

7.5 Field / EOC Communications and Coordination

Responsibility for emergency response is based on statutory authority. The emergency response is coordinated under SEMS/ICS, which provides a flexible, adaptable and expandable response organization to address all-hazards of varying magnitude and complexity.



An EOC is activated to support field operations when an emergency requires additional resources, or when requested resources exceed that which is available from within the jurisdiction. Field Incident Commanders and EOCs will establish communications when the EOC is activated. Local government EOCs will establish communications with the Operational Area EOC (OAEOC). The OAEOC will communicate with the Regional Emergency Operations Center (REOC) and the REOC will communicate with the State Operations Center (SOC).

7.6 Field / EOC Direction and Control Interface

7.6.1 COMMAND AND CONTROL

During response to minor or moderate events, jurisdictions may manage the emergency with existing resources and may or may not activate their local EOC. Personnel that are part of a field level emergency response will utilize the Incident Command System (ICS) to manage and direct on-scene operations.

During multiple-incident situations within the County, an Area Command may be established to provide for the ICs at separate locations. Generally, an Area Commander will be assigned and receive policy direction from the EOC.

Another scenario for the EOC/Area Command interaction would be the occurrence of several similar type incidents located in close proximity but in different jurisdictions. A Unified Area Command may be established to oversee Incident Commands operating in general proximity to each other. The Unified Area Command would coordinate with the activated local government EOCs.

7.6.2 COORDINATION WITH THE OPERATIONAL AREA CITIES AND TOWNS

Coordination and communications should be established between activated local government EOCs and the Operational Area (OA). For most of the Cities/Towns, this channel is through the Emergency Services Coordinator or designee by phone, radio, or computer. The Emergency Services Coordinator will notify and communicate with San Bernardino County Fire Office of Emergency Services who serves as the County Operational Area EOC. The OA responsibilities involve coordinating with the city and other organizations to deploy field-level emergency response personnel, activate emergency operations centers, and issue orders to protect the public.

The Multi-Agency Coordination System (MACS) is the decision-making system used by member jurisdictions of the San Bernardino County Operational Area. Agencies and disciplines involved at any level of the SEMS organization work together to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.



7.6.3 MULTI-AGENCY OR INTER-AGENCY COORDINATION (MACS)

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

In the EOC, representatives who are authorized to represent or commit agency resources and funds are brought together to form Multi-Agency Coordination Groups (MACS Groups) that can:

- Commit agency resources and funds,
- Provide coordinated decision making,
- Allocate resources among cooperating agencies,
- Establish priorities among incidents,
- Harmonize agency policies, and
- Provide strategic guidance to support incident management activities.

MACS Groups may include:

- Representatives from the County's departments and agencies;
- Representatives from outside agencies including Special Districts, volunteer agencies, and private organizations;
- Coordination with agencies not represented in the EOC may be accomplished through other methods of communications; and
- Involvement by all departments and agencies in the EOC action planning process is essential for effective emergency management within the County.

7.7 Field Coordination with Department Operations Centers (DOCs) and Emergency Operations Centers (EOCs)

Communication and coordination among SEMS levels is clearly necessary for effective emergency response. In a major emergency, the County's EOC may be activated to coordinate the overall response. Incident Commanders (ICs) in the field may communicate with the Department Operations Centers (DOCs) which in turn will communicate and coordinate with the EOC. Depending on the incident, the ICs may communicate directly with the EOC, usually to their counterpart in the Operations section. When the EOC is directly overseeing the incident command teams, the EOC is operating in a centralized coordination and direction mode.



SECTION 8: MUTUAL AID

8.1 Overview

California's emergency assistance is based on a statewide mutual aid system designed to ensure that adequate support and/or additional resources are provided to a jurisdiction whenever their own resources are overwhelmed or inadequate. The basis for this system is the ***California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)***, which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies to assist each other by providing resources during an emergency. This plan promotes the establishment of emergency assistance agreements between public and private sector agencies at all levels.

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

Formal mutual aid requests will follow specified procedures and are processed through pre-identified mutual aid coordinators. Mutual aid requests will follow discipline-specific chains (i.e. fire, law enforcement, emergency manager, etc.) from one level of government to the next. The mutual aid coordinator receives the mutual aid request and coordinates the provision of resources from within the coordinator's geographic area of responsibility. In the event resources are unavailable at one level of government, the request is forwarded to the next higher level of government to be filled.



8.1.1 MUTUAL AID REGIONS

To facilitate the coordination and flow of mutual aid, the State is divided into **six** Mutual Aid Regions. San Bernardino County is located in region VI.





8.1.2 MUTUAL AID AGREEMENTS

The ***California Disaster and Civil Defense MMAA*** creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the State. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of local jurisdictions to negotiate, coordinate and prepare mutual aid agreements. Mutual aid agreements exist for law enforcement, fire, public works, medical services and emergency managers.

Mutual aid assistance may be provided under one or more of the following plans:

- Law Enforcement Mutual Aid Plan
- Search and Rescue Mutual Aid Plan
- Coroner Mutual Aid Plan
- Urban Search and Rescue Mutual Aid Plan
- Emergency Managers Mutual Aid Plan
- Public Works Mutual Aid Plan
- California Medical Mutual Aid Plan

8.1.3 MUTUAL AID COORDINATION

Formal mutual aid requests will follow an established process for ordering, tracking, mobilizing and demobilizing. Depending on the scale of the emergency, limited resources may need to be rationed or controlled and are processed through pre-identified mutual aid coordinators. Mutual aid requests will follow discipline-specific chains (e.g., fire, law enforcement, emergency manager, etc.) from one level of government to the next. The mutual aid coordinator receives the mutual aid request and coordinates the provision of resources from within the coordinator's geographic area of responsibility. In the event resources are unavailable at one level of government, the request is forwarded to the next higher level of government to be filled.

- **Field Level Requests:** Requests for MMAA resources originate from the Field Level and are managed by the Incident Commander (IC). If the IC is unable to obtain the resource through existing local channels, the request is elevated to the next successive government level until obtained or cancelled.
- **Local Government Request:** Local jurisdictions are responsible for the protection of life and property within the municipal geographic boundaries. The local jurisdiction where the incident occurred should assess its resource inventory and existing local agreements to determine if the requested resource is available. When locally committed resources are exhausted and mutual aid is needed, the local official will request assistance from the OA Mutual Aid Coordinator.



- **Operational Area Requests:** The OA is a composite of its political subdivisions (i.e. municipalities, contract cities, Special Districts and County agencies). The OA Mutual Aid Coordinator assesses the availability of resources within the OA and fulfills the resource request based upon that assessment. In the event resources are unavailable at the OA level, the request is forwarded to the responsible Region Mutual Aid Coordinator to be filled.
- **Region Level Requests:** The state is geographically divided into six Mutual Aid Regions. For Law Enforcement Mutual Aid, Region I is divided into two sub-regions. Each Mutual Aid Region is comprised of multiple Operational Areas and has a Regional Mutual Aid Coordinator. The Region Mutual Aid Coordinator is granted the authority to coordinate the mutual aid response of discipline-specific resources within the Region to support a mutual aid request by a jurisdiction also within the Region. In the event resources are unavailable at the Region level, the request is forwarded to the State Mutual Aid Coordinator to be filled.
- **State Level Requests:** On behalf of the Governor, the Secretary of Cal OES has the responsibility for coordination of state mutual aid resources in support of local jurisdictions during times of emergency. The Secretary will analyze and coordinate the request by forwarding the request to an unaffected REOC or tasking an appropriate state agency to fill the need.

8.1.4 INTERSTATE MUTUAL AID

Mutual aid may also be obtained from other states. California is a member of the interstate Emergency Management Assistance Compact (EMAC), a congressionally ratified organization that provides form, structure and procedures for rendering emergency assistance between states. After a state of emergency declaration, California can request and receive reimbursable assistance through EMAC for other member states quickly and efficiently without issues of liability. The Secretary of Cal OES and the states' EMAC Coordinator are responsible for facilitating requests for assistance pursuant to EMAC.

8.1.5 VOLUNTEER AND PRIVATE MUTUAL AID

A significant component of our mutual aid system is through volunteer and private agencies. These include agencies such as the American Red Cross (ARC) and Salvation Army who mobilize to provide assistance with mass care and sheltering. During these large-scale incidents, these agencies will typically provide a representative to the County EOC.

Many private agencies, churches, non-profits and other organizations offer to provide their assistance during emergencies. If needed, the County may request the agency to provide a liaison to the EOC to help facilitate and coordinate mutual aid.



8.1.6 MUTUAL AID RESOURCE MANAGEMENT

It is the policy of the state that contracts and agreements for emergency response and disaster repair and restoration should be entered into by the lowest level of government. When local resources are exhausted and additional resources are required, resource requests (mission tasking) will follow an established process for ordering, tracking, mobilizing and demobilizing. Depending on the scale of the emergency, limited resources may need to be rationed or controlled.

8.1.7 RESOURCE ORDERING

All resource requests, at each level, must include the following:

- Clearly describe the current situation;
- Describe the requested resources;
- Specify the type or nature of the service the resource(s) will provide;
- Provide delivery location with a common map reference;
- Provide local contact at delivery location with primary and secondary means of contact;
- Provide the name of the requesting agency and/or OA Coordinator contact person;
- Indicate time frame needed and an estimate of duration; and
- Resource request involving personnel and/or equipment with operators will need to indicate if logistical support is required (e.g., food, shelter, fuel and reasonable maintenance).

8.1.8 RESOURCE DIRECTORIES

Each state agency and local government entity should identify sources for materials and supplies internally and externally. The County currently utilizes the following systems for mobilizing/demobilizing, tracking, re-assigning, and accounting for county assets:

- Fire CAD (Computer Aided Dispatch) – Fire Department Resources
- Sheriff CAD (Computer Aided Dispatch) – Law Enforcement/Animal Control Resources

The County is in the process of implementing the Web EOC Resource Manager Database program for the following additional county assets:

- Office of Emergency Services (OES) Resources
- Public Health Resources
- ICEMA (Inland Counties Emergency Medical Agency) Resources



8.1.9 DAILY UPDATES

The requesting agencies are responsible to report to Cal OES the number and status of resources deployed on a mission on a daily basis.

8.1.10 FEDERAL ASSISTANCE

When resources are not available within the state or through existing agreements with other states, California may request assistance from the federal government. Requests for federal assistance during an emergency will be coordinated through the State Operations Center (SOC).



SECTION 9: INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

9.1 Overview

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

To ensure effective intelligence flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate and coordinate intelligence among the affected agencies. The flow of situation reports among the levels of government should occur as:

FIELD LEVEL

Field situation reports should be disseminated to local EOC.

LOCAL EMERGENCY OPERATIONS CENTER (EOC)

Local EOC will summarize reports received from the field, Department Operation Centers (DOCs) and other reporting disciplines, and send to the Operational Area (OA) EOC.

OPERATIONAL AREA EMERGENCY OPERATIONS CENTER (OA EOC)

The OA EOC will summarize reports received from responsible local EOCs, County field units, County DOCs and other reporting disciplines, and forward to the Cal OES Regional Emergency Operations Center (REOC).

REGIONAL EMERGENCY OPERATIONS CENTER (REOC)

The REOC will summarize situation reports received from the OA EOC, state field units, state DOCs and other reporting disciplines, and forward to the State Operations Center (SOC).

STATE OPERATIONS CENTER (SOC)

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

JOINT FIELD OFFICE (JFO)

When the state-federal JFO is activated, the REOC and SOC situation reports will be assimilated into the JFO situation report. The REOC organization may be collocated with the federal organization at the JFO.



9.2 Technology

The use of technology via the world-wide internet has redefined the parameters of emergency management and has enhanced simultaneous record keeping for the County. The utilization of internet web-hosted computer applications, in use in the County, includes the State OES Response Information Management System (RIMS) used by the County EOC and Web EOC. These applications range from simple e-mail capabilities to a dedicated emergency management software application with event reports, situation reports, press releases, pictures, electronic notification systems, map plotting of events, weather maps and real time video/audio conferencing.

9.2.1 RESPONSE INFORMATION MANAGEMENT SYSTEM (RIMS)

California established communications support procedures and systems to provide information links for elements of the California Emergency Organization specifically between the OA, the OES REOC, the State Operations Center (SOC), and other state agencies. A key element of the current system is the Response Information Management System (RIMS). RIMS is a web-based system that provides real time access to Federal, State and Local emergency response agencies throughout California for reporting and data collection. It is SEMS and NIMS compliant.

RIMS reports include standardized Event or Incident Reports, including the need for mutual aid. Other items include Situation Reports, Status Reports, Incident Damage Estimate Reports, Response Plans, Operational Objectives, and After Action Reports.

9.2.2 WEB EOC

San Bernardino County utilizes Web EOC; a crisis information management system for sharing elements of the crisis. This allows the County to have a common operating picture, situational awareness and information coordination throughout the Operational Area (OA) during an emergency. OA EOC responders are able to share real time information with other agencies within the County and cities/towns which allows for a coordinated deployment of resources available to emergency managers.

In addition to RIMS and Web EOC, the OA has other emergency management information systems operational in the EOC. They include the Operational Area Satellite Information System (OASIS), Electronic Digital Information System (EDIS), and Emergency Alert System (EAS). These systems link the county/operational area EOC with each of the cities and towns comprising the OA, County DOCs, State of California Office of Emergency Services, and local radio stations. For additional information, see ***San Bernardino County Web EOC SOG***.



SECTION 10: PUBLIC INFORMATION

10.1 Overview

The purpose of Emergency Function (EF) 15 – Public Information, is to provide accurate, coordinated, timely and accessible information to affected audiences, including governments, media, the private sector, and the local populace including those with access and functional needs. This may be achieved by using accessible means and accessible formats on the incident's cause, size and current situation to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Public information must be coordinated and integrated as part of the Multiagency Coordination System (MACS) across jurisdictions, agencies and organizations among federal, state, tribal and local governments and with the private sector and Non-Government Organizations (NGOs). Public information includes processes, procedures and organizational structures required to gather, verify, coordinate and disseminate information.

The County has a Public Information Officer (PIO) who acts as spokesperson for the County as directed. The PIO directs, plans, organizes and coordinates a public relations and information dissemination program for the County. The San Bernardino County Fire and Sheriff's Departments also have full-time PIOs and teams of PIOs to respond to all emergencies for the dissemination of information.

10.2 Government Responsibility

The media provides the public with hazard warnings, safety instructions, official announcements, notice of emergency regulations, evacuation procedures, directions on getting to medical and mass care facilities, status reports on the condition of lifelines, and damage assessment information. Radio and television stations are required to maintain and test emergency communications equipment.

The Federal Communications Commission (FCC) governs the Emergency Alert System (EAS), and local emergency managers are responsible for getting emergency information to EAS as well as ensuring that the information is translated for non-English speakers and made available to those with visual and hearing disabilities.

Accurate and timely information is critical to saving lives and protecting property in a disaster. Coordination between the media and the EOC and other official communications systems contributes importantly to rumor control and assessments of report validity, and strengthens coordination generally among Local, County, State, and Federal information officials. Coordination with the media can also improve the quality of status reports about response efforts.

Although this Plan addresses public information and media relations in the context of emergency response, the basis for the success of that effort occurs long before the disaster. Public awareness and education prior to any emergency are crucial to



successful public information efforts during and after the emergency. The pre-disaster awareness and education programs must be viewed as equal in importance to all other preparations for emergencies and receive an adequate level of planning.

10.3 Function

The coordination of public information in a disaster will require a high level of coordination between Cities and Towns, Special Districts, private organizations, and the County. For purposes of this Plan, the EOC will provide overall coordination of County and OA public information during a disaster. This coordination will be initiated when there is a Level II activation of the OA EOC. The EOC PIO will perform the public information function under the management component of SEMS.

It will be the responsibility of this public information function to coordinate the collection of information from field, local, and zone locations and formulate an accurate and comprehensive picture of the disaster situation for release to the public. Dissemination of information may occur in the form of press releases, public service announcements, situation summaries, EAS, media interviews and press conferences.

In addition to the functions generally described for the public information function, the political, economic and social impacts of the statements released must be considered. A high level of coordination will need to occur with elected officials to ensure that the message(s) provided the public reflects public policy as it relates to the particular disaster event.

Depending on the type of event, the EOC PIO may perform his or her function from a field location collocated with the Mobile Communications Center, Command Unit, at a Joint Information Center (JIC), or other field support location designated by an Incident Commander. The EOC PIO's primary role is established and maintains positive working relationships with the media in attendance to ensure that the public receives accurate, comprehensive and timely reports of the event.

10.4 Joint Information Center (JIC)

The 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. JICs may be established at the OA EOC, at incident sites, or can be components of Federal, State, tribal, territorial, regional, or local MACS (e.g., MAC Groups or EOCs).

Typically, an incident-specific JIC is established at a single, on-scene location in coordination with Federal, State, and local agencies (depending on the requirements of the incident) or at the national level, if the situation warrants. Informational releases are cleared through IC/UC, the EOC/MAC Group, and/or Federal officials in the case of federally coordinated incidents to ensure consistent messages, avoid release of conflicting information, and prevent negative impact on operations. This formal process for informational releases ensures the protection of incident-sensitive information.



Agencies may issue their own releases related to their policies, procedures, programs, and capabilities; however, these should be coordinated with the incident-specific JIC(s).

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 a complex incident spanning a wide geographic area or multiple jurisdictions. In instances when multiple JICs are activated, information must be coordinated among all appropriate JICs; each JIC must have procedures and protocols to communicate and coordinate effectively with one another. Whenever there are multiple JICs, the final release authority must be the senior command, whether using Unified or Area Command structures. A county JIC may be used when an incident requires County coordination and is expected to be of long duration (e.g., weeks or months) or when the incident affects a large area of the County.

10.5 Public Awareness and Education

The public's response to any emergency is based on an understanding of the nature of the emergency, the potential hazards, the likely response of emergency services, and knowledge of what individuals and groups with and without access and functional needs should do to increase their chances of survival and recovery. Pre-disaster awareness and education programs are viewed as equal in importance to all other preparation for emergencies. The County places a high priority in public disaster education by providing citizens emergency training such as Federal Emergency Management Agency (FEMA) Community Emergency Response Team (CERT) training.

10.5.1 EMERGENCY PUBLIC INFORMATION

During an emergency, the County is responsible for the dissemination of information about the emergency to the public to keep them informed about what has happened, the actions of the emergency response agencies and to summarize the expected outcomes of the emergency actions. The Public Information Officer's (PIO's) primary role is to disseminate emergency instructions and critical information to the media and the public and to provide approved messages that are accessible to all sectors within the access and functional needs population, including those who are deaf, blind, or require messages in a different language.

The County has various systems in place for disseminating warnings and emergency information to the public. The following primary systems may be utilized by the County in an emergency.

10.5.2 EMERGENCY ALERT SYSTEM (EAS)

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



This system uses the facilities and personnel of the broadcast industry on a volunteer basis. EAS is operated by the broadcast industry according to established and approved EAS plans, standard operating guides and within the rules and regulations of the Federal Communications Commission (FCC). FCC rules and regulations require all participating stations with an EAS operating area to broadcast a common program. Each broadcast station volunteers to participate in EAS and agrees to comply with established rules and regulations of the FCC. For additional information, see ***Riverside–San Bernardino County Emergency Alert System FCC EAS Plan.***

10.5.3 TELEPHONE EMERGENCY NOTIFICATION SYSTEM (TENS)

The County acquired the TENS to provide rapid emergency notifications to residents of the County. TENS, also referred to as a Reverse 9-1-1 Public Warning System, is a public warning system that may be used to warn or advise County residents of the potential for fire, flood, or other emergency circumstances in the County.

An emergency may require varied responses, depending on the type of incident, whether it is an act of nature, human caused, or a technical event. The primary purpose of TENS is to improve notification of persons within a geographic area in the event of a **life-threatening** incident or threat. This may include evacuation notices, shelter in place orders, and/or special instructions for an imminent threat.

The TENS system uses a database of phone numbers and addresses which are geocoded with the County's street network to identify phone numbers in a specific area. The notification system can complete both small and large-scale notifications. The system is a notification option for public safety officials to make emergency notifications in a timely manner. For additional information, see ***San Bernardino County Operational Area Telephone Emergency Notification System (TENS) ConOps.***



SECTION 11: ACCESS AND FUNCTIONAL NEEDS

Populations with access and functional needs include those members of the community who may have additional needs before, during and after an incident in functional areas including, but not limited to maintaining health, independence, safety and support, communication, and transportation.

Individuals in need of additional response assistance may include those who:

- Have disabilities;
- Live in institutionalized settings;
- Are elderly;
- Are children;
- Are from diverse cultures;
- Have limited English proficiency or are non-English speaking; or
- Are transportation disadvantaged.

Lessons learned from recent national emergencies concerning people with disabilities and older adults have shown that the existing paradigm of emergency planning, implementation and response must change to meet the needs of these groups during an emergency. These lessons show four areas that are repeatedly identified as most important to people with access and functional needs. Each of the following areas has been addressed in detail under their respective plan:

1. **Communications and Public Information** – Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, or deaf/blind. See: **Section 10.5.2 and 10.5.3** of this plan and/or the **Riverside-San Bernardino County FCC EAS Plan and San Bernardino County TENS ConOps** for additional information.
2. **Evacuation and Transportation** – Evacuation/Transportation plans should incorporate public transit, para-transit, school bus and private sector transportation resources and strategies for identifying and movement of people with disabilities and others with access and functional needs.
3. **Sheltering** – Care and shelter plans must address the access and functional needs of people with disabilities and older adults to allow for sheltering in general population shelters. See: **San Bernardino County Mass Care and Shelter (MCS) Plan** for additional information.
4. **Americans with Disabilities Act** - When shelter facilities are activated, San Bernardino County will make every reasonable effort to address and resolve Americans with Disabilities Act (ADA) issues when they arise. See: **San**



Bernardino County Mass Care and Shelter (MCS) Plan for additional information.

San Bernardino County is committed to the inclusion of access and functional needs in the County's planning efforts and will do everything reasonably possible to communicate and coordinate with people with access and functional needs.



SECTION 12: CONTINUITY OF GOVERNMENT

12.1 Overview

A major disaster could include death or injury of key officials, partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry. Law and order must be preserved and government services maintained. Applicable portions of the California Government Code and the Constitution of the State of California provide authority for the continuity and preservation of local government.

Continuity of leadership and government authority is particularly important with respect to emergency services, direction of emergency response operations, and management of recovery operations. To this end, it is particularly essential that the County of San Bernardino and all the cities and towns within the County continue to function as government entities. The California Government Code and the Constitution of California provide the authority for state and local governments to reconstitute themselves in the event incumbents are unable to serve.

Under California's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while others may provide additional resources upon request. A key aspect of this control is to be able to communicate official requests, situation reports, and other emergency information throughout any disaster situation.

To ensure continuity of government seven elements must be addressed by government at all levels:

- Succession of Officers
- Seat of Government
- Emergency Powers and Authority
- Emergency Plans
- Primary and Alternate Emergency Operations Center(s)
- Preservation of Vital Records
- Protection of Critical Infrastructure

12.1.1 SUCCESSION AND POWERS OF THE DIRECTOR OF EMERGENCY SERVICES

Section 21.0104(a) of the San Bernardino County Code amended in 2012, identifies the following lines of succession for the Director of Emergency Services:

1. Chief Executive Officer
2. Deputy Executive Officer for Special Projects
3. Director of Human Resources



4. Assistant Executive Officer for Human Resources
5. Assistant Executive Officer for Finance and Administration

Section 21.0105(a) of the San Bernardino County Code, empowers the Director of Emergency Services to:

1. Request the Board of Supervisors to proclaim the existence of a “Local Emergency” if the Board of Supervisors is in session;
2. Request the Chair of the Board of Supervisors to issue such proclamation if the Board of Supervisors is not in session. Or, in the absence of the Chair of the Board of Supervisors, request the Vice-Chair of the Board of Supervisors to issue such a proclamation if the Board of Supervisors is not in session. Or, in the absence of the Chair and Vice-Chair of the Board of Supervisors to issue such proclamation if the Board of Supervisors is not in session;
3. Recommend that the Board of Supervisors request the Governor to proclaim a “State of Emergency” when, in his or her opinion, the locally available resources are inadequate to cope with the emergency;
4. Control and direct the effort of the emergency organization of this County for the accomplishment of the purposes in this Chapter;
5. Direct cooperation between and coordination of services and staff of the emergency organization of this County and resolve questions of authority and responsibility that may arise between them; and
6. Represent this County in all dealings with public or private agencies on matters pertaining to emergencies as defined herein.

12.1.2 SUCCESSION OF OFFICERS WHO HEAD DEPARTMENTS

Section 8637, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code permits the political subdivision to provide for the succession of officers who head departments having duties in the maintenance of law and order or in the furnishing of public services relating to health and safety. The Lines of Succession listing for the primary County emergency response functions are listed in **Chart: 12.1.7**.

12.1.3 STANDBY OFFICERS

Section 8638, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code permits the governing body to appoint up to three standby officers for each member of the governing body and up to three standby officers for the political subdivision's chief executive. The standby officers shall have the same authority and powers as the regular officers.



12.1.4 RECONSTITUTING THE GOVERNING BODY WITH TEMPORARY OFFICERS

Section 8644, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code establishes a method for reconstituting the governing body. It authorizes that, should all members of the governing body, including all standby members, be unavailable, temporary officers shall be appointed by the chairman of the board of any other County within 150 miles of the political subdivision or, if unavailable, by the mayor of any city within 150 miles of the political subdivision.

12.1.5 MEETING OF GOVERNING BODY DURING AN EMERGENCY

Section 8642, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code directs local governing bodies to convene as soon as possible whenever a state of emergency or local emergency exists and at a place not necessarily within the political subdivision.

12.1.6 DUTIES OF GOVERNING BODY DURING AN EMERGENCY

Section 8643, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code provides that the duties of the governing body during emergencies shall include ascertaining the damage to the political subdivision and its personnel and property, reconstituting itself and the political subdivision, and performing functions in preserving law and order and furnishing local services.

12.1.7 CHART: SAN BERNARDINO COUNTY LINES OF SUCCESSION

FUNCTION / DEPARTMENT	TITLE/POSITION
Aging and Adult Services	1. Director 2. Deputy Director/Department Disaster Coordinator – Region 2 3. Deputy Director – Region 1
Agriculture/Weights and Measures	1. Agricultural Commissioner/Sealer 2. Assistant Agricultural Commissioner/Sealer 3. Deputy Agricultural Commissioner/Sealer
Airports	1. Director of Airports 2. Assistant Director of Airports 3. Airport Manager (Apple Valley Airport)



Architecture and Engineering	<ol style="list-style-type: none"> 1. Architecture and Engineering Director 2. Senior Project Manager 3. Project Manager
Arrowhead Regional Medical Center	<ol style="list-style-type: none"> 1. Hospital Chief Executive Officer (CEO) 2. Hospital Chief Operating Officer (COO) 3. Hospital House Supervisor
Assessor/Recorder/County Clerk	<ol style="list-style-type: none"> 1. Assessor-Recorder-County Clerk 2. Assistant Assessor-Recorder 3. Chief Appraiser
Auditor-Controller/Treasurer-Tax Collector	<ol style="list-style-type: none"> 1. Auditor-Controller/Treasurer-Tax Collector 2. Assistant Auditor-Controller/Treasurer-Tax Collector 3. Assistant Auditor-Controller/Treasurer-Tax Collector
Behavioral Health	<ol style="list-style-type: none"> 1. Director 2. Deputy Director 3. Medical Director
Child Support Services	1. Director
	2. Assistant Director
	3. Administrative Deputy
Children and Family Services	<ol style="list-style-type: none"> 1. Director 2. Assistant Director 3. Deputy Director of Placement Resources
Children’s Network	<ol style="list-style-type: none"> 1. Network Officer 2. Associate Network Officer 3. Community Events Coordinator
Clerk of the Board	<ol style="list-style-type: none"> 1. Clerk of the Board 2. Chief Deputy Clerk of the Board 3. Board Services Supervisor



Community Development and Housing	<ol style="list-style-type: none"> 1. Director 2. Deputy Director Housing 3. Deputy Director Community Development
County Administrative Office	<ol style="list-style-type: none"> 1. Chief Executive Officer 2. Deputy Executive Officer for Special Projects 3. Director of Human Resources
County Counsel	<ol style="list-style-type: none"> 1. Chief Assistant County Counsel 2. Principal Assistant County Counsel (By seniority as a PACC, then in Office)
District Attorney	<ol style="list-style-type: none"> 1. District Attorney 2. Assistant District Attorney for Criminal Investigations 3. Assistant District Attorney for Administration
Economic Development	<ol style="list-style-type: none"> 1. Administrator 2. Assistant Administrator 3. Deputy Director
Facilities Management	<ol style="list-style-type: none"> 1. Director 2. Assistant Director, Facilities Management Department 3. Maintenance Superintendent
Fire Department: Administration	<ol style="list-style-type: none"> 1. County Fire Chief 2. Deputy Fire Chief 3. Assistant Chief
Fire Department: Fire Prevention	<ol style="list-style-type: none"> 1. Fire Marshal 2. Deputy Fire Marshal 3. Fire Prevention Supervisor/Arson Investigator
Fire Department: Hazardous Materials	<ol style="list-style-type: none"> 1. Fire Marshal 2. Deputy Fire Marshal 3. Hazmat ER Supervisor



Fire Department: OES	<ol style="list-style-type: none"> 1. Emergency Services Manager 2. Assistant Emergency Services Manager 3. Emergency Services Officer (Duty Officer)
Fire Department: Suppression	1. County Fire Chief
	2. Deputy Fire Chief
	3. Assistant Chief
Fleet Management	<ol style="list-style-type: none"> 1. Director 2. Motor Fleet Superintendent (Operations) 3. Motor Fleet Superintendent (Support Services)
Human Resources: Administration	<ol style="list-style-type: none"> 1. Director 2. Assistant Director 3. Human Resources Division Chief
Human Services	<ol style="list-style-type: none"> 1. Assistant Executive Officer (AEO) 2. Deputy Executive Officer (DEO) 3. Administrative Analyst
Human Services Administrative Support Division (ASD)	<ol style="list-style-type: none"> 1. Deputy Executive Officer (DEO) 2. Administrative Supervisor - Finance 3. Administrative Supervisor - Facilities
ICEMA	<ol style="list-style-type: none"> 1. EMS Administrator 2. Assistant Administrator 3. EMS Nurse
Information Services	<ol style="list-style-type: none"> 1. Chief Information Officer 2. Chief of Telecommunication Services Division
Land Use Services	<ol style="list-style-type: none"> 1. Director, Land Use Services Department 2. Planning Director, Land Use Services Department 3. Building Official
Library	<ol style="list-style-type: none"> 1. County Librarian 2. Library Services Manager 3. Regional Manager



Museum	<ol style="list-style-type: none">1. Museum Director2. Senior Curator of Geological Sciences3. Curator of Education
Preschool Services	<ol style="list-style-type: none">1. Director2. Deputy Directors3. Administrative Supervisors
Probation	<ol style="list-style-type: none">1. Chief Probation Officer2. Assistant Chief Probation Officer3. Deputy Chief Probation Officer
Public Defender	<ol style="list-style-type: none">1. Public Defender2. Assistant Public Defender3. Chief of Administration
Public Health	<ol style="list-style-type: none">1. Director of Public Health2. Assistant Director of Public Health3. Public Health Officer
Public Works	<ol style="list-style-type: none">1. Director2. Deputy Director3. Deputy Director
Purchasing	<ol style="list-style-type: none">1. Purchasing Director2. Administration Supervisor I3. Purchasing Supervisor
Real Estate Services	<ol style="list-style-type: none">1. Director2. Manager - Property Management3. Manager - Acquisitions
Regional Parks	<ol style="list-style-type: none">1. Director2. Deputy Director3. Administrative Services Supervisor



Registrar of Voters	<ol style="list-style-type: none"> 1. Registrar of Voters 2. Chief Deputy Registrar of Voters 3. Chief Deputy Registrar of Voters
Risk Management	<ol style="list-style-type: none"> 1. Director 2. Deputy Directors 3. Risk Control Officer
Sheriff/Coroner/Public Administrator	<ol style="list-style-type: none"> 1. Sheriff/Coroner 2. Undersheriff 3. Assistant Sheriff
Special Districts	<ol style="list-style-type: none"> 1. Director, Special Districts Department 2. Deputy Director, Special Districts Department 3. Division Manager, Engineering/Operations Services
Superintendent of Schools	<ol style="list-style-type: none"> 1. County Superintendent 2. SBCSS Director, Risk Management 3. SBCSS Risk Management Specialist
	<ol style="list-style-type: none"> 4. SBCSS Chief Communications Officer
Transitional Assistance	<ol style="list-style-type: none"> 1. Director 2. Assistant Director 3. Deputy Directors
Veterans Affairs	<ol style="list-style-type: none"> 1. Director 2. Veterans Services Manager 3. Veterans Services Manager
Workforce Development	<ol style="list-style-type: none"> 1. Director 2. Deputy Director 3. Administrative Supervisor



12.2 Alternate Government Facilities

12.2.1 SAN BERNARDINO COUNTY SEAT OF GOVERNMENT

Section 23600 of the California Government Code provides that the Board of Supervisors shall designate alternate 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, and additional seats may be designated subsequent to the original site designations if circumstances warrant.

For appointed officials of Board-governed Special Districts, the Board of Supervisors may designate alternates to serve as acting officers in their principal positions when necessary.

In general, the seat of County government is the place where the Board of Supervisors sits and meets:

San Bernardino County Government Center

385 North Arrowhead, Fifth Floor
San Bernardino, CA 92415-0110

12.2.2 ALTERNATE SEAT OF GOVERNMENT

The Chairman or Vice Chairman or other member of the Board of Supervisors may designate alternate or temporary seats of government in the event the above referenced location is deemed unsafe. The alternate location would depend upon the extent of damages resulting from a Countywide event. However, alternate locations may be as follows:

Operational Area Emergency Operations Center (OA EOC)

1743 Miro Way
Rialto, CA 92376

San Bernardino Courthouse

351 N. Arrowhead Avenue
San Bernardino, CA 92415

Victorville Courthouse

14455 Civic Drive
Victorville, CA 92392

Big Bear Lake Courthouse

477 Summit Blvd.
Big Bear Lake, CA 92315



12.3 Vital Record Retention

The preservation of vital records is of high importance to San Bernardino County. The County has an established Records Management Program, which is tasked to manage County records efficiently and economically by reducing the amount of unnecessary records being stored, creating a Countywide Records Retention Program, setting up standards and procedures for storing records, administering salvage paper programs, and maintaining historical records of the County.

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 arguably more important function. Vital records become vital because 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 various Departments, including the following:

- The Clerk of the Board maintains records of the Board of Supervisors' actions, which include contracts for services, emergency proclamations and approval of emergency expenditures, programs and requests for grant funds.
- The County Auditor/Controller-Recorder maintains records regarding birth, death, and marriage certificates.
- The County Clerk maintains records regarding: property taxes, reimbursable projects, and actions of the Board of Supervisors.
- The County Assessor maintains records regarding the value of real property.
- The County Library maintains the County's archives and records management system.

The County's Department of Public Health offices are the site of original registration of births and deaths. These records are kept at this location for a short period of time before they are re-located and recorded at the County's Auditor/Controller-Recorder offices.



SECTION 13: RECOVERY

13.1 Overview

Recovery programs provide relief to individuals and communities stricken by an emergency and restore public services to a state of normalcy. Recovery efforts include damage assessments and the actions necessary to return health and safety systems (e.g., water, electricity, and food) and services (e.g., acute health care and law enforcement) to a community's minimum operating standards. Successful recovery activities result in the restoration of government operations, business, reconstruction of public buildings and infrastructure, and the rebuilding of impacted communities.

Recovery continues after the immediate public safety and life support infrastructure has been restored, and encompasses activities that result in the rebuilding of the affected communities based on their strategic priorities. It includes measures for social, political, environmental, and economic restoration, evaluation of the incident to identify lessons learned, post-incident reporting, and development of initiatives to mitigate the effects of future emergencies. Thus, many recovery activities are long-term and may continue for many years.

The County, each of the Cities/Towns in the OA, and all Special Districts serving the OA, will be involved in recovery operations for the OA. In the aftermath of a disaster, many citizens will have specific needs that must be met. Typically, there will be a need for such services as:

- 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;
- Vital records recovery; and
- Professional counseling for County citizens when the sudden changes resulting from the emergency have resulted in mental anguish and inability to cope.

Recovery operations occur in two phases: short-term and long-term. Below is an overview of each phase, including objectives and goals of the phases.

13.1.1 SHORT TERM RECOVERY

Short-term recovery operations will begin during the response phase of the emergency. Short-term recovery operations will include all the agencies participating in the OA.

The major objectives of short-term recovery operations include:

- Rapid debris removal and cleanup, and
- Orderly and coordinated restoration of essential services (electricity, water, and sanitary systems).



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

- Expanded social, medical, and mental health services;
- Re-establishment of the County continuity of government;
- Re-establishment of transportation routes; and
- Abatement and demolition of hazardous structures.

For federally declared disasters, Local Assistance Centers (LACs) are established by local government (County/City/Town) and are staffed by local government, State OES and/or the Federal Emergency Management Agency (FEMA) personnel to assist disaster victims and businesses in applying for grants, loans, and other benefits. These LACs may host representatives from various agencies (governmental and private industry) in a coordinated effort to stage a “One-Stop” location for assistance to disaster victims and businesses.

13.1.2 LONG TERM RECOVERY

The goal of long-term recovery is to restore facilities to pre-disaster condition if this is desirable. Long-term recovery activities include hazard mitigation activities, restoration or reconstruction of public facilities, and disaster response cost recovery.

The major objectives of long-term recovery operations include:

- Coordinated delivery of social and health services;
- Recovery of disaster response costs;
- Effective integration of mitigation strategies into recovery planning and operations in order to ensure a maximum reduction of vulnerability to future disasters; and
- Re-establishing the local economy to pre-disaster levels.

13.1.3 RECOVERY ORGANIZATION

Federal and state response and recovery operations will be mutually coordinated with the Operational Area to ensure effective mobilization of resources to and in support of the impacted jurisdictions in accordance with the ***California Catastrophic Incident Base Plan: Concept of Operations*** dated September 23, 2008.

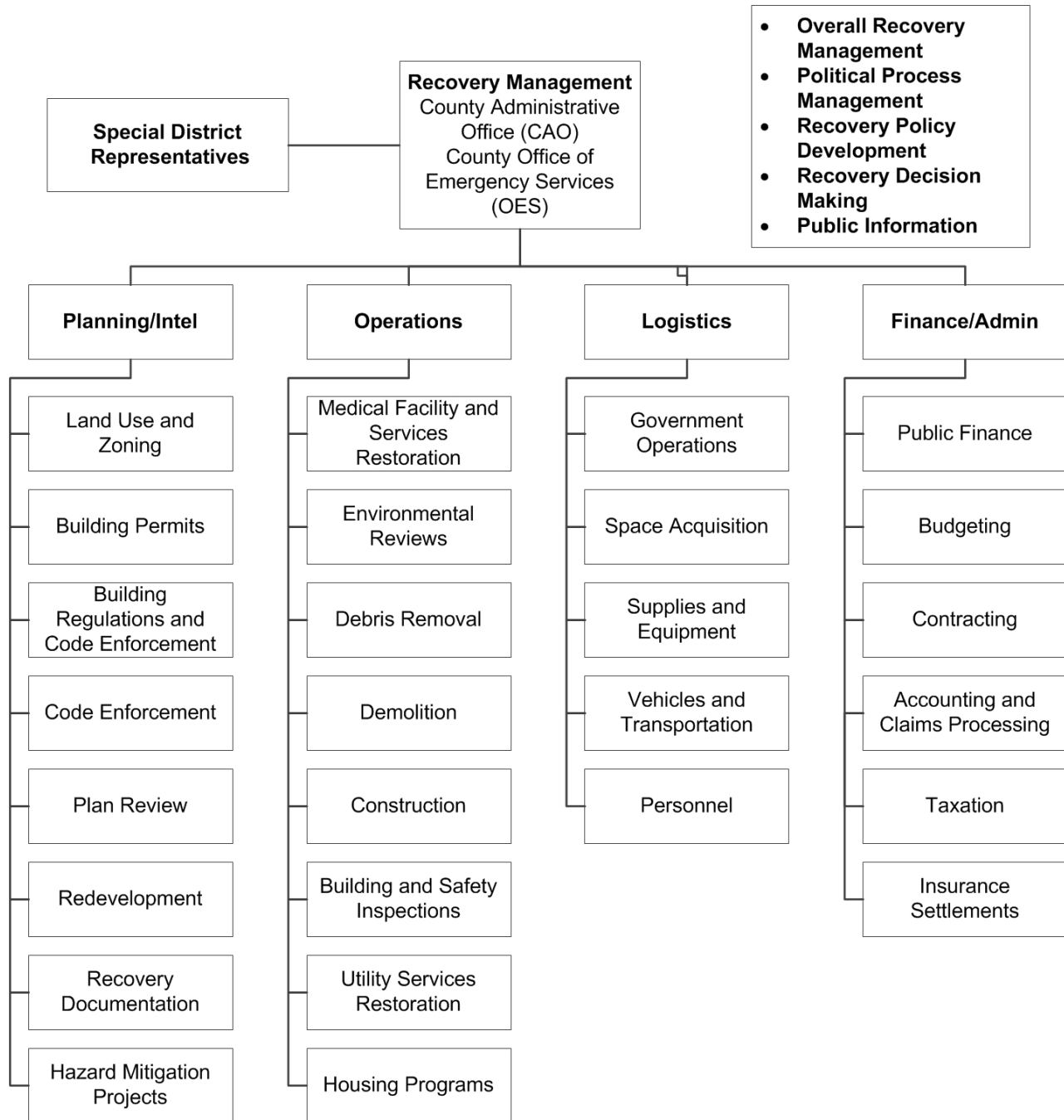
For the County, recovery operations will be managed and directed by the Assistant County Administrative Officer (Assistant CAO). Recovery issues involving OA jurisdictions and Special Districts will be coordinated and managed between the Assistant CAO and designated representatives.

The County Fire Department, Office of Emergency Services, Emergency Services Manager, County OES staff and other designated County staff will assist the Assistant



CAO in facilitating and leading the recovery process. County departments will also be represented and responsible for certain functions throughout the recovery process.

13.1.4 CHART: RECOVERY OPERATIONS ORGANIZATION





13.1.5 RECOVERY OPERATIONS RESPONSIBILITIES

The County, Cities/Towns, and Special Districts have specific responsibilities in recovering from a disaster. The chart listed below depicts the functional responsibilities assigned to the County departments and/or key personnel, OA jurisdictions, and Special Districts.

Function	Departments/Agencies
Political process management, interdepartmental coordination, policy development, decision making, and public information. Government operations and communications, space acquisition, supplies and equipment, vehicles, personnel, and related support.	County Administrative Office
Advise on emergency authority, actions, and associated legal risks and liabilities, preparation of legal opinions, and preparation of new and amended ordinances, resolutions, and emergency proclamations.	County Counsel
Land use and zoning variance, permits and controls for new development, revision of building regulations and codes, code enforcement, plan review, and building and safety inspections.	County Land Use Services and City/Town Planning Departments
Debris removal, demolition, construction, management of and liaison with construction contractors, and restoration of utility services.	County Public Works/ Solid Waste and County Special Districts
Restoration of Public Health medical facilities and associated services, and perform environmental reviews.	County Public Health/ICEMA
Lead County agency responsible for administering public assistance programs; including low income and accessible housing needs.	County Human Services
Public finance, contracting, accounting claims processing, and insurance settlements.	County Auditor/Controller-Recorder, Purchasing, Risk Management and County Special District
Applications for disaster financial assistance, liaison with assistance providers, and onsite recovery support.	County OES, County Special District and City/Town Disaster Management



13.2 Recovery Damage / Safety Assessment

13.2.1 OVERVIEW

The recovery damage/safety assessment is the basis for determining the type and amount of State and/or Federal financial assistance necessary for recovery. County OES staff will prepare and file an Initial Damage Estimate (IDE) with State OES (via a RIMS report) during the incident to support a request for a gubernatorial proclamation and for use by State OES to request a presidential declaration.

A detailed damage/safety assessment report will be coordinated through the incident with the County OES and other applicable County Departments. Each County jurisdiction will complete a detailed damage/safety assessment and will forward this report to County OES for inclusion in the County's IDE report.

Building codes and land use regulations can reduce most of the structural damage that would otherwise result from a disaster. Nevertheless, damage will usually occur and a fast and accurate assessment of conditions is essential for immediate response and long-term recovery.

Damage/safety assessment is a multi-department responsibility. A summary of those responsibilities follows:

- **Superintendent of Schools** - Condition of school buildings.
- **Public Works** - Assessment of flood control systems, structures and capabilities; damage related to debris; county transportation issues.
- **County Fire** - Assessing situations where hazardous materials are involved. Also will provide windshield (initial) surveys to assess damage, initiate initial life safety activity, and identify impacts to critical facilities.
- **Building and Safety** - Perform detailed physical damage assessment on a building-by-building basis on non-governmental buildings. Coordinate engineering contract and volunteer services.
- **Assessor** - Utilize damage assessment information to correlate, verify and document damage assessment losses in dollar values. Coordinate with Fire and Building and Safety.
- **Auditor/Controller/Recorder** - Utilize damage assessment information collected to correlate, verify and document losses in dollar values. Provide financial basis for county claims for reimbursement from federal and state sources.
- **Facilities Management** - Responsible for both the initial and detailed assessment of all county buildings.
- **Sheriff** - Provide initial assessment of damage observed, identify impacts to critical facilities and provide airborne surveillance where required.



- **Information Systems** - Provide initial and detailed assessments of damage to county telecommunications systems.
- **Public Safety Dispatch Centers** - Provide immediate assessment of center structural integrity to determine its continued availability or use.
- **Public Health** - Obtain damage estimates from Public Health medical facilities.
- **Office of Emergency Services** - Compile damage assessment data for transmission to State OES.

13.3 Recovery Documentation and Reporting

Recovery documentation and reporting are essential to recovering eligible emergency response and recovery costs. Timely damage/safety assessments, documentation of all incident activities and accurate reporting will be critical in establishing the basis for eligibility of disaster assistance programs.

County OES is responsible for coordinating the preparation of the appropriate documentation for an incident and for development/ filing of specific recovery reports to State OES.

13.3.1 RECOVERY DOCUMENTATION

The recovery documenting 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 mitigation programs.

Documentation is essential to recovering expenditures related to emergency response and recovery operations. For each jurisdiction and special district, documentation must begin at the field response level and continue throughout the operation of their EOC as the disaster unfolds.

Included in the EOC Planning/Intelligence Section is a Documentation Branch that will coordinate the collection of all incident documentation for dissemination and filing.

13.3.2 RECOVERY REPORTING

Along with the IDE report to be filed with State OES, there are several other recovery related reports that are the responsibility of County OES. Such reports include the After Action Report and the After Action Questionnaire.



13.4 Recovery After Action Reports

The completion of After Action Reports is a part of the required SEMS reporting process. The Emergency Services Act, Section 8607(f) mandates that the State Office of Emergency Services (State OES) in cooperation with involved state and local agencies, complete an After Action Report within 120-days after each declared disaster.

Section 2450(a) of the SEMS Regulations states, *“Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an After Action Report to State OES within 90-days of the close of the incident period as specified in the California Code of Regulations, section 2900(j).”*

13.4.1 USE OF AFTER ACTION REPORTS

After Action Reports (AARs) are made available to all interested public safety and emergency management organizations and serve the following important functions:

- As a source for documentation of response activities.
- Identifying problems/successes during emergency operations.
- Analysis of the effectiveness of the components of SEMS.
- Describe and define a plan of action for implementation of improvements.

The SEMS approach to the use of After Action Reports emphasizes the improvement of emergency management at all levels. The After Action Report provides a vehicle for not only documenting system improvements, but also can, if desired, provide a work plan for how these improvements can be implemented.

13.4.2 COORDINATION

It may be useful to coordinate the After Action Report process when multiple agencies/jurisdictions are involved in the same emergency. Jurisdictions are encouraged to work together in the development of After Action Reports when appropriate and feasible. For example, an OA may take the lead in coordinating the development of an After Action Report, which involves several jurisdictions. If appropriate, jurisdictional reports may become part of an overall OA report.

Coordination is required in passing on information to and cooperating with other EOC Branches and elements of the emergency organization. The dissemination of information, establishment of priorities and distribution of resources cannot be done by any one person - and probably not by any one agency or department. A concerted effort on the part of many individuals in many agencies or departments will be required.



13.4.3 SAMPLE: EOC ACTIVATION PERIOD / AAR REPORT

Upon the deactivation of the EOC, County OES will distribute an EOC Activation Period Questionnaire (either electronically or in hard copy) to all EOC Responders. The EOC Responders will complete the form and return the form to County OES for use in the development of the After Action Report.

After-Action/Corrective Action Report

(This AA/CA Report template can be used for a declared, un-declared, or pre-planned event, an exercise, and/or training for SEMS/NIMS compliance).

Federally funded exercises: Completed AA/CA reports completed in this Word template can be attached to the Department of Homeland Security, Grants and Training, ODP Secure Portal.

GENERAL INFORMATION

Information Needed	Text goes in text boxes below.
Name of Agency:	
Type of Agency:* (Select one) * City, County, Operational Area (OA), State agency (State), Federal agency (Fed), special district, Tribal Nation Government, UASI City, non-governmental or volunteer organization, other.	
OES Admin Region: (Coastal, Inland, or Southern)	
Completed by:	
Date report completed:	
Position: (Use SEMS/NIMS positions)	
Phone number:	
Email address:	
Dates and Duration of event: (Beginning and ending date of response or exercise activities - using mm/dd/yyyy)	
Type of event, training, or exercise:* * Actual event, table top, functional or full scale exercise, pre-identified planned event, training, seminar, workshop, drill, game.	
Hazard or Exercise Scenario:* *Avalanche, Civil Disorder, Dam Failure, Drought, Earthquake, Fire (structural), Fire (Woodland), Flood, Landslide, Mudslide, Terrorism, Tsunami, Winter Storm, chemical, biological release/threat, radiological release/threat, nuclear release/threat, explosive release/threat, cyber, or other/specify.	



SEMS/NIMS FUNCTION EVALUATION

MANAGEMENT (Public Information, Safety, Liaison, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		

FIELD COMMAND (Use for assessment of field operations, i.e., Fire, Law Enforcement, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		

OPERATIONS (Law enforcement, fire/rescue, medical/health, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		



PLANNING/INTELLIGENCE (Situation analysis, documentation, GIS, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		

LOGISTICS (Services, support, facilities, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		

FINANCE/ADMINISTRATION (Purchasing, cost unit, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		

SEMS regulations under Title IX, Division 2, Chapter 1, Section 2450(a) require 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.

13.5 Recovery Disaster Assistance

When requesting implementation of disaster assistance programs, some key areas of concern must be adequately addressed. These areas include the needs of distinct groups, disaster assistance available at each level of declaration, and the level of detail required on each request for disaster assistance.

13.5.1 INDIVIDUAL ASSISTANCE PROGRAM

The disaster individual assistance programs have been developed for the needs of four distinct groups:

- **Individuals:** may receive loans or grants for real and personal property, dental, funeral, medical, transportation, unemployment, sheltering, and rental assistance, depending on the extent of damage.
- **Businesses:** (including agriculture interests) may obtain loans that are often made available through the United States Small Business Administration (SBA), to assist with physical and economic losses as a result of a disaster or an emergency.
- **Agriculture:** programs exist for agricultural or other rural interests through the United States Department of Agriculture, including assistance for physical and production losses.
- **Government:** funds and grants are available to government and certain non-profit organizations to repair, reconstruct, and mitigate the risk of future damage. A state grant program is available to local governments to respond and recover from disasters. Federal grant programs are available to assist governments and certain non-profit organizations in responding to and recovering from disasters.

13.5.2 PUBLIC ASSISTANCE PROGRAM

The Public Assistance Program provides Federal disaster grant assistance for the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The Federal share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration. The State determines how the non-Federal share (up to 25%) is split with the applicants.



13.5.3 ELIGIBLE APPLICANTS

- Eligible applicants include the States, local governments, Indian Tribes and certain PNP organizations.
- Eligible PNP facilities must be open to the public and perform essential services of a governmental nature.

13.5.4 ELIGIBLE WORK

To be eligible, the work must be required as the result of the disaster, be located within the designated disaster area, and be the legal responsibility of an eligible applicant. Work that is eligible for supplemental Federal disaster grant assistance is classified as either emergency work or permanent work.

FEMA has developed a number of reference documents that give specific details regarding Public Assistance. These documents include:

- Public Assistance – Policy Digest
- Public Assistance – Public Assistance Guide
- Public Assistance – Applicant Handbook
- Public Assistance – Debris Management Guide
- Public Assistance Program Public Assistance Coordinator – 9570.2 SOP September 1999
- Public Assistance Program Case Management File – 9570.3 SOP September 1999
- Public Assistance Program Kickoff Meeting – 9570.4 SOP September 1999
- Public Assistance Program Project Formulation – 9570.5 SOP September 1999
- Public Assistance Program Validation of Small Projects – 9570.6 SOP September 1999
- Public Assistance Program Immediate Needs Funding – 9570.7 SOP September 1999

13.5.5 HAZARD MITIGATION GRANT PROGRAMS

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

The Disaster Mitigation Act of 2000 (DMA 2000) states that each jurisdiction (Counties, Cities, Towns, and Special Districts) must submit a local Hazard Mitigation Plan (HMP)



to the State Office of Emergency Services (State OES) by November 1, 2004, in order to be eligible for Federal Emergency Management Agency (FEMA) pre and post disaster mitigation funds. The objective of the Local Hazard Mitigation Plan is "to save lives, preserve property and protect the environment, during times of Disaster."

A few of the consequences of not having a HMP are: ineligibility for Public Assistance permanent reconstruction work, ineligibility for Fire Mitigation Assistance Grant (FMAG), ineligibility for Hazard Mitigation Grant Program (HMGP) funds, ineligibility for Pre-Disaster Mitigation Program funds, etc.

Federal funding is provided under the Robert T. Stafford Emergency Assistance and Disaster Relief Act (Stafford Act) through FEMA and the State of California Governor's Office of Emergency Services (State OES). State OES is responsible for identifying program priorities, reviewing applications and forwarding recommendations for funding to FEMA. FEMA has final approval for activity eligibility and funding.

The federal regulations governing the HMGP are found in Title 44 of Code of Federal Regulations (44CFR) Part 206 and Part 13. For specific information regarding current HMGP activities, refer to the State OES web site: www.oes.ca.gov.



SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

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SECTION 14: ADMINISTRATION AND LOGISTICS

14.1 Plan Implementation Overview

An Emergency Operations Plan lays the groundwork for emergency operations. However, having a plan does not in itself enable San Bernardino County or the OA to respond effectively to a disaster. Experience shows that if responders do not fully understand procedures or responsibilities, serious problems will arise during efforts to respond to an incident. To implement this Plan, therefore, emergency staff and disaster support agencies must also be trained in the plan's overall concept, their own responsibilities under it, and the procedures it sets forth. Training helps ensure that response agencies fully understand the plan. A community, county, or OA with an emergency plan that no one understands or knows how to implement, is at an enormous disadvantage in the event of a disaster.

A plan is necessary but alone is not a sufficient management tool. It can generate consensus about the need to take specific actions and commit to specific programs. But to manage emergencies effectively, the plan must be regularly updated, monitored, and evaluated. It must also be supplemented by Standard Operating Guides (SOGs) that ensure its requirements are being addressed. Additionally, it must be implemented, whether through regulation, budgets, or ongoing decision-making.

The implementation process necessary to make this Plan of use should be three-dimensional: it should take advantage of the broad range of training and informational resources available via the federal and state governments, and the Internet; it should include function-specific training based upon SOGs; and it should reach not only response agencies but the general population.

Whereas training and information from federal, state or Internet sources is fairly general, the primary goal of an internal training program is to ensure that response agencies fully understand, and can act on, the roles assigned to them in the Plan. The third dimension of training is that designed for the community at large. For a response effort to be effective, citizens must know the proper responses to disasters and must also follow instructions. They need training in both areas.

In addition to the training efforts stated above, the implementation activities must include correction of capability shortfalls. Correction of capability shortfalls should be a planned multi-year effort to ensure that capability targets are being met and that response capability is not degraded.

14.2 Administration

The Office of Emergency Services (OES) is the lead for the development and implementation of the County's EOP and for ensuring that the following administrative actions are taken prior, during and after an emergency:



Before

- An established written Emergency Operations Plan (EOP)
- Standard Operating Guides (SOGs)
- Track emergency services training records
- Document drills and exercises to include the critiques
- Include non-government organizations in the County's emergency planning activities

During and After

- Maintenance of written log-type records
- Issuance of press releases
- Submission of status reports and initial damage assessment
- Utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations
- Document recovery operations

14.3 Logistics

Additionally, OES is the lead for ensuring that the following logistical actions are taken before and during an emergency:

Before

- Acquiring and typing County equipment
- Stockpiling supplies
- Designating emergency facilities, such as shelter sites
- Establish mutual aid agreements, such as with American Red Cross; and prepare a resource contact list

During

- Move emergency equipment into place
- Arrange for food and transportation
- Arrange for shelter facilities; if needed, call on mutual aid; and if needed, provide backup power and communications



SECTION 15: PLAN MAINTENANCE AND DISTRIBUTION

15.1 Overview

Upon final approval of the Plan, a listing of specific agencies and individuals will be documented on the “Record of Distribution” Form and will be inserted into the front section of this Plan. It will be the responsibility of County OES to periodically revise and update the Plan. Such revisions/updates will be documented on the “Update/Revision List Form” and the form will be inserted into the front section of this Plan.

Annexes may be added to the Plan at future dates, as needed, and will also be documented on the “Record of Changes” Form and the form will be inserted into the front section of this Plan.

15.2 Review and Approval

The review and approval process for this Plan is conducted at four (4) levels: OA, Department/Special District, Disaster Council and Board of Supervisors.

At the Department/Special District level, each department assigned a primary or important secondary response role in the emergency organization is provided a draft copy of the plan to review. They are requested to specifically comment on the role(s) prescribed for them in the emergency organization and to make or recommend appropriate changes. The changes are incorporated in the final draft.

The final draft of the Plan is presented to the Disaster Council for review and to further ensure that policy issues regarding coordination of functions are clearly understood and/or clarified. The final draft is also sent to County Counsel for review to ensure its legal sufficiency. Upon a sign off by General Counsel and the Disaster Council, the Plan is submitted to the Board of Supervisors for approval.

The Board of Supervisors will issue a Letter of Promulgation or Resolution denoting approval of the Plan. The Board of Supervisors exercises overall authority and responsibility for the contents of this Plan.



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SECTION 16: STANDARD OPERATING PROCEDURE (SOP) DEVELOPMENT

The San Bernardino County Emergency Plan is intended to be used in conjunction with city/town and state agency plans and associated Standard Operating Procedures (SOPs). Where supporting plans are inconsistent with the general principles described in the County EOP, the County plan will supersede supporting plans.

SOPs for San Bernardino County are published separately to support the EOP and provide details for how a particular function or task will be carried out during an emergency. For example:

- Guidance information
- Responsibilities of responding employees/agencies
- Procedures
- Personnel Assignments
- Contact Lists
- Equipment Lists
- Forms

SOPs provide the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner. SOPs must also facilitate the need to carry out actions under conditions that may not have been anticipated when the SOP was drafted. For example, it may be necessary to consider alternative procedures that solve a problem in order to perform in a more time-efficient or cost-efficient way.

It is the responsibility of OES to coordinate with the various County Departments and other agencies to update the SOPs on an as needed basis. The SOP update project has been approved as a State Homeland Security Grant Program (SHSGP) project for the 2012/2013 grant cycle.



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SECTION 17: TRAINING AND EXERCISES

17.1 Training

Training and testing are essential to ensure emergency response personnel of all levels of government and the public are operationally ready. As part of the emergency management training curriculum, it is recommended that personnel with emergency responsibilities complete emergency management courses as described in the SEMS Approved Course of Instruction (ACI) and the NIMS integration criteria.

In addition to SEMS and NIMS courses, County employees are provided EOP orientation, Disaster Service Worker training, EOC Section Specific training and other additional specialized training as available. San Bernardino County Fire/OES is responsible to provide and maintain the training and testing records to demonstrate the compliance with SEMS and NIMS requirements.

17.2 Exercises

Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems which will actually be used in emergency situations. The County participates in all-hazard exercises that involve emergency management/response personnel from multiple disciplines and/or multiple jurisdictions. The Exercises:

- Are as realistic as possible
- Stress the application of standardized emergency management
- Are based on risk assessments (credible threats, vulnerabilities and consequences)
- Include non-governmental organizations and the private sector, when appropriate
- Incorporate the concepts and principles of SEMS and NIMS
- Demonstrate continuity of operations issues
- Incorporate issues related to access and functional needs populations

The assurance that emergency management policies and plans are meeting their stated objectives is gained through a program of regularly scheduled tests and exercises. Drills and exercises are activities that are used to promote an awareness of potential hazards and the need for an effective emergency management program. Testing and evaluation of emergency operations plans and procedures, training response personnel in carrying out assigned responsibilities, and demonstrating the operational capabilities of the jurisdiction are ongoing goals. Local preparedness to assure that emergency forces “do the right things at the right time” is built by a repetitive cycle of planning, training, and exercising.



Training and exercises of the emergency management organization (EOC, ICS, and/or other agencies) components can take many forms. Exercises range from seminars/workshops to full-scale demonstrations. They will generally fall within one of the following types of training activity:

17.2.1 DISCUSSION OR ORIENTATION EXERCISE

This is a low key, non-stressed training approach in which members of the emergency organization are “walked” through required procedures and plans. This approach is best used as an introduction to specific subject matter and to clarify roles and responsibilities.

17.2.2 DRILLS

Drills are a periodic activity for perfecting skills in specific operations. In developing the training program, care should be taken to ensure that students are taught via the building block method where they start first with discussion/orientation exercises and graduate to full scale exercises. This provides the student with a conceptual framework for clearly understanding his/her role in the emergency organization.

In developing an exercise, consideration should be given to the type of exercise, the purpose and goals, and the hazard(s) on which to base the exercise. The selection of the hazard should be based on actual or potential threats identified in the hazard analysis. The County and OA should avoid concentrating on any single hazard year after year, but should diversify to cover adequately all major contingencies.

One of the most important aspects of any exercise is getting the right people to participate. Major OA exercises should involve County department heads, key staff and representatives from the private sector and cities and towns, volunteer organizations, the media, hospitals, Special Districts and utilities. The active participation of organization chief executives would give the exercise the necessary importance and encourage full support of each element of the OA emergency organization. An exercise is of limited value without the participation of the right people.

17.2.3 TABLETOP EXERCISE

This is an activity in which targeted personnel (elected or appointed officials and key staff) is presented with simulated emergency situations without time constraints. It is usually informal, held in a conference room environment, and is designed to elicit constructive discussion by the participants as they attempt to resolve problems based on existing emergency operations plans. The purpose is for the participants to evaluate policy, plans and procedures and resolve coordination and responsibilities in a non-threatening format.



17.2.4 FUNCTIONAL EXERCISE

This activity - also known as a Sub-system Exercise - is designed to test and/or evaluate the capability of an individual function (e.g., communications, care and shelter) or complex activity within a function. It is applicable where the activity is capable of being effectively evaluated in isolation from other emergency functions.

17.2.5 FULL SCALE EXERCISE

This exercise is intended to evaluate the operational capability of emergency management systems in an interactive manner. It involves testing of a major portion of the basic elements existing within emergency operations plans and organizations. This type of exercise includes the mobilization of personnel and resources and the actual movement of emergency workers, equipment, and resources required to demonstrate coordination and response capability.

17.2.6 TESTS

Tests measure the actual readiness capability of procedures, personnel, facilities, or equipment against the capability described in emergency operations plans. Examples include tests of the Emergency Alert System (EAS), call back procedures, and EOC activation procedures.



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SECTION 18: APPENDICES

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18.1 Appendix 1: Authorities and References

SAN BERNARDINO COUNTY RESOLUTIONS:

County Resolution No. 229: California Master Mutual Aid Agreement. Adopted and approved on January 8, 1951.

County Resolution No. 21.019 (b): Registered Volunteer Disaster Service Workers. County Code 21.0109 was recently repealed and reenacted through Ordinance No. 4191 related to volunteers. County Ordinance No. 4191 also includes additional information for registered disaster service workers entitlements under State law – under 21.0105 (b) (3).

County Resolution No. 95-219: Adoption of Standardized Emergency Management System (SEMS). Adopted in September 1995, this Resolution contains language supporting the County's use and implementation of SEMS and the OA Concept.

County Resolution No. 2006-329: Adoption of National Incident Management System (NIMS). Adopted NIMS and also included language that the County would continue use of SEMS.

County Resolution No. 21.0106: Establish Disaster Council. County Ordinance No. 4191 also defines the County's Disaster Council membership (21.0106) and powers/duties (21.0108).

County Resolution No. 2011-186: Adoption of Multi-Jurisdictional Hazard Mitigation Plan. Adopted in October 2011 this resolution adopted the County's MJHMP.

STATE AUTHORITIES:

California Civil Code, Chapter 9, Section 1799.102 – Good Samaritan Liability
California Code of Regulations, Title 19
California Disaster and Civil Defense Master Mutual Aid Agreement
California Disaster Assistance Act
California Emergency Services Act

FEDERAL AUTHORITIES:

Federal Civil Defense Act of 1950 (Public Law 920) as amended
Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended

REFERENCES

California Catastrophic Incident Base Plan: Concept of Operations
California Emergency Plan
California Fire Service and Rescue Emergency Mutual Aid Plan
California Hazardous Materials Incident Contingency Plan
California Law Enforcement Mutual Aid Plan



Comprehensive Preparedness Guide 101, Developing and Maintaining Emergency Operations Plans, Version 2
Emergency Alert System Plan (EAS)
Emergency Repatriation ConOps LA/Ontario International Airport
Flood Area Safety Taskforce (FAST) ConOps
Homeland Security Presidential Directive (HSPD-5)
National Incident Management System
National Response Framework
San Bernardino County Multi-jurisdictional Hazard Mitigation Plan
San Bernardino County Nuclear Power Plant Standard Operating Guide (SOG)
Standardized Emergency Management System Guidelines
Tactical Interoperability Communications Plan (TICP)
Telephone Emergency Notification System (TENS) ConOps
Title 44 Code of Federal Regulations



18.2 Appendix 2: Glossary of Terms

Action Plan (AP): See EOC Action Plan and Incident Action Plan.

Activation: 1) Initial activation of an EOC may be accomplished by a designated official of the emergency response agency that implements SEMS as appropriate to accomplish the agency's role in response to the emergency. 2) An event in the sequence of events normally experienced during most emergencies.

After-Action Report (AAR): A report that examines 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 that requires a declaration of an emergency. Reports must be submitted within 90 days to Cal OES.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System (ICS), agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, Non-Governmental Organizations (NGOs) may be included to provide support.

All-Hazards: Any incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety and minimize disruptions of government, social, or economic activities.

California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA): An agreement entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and 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 in response to any type of disaster or emergency.

California Emergency Functions (CA-EF): The California Emergency Functions are a grouping of state agencies, departments and other stakeholders with similar functional activities/responsibilities whose responsibilities lend to improving the state's ability to collaboratively prepare for, effectively mitigate, cohesively respond to and rapidly recover from any emergency. California Emergency Functions unify a broad-spectrum of stakeholders with various capabilities, resources and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the state government to support regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.

California Emergency Services Act (ESA): An Act within the California Government Code to insure that preparations within the state will be adequate to deal with natural, manmade, or war-caused emergencies which result in conditions of disaster or in



extreme peril to life, property and the natural resources of the state and generally to protect the health and safety and preserve the lives and property of the people of the state.

Catastrophe: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command/Management: Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels.

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 officers are also found at the EOC levels in SEMS and they report directly to the EOC Director and comprise the Management Staff. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency, to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the pre- delegation of emergency authority and active command and control during response and recovery operations.

Continuity of Operations (COOP): Planning should be instituted (including all levels of government) across the private sector and non-governmental organizations as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

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. Multiagency or Interagency coordination is found at all SEMS levels.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

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

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cyber Security: The protection of data and systems in networks that are connected to the internet, including measures to protect critical infrastructure services. These services may include essential communications such as voice, email and internet connectivity.

Cyber Threat: An act or threat that poses potentially devastating disruptions to critical infrastructure, including essential communications such as voice, email and internet connectivity.

Demobilization: The orderly, safe and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC), specific to a single department or agency. Their focus is on internal agency incident management and response. They are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

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

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Section Chief. A Division is located within the ICS organization between the Branch and resources in the Operations Section.



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

Emergency: Any incident(s), whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

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

Emergency Management Community: The stakeholders in emergency response in California including the residents of California, the private sector and federal, state, local and tribal governments.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOC may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, County), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Resource Directory (ERD): A directory containing information on agency or organization personnel emergency certifications and qualifications and vendor and support organization supplies, equipment, etc. that may be needed during an emergency. Supplies and equipment can include such items as potable water tenders, portable toilets, heavy equipment, prepared meals, bulk foodstuffs, cots, rental office trailers, etc. To the extent possible and when appropriate, equipment should be typed by capability according to a common and accepted typing schematic. Emergency resource directories should only include those items likely to be needed by the preparing agency or organization in the performance of their duties and should not attempt to include everything that may be needed in any emergency.

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 affiliated with or sponsored by emergency response agencies.

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.

Essential Facilities: Police, fire, emergency operations centers, schools, medical facilities and other resources that have a role in an effective and coordinated emergency response.

Evacuation: Organized, phased and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.

Federal: Of or pertaining to the federal government of the United States of America.

Finance/Administration Section: The section responsible for all administrative and financial considerations surrounding an incident or EOC activation.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The same five functions are also 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). A sixth function, Intelligence/Investigations, may be established, if required, to meet emergency management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or manmade, which requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild-land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war- related disasters, public health and medical emergencies and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. At the SEMS EOC level it is called the EOC Action Plan.



Incident Base: The location 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 co-located with the Base.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects 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, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Intelligence: Product of an analytical process that evaluates information collected from diverse sources; integrates the relevant information into a cohesive package and produces a conclusion or estimate. Information must be real, accurate and verified before it becomes intelligence for planning purposes. Intelligence relates to the specific details involving the activities of an incident or EOC and current and expected conditions and how they affect the actions taken to achieve operational period objectives. Intelligence is an aspect of information. Intelligence is primarily intended for internal use and not for public dissemination.

Intelligence/Investigations: Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.



Interoperability: Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real-time, when needed and when authorized.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal and local boundary lines) or functional (e.g., law enforcement, public health).

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for coordinating with representatives from cooperating and assisting agencies or organizations. At SEMS EOC Levels, reports directly to the EOC Director and coordinates the initial entry of Agency Representatives into the Operations Center and also provides guidance and support for them as required.

Local Government: According to Federal Code 30 a County, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services and material support for an incident or EOC activation.



Management Staff: See Command Staff.

Mitigation: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Multiagency 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.

Multiagency Coordination Group (MAC Group): Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the System. It can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures and communications. Two of the most commonly used elements are EOC and MAC Groups. These systems assist agencies and organizations responding to an incident.

Mutual Aid Agreements and/or Assistance Agreements: Written or oral agreements between and among agencies/organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Mutual Aid 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 Cal 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 Operational Areas.

National: Of a nationwide character, including the federal, state, tribal and local aspects of governance and policy.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector and non-governmental organizations to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): A guide to how the nation conducts all-hazards incident management.

Non-governmental Organization (NGO): An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of NGO include faith-based charity organizations and the American Red Cross.

Operational Area (OA): An intermediate level of the state emergency organization, consisting of a County and all other political subdivisions within the geographical boundaries of the County.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, it normally includes subordinate branches, divisions, and/or groups. At the SEMS EOC levels the section is responsible for the coordination of operational activities. The Operations Section at an EOC contains branches, groups or units necessary to maintain appropriate span of control.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private sector, and/or non-governmental organizations.

Planning Section: The section responsible for the collection, evaluation and dissemination of operational information related to the incident or EOC activities and for the preparation and documentation of the IAP or EOC action plan respectively. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident or EOC activation.



Political Subdivisions: Includes any city, city and County, County, tax or assessment district, or other legally authorized local governmental entity with jurisdictional boundaries.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification and equipment certification.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures and systems for communicating timely, accurate and accessible information on the incident's cause, size and current situation; resources committed; and other matters of general interest to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery: The development, coordination and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, non-governmental and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.



Region Emergency Operations Center (REOC): Facilities found at Cal OES Administrative Regions. REOC provide centralized coordination of resources among Operational Areas within their respective regions and between the Operational Areas and the State Level.

Reimbursement: Provides a mechanism to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements and assistance agreements; the use of special federal, state, tribal and local teams; and resource mobilization protocols.

Resources: Personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs. Response also includes the execution of EOP and of mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity and apprehending actual perpetrators and bringing them to justice.

Response Personnel: Includes federal, state, territorial, tribal, sub-state regional and local governments, private sector organizations, critical infrastructure owners and operators, NGO and all other organizations and individuals who assume an emergency management role. Also known as an Emergency Responder.

Safety Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for monitoring incident operations and advising the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The Safety Officer may have assistants.

Section: 1) The organizational level having responsibility for a major functional area of incident or EOC Management, (e.g. Operations, Planning, Logistics, Finance/Administration) and Intelligence/ Investigations (if established). The section is organizationally situated between the branch and the Incident Command. 2) A separate



part or division as: A) Portion of a book, treatise, or writing. B) Subdivision of a chapter. C) Division of law.

Situation Report: Often contain confirmed or verified information regarding the specific details relating to the incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.

Special District: A unit of local government (other than a city, County, or city and County) with authority or responsibility to own, operate and maintain systems, programs, services, or projects (as defined in California Code of Regulations (CCR) Section 2900(s) for purposes of natural disaster assistance. This may include a joint power authority established under Section 6500 et. seq. of the Code.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act establishes the programs and processes for the federal government to provide disaster and emergency assistance to states, local governments, tribal nations, individuals and qualified private nonprofit organizations. The provisions of the Stafford Act cover all-hazards including natural disasters and terrorist events. Relevant provisions of the Stafford Act include a process for Governors to request federal disaster and emergency assistance from the President. The President may declare a major disaster or emergency.

Staging Area: Established on an incident for the temporary location of available resources. A Staging Area can be any location on an incident in which personnel, supplies and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure (SOG): Complete reference document or an operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

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

Standardized Emergency Management System (SEMS) Guidelines: The SEMS guidelines are intended to assist those responsible for planning, implementing and participating in SEMS.

Standardized Emergency Management System (SEMS) Regulations: Regulations establishing the Standardized Emergency Management System (SEMS) based upon



the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by state agencies, the Multiagency Coordination System (MACS) as developed by FIRESCOPE program, the Operational Area concept and the Master Mutual Aid Agreement and related mutual aid systems. Regulations are found at TITLE 19. DIVISION 2. Chapter 1, ∞ 2400 et. Seq.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

State Operations Center (SOC): The SOC is operated by the California Governor's Office of Emergency Services (CalOES) at the State Level in SEMS. It is responsible for centralized coordination of state resources in support of the three Cal OES Administrative Regional Emergency Operations Centers (REOCs). It is also responsible for providing updated situation reports to the Governor and legislature.

System: An integrated combination of people, equipment and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Technical Assistance: Support provided to state, tribal and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

Technical Specialists: Personnel with special skills that can be used anywhere within the SEMS organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs and they are typically certified in their fields or professions.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.].



Type: 1) An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications. 2) A class, kind, or group sharing one or more characteristics; category. 3) A variety or style of a particular class or kind of things.

Unified Command: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

Volunteer: For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.



18.3 Appendix 3: Critical Contact Lists

18.3.1 COUNTY CONTACTS

AGENCY	TELEPHONE NUMBER
SBC Fire EOC	(909) 356-3998
SBC Fire Dispatch – Comm Center	(909) 356-3805
SBC Fire PIO – (Martinez)	(800) 426-8689/3307
SBC Disaster Info Recorded Message	(909) 355-8800
SBC Sheriff DOC	(909) 387-0364
SBC Sheriff - Catering	(909) 463-5002
SBC Sheriff - Dispatch	(909) 356-3854
SBC Public Health DOC	(909) 252-4427
SBC Animal Control	(800) 472-5609
SBC Environmental Health - 24hr DO	(909) 356-3805
SBC Public Works 24 Hr. Dispatch	(909) 387-8040
SBC Public Works PIO (Edis)	(909) 387-7866
SBC Public Works Radio Room	(909) 387-8063
SBC Facilities Management	(909) 387-2243
SBC Information Services	(909) 884-4884

18.3.2 UTILITY CONTACTS

AGENCY	TELEPHONE NUMBER
SCE Commercial Emergency	(800) 684-8123/ (800) 427-2200
SCE - Dispatch	(800) 426-0621
SCE Valley/Mountain Reg. Mgr. Beverly Powell	(909) 227-4421 CELL
SCE County Liaison - Shawn Wagner	(909) 781-3785 CELL
SCE – High Desert Reg. Mgr. - Nancy Jackson	(760) 408-1579
So Cal Gas – Kristine Scott	(909) 809-0317 CELL
Public Affairs Manager	(909) 335-7941 Office
Comm Center Compound Utilities	
Verizon Public Safety Crisis Response	(800) 981-9558 Duty Mgr.
Time Warner Cable – (Emergency)	(888) 766-2521
Rialto Water & Sewer	(909) 820-2546
The Gas Co.-Commercial (Emergency)	(800) 611-1911 / (800) 427-2200



18.3.3 FEDERAL AND STATE CONTACTS

AGENCY	TELEPHONE NUMBER
State Warning Center - Sacramento	(916) 845-8911
REOC – Los Alamitos	(562) 795-2900
Angeles National Forest	(661) 948-6082
CalFIRE – San Bernardino	(909) 881-6916
CalFIRE – South Ops	(951) 320-6197
Cal WARN Region Rep – G. Sturdivan	(909) 806-4087
USFS Comm Center	(909) 383-5651
USFS Public Affairs Office	(909) 382-2711
NOAA Contact – Alex Tardy	(858) 442-6016
National Weather Service (SD)	(858) 675-8705
National Weather Service (LV)	(702) 263-9744
National Weather Service (PHX)	(602) 275-0073

18.3.4 TRANSPORTATION AND INFRASTRUCTURE CONTACTS

AGENCY	TELEPHONE NUMBER
Caltrans Summit Comm (Cajon Pass)	(760) 249-3252
Caltrans Traffic Management Center	(909) 383-2588
Caltrans SB Maintenance/ Dispatch	(909) 383-2594
CHP Inland Comm Center	(909) 428-5400
CHP – Barstow Comm Center	(760) 255-8750
CHP – San Bernardino – E. Falat	(909) 383-4247
CHP - Arrowhead – Rick Sanders	(909) 867-2791
CHP – Morongo Basin – Tim Tompkins	(760) 366-3707
CHP – Needles – Dave Bradley	(760) 326-2000
CHP – Victorville – Todd Sturges	(760) 241-1186
CHP Hotline	(909) 825-7796
Army Corps of Engineers #1	(213) 452-3440
Army Corps of Engineers #2	(213) 452-3441
Dept. of Water Resources	(916) 574-2714
Kinder Morgan – Ops Director Phil Vasquez	(951) 712-8796



18.3.5 NGO CONTACTS

AGENCY	TELEPHONE NUMBER
ARC – SB County Office	(909) 380-7254
ARC – After Hours Number	(800) 951-5600
ARC – Response Manager April Wing	(909) 888-1481 ex 244 (760) 954-4476 CELL
ARC – Disaster Services Manager Don Gordon	(909) 717-1128 (760) 245-6511
ARC – Grand Canyon (Havasu Landing)	(800) 842-7349
ARC – Grand Canyon – Emergency Ops Supervisor – Paula Susmark	(602) 722-7616
ARC – Morongo Basin Duty Officer	(951) 204-0260
Inland Empire United Way – (211)	(909) 980-2857
ICEMA Duty Officer	(909) 208-8618
ARMC	(909) 580-1000
Kaiser Hospital – Fontana	(909) 427-5521
Loma Linda Medical Center	(909) 824-6904
Redlands Community Hospital	(909) 335-5500
St. Bernardine Medical Center	(909) 883-8711



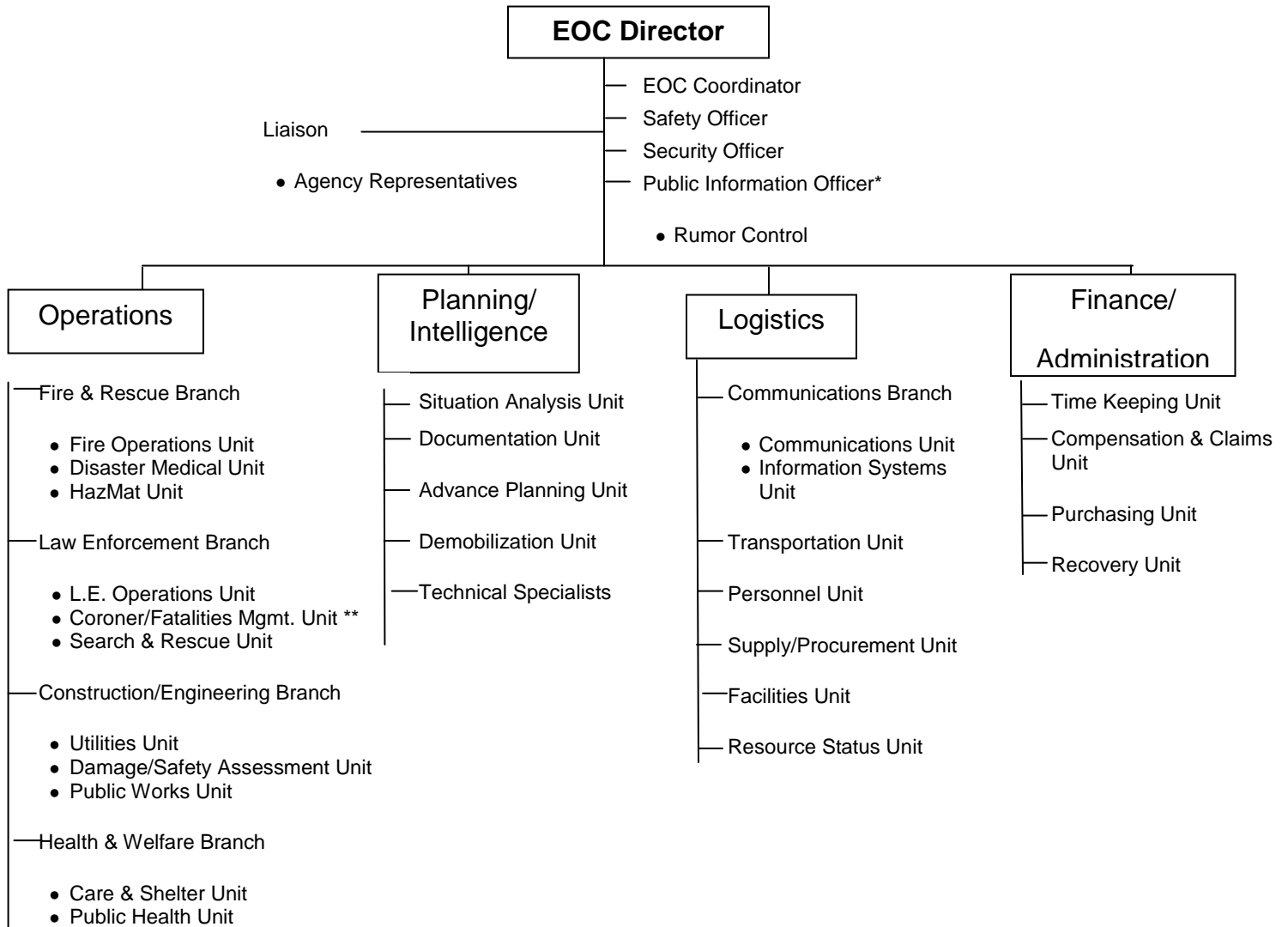
SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

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18.4 Appendix 4: SEMS EOC Position Checklists

The following checklists are extracted from the state planning guide SEMS *Local Government EOC Position Checklists*. They are based on the generic SEMS operating structure shown below. The EOC Director may alter this generic structure as needed based on operational requirements.





Generic Checklist
(For All Positions)

Activation Phase:

- Check in with the Personnel Unit (in Logistics) upon arrival at the EOC.
- Report to EOC Director, Section Chief, Branch Coordinator, or other assigned Supervisor.
- Set up your workstation and review your position responsibilities.
- Establish and maintain a position log which chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
- Ensure RIMS (Response Information Management System) is operational.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the EOC Director.
- Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
- Be prepared to provide input to the after-action report.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your work station.
- Clean up your work area before you leave.
- Leave a forwarding phone number where you can be reached.



18.4.1 MANAGEMENT SECTION

EOC Director

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Establish the appropriate Staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for the coordination between Emergency Response Agencies within the Operational Area. In conjunction with the General Staff, set priorities for response efforts. Ensure that all agency actions are accomplished within the priorities established.
3. Ensure that Inter-Agency Coordination is accomplished effectively within the EOC.

Activation Phase:

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC site and determine operational status.
- Obtain briefing from whatever sources are available.
- Ensure that the EOC is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established immediately.
- Ensure that an EOC organization and staffing chart is posted and completed.
- Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - Operations Section Chief
 - Logistics Section Chief
 - Planning/Intelligence Section Chief
 - Finance/Administration Chief
- Determine which Management Section positions are required and ensure they are filled as soon as possible.
 - Liaison Officer
 - EOC Coordinator
 - Public Information Branch Coordinator
 - Safety Officer
 - Security Officer
- Ensure that telephone and/or radio communications with Operational Area EOC are established and functioning.
- Schedule the initial Action Planning meeting.
- Confer with the General Staff to determine what representation is needed at the EOC from other emergency response agencies.
- Assign a liaison officer to coordinate outside agency response to the EOC, and to assist as necessary in establishing an Interagency Coordination Group.

Operational Phase:

- Monitor general staff activities to ensure that all appropriate actions are being taken.
- In conjunction with the Public Information Unit, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- Based on current status reports, establish initial strategic objectives for the County EOC.



- In coordination with Management Staff, prepare management function objectives for the initial Action Planning Meeting.
- Convene the initial Action Planning meeting. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate Action Planning procedures are followed (refer to Planning/Intelligence Section, "Action Planning Job Aid"). Ensure the meeting is facilitated appropriately by the Planning/Intelligence Section.
- Once the Action Plan is completed by the Planning/Intelligence Section, review, approve and authorize its implementation.
- Conduct periodic briefings with the general staff to ensure strategic objectives are current and appropriate.
- Conduct periodic briefings for elected officials or their representatives.
- Formally issue Emergency Proclamation for the County, and coordinate local government proclamations with other emergency response agencies, as appropriate.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Authorize demobilization of sections, branches and units when they are no longer required.
- Notify the Operational Area EOC, and other appropriate organizations of the planned demobilization, as appropriate.
- Ensure that any open actions not yet completed will be handled after demobilization.
- Ensure that all required forms or reports are completed prior to demobilization.
- Be prepared to provide input to the after action report.
- Deactivate the County EOC at the designated time, as appropriate.
- Proclaim termination of the emergency response and proceed with recovery operations.



EOC Coordinator (ESC)

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Facilitate the overall functioning of the EOC.
2. Assist and serve as an advisor to the EOC Director and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with operational area emergency plans and procedures.
3. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Assist the EOC Director in determining appropriate staffing for the EOC.
- Provide assistance and information regarding section staffing to all general staff.

Operational Phase:

- Assist the EOC Director and the General Staff in developing overall strategic objectives as well as section objectives for the Action Plan.
- Advise the EOC Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the EOC Action Plan.
- Provide overall procedural guidance to General Staff as required.
- Provide general advice and guidance to the EOC Director as required.
- Ensure that all notifications are made to the Operational Area EOC.
- Ensure that all communications with appropriate emergency response agencies are established and maintained.
- Assist EOC Director in preparing for and conducting briefings with Management Staff, the BOS, the media, and the general public.
- Assist the EOC Director and Liaison Officer, in establishing and maintaining an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the Liaison Officer with coordination of all EOC visits.
- Provide assistance with shift change activity as required.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



Public Information Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Serve as the coordination point for all media releases.
2. Represent the jurisdiction as the lead Public Information Officer.
3. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
4. Coordinate media releases with Public Information Officers representing other affected emergency response agencies within the Operational Area as required.
5. Develop the format for press conferences, in conjunction with the EOC Director.
6. Maintaining a positive relationship with the media representatives.
7. Supervising the Public Information Branch.

Activation Phase:

- Follow generic Activation Phase Checklists.
- Determine staffing requirements and make required personnel assignments for the Public Information Branch as necessary.

Operational Phase:

- Obtain policy guidance from the EOC Director with regard to media releases.
- Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- Coordinate with the Situation Status Unit and identify method for obtaining and verifying significant information as it is developed.
- Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of hand-out materials.
- Implement and maintain an overall information release program.
- Establish a Media Information Center, as required, providing necessary space, materials, telephones, and electrical power.
- Maintain up-to-date status boards and other references at the media information center.
- Provide adequate staff to answer questions from members of the media.
- Interact with other County EOC as well as Operational Area EOC PIOs and obtain information relative to public information operations.
- Develop content for state Emergency Alert System (EAS) releases if available.
- Monitor EAS releases as necessary.
- In coordination with other EOC sections and as approved by the EOC Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
- At the request of the EOC Director, prepare media briefings for members of the BOS and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- Ensure that a rumor control function is established to correct false or erroneous information.



- Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas.
- Provide appropriate staffing and telephones to efficiently handle incoming media and public calls.
- Prepare, update, and distribute to the public a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies, health services, etc.
- Ensure that announcements, emergency information and materials are translated and prepared for access and functional needs populations (non-English speaking, hearing impaired, etc.).
- Monitor broadcast media, using information to develop follow-up news releases and rumor control.
- Ensure that file copies are maintained of all information released.
- Provide copies of all media releases to the EOC Director.
- Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



Rumor Control Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide staffing for rumor control telephone bank.
2. Establish a "Disaster Hotline" with an up-to-date recorded message.
3. Supervise the Rumor Control Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Obtain "confirmed" disaster information.
- Operate a telephone bank for receiving incoming inquiries from the general public.
- Correct rumors by providing factual information based on confirmed data.
- Establish a "Disaster Hotline" recorded message and provide updated message information periodically.
- Refer inquiries from member of the media to the lead Public Information Officer or designated staff.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



Liaison Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee all liaison activities, including coordinating outside agency representatives assigned to the EOC and handling requests from other EOCs for EOC agency representatives.
2. Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
3. Ensuring that position specific guidelines, policy directives, situation reports, and a copy of the EOC Action Plan is provided to Agency Representatives upon check-in.
4. In conjunction with the EOC Coordinator, provide orientations for VIPs and other visitors to the EOC.
5. Ensuring that demobilization is accomplished when directed by the EOC Director.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Obtain assistance for your position through the Personnel Unit in Logistics, as required.

Operational Phase:

- Contact Agency Representatives already on-site, ensuring that they:
 - Have signed into the EOC, understand their assigned functions, know their work locations, and understand EOC organization and floor plan.
- Determine if additional representation is required from:
 - Other agencies, volunteer organizations, private organizations, utilities not already represented.
- In conjunction with the EOC Director and EOC Coordinator, establish and maintain an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the EOC Director and EOC Coordinator in conducting regular briefings for the Interagency Coordination Group and with distribution of the current EOC Action Plan and Situation Report.
- Request that Agency Representatives maintain communications with their agencies and obtain situation status reports regularly.
- With the approval of the EOC Director, provide agency representatives from the EOC to other EOCs as required and requested.
- Maintain a roster of agency representatives located at the County EOC. Roster should include assignment within the EOC (Section or Interagency Coordination Group). Roster should be distributed internally on a regular basis.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Release agency representatives that are no longer required in the County EOC when authorized by the EOC Director.



Agency Representatives

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Agency Representatives should be able to speak on behalf of their agencies, within established policy limits, acting as a liaison between their agencies and the EOC.
2. Agency Representatives may facilitate requests to or from their agencies, but normally do not directly act on or process resource requests.
3. Agency Representatives are responsible for obtaining situation status information and response activities from their agencies for the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Check in with the Liaison Officer and clarify any issues regarding your authority and assignment, including the functions of other representatives from your agency (if any) in the EOC.
- Establish communications with your home agency; notify the Logistics Section Communications Unit and the Liaison Officer of any communications problems.
- Unpack any materials you may have brought with you and set up your assigned station, request through the Liaison Officer and/or Logistics to obtain necessary materials and equipment.
- Obtain an EOC organization chart, floor plan, and telephone list from the Liaison Officer.
- Contact the EOC sections or branches that are appropriate to your responsibility; advise them of your availability and assigned work location in the EOC.

Operational Phase:

- Facilitate requests for support or information that your agency can provide.
- Keep current on the general status of resources and activity associated with your agency.
- Provide appropriate situation information to the Planning/Intelligence Section.
- Represent your agency at planning meetings, as appropriate, providing updated briefings about your agency's activities and priorities.
- Keep your agency executives informed and ensure that you can provide agency policy guidance and clarification for the EOC Director as required.
- On a regular basis, inform your agency of the EOC priorities and actions that may be of interest.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- When demobilization is approved by the EOC Director, contact your agency and advise them of expected time of demobilization and points of contact for the completion of ongoing actions or new requirements.
- Ensure that you complete all final reports, close out your activity log, and transfer any ongoing missions and/or actions to the Liaison Officer or other appropriate individual.
- Ensure copies of all documentation generated during the operation are submitted to the Planning/Intelligence Section.



Safety Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all buildings and other facilities used in support of the EOC are in a safe operating condition.
2. Monitor operational procedures and activities in the EOC to ensure they are being conducted in safe manner considering the existing situation and conditions.
3. Stop or modify all unsafe operations outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Tour the entire EOC facility and evaluate conditions; advise the EOC Director of any conditions and actions which might result in liability, (unsafe layout or equipment set-up, etc.)
- Study the EOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- Be familiar with particularly hazardous conditions in the facility; take action when necessary.
- Prepare and present safety briefings for the EOC Director and General Staff at appropriate meetings.
- If the event which caused activation was an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.
- Ensure that the EOC facility is free from any environmental threats - e.g., radiation exposure, air purity, water quality, etc.
- Keep the EOC Director advised of unsafe conditions; take action when necessary.
- Coordinate with the Finance/Administration Section in preparing any personnel injury claims or records necessary for proper case evaluation and closure.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



Security Officer

***** Read This Entire Position Checklist Before Taking Action *****

Responsibilities:

- Provide 24-hour security for the EOC.
- Control personnel access to the EOC in accordance with policies established by the EOC Director.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Determine the current EOC security requirements and arrange for staffing as needed.
- Determine needs for special access to EOC facilities.
- Provide executive and V.I.P. security as appropriate and required.
- Provide recommendations as appropriate to EOC Director.
- Prepare and present security briefings for the EOC Director and General Staff at appropriate meetings.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



18.4.2 OPERATIONS SECTION

Operations Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that the Operations Function is carried out including coordination of response for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
3. Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Exercise overall responsibility for the coordination of Branch and Unit activities within the Operations Section.
5. Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports (utilizing the Response Information Management System formats if available).
6. Conduct periodic Operations briefings for the EOC Director as required or requested.
7. Overall supervision of the Operations Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Meet with Planning/Intelligence Section Chief; obtain a preliminary situation briefing.
- Based on the situation, activate appropriate branches within the section. Designate Branch Coordinators as necessary.
 - Fire & Rescue
 - Law Enforcement
 - Health and Welfare
 - Construction & Engineering
- Determine need for Mutual Aid.
- Request additional personnel for the section as necessary for 24-hour operation.
- Obtain a current communications status briefing from the Communications Branch Coordinator in Logistics. Ensure that there is adequate equipment and frequencies available for the section.
- Determine estimated times of arrival of section staff from the Personnel Branch in Logistics.
- Confer with the EOC Director to ensure that the Planning/Intelligence and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.
- Coordinate with the Liaison Officer regarding the need for Agency Representatives in the Operations Section.
- Establish radio or cell-phone communications with Incident Commander(s) operating in the County, and coordinate accordingly.
- Determine activation status of other EOCs in the Operational Area and establish communication links with their Operations Sections if necessary.
- Based on the situation known or forecasted, determine likely future needs of the Operations Section.



- Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate section objectives for the first operational period.
- Review responsibilities of branches in section; develop an Operations Plan detailing strategies for carrying out Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase:

- Ensure that all section personnel are maintaining their individual position logs.
- Ensure that situation and resources information is provided to the Planning/Intelligence Section on a regular basis or as the situation requires, including Branch Status Reports and Major Incident Reports (utilize Response Information Management System format if available).
- Ensure that all media contacts are referred to the Public Information Branch.
- Conduct periodic briefings and work to reach consensus among staff on objectives for forth-coming operational periods.
- Attend and participate in EOC Director's Action Planning meetings.
- Provide the Planning/Intelligence Section Chief with the Operations Section's objectives prior to each Action Planning meeting.
- Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
- Ensure that the branches coordinate all resource needs through the Logistics Section.
- Ensure that intelligence information from Branch Coordinators is made available to the Planning/Intelligence Section in a timely manner.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of emergency expenditures and daily time sheets).
- Brief the EOC Director on all major incidents.
- Complete a Major Incident Report for all major incidents; forward a copy to the Planning/Intelligence Section.
- Brief Branch Coordinators periodically on any updated information you may have received.
- Share status information with other sections as appropriate.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Fire & Rescue Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate fire, disaster medical, hazardous materials, and search and rescue operations in the unincorporated county or contract areas.
2. Assist the EOC Fire & Rescue Branch Coordinator in acquiring mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Complete and maintain branch status reports (in RIMS format if available) for major incidents requiring or potentially requiring operational area, state and federal response, and maintain status of unassigned fire & rescue resources in the County.
5. Implement the objectives of the EOC Action Plan assigned to the Fire & Rescue Branch.
6. Overall supervision of the Fire & Rescue Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary Units within the Fire & Rescue Branch:
 - Fire Operations Unit
 - Search & Rescue Unit
 - Disaster Medical Unit
 - Hazmat Unit
- If the mutual aid system is activated, coordinate use of County fire resources with the Fire & Rescue Mutual Aid Coordinator.
- Prepare and submit a preliminary branch status report and major incident reports as appropriate to the Operations Section Chief.
- Prepare objectives for the Fire & Rescue Branch; provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

- Ensure that Branch and Unit position logs and other files are maintained.
- Maintain current status on Fire & Rescue missions being conducted in the County.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Fire & Rescue Branch operational priorities, periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Fire & Rescue Branch Status Report on RIMS forms if available.
- Refer all contacts with the media to the Public Information Branch.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Fire & Rescue Branch for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change; inform him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Fire Operations Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assist Incident Commanders in the field by providing coordination for mutual aid requests to and from the Operational Area Fire / Rescue Mutual Aid Coordinator, as appropriate.
2. Respond to requests for fire resources from the field in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).
3. Monitor and track fire resources utilized during the event.
4. Provide general support to field personnel as required.
5. Supervise the Fire Operations Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Establish and maintain radio or cell-phone communication with the Department Operations Center, or Fire & Rescue Branch at the Field Level.
- Obtain regular status reports on the fire situation from the Department Operations Center or Fire & Rescue Branch at the Field Level.
- Assess the impact of the disaster/event on the County Fire Department's operational capability.
- Establish the objectives of the Fire Operations Unit based on the nature and severity of the disaster, and provide them to the Fire & Rescue Branch Coordinator prior to the first Action Planning meeting.
- Provide fire status updates to the Fire & Rescue Branch Coordinator on a regular basis.
- Evaluate and process all requests for fire Mutual Aid resources through the Operational Area Fire & Rescue Mutual Aid Coordinator.
- If not addressed at the Incident Command Post or DOC, ensure that incident facilities are established (staging areas, etc.) to coordinate incoming fire mutual aid resources, as required.
- In conjunction with Planning/Intelligence, determine if current and forecasted weather conditions will affect fire and rescue operations.
- Inform the Fire & Rescue Branch Coordinator of all significant events that occur.
- Coordinate with the Law Enforcement Branch to determine status of evacuations and shelter locations.
- Assist in establishing camp facilities (or the use of commercial lodging) through the Logistics Section, if not addressed at the ICP or DOC.
- Reinforce the use of proper procedures for media contacts.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



Disaster Medical Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all available disaster medical resources are identified and mobilized as required.
2. Provide assistance to Incident Command Posts and Department Operations Centers in establishing triage teams.
3. Determine the status of medical facilities within the affected area.
4. Coordinate the transportation of injured victims to appropriate medical facilities as required.
5. Supervise the disaster Medical Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Work closely with all Operations Section Branch Coordinators to determine the scope of disaster medical assistance required.
- Determine the status and availability of medical mutual aid resources in the operational area; specifically paramedics and ambulances.
- Establish radio or telephone communication with area hospitals and other medical facilities to determine their capability to treat disaster victims.
- Determine status and availability of specialized treatment such as burn centers.
- Assist the Search and Rescue Unit Leader in providing triage for extricated victims.
- Coordinate with the Logistics Section to acquire suitable transportation for injured victims as required or requested.
- Establish and maintain communication with the Operational Area EOC and determine status and availability of medical resources.
- Coordinate with the Logistics Section to obtain necessary supplies and equipment to support disaster medical operations in the field.
- Inform the Fire & Rescue Branch Coordinator of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in emergency medical situations where statistical information is requested by the media.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Search & Rescue Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of the search and rescue mission and assist in mobilizing Search and Rescue Teams at the request of Department Operations Centers or Field Incident Commanders.
2. Provide search and rescue support as required to other emergency response agencies consistent with established priorities and objectives.
3. Ensure that deployed teams are provided with adequate support.
4. Supervise the Search & Rescue Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position log and other appropriate files.
- Work closely with all Operations Section Branch Coordinators to determine the scope of search and rescue assistance required.
- Coordinate with the Fire and Rescue Branch Coordinator to determine missions for search and rescue teams based on established priorities.
- Mobilize and deploy available search and rescue teams to locations within the jurisdiction, or to other emergency response agencies within the Operational Area, in a manner consistent with established policies and priorities.
- Establish radio or cell-phone communication with all deployed search and rescue team leaders to determine the scope of support required.
- Work closely with the Logistics Section to determine the status and availability of search and rescue resources in the Operational Area; specifically larger jurisdictions who have organized USAR teams.
- Coordinate with the Law Enforcement Branch to determine availability of search dog units.
- Coordinate with Construction and Engineering to provide on-site assistance with rescue operations at the request of team leaders.
- Coordinate with the Disaster Medical Unit to provide on-site assistance to extricated victims requiring medical treatment.
- Coordinate with the coroner's unit to provide on-site assistance in managing fatalities at search locations.
- Ensure that each team leader develops a safety plan for each assigned mission.
- Monitor and track the progress and status of each search and rescue team.
- Ensure that team leaders report all significant events.
- Assist in establishing camp facilities (or commercial lodging) for Search and Rescue Teams through the Logistics Section, if not addressed at the ICP or DOC.
- Inform the Fire & Rescue Branch Coordinator of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in instances where the media is seeking statistical information or personal identities of injured victims or fatalities.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Hazmat Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of hazardous materials incidents throughout the jurisdiction.
2. Assist in mobilizing hazardous materials teams at the request of Department Operations Centers or Field Incident Commanders.
3. Request assistance from and / or provide hazardous materials support as required to Operational Area Emergency Response Agencies consistent with established priorities and objectives.
4. Ensure that deployed teams are provided with adequate support.
5. Supervise the Hazmat Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Work closely with all Operations Section Branch Coordinators to determine the scope of HazMat incident response required.
- Coordinate with the Fire and Rescue Branch Coordinator to determine missions for HazMat teams based on established priorities.
- Mobilize and deploy available HazMat teams to the Operational Area or to other emergency response agencies within the Operational Area, in a manner consistent with the Hazmat Mutual Aid System and established priorities.
- Establish radio or cell-phone communication with all deployed HazMat teams to determine the scope of support required.
- Work closely with the Logistics Section to determine the status and availability of Hazmat Response Teams in the Operational Area.
- Coordinate with construction and engineering to provide on-site assistance with HazMat operations at the request of team leaders.
- Coordinate with the Disaster Medical Unit to determine medical facilities where victims of HazMat incidents can be transported following decontamination.
- Coordinate with the Coroner's Unit to provide on-site assistance in managing fatalities at HazMat scenes.
- Monitor and track the progress and status of each HazMat team.
- Ensure that Hazmat Team Leaders report all significant events.
- Assist in establishing camp facilities (or commercial lodging) for HazMat teams through the Logistics Section, if not addressed at the ICP or DOC.
- Inform the Fire & Rescue Branch Coordinator of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in instances where the media is seeking technical information on the hazardous material, statistical information, or personal identities of injured victims or fatalities.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Law Enforcement Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate movement and evacuation operations during a disaster.
2. Alert and notify the public of the impending or existing emergency within the County.
3. Coordinate law enforcement and traffic control operations during the disaster.
4. Coordinate site security at incidents.
5. Coordinate Law Enforcement Mutual Aid requests from emergency response agencies through the Law Enforcement Mutual Aid Coordinator at the Operational Area EOC.
6. Supervise the Law Enforcement branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary Units within the Law Enforcement Branch:
 - Law Enforcement Operations Unit
 - Coroner Unit
- Contact and assist the Operational Area EOC Law Enforcement and Coroner's Mutual Aid Coordinator with the coordination of mutual aid resources.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives; prepare objectives for the Law Enforcement Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

- Ensure that Branch and Unit position logs and other appropriate files are maintained.
- Maintain current status on Law Enforcement missions being conducted in the County.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Law Enforcement Branch operational priorities, periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Law Enforcement Branch Status Report. (Use RIMS Forms if available).
- Refer all contacts with the media to the Public Information Branch.
- Determine need for Law Enforcement Mutual Aid.
- Determine need for Coroner's Mutual Aid.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Law Enforcement Branch for the subsequent Operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning Meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Law Enforcement Operations Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate requests for Law Enforcement Mutual Aid Resources through the Operational Area Law Enforcement Mutual Aid Coordinator and provide general support to field personnel as required.
2. Establish and maintain communication with Law Enforcement Branch Directors in the field or at the Department Operations Center (DOC) if activated.
3. Respond to requests for Law Enforcement resources from the field in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).
4. Monitor and track law enforcement resources utilized during the event.
5. Supervise the law enforcement operations unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Establish and maintain radio or cell-phone communication with the Department Operations Center, or Law Enforcement Branch Directors at the field level.
- Obtain regular status reports on the law enforcement situation from the Department Operations Center or Law Enforcement Branch at the field level.
- Assess the impact of the disaster/event on the Sheriff Department's operational capability.
- Establish the objectives of the Law Enforcement Operations Unit based on the nature and severity of the disaster, and provide them to the Law Enforcement Branch Coordinator prior to the first Action Planning meeting.
- If the Department Operations Center is not activated, ensure that the assignment of law enforcement resources are closely monitored and coordinated, and that on-scene time is logged at the field level.
- If not addressed at the ICP or DOC, ensure that incident facilities are established (staging areas, etc.) to coordinate incoming law enforcement mutual aid resources, as required.
- In conjunction with Planning/Intelligence, determine if current and forecasted weather conditions will affect law enforcement operations.
- Coordinate major evacuation activity with the Fire Operations Branch, as required.
- Coordinate with the Care and Shelter Unit to establish suitable shelter locations and appropriate shelter facilities for evacuated population.
- Assist in establishing camp facilities (or commercial lodging) for law enforcement personnel, through the Logistics Section, if not addressed at the ICP or DOC.
- Reinforce the use of proper procedures for media contacts.
- Provide law enforcement status updates to the Law Enforcement Branch Coordinator on a regular basis.
- Evaluate and process all requests for law enforcement resources through the Operational Area Law Enforcement Mutual Aid Coordinator.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Coroner Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. At the direction of the Sheriff/Coroner, establish and oversee an interim system for managing fatalities resulting from the disaster / event.
2. At the direction of the Sheriff / Coroner, establish and oversee the operation of temporary morgue facilities and maintain detailed records of information relative to each fatality.
3. Supervision of the Coroner Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Ensure that locations where fatalities are discovered are secured.
- Ensure that fatality collection points are established and secured as necessary.
- Ensure that temporary morgue facilities are established in accordance with guidelines established by the Sheriff/Coroner.
- Request Coroner's Mutual Aid through the Sheriff/Coroner at the Operational Area EOC as required.
- Procure, through logistics, all necessary fatalities management equipment and supplies, such as temporary cold storage facilities or vehicles, body bags, etc.
- Coordinate with the Search & Rescue Unit to determine location and number of extricated fatalities.
- Ensure that human remains are transported from fatality collection points to temporary morgue(s), if so advised by the Sheriff/Coroner.
- Assist the Sheriff/Coroner with identification of remains and notification of next of kin as required.
- In conjunction with local mortuaries and cemeteries, assist with the reburial of any coffins that were surfaced and / or disturbed as a result of the disaster.
- Keep the Law Enforcement Branch Coordinator informed of Coroners Unit activities on a regular basis.
- Inform the Law Enforcement Branch Coordinator and the Public Information Branch of the number of confirmed fatalities resulting from the disaster or event. **(NOTE: This information must be verified with the Sheriff / Coroner prior to release).**
- Ensure that all media contacts are referred to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Construction / Engineering Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Survey all utility systems, and restore systems that have been disrupted, including coordinating with utility service providers in the restoration of disrupted services, and assist other sections, branches, and units as needed.
2. Survey all public and private facilities, assessing the damage to such facilities, and coordinating the repair of damage to public facilities. Survey all other infrastructure systems, such as streets and roads within the County.
3. Supervise the Construction/Engineering Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the Construction/Engineering Branch:
 - Utilities Unit
 - Damage/Safety Assessment Unit
 - Public Works Unit
- Contact and assist the Operational Area Public Works Mutual Aid Coordinator with the coordination of mutual aid resources as necessary.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives, prepare objectives for the Construction/Engineering Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

- Ensure that branch and unit position logs and other necessary files are maintained.
- Maintain current status on all construction/engineering activities.
- Ensure that damage and safety assessments are being carried out for both public and private facilities.
- Request mutual aid as required through the Operational Area Publics Works Mutual Aid Coordinator.
- Determine and document the status of transportation routes into and within affected areas.
- Coordinate debris removal services as required.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Construction/Engineering Branch activities periodically during the operational period or as requested.
- Ensure that all Utilities and Construction/Engineering Status Reports, as well as the Initial Damage Estimation are completed and maintained. (Utilize RIMS forms if available).
- Refer all contacts with the media to the Public Information Branch.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Construction/Engineering Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Utilities Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assess the status of utilities; provide Utility Status Reports as required.
2. Coordinate restoration of damaged utilities with utility representatives in the County EOC if present, or directly with Utility companies.
3. Supervise the Utilities Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Establish and maintain communications with the utility providers for the County.
- Determine the extent of damage to utility systems in the County.
- Coordinate with the Liaison Officer to ensure that agency representatives from affected utilities are available to respond to the County EOC.
- Ensure that all information on system outages is consolidated and provided to the Situation Analysis Unit in the Planning/Intelligence Section.
- Ensure that support to utility providers is available as necessary to facilitate restoration of damaged systems.
- Keep the Public Health Branch Coordinator informed of any damage to sewer and sanitation systems, as well as possible water contamination problems.
- Keep the Construction/Engineering Branch Coordinator informed of the restoration status.
- Complete and maintain the Utilities Status Report (utilize RIMS forms if available).
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Damage / Safety Assessment Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect initial damage/safety assessment information from other branches/units within the Operations Section.
2. If the disaster is winter storm, flood, or earthquake related, ensure that dam inspection teams have been dispatched.
3. Provide detailed damage/safety assessment information to the Planning/Intelligence Section, with associated loss damage estimates.
4. Maintain detailed records on damaged areas and structures.
5. Initiate requests for Engineers from the Operational Area, to inspect structures and/or facilities.
6. Supervise the Damage/Safety Assessment Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Obtain initial damage/safety assessment information from Fire & Rescue Branch, Law Enforcement Branch, Utilities Unit and other branches/units as necessary.
- Coordinate with the American Red Cross, utility service providers, and other sources for additional damage/safety assessment information.
- Prepare detailed damage/safety assessment information, including estimate of value of the losses, and provide to the Planning/Intelligence Section.
- Clearly label each structure and/or facility inspected in accordance with ATC-20 standards and guidelines.
- Maintain a list of structures and facilities requiring immediate inspection or engineering assessment.
- Initiate all requests for engineers and building inspectors through the Operational Area EOC.
- Keep the Construction/Engineering Branch Coordinator informed of the inspection and engineering assessment status.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Public Works Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

- Assist other Operation Section Branches by providing construction equipment and operators as necessary.
- Provide heavy equipment assistance to the Damage/Safety Assessment Unit as required.
- Provide emergency construction and repair to damaged roadways. Assist with the repair of utility systems as required.
- Providing flood-fighting assistance, such as sandbagging, rerouting waterways away from populated areas, and river, creek, or stream bed debris clearance.
- Supervise the Public Works Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Ensure that appropriate staff is available to assist other emergency responders with the operation of heavy equipment, in coordination with the Logistics Section.
- Ensure that engineering staff are available to assist the Damage/Safety Assessment Unit in inspecting damaged structures and facilities.
- As requested, direct staff to provide flood fighting assistance, clear debris from roadways and water ways, assists with utility restoration, and build temporary emergency structures as required.
- Work closely with the Logistics Section to provide support and materiel as required.
- Keep the Construction/Engineering Branch Coordinator informed of unit status.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Health & Welfare Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Safeguard the public health of citizens by ensuring there is an ample supply of potable water, a functioning sanitation system, and vector controls are established, as required.
2. In coordination with volunteer and private agencies, provide clothing, shelter, and other mass care services as required, to disaster victims.
3. Supervise the Health and Welfare Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a Health and Welfare Unit position log and other necessary files.
- Ensure that all potable water supplies remain safe, and free from contaminants.
- Ensure that sanitation systems are operating effectively and not contaminating water supplies.
- Ensure that a vector control plan is established and implemented for the affected area(s).
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Health and Welfare Branch operational priorities, periodically during the operations period or as requested.
- Complete and maintain the Care & Shelter Status Reports (utilizing RIMS forms if available).
- Ensure that the Public Health Branch is available to assist the Coroner Unit in mitigating and managing mass fatality situations.
- Ensure coordination of all mass care activities occurs with the Red Cross and other volunteer agencies as required.
- Prepare objectives for the Health and Welfare Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Care & Shelter Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate directly with the American Red Cross and other volunteer agencies to provide food, potable water, clothing, shelter and other basic needs as required to disaster victims within the County.
2. Assist the American Red Cross with inquiries and registration services to reunite families or respond to inquiries from relatives or friends.
3. Assist the American Red Cross with the transition from mass care to separate family/individual housing.
4. Supervise the Care & Shelter Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain your position log and other necessary files.
- Coordinate with the Liaison Officer to request an Agency Representative from the American Red Cross. Work with the Agency Representative to coordinate all shelter and congregate care activity.
- Establish communications with other volunteer agencies to provide clothing and other basic life sustaining needs.
- Ensure that each activated shelter meets the requirements as described under the Americans With Disabilities Act.
- Assist the American Red Cross in staffing and managing the shelters to the extent possible.
- In coordination with the American Red Cross, activate an inquiry registry service to reunite families and respond to inquiries from relatives or friends.
- Assist the American Red Cross with the transition from operating shelters for displaced persons to separate family/individual housing.
- Complete and maintain the Care and Shelter Status Report Form (utilize RIMS forms if available).
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Public Health Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assess the status and availability of potable water within the jurisdiction
2. Assess the status of the sanitation system within the jurisdiction.
3. Inspect and assess emergency supplies such as foodstuffs and other consumables for purity and utility.
4. Assess the need for a vector control plan for the affected disaster area(s) within the jurisdiction.
5. Supervise the Public Health Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Coordinate with the Utilities Unit Leader to determine current status of water and sanitation systems.
- If systems are damaged, request assistance from County Public Health to assess drinking water quality and potential health risks from ruptured sewer / sanitation systems.
- Develop a distribution system for drinking water throughout the County as required.
- Contact and coordinate with the Logistics Section, to obtain chemical (portable) toilets and other temporary facilities for the disposal of human waste and other infected waste.
- Inspect emergency supplies to be used in the EOC or by field emergency responders, such as foodstuffs, drugs, and other consumables for purity and utility.
- Determine the need for vector control, and coordinate with County Public Health for Vector control services as required.
- Inform the Health & Welfare Branch Coordinator on all activities of the Public Health Unit periodically during the operational period, or as requested.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

Section 18: Appendix 4
SEMS EOC Position
Checklists



18.4.3 PLANNING / INTELLIGENCE SECTION

Planning / Intelligence Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that the following responsibilities of the Planning/Intelligence Section are addressed as required:
 - a. Collecting, analyzing, and displaying situation information,
 - b. Preparing periodic Situation Reports,
 - c. Preparing and distributing the EOC Action Plan and facilitating the Action Planning meeting,
 - d. Conducting Advance Planning activities and report,
 - e. Providing technical support services to the various EOC sections and branches, and documenting and maintaining files on all EOC activities.
2. Establish the appropriate level of organization for the Planning/Intelligence Section.
3. Exercise overall responsibility for the coordination of branch/unit activities within the section.
4. Keep the EOC Director informed of significant issues affecting the Planning/Intelligence Section.
5. In coordination with the other Section Chiefs, ensure that Branch Status Reports are completed and utilized as a basis for Situation Status Reports, and the EOC Action Plan.
6. Supervise the Planning/Intelligence Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Based on the situation, activate branches within section as needed and designate Branch or Unit Leaders for each element:
 - Situation Analysis Unit
 - Advance Planning Unit
 - Documentation Unit
 - Technical Services Unit
- Request additional personnel for the section as necessary to maintain a 24-hour operation.
- Establish contact with the Operational Area EOC when activated, and coordinate Situation Status Reports with their Planning/Intelligence Section.
- Meet with Operations Section Chief; obtain and review any major incident reports.
- Review responsibilities of branches in section; develop plans for carrying out all responsibilities.
- Make a list of key issues to be addressed by Planning/Intelligence; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.
- Keep the EOC Director informed of significant events.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Planning/Intelligence position logs and other necessary files are maintained.
- Ensure that the Situation Analysis Unit is maintaining current information for the situation status report.



- Ensure that major incidents reports and branch status reports are completed by the Operations Section and are accessible by Planning Intelligence (utilize RIMS forms if available).
- Ensure that a situation status report is produced and distributed to EOC Sections and Operational Area EOC at least once, prior to the end of the operational period.
- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Public Information Branch 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.
- Facilitate the EOC Director's Action Planning meetings approximately two hours before the end of each operational period.
- Ensure that objectives for each section are completed, collected and posted in preparation for the next Action Planning meeting.
- Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
- Work closely with each branch/unit within the Planning/Intelligence Section to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
- Ensure that the advance planning unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall strategic objectives of the EOC.
- Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
- Provide technical services, such as energy advisors and other technical specialists to all EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Situation Analysis Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee the collection, organization, and analysis of disaster situation information.
2. Ensure that information collected from all sources is validated prior to posting on status boards.
3. Ensure that situation status reports are developed utilizing RIMS forms, for dissemination to EOC staff and also to the Operational Area EOC.
4. Ensure that an EOC Action Plan is developed (utilizing RIMS form) for each operational period, based on objectives developed by each EOC Section.
5. Ensure that all maps, status boards and other displays contain current and accurate information.
6. Supervise Situation Analysis Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Ensure there is adequate staff available to collect and analyze incoming information, maintain the Situation Status Report on RIMS, and facilitate the Action Planning process.
- Prepare Situation Analysis Unit objectives for the initial Action Planning meeting.

Operational Phase:

- Ensure position logs and other necessary files are maintained.
- Oversee the collection and analysis of all event or disaster related information.
- Oversee the preparation and distribution of the Situation Status Report (utilizing RIMS forms if available). Coordinate with the Documentation Unit for manual distribution and reproduction as required.
- Ensure that each EOC Section provides the Situation Analysis Unit with Branch Status Reports, (utilizing RIMS forms), on a regular basis.
- Meet with the Public Information Branch Coordinator to determine the best method for ensuring access to current information.
- Prepare a situation summary for the EOC Action Planning meeting.
- Ensure each section provides their objectives at least 30 minutes prior to each Action Planning meeting.
- Convene and facilitate the Action Planning meeting following the meeting process guidelines.
- In preparation for the Action Planning meeting, ensure that all EOC objectives are posted on chart paper, and that the meeting room is set up with appropriate equipment and materials (easels, markers, sit stat reports, etc.)
- Following the meeting, ensure that the Documentation Unit publishes and distributes the Action Plan prior to the beginning of the next operational period.
- Ensure that adequate staff is assigned to maintain all maps, status boards and other displays.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Documentation Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect, organize and file all completed event or disaster related forms, to include: all EOC position logs, situation status reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the EOC situation status reports, EOC Action Plan, and other documents, as required.
4. Maintain a permanent electronic archive of all situation reports and Action Plans associated with the event or disaster.
5. Assist the EOC Coordinator in the preparation and distribution of the After-action Report.
6. Supervise the Documentation Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Maintain a position log.
- Meet with the Planning/Intelligence Section Chief to determine what EOC materials should be maintained as official records.
- Meet with the Recovery Unit Leader to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- Reproduce and distribute the Situation Status Reports and Action Plans. Ensure distribution is made to the Operational Area EOC.
- Keep extra copies of reports and plans available for special distribution as required.
- Set up and maintain document reproduction services for the EOC.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Advance Planning Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Development of an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
2. Review all available status reports, Action Plans, and other significant documents. Determine potential future impacts of the event or disaster; particularly issues which might modify the overall strategic EOC objectives.
3. Provide periodic briefings for the EOC Director and General Staff addressing Advance Planning issues.
4. Supervise the Advance Planning Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Maintain a position log.
- Monitor the current situation report to include recent updates.
- Meet individually with the general staff and determine best estimates of the future direction & outcomes of the event or disaster.
- Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36 to 72 hour time frame.
- Submit the Advance Plan to the Planning Intelligence Chief for review and approval prior to conducting briefings for the General Staff and EOC Director.
- Review Action Planning objectives submitted by each section for the forthcoming operational period. In conjunction with the general staff, recommend a transition strategy to the EOC Director when EOC activity shifts predominately to recovery operations.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Technical Services Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide technical observations and recommendations to the County EOC in specialized areas, as required.
2. Ensure that qualified specialists are available in the areas required by the particular event or disaster.
3. Supervise the Technical Services Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Maintain a position log and other necessary files.
- Coordinate with the Logistics Section to ensure that technical staff are located and mobilized.
- Assign technical staff to assist other EOC Sections in coordinating specialized areas of response or recovery.
- Assign technical staff to assist the Logistics Section with interpreting specialized resource capability and requests.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Demobilization Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Develop a Demobilization Plan for the EOC based on a review of all pertinent planning documents, and status reports.
2. Supervise personnel assigned to the Demobilization Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Monitor the current situation report to include recent updates.
- Meet individually with the general staff and administer the section worksheet for the Demobilization Plan.
- Meet with the EOC Director and administer the EOC Director's worksheet for the Demobilization Plan.
- Utilizing the worksheets, develop a draft Demobilization Plan and circulate to the EOC Director and General Staff for review.
- Finalize the Demobilization Plan for approval by the EOC Director.
- Demobilization planning must occur at least once during the operational period for as long as EOC Sections are formally staffed.
- Advise all Section Chiefs to ensure that demobilized staff complete all reports, time sheets, and exit surveys in coordination with the personnel unit prior to leaving the EOC.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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Section 18: Appendix 4
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18.4.4 LOGISTICS SECTION

Logistics Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure the Logistics function is carried out in support of the EOC. This function includes providing communication services, resource tracking; acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, and other support services as required.
2. Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Commands within the County.
5. Keep the EOC Director informed of all significant issues relating to the Logistics Section.
6. Supervise the Logistics Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- 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 section as needed and designate Branch and Unit Leaders for each element:
 - Communications Branch
 - Personnel Unit
 - Transportation Unit
 - Facilities Unit
 - Supply/Procurement Unit
 - Resource Status Unit
- Mobilize sufficient section staffing for 24 hour operations.
- Establish communications with the Logistics Section at the Operational Area EOC if activated.
- Advise Branches and Units within the section to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests from Incident Command Posts in the field. This should be done prior to acting on the request.
- Meet with the EOC Director and General Staff and identify immediate resource needs.
- Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.
- Assist branch and Unit Leaders in developing objectives for the section as well as plans to accomplish their objectives within the first operational period, or in accordance with the Action Plan.
- Provide periodic Section Status Reports to the EOC Director.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.



Operational Phase:

- Ensure that Logistic Section position logs and other necessary files are maintained.
- Meet regularly with section staff and work to reach consensus on section objectives for forthcoming operational periods.
- Provide the Planning/Intelligence Section Chief with the Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.
- Attend and participate in EOC Action Planning meetings.
- Ensure that the Supply/Procurement Unit coordinates closely with the Purchasing Unit in the Finance/Administration Section, and that all required documents and procedures are completed and followed.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all County resources are tracked and accounted for, as well as resources ordered through Mutual Aid.
- Provide section staff with information updates as required.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Communications Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required and oversee the installation of communications resources within the County EOC.
2. Determine specific computer requirements for all EOC positions.
3. Implement RIMS if available, for internal information management to include message and e-mail systems.
4. Ensure that the EOC Communications Center is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
5. Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
6. Supervise the communications branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the Communications Branch:
 - Communications Unit
 - Information Systems Unit
- Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the initial Action Planning meeting.

Operational Phase:

- Ensure that communication branch position logs and other necessary files are maintained.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
- Ensure that the EOC Communications Center is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.
- Ensure that adequate communications operators are mobilized to accommodate each discipline on a 24-hour basis or as required.
- Ensure that RIMS Communications links, if available, are established with the Operational Area EOC.
- Ensure that communications links are established with activated EOC within the Operational Area, as appropriate.
- Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required.
- Ensure that technical personnel are available for communications equipment maintenance and repair.
- Mobilize and coordinate amateur radio resources to augment primary communications systems as required.
- Keep the Logistics Section Chief informed of the status of communications systems.
- Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the next Action Planning meeting.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Communications Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Install, activate, and maintain telephone and radio systems for the EOC.
2. Assist EOC positions in determining appropriate numbers of telephones and other communications equipment required to facilitate operations.
3. Acquire radio frequencies as necessary to facilitate operations.
4. Assign Amateur Radio Operators as needed to augment primary communications networks.
5. Supervise the EOC Communications Center and the Communications Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Continually monitor and test the activated radio and telephone systems. Keep the Communications Branch Coordinator informed of system failures and restoration activities.
- Develop instructional guidance for use of radios and telephones and conduct training sessions for EOC staff as necessary.
- Meet periodically with the Operations Section Branches to ensure that their radio frequencies are adequate. Make modifications as necessary to maintain their operational capability.
- Coordinate with Pacific Bell Telephone Company in the County to obtain portable telephone banks, as necessary.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Information Systems Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Install, activate, and maintain information systems for the EOC.
2. Assist EOC positions in determining appropriate types and numbers of computers and computer applications required to facilitate operations.
3. Install RIMS, if available, on all computers for internal information management to include message and e-mail systems.
4. Supervise the Information Systems Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Continually monitor and test RIMS if available, and ensure automated information links with the Operational Area EOC are maintained.
- Keep the Communications Branch Coordinator informed of system failures and restoration activities.
- Develop instructional guidance for use of computers and computer programs such as RIMS. Be prepared to conduct training sessions for EOC staff as necessary.
- Request additional computer equipment as required through the Communications Branch Coordinator.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Transportation Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. In coordination with the Construction/Engineering Branch Coordinator, and the Situation Analysis Unit, develop a transportation plan to support EOC operations.
2. Arrange for the acquisition or use of required transportation resources.
3. Supervise the Transportation Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Routinely coordinate with the Situation Analysis Unit to determine the status of transportation routes in and around the County.
- Routinely coordinate with the Construction/Engineering Branch Coordinator to determine progress of route recovery operations.
- Develop a Transportation Plan which identifies routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and shipment of resources and materiel.
- Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
- Keep the Logistics Section Chief informed of significant issues affecting the Transportation Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Personnel Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide personnel resources as requested in support of the EOC and Field Operations.
2. Identify, recruit and register volunteers as required.
3. Develop an EOC organization chart.
4. Supervise the Personnel Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- In conjunction with the Documentation Unit, develop a large poster size EOC organization chart depicting each activated position. Upon check in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- Coordinate with the Liaison Officer and Safety Officer to ensure that all EOC staff, to include volunteers, receives a current situation and safety briefing upon check-in.
- Establish communications with volunteer agencies and other organizations that can provide personnel resources.
- Coordinate with the Operational Area EOC to activate the Emergency Management Mutual Aid System (EMMA), if required.
- Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and advise the requesting parties accordingly.
- Maintain a status board or other reference to keep track of incoming personnel resources.
- Coordinate with the Liaison Officer and Security Officer to ensure access, badging or identification, and proper direction for responding personnel upon arrival at the EOC.
- Assist the Fire Rescue Branch and Law Enforcement Branch with ordering of mutual aid resources as required.
- To minimize redundancy, coordinate all requests for personnel resources from the field level through the EOC Operations Section prior to acting on the request.
- In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire mental health specialists as needed.
- Arrange for child care services for EOC personnel as required.
- Establish registration locations with sufficient staff to register volunteers, and issue them disaster service worker identification cards.
- Keep the Logistics Section Chief informed of significant issues affecting the Personnel Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Supply / Procurement Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee the procurement and allocation of supplies and materiel not normally provided through mutual aid channels.
2. Coordinate procurement actions with the Finance /Administration Section.
3. Coordinate delivery of supplies and materiel as required.
4. Supervise the Supply/Procurement Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Determine if requested types and quantities of supplies and materiel are available in County inventory.
- Determine procurement spending limits with the Purchasing Unit in Finance/ Administration. Obtain a list of pre-designated emergency purchase orders as required.
- Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materiel, and also verify that the request has not been previously filled through another source.
- In conjunction with the Resource Status Unit, maintain a status board or other reference depicting procurement actions in progress and their current status.
- Determine if the procurement item can be provided without cost from another jurisdiction or through the Operational Area.
- Determine unit costs of supplies and materiel, from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.
- Orders exceeding the purchase order limit must be approved by the Finance/ Administration Section before the order can be completed.
- If vendor contracts are required for procurement of specific resources or services, refer the request to the Finance/Administration Section for development of necessary agreements.
- Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pickup and delivery through the Transportation Unit.
- In coordination with the Personnel Unit, provide food and lodging for EOC staff and volunteers as required. Assist field level with food services at camp locations as requested.
- Coordinate donated goods and services from community groups and private organizations. Set up procedures for collecting, inventorying, and distributing usable donations.
- Keep the Logistics Section Chief informed of significant issues affecting the Supply/Procurement Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Facilities Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
2. Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.
3. Supervise the facilities unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Work closely with the EOC Coordinator and other sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with branches and units in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level.
- Arrange for continuous maintenance of acquired facilities, to include ensuring that utilities and restrooms are operating properly.
- If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- Develop and maintain a status board or other reference which depicts the location of each facility; a general description of furnishings, supplies and equipment at the site; hours of operation, and the name and phone number of the Facility Manager.
- Ensure all structures are safe for occupancy and that they comply with ADA requirements.
- As facilities are vacated, coordinate with the facility manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- Keep the Logistics Section Chief informed of significant issues affecting the Facilities Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Resource Status Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate with the other units in the Logistics Section to capture and centralize resource status information.
2. Develop and maintain resource status boards in the Logistics Section.
3. Supervise the Resource Status Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Coordinate closely with all units in the Logistics Section particularly Supply/Procurement, Personnel, and Transportation.
- As resource requests are received in the Logistics Section, post the request on a status board and track the progress of the request until filled.
- Status boards should track requests by providing at a minimum, the following information: date & time of the request, items requested, priority designation, time the request was processed and estimated time of arrival or delivery to the requesting party.
- Work closely with other logistics units and assist in notifying requesting parties of the status of their resource request. This is particularly critical in situations where there will be delays in filling the request.
- An additional status board may be developed to track resource use by the requesting party. Information categories might include the following: actual arrival time of the resource, location of use, and an estimate of how long the resource will be needed.
- Keep in mind that it is generally not necessary to track mutual aid resources unless they are ordered through the Logistics Section.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



18.4.5 FINANCE / ADMINISTRATION SECTION

Finance / Administration Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Ensure that all on-duty time is recorded for all County emergency response personnel.
3. Ensure that all on-duty time sheets are collected from Field Level Supervisors or Incident Commanders and their staffs.
4. Ensure there is a continuum of the payroll process for all County employees responding to the event or disaster.
5. Determine purchase order limits for the procurement function in Logistics.
6. Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
7. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
8. Provide administrative support to all EOC Sections as required, in coordination with the Personnel Unit.
9. Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
10. Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.
11. Supervise the Finance/Administration Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- 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 section as needed and designate Branch Coordinators for each element:
 - Time Keeping Unit
 - Compensation & Claims Unit
 - Purchasing Unit
 - Recovery Unit
- Ensure that sufficient staff are available for a 24-hour schedule, or as required.
- Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to Logistics Section.
- Meet with all Unit Leaders and ensure that responsibilities are clearly understood.
- In conjunction with Unit Leaders, determine the initial Action Planning objectives for the first operational period.
- Notify the EOC Director when the Finance/Administration Section is operational.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.



Operational Phase:

- Ensure that Finance/Administration position logs and other necessary files are maintained.
- 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 Action Planning meetings.
- Brief all Unit Leaders and ensure they are aware of the EOC objectives as defined in the Action Plan.
- Keep the EOC Director, General Staff, and elected officials aware of the current fiscal situation and other related matters, on an on-going basis.
- Ensure that the Recovery Unit maintains all financial records throughout the event or disaster.
- Ensure that the Time Keeping Unit tracks and records all agency staff time.
- In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Ensure that the Compensation & Claims Unit processes all workers' compensation claims, resulting from the disaster, in a reasonable time-frame, given the nature of the situation.
- Ensure that the Time-Keeping Unit processes all time-sheets and travel expense claims promptly.
- Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.
- Ensure that all recovery documentation is accurately maintained by the Recovery Unit during the response, and submitted on the appropriate forms to Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Time Keeping Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Track, record, and report all on-duty time for personnel working during the event or disaster.
2. Ensure that personnel time records, travel expense claims and other related forms are prepared and submitted to county budget and payroll office.
3. Supervise the time keeping unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Initiate, gather, or update time reports from all personnel, to include volunteers assigned to each shift; ensure that time records are accurate and prepared in compliance with County policy.
- Obtain complete personnel rosters from the Personnel Unit. Rosters must include all EOC Personnel as well as personnel assigned to the field level.
- Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- Establish a file for each employee or volunteer within the first operational period; to maintain a fiscal record for as long as the employee is assigned to the response.
- Keep the Finance/Administration Section Chief informed of significant issues affecting the Time-Keeping Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Compensation & Claims Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee the investigation of injuries and property/equipment damage claims involving the County, arising out of the event or disaster.
2. Complete all forms required by Workers' Compensation program.
3. Maintain a file of injuries and illnesses associated with the event or disaster which includes results of investigations.
4. Supervise the Compensation and Claims Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Maintain a chronological log of injuries and illnesses, and property damage reported during the event or disaster.
- Investigate all injury and damage claims as soon as possible.
- Prepare appropriate forms for all verifiable injury claims and forward them to Workers' Compensation within the required time-frame consistent with County Policy & Procedures.
- Coordinate with the Safety Officer regarding the mitigation of hazards.
- Keep the Finance/Administration Chief informed of significant issues affecting the Compensation and Claims Unit.
- Forward all equipment or property damage claims to the Recovery Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Purchasing Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. Coordinate with Supply/Procurement Unit on all matters involving the need to exceed established purchase order limits.
3. Supervise the Purchasing Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Review the County's emergency purchasing procedures.
- Prepare and sign contracts as needed; obtain concurrence from the Finance/Administration Section Chief.
- Ensure that all contracts identify the scope of work and specific site locations.
- Negotiate rental rates not already established, or purchase price with vendors as required.
- Admonish vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- Finalize all agreements and contracts, as required.
- Complete final processing and send documents to Budget and Payroll for payment.
- Verify costs data in the pre-established vendor contracts and/or agreements.
- In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Keep the Finance/Administration Section Chief informed of all significant issues involving the Purchasing Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Recovery Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect and maintain documentation of all disaster information for reimbursement from the Federal Emergency Management Agency (FEMA) and/or Cal OES.
2. Coordinate all fiscal recovery with disaster assistance agencies.
3. Prepare and maintain a cumulative cost report for the event or disaster.
4. Supervise the Recovery Unit and all recovery operations.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position log and other necessary files.
- In conjunction with Budget Office, compute costs for use of equipment owned, rented, donated or obtained through mutual aid.
- Obtain information from the Resources Status Unit regarding equipment use times.
- Ensure that the Budget Office establishes a disaster accounting system, to include an exclusive cost code for disaster response.
- Ensure that each section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily at the end of each shift.
- Meet with the Documentation Unit Leader and review EOC Position logs, journals, all status reports and Action Plans to determine additional cost recovery items that may have been overlooked.
- Act as the liaison for the EOC, with the county and other disaster assistance agencies; to coordinate the cost recovery process.
- Prepare all required state and federal documentation as necessary to recover all allowable disaster response and recovery costs.
- Contact and assist Incident Commanders, and obtain their cumulative cost totals for the event or disaster, on a daily basis.
- Prepare and maintain a cost report for the Finance/Administration Chief, EOC Director, and County Council. The report should provide cumulative analyses, summaries, and total disaster / event related expenditures for the County.
- Organize and prepare records for final audit.
- Assist the EOC Coordinator and Planning/Intelligence Section with preparation of the After-Action Report.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



18.5 Appendix 5: Supporting Documentation

18.5.1 NIMSCAST / TEP OVERVIEW

In Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*, the President directed the Secretary of Homeland Security to develop and administer a unified, national system for managing incidents. The National Incident Management System (NIMS) provides a consistent nationwide approach for Federal, State, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. NIMS incorporates the best practices currently in use by incident managers at all levels and represents a core set of doctrine, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels.

HSPD-5 also directed the establishment of a mechanism for ongoing coordination to provide strategic direction for, and oversight of NIMS. As a result, FEMA's National Integration Center (NIC) was established to support both routine maintenance and the continuous refinement of NIMS and the guidance to Federal Departments and agencies and State, tribal, and local government encouraging its implementation.

The NIC developed and maintains NIMS Compliance Assistance Support Tool (NIMSCAST) as the premier self-assessment instrument for Federal, State, territorial, tribal, and local jurisdictions to evaluate and report achievement of NIMS implementation objectives (activities). NIMSCAST reflects implementation objectives and metrics in support of national preparedness goals, including standards for preparedness assessments and strategies and a system for assessing the Nation's overall ability to prepare for all-hazards incident management.

The San Bernardino County Office of Emergency Services is responsible for tracking the County's NIMS compliance and as required by FEMA and Cal OES, prepares the annual NIMSCAST report. OES utilizes the web based NIMSCAST reporting tool to report the County's NIMS compliance. The last NIMSCAST "roll up" was submitted in August 2012.

In addition, as required by FEMA and Cal OES, OES prepares an annual Operational Area Training and Exercise Plan (TEP) utilizing the "building block" approach to training and exercises. The TEP is required for grant funding purposes and also ensures the County's compliance with Homeland Security Exercise Evaluation Program (HSEEP).



SAN BERNARDINO COUNTY
Emergency Operations Plan
Part I – Basic Plan

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SAN BERNARDINO COUNTY Emergency Operations Plan (EOP)

Part II – Emergency Support Function (ESF) Annex

(To Be Developed)





SAN BERNARDINO COUNTY Emergency Operations Plan (EOP)

Part III – Support Annex

(To Be Developed)





SAN BERNARDINO COUNTY Emergency Operations Plan (EOP)

Part IV - Hazard, Threat, and Incident Specific Annexes





SAN BERNARDINO COUNTY
Emergency Operations Plan
Part IV – Hazard Specific Annexes

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SECTION 2: HAZARD, THREAT, AND INCIDENT SPECIFIC ANNEXES

2.1 Overview

The majority of the hazard information contained herein has been extrapolated from the ***San Bernardino County 2011 Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)***. The MJHMP is an update of the San Bernardino County Unincorporated Area MJHMP approved by FEMA on April 29, 2005. The current MJHMP presents updated information regarding hazards being faced by the County, the San Bernardino County Fire Protection District, the San Bernardino County Flood Control District, Big Bear Valley Recreation and Parks District, Bloomington Recreation and Parks District (Districts), and those Board-governed Special Districts administered by the San Bernardino County Special Districts Department. The Plan also presents mitigation measures to help reduce consequences from hazards, and outreach/education efforts within the unincorporated area of the County since 2005.

The intent of hazard mitigation is to reduce and/or eliminate loss of life and property. Hazard mitigation is defined by FEMA as “any action taken to reduce or eliminate the long-term risk to human life and property from natural hazards.” A “hazard” is defined by FEMA as “any event or condition with the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, environmental damage, business interruption, or other loss.”

The purpose of the MJHMP is to demonstrate a plan for reducing and/or eliminating risk in San Bernardino County and its five Special Districts. The MJHMP update process encouraged communities to develop goals and projects to reduce risk and build a more disaster resilient community by analyzing potential hazards. By cooperatively and jointly working together as a Multi-Jurisdictional Planning team, the partners developed common goals and objectives for mitigation efforts.

2.2 Background and Demographics

San Bernardino County is bounded by the states of Arizona and Nevada on the east, Inyo County on the north, Kern and Los Angeles Counties on the west, and Orange and Riverside Counties on the south. San Bernardino County covers 20,102 square miles and is geographically the largest County in the continental United States. The States of Hawaii, Connecticut, Delaware, and Rhode Island and the District of Columbia could all fit inside the County boundary at the same time. The unincorporated area of San Bernardino County covers approximately 19,848 square miles; this is 98.7% of the entire County. The remaining 1.3% of acreage (254 square miles) is under the jurisdiction of incorporated cities or towns. The cities/towns are concentrated in the south/west portion of the County.

San Bernardino County is characterized by three (3) distinct geographic areas: Valley, Mountains, and Desert. The Valley Region contains the majority of the County's incorporated areas and is the most populous region; the Mountain Region is primarily



comprised of public lands owned and managed by federal and state agencies; and the Desert Region is the largest region (over 93% of the County's land area) and includes parts of the Mojave Desert. Aside from open or undeveloped land, the largest land use in the County is for military purposes.

The total population of San Bernardino County is approximately 2,073,149 people (California Department of Finance, Demographics Unit, 2010). Most of the County's population is in the valley areas located in the south western portion of the County. The County's population has grown by 21%, approximately 363,715 people, since 2000 (population in 2000 was approximately 1,709,434 people). This rate of growth was relatively slower than the population growth in three (3) neighboring counties (Kern, Imperial, Riverside), but much higher than the next three (3) other counties in Southern California (San Diego, Orange, San Luis Obispo). The population of the unincorporated area of the County in 2005 was 302,121 people. In 2010, the population was 296,284, a decline of 5,837 persons (or 2%). **(Source: 2010 California Department of Finance, Demographics Unit).**

San Bernardino County is exposed to many hazards, all of which have the potential to disrupt the community, causing damage, and creating casualties. Possible natural hazards include earthquakes, floods, wildfires, and winter storms. The threat of a war-related incident such as a nuclear, biochemical, or conventional attack is present as well. Other man-made disaster situations could develop from hazardous material (HazMat) accidents, public health-related incidents, major transportation accidents, or acts of terrorism.

2.3 Situation and Assumptions

2.3.1 SITUATION

The organizations described or noted in this Hazard Specific Annex and/or the MJHMP will be aware of significant emergency conditions as they arise. These conditions will trigger a response consistent with the respective responsibilities and roles defined either by the County's Emergency Operations Plan (EOP), the MJHMP, or other legal and policy frameworks. The responding organizations will be constrained in their response by the level of training, readiness activities, and interagency coordination undertaken prior to the event.

- The citizens of San Bernardino County will be expected to provide for their immediate needs to the extent possible for at least 72 hours following a catastrophic event, or for at least 24 hours following a location-specific event. This may include public as well as private resources in the form of lifeline services.
- A catastrophic earthquake would adversely impact local, County, and state government response capabilities. Consequently, a number of local emergencies will be declared.
- Communications, electrical power, water and natural gas lines, sewer lines and fuel stations will be seriously impaired during the first 24 hours following a major earthquake and may not be fully restored for 30 days or more.



- Transportation corridors will be affected so only equipment, foodstuffs, supplies, and materials on hand will be available for use during the first 72 hours of emergency operations.
- It is possible only emergency response personnel on duty at the time of a significant earthquake will be available during the first 6 hours. Mission capability may be available within 24 hours.
- In event of a catastrophic earthquake, a clear picture regarding the extent of damage, loss of life, and injuries may not be known for at least 36 hours.
- The OA EOCs capability may be limited for at least 8 hours if communications links to other agencies and county departments are degraded.
- A Cajon Pass closure may limit the number of emergency response personnel available to staff the primary EOC in Rialto or other emergency management organization functions for at least 12 hours.

2.3.2 ASSUMPTIONS

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/SEMS protocol.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that State and Federal assistance is required.
- County support of City emergency operations will be based on the principal of self-help. The Cities/Towns will be responsible for utilizing all available local resources along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Parts or the entire County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions over the United States and identifies possible targets.
- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency,



however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:

- Familiar with established policies and procedures;
 - Assigned pre-designated tasks;
 - Provided with assembly instructions; and
 - Formally trained in their duties, roles, and responsibilities required during emergency operations.
- The County’s planning strategies will make every effort to consider the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations.

2.4 MJHMP Hazard Analysis Summary

The San Bernardino County Multi-Jurisdictional Hazard Mitigation Plan Risk Assessment section included four (4) basic steps:

1. Hazard identification and screening;
2. Hazard profiling;
3. Hazard exposure; and
4. Hazard vulnerability.

The MJHMP process utilized a non-numerical ranking system that consisted of generating a qualitative ranking of **High, Medium, or Low** rating assigned for the probability and impact from each hazard. The following definitions of **High, Medium, and Low** related to probability and impacts are provided as reference:

Probability:

High: Highly Likely/Likely. There may or may not have been historic occurrences of the hazard in the community or region but experts feel that it is *likely* that the hazard will occur in the community. Citizens feel that there is a likelihood of occurrence.

Medium: Possible. There may or may not have been a historic occurrence of the hazard in the community or region but experts feel that it is *possible* that the hazard could occur in the community. Citizens may feel that there is a likelihood of occurrence.

Low: Unlikely. There have been no historic occurrences of the hazard in the community or region and both experts and citizens agree that it is highly *unlikely* that the hazard will occur in the community.



Impact:

High: Catastrophic/Critical. Both experts and citizens feel that the consequences will be significant in terms of building damage and loss of life.

Medium: Limited. Consequences are thought to be modest in terms of building damage and loss of life, limited either in geographic extent or magnitude.

Low: Negligible

2.5 Threat Analysis Summary – Natural Hazards

The MJHMP Planning Team identified the following 13 natural hazards and developed goals and mitigation strategies for the top three (3) (Wildfire, Flood, and Earthquake/Geological Hazards):

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Wildfires ■ Earthquake / Geologic Hazards ■ Infestation ■ High Winds/Straight Line Winds ■ Extreme Heat ■ Hail ■ Winter Storm (Heavy Snowfall) | <ul style="list-style-type: none"> ■ Flood ■ Dam Inundation ■ Drought ■ Lightning ■ Extreme Cold ■ Tornado |
|--|---|

Based on the above assessments, the hazards were placed into a matrix. The resulting categorization of each hazard is shown in the Hazard Assessment Matrix below:

2.5.1 TABLE: HAZARD ASSESSMENT MATRIX

		Impact		
		High	Medium	Low
Probability	High	Wildfire Flood Earthquake / Geologic Hazards	Drought High Winds / Straight Line Winds Lightning Extreme Heat Winter Storm (Heavy Snowfall)	
	Medium		Infestation	Extreme Cold Hail
	Low	Dam Inundation		Tornado



In addition to natural hazards, the County may be faced with the following technological or man-made (human-caused) hazards: *(Not included in the 2011 MJHMP process)*

- Civil Unrest
- Terrorism
- Public Health Hazards / Epidemics
- Hazardous Materials Incident
- Ingestion Pathway Incident (SONGS)
- Public Safety Communications Failure
- Utility Failure / Power Disruption
- Train Derailment
- Airplane Crash
- Mass Fatalities Incident

Each of the hazards, threats, or incidents listed above will be addressed in this annex either by specific references to current mitigation efforts, reference to an existing plan/SOG (Standard Operating Guide), or a plan/SOG that is under development, or a plan/SOG that is scheduled for future development.



SECTION 3: HUMAN CAUSED HAZARDS

3.1 Overview

Human caused or adversarial hazards are defined as disasters/hazards created by man, either intentionally or by accident. They are usually predictable and preventable. They may also arise from the unforeseen or unexpected consequences of human development and technology, which will be addressed in ***Section 5: Technological Hazards***.

Human caused hazards are distinct from natural hazards primarily in that they originate from human activity. The following addresses the specific threats of civil unrest and terrorism.

3.2 Civil Unrest

Civil unrest includes any incident, the intent of which is to disrupt a community to the degree that police intervention is required to maintain public safety. Riots, strikes resulting in violence, and demonstrations resulting in police intervention and arrests are included in this category.

Civil disturbances may occur at any time but are more frequent during the summer months. Public issues for which there are extreme views and a willingness to take action if one view appears to strongly outweigh another may trigger civil disturbances.

The effects of this threat can be varied based upon the type of event and its severity and range. Loss of life and property as well as disruptions in services such as electricity, water supply, public transportation, communications, etc., could result from civil disorder. Certain types of facilities may be more vulnerable than others during civil disorder. These include federal, state, and local government buildings, shops, stores, or other locations, which represent a particular racial, religious, or ethnic activity.

The County Sheriff's Department, on a "need to know" basis, will provide specific information on these subjects. These incidents can be pre-planned or unplanned, and in most cases the response will be incident specific and follow tactical operations plans for responding departments and/or agencies.

3.3 Domestic and International Terrorism

The threat of domestic terrorism has grown significantly during the past several years due in part to perceptions by anti-government groups regarding actions at Ruby Ridge and Waco, the terrorist bombings in New York City and Oklahoma City, and the War on Terrorism.



The international terrorist events of September 11, 2001 have heightened the possibilities of these types of acts occurring in the County. In the United States there are groups referred to as special interest terrorist groups. These remain a potential threat to U.S. interests.

Special interest terrorist groups are characterized by their focus on a specific cause or issue. In addition to domestic terrorists, several international groups continue to maintain or increase their presence in the United States. These groups continue to infiltrate their members into this country, by means both legal and illegal. Loosely affiliated groups of radical terrorists remain a primary concern of law enforcement officials. Such groups are difficult to identify and do not easily conform to rigid categorizations used by western law enforcement agencies.

In recent years, a variety of circumstances have substantially raised concern about the use of “weapons of mass destruction,” including Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) agents as well as the use of large conventional explosive devices. Important planning issues include the ability of the local jurisdiction to rapidly decontaminate large numbers of people, isolate those infected by a biological agent, and ensure that public health officials coordinate response efforts with law enforcement to take advantage of the full-range of their expertise and authorities.

The County Sheriff’s Department participates in a counter-terrorism task force and is the lead agency in the Inland Empire Terrorism Early Warning Group (TEWG) and the development of the ***San Bernardino County Terrorism Annex***.

The ***Terrorism Annex*** is focused on response to Weapons of Mass Destruction/Nuclear, Biological, and Chemical (WMD/NBC) incidents and details response, mitigation, and recovery measures. Details and information regarding planning efforts are provided on a “need to know” basis. For additional information, see the ***San Bernardino County Terrorism Annex***.



SECTION 4: NATURAL HAZARDS

4.1 Overview

The first step in the MJHMP process was to identify which natural hazards exist in the County. To assist with this identification, an extensive data collection and document review effort was conducted. Identifying new or emerging hazards, obtaining updated hazard maps, hazard probability research studies and reports, reviewing data from new or updated local plans (i.e. Safety Element of the San Bernardino County 2007 General Plan, threat assessments, disaster planning scenarios, community wildfire protection plans, etc.) and obtaining information about emergencies or disasters that have occurred since the 2005 MJHMP provided valuable insights into which parts of the risk assessment, and the overall MJHMP, warranted updates.

Starting with the 2005 MJHMP and augmenting as necessary, the Planning Team identified the following thirteen natural hazards specific to San Bernardino County and developed goals and mitigation strategies for the top three (3) - **Wildfire, Flood, and Earthquake/Geological Hazards**):

- | | |
|--|------------------|
| ■ Wildfires | ■ Flood |
| ■ Earthquake / Geologic Hazards | ■ Dam Inundation |
| ■ Infestation | ■ Drought |
| ■ High Winds/Straight Line Winds | ■ Lightning |
| ■ Extreme Heat | ■ Extreme Cold |
| ■ Hail | ■ Tornado |
| ■ Winter Storm (Heavy Snowfall) | |

A hazard summary with maps, tables, figures, or charts, and a risk assessment for each hazard follows. In addition, the top three (3) hazards contain information regarding goals and specific mitigation efforts as identified in the MJHMP.

4.2 Wildfires

PROBABILITY - HIGH
IMPACT - HIGH

Wildfires present a significant potential for disaster in the County, a region of relatively high temperatures, low humidity, and low precipitation during the summer. This long summer season is followed by a fall season that is famous for high velocity, very dry winds that come out of the desert. The Santa Ana winds very consistently arrive from the middle of October to the end of November. In and of themselves, these weather patterns would be of



little significance without the un-naturally dense forest and the dense undergrowth that has been allowed to grow unabated for the last several decades. Compounding the vegetative growth that has occurred is the unchecked development of substantial housing and businesses in mountain communities. This urbanized growth has required parallel growth and sophistication in the fire service that responds to wildfires in the wild land urban interface. With immediate responses to initial fire starts, the vast majority of fires are successfully extinguished in short order. In doing so, this eliminates nature's way of thinning the forest through smaller fires.

Another factor that is a potential for disaster are the number of dead trees in the mountain region. Due to the over densification of the forest combined with drought conditions during the past ten years, trees in the local mountains have become weakened, creating a perfect environment for Bark Beetles to proliferate from 2003 to 2008. Combine these severe burning conditions with people or lightning and the stage is set for the occurrence of large, destructive wildfires.

In addition, the forested areas of the County are not only the most popular, with the most visitors in the Nation, but are also the most populated in residences and businesses in the Nation as well. The final element in this catastrophe waiting to happen is that because of the steep mountain terrain, there are only five routes in and out for almost 60,000 residents. On a holiday weekend, this population can dramatically increase by 50,000 to 100,000 people as weekend vacationers.

A combination of climate, topography, vegetation and development patterns creates high fire hazard risks throughout the County, especially in the many areas of wildland/urban interface located in foothills and mountainous areas county wide. Fire poses a constant threat throughout the County, especially during an extended "fire season" such as experienced in 1998.

Fires of significant size and impact have caused injury, death and property loss. Additionally, losses of watershed and subsequent erosion contribute to landslides and flooding.



Figure 4.2.1: Fire Severity Zones identify areas of Very High, High, and Moderate fire hazard severity throughout the County (Map Data from Cal Fire and San Bernardino County Fire Protection District 2009). Fire Severity Zones are used in determining additional protective measures required when building new structures or remodeling older structures within the particular zone. Additional measures must be taken on the property around a structure in the higher ranked fire Severity Zones.

4.2.1 FIGURE: FIRE HAZARD SEVERITY ZONES

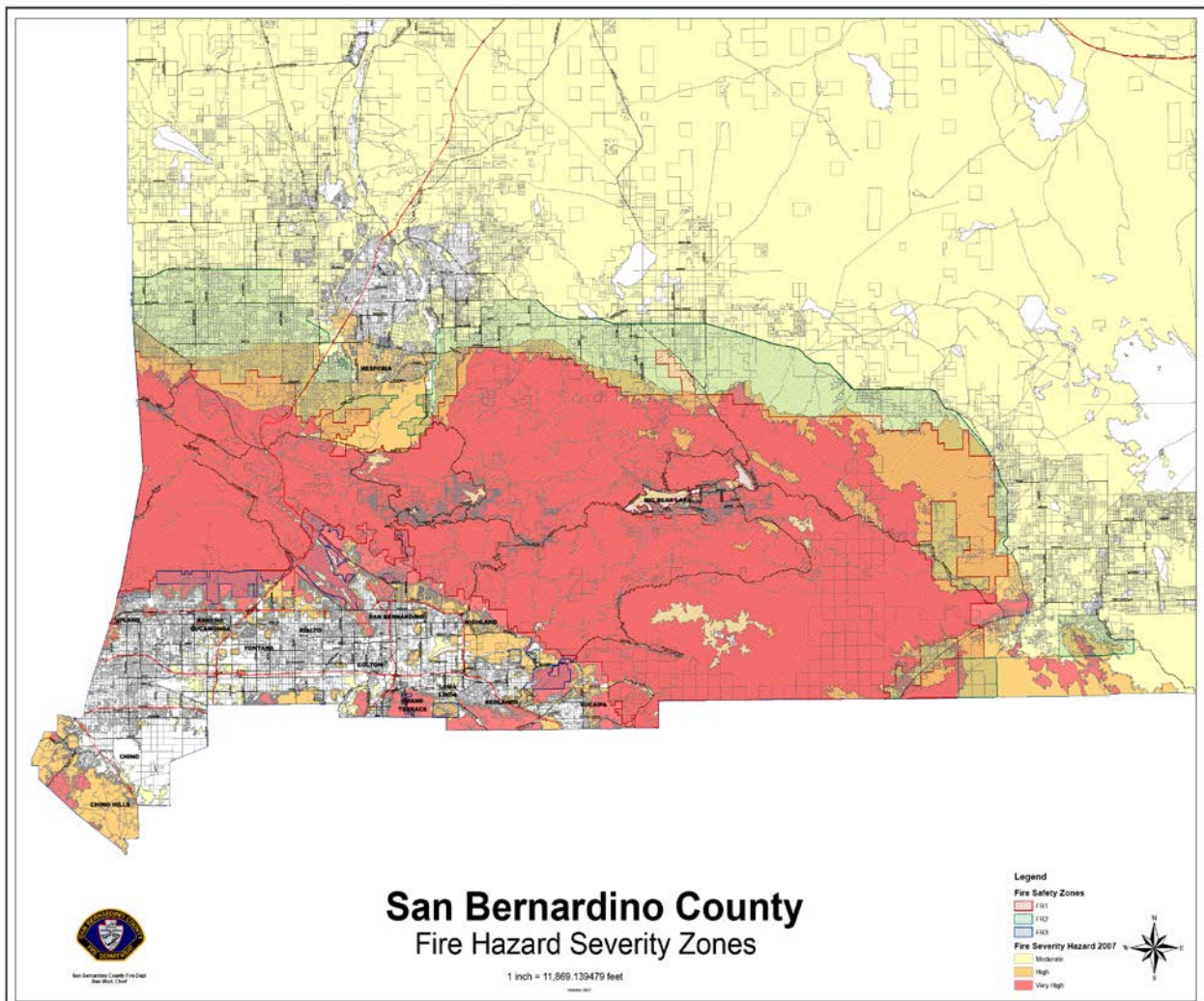




Table 4.2.2: Wildfire Occurrences 2005–2010, identifies the 23 wildfires that burned over 168,000 acres in San Bernardino County from 2005-2010. Wildfires have the potential to cause significant damage and potential loss of life, as demonstrated by the 2005 Sawtooth Complex Fires which resulted in \$16.8 million in damage and one fatality, and the Grass Valley and Slide Fires of 2007 whose costs, including both property loss and fire suppression, totaled more than \$177 million.

The Planning Team agreed that the probability of future wildfire events was **High**, with the potential for **High-Very Significant** impacts.

4.2.2 TABLE: WILDFIRE OCCURRENCES 2005–2010

Number	Date	Name	Acres
1.	6/22/2005	Paradise Fire	3,022
2.	1/23/2006	Plunge Fire	485
3.	7/9/2006	Sawtooth Complex	61,700
4.	7/9/2006	Millard Complex	24,210
5.	7/9/2006	Heart Fire	800
6.	7/22/2006	Whispering Pines Fire	1,050
7.	8/29/2006	Emerald Fire	2,000
8.	9/19/2006	Pinnacles Fire	2,370
9.	11/6/2006	Sierra Fire	300
10.	12/4/2006	Citrus Fire	525
11.	3/31/2007	Las Flores Fire	4,100
12.	9/14/2007	Butler II Fire	14,089
13.	9/17/2007	Hay Fire	75
14.	10/21/2007	Sierra/Glen Helen / Devore Fires	430
15.	10/22/2007	Grass Valley Fire	1,247
16.	10/22/2007	Slide Fire	12,789
17.	10/13/2008	Interstate 215 Fire	250
18.	10/14/2008	Little Mountain Fire	225
19.	10/22/2008	Foxborough Fire	250
20.	10/23/2008	San Antonio Fire	200
21.	11/15/2008	Freeway Fire	28,889
22.	8/30/2009	Oak Glen-Pendleton Fires	2,019
23.	10/4/2009	Sheep Fire	7,128
		Total Acres	168,153



The wildland/urban interface is defined as the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuels. Recent fires such as the 1991 Oakland Hills fire, the Southern California fire siege of 1993, and most recently the Grand Prix and Old Fires are clear examples of the complexity of protecting the wildland/urban interface.

The interface will continue to be a major fire concern in the County, as people continue to move from urban areas to rural areas. These new wildland/urban immigrants give little thought to the wildfire hazard and bring with them their expectations for continuation of urban emergency services.

4.2.3 WILDFIRE MITIGATION EFFORTS

The following section provides an overview of the Mitigation Goals and Objectives for Wildfire mitigation. These goals were compiled from various sources including the County of San Bernardino 2007 General Plan.

San Bernardino County has one of the most comprehensive set of programs to mitigate the potential for catastrophic wildfires in the Nation. There is no other jurisdiction that has the comprehensive, multi-agency cooperation and coordination as is found in San Bernardino County. This was accomplished when the Board of Supervisors established the Mountain Area Safety Task Force (MAST) in 2003. Since its beginnings, it has been the Unified Command that has successfully implemented and completed numerous programs leading to safer communities, a more educated public and an improved environment.

GOAL: Continue to reduce fire hazards in the unincorporated areas of San Bernardino County and for its Special Districts.

Objective 1: General Plan

- Amend, as appropriate, the County of San Bernardino 2007 General Plan with applicable requirements for the Fire Hazard Overlay and the associated Fire Safety District Maps.
- Incorporate as appropriate state of the art codes and ordinances pertaining to fire safety into the County General Plan.

Objective 2: MAST

- Continue the cooperation and coordination of Fire Hazard Mitigation efforts with all stakeholders in the mountain areas of San Bernardino County through participation in MAST.



Objective 3: Mountain Mutual Aid

- Continue development of and continue the mission of mutual aid between the first responders in the County mountain areas.
- Continue to meet monthly and maintain a constant state of readiness.
- Update Community Structure Protection Plans as necessary.

Objective 4: Community Based Fuels Reduction Program

- Continue the community based Fuels Reduction Program through community based programs, both volunteer and government funded. These projects are selected by MAST partners specifically to reduce the potential for catastrophic wildfires and the damage that they can do to the communities. Project design, contracting and operations are managed by the County's Public Works Department but the priorities are set by local fire chiefs in monthly MAST Operations Meetings. It is the oldest and most significant program for reducing wildfire threat on a mountain wide basis.
- Implement identified community based fuels reduction projects.
- Initiate a maintenance program to continue the fuels reduction program by obtaining participation from citizens and/or homeowners associations.

Objective 5: Forest Care

- Continue providing assistance to homeowners by expanding services to all communities in the Mountain areas of the County.
- Triple services to over 4,000 mountain residents in the next 3 years.

Objective 6: County Fire Hazard Abatement

- Overcome funding shortfalls while improving service delivery.
- Inspect every residence in the mountain communities within the next two years to enforce the new Fire Hazard Abatement code that addresses green fuels.
- Continue to collaborate with Forest Care, Red Cross, and Cal Fire to overcome increased costs of enforcement.

Objective 7: Contractor Certification

- Certify landscape contractors and experts who provide services to the mountain communities of San Bernardino County.
- Collaborate with MAST to conduct classes in communities outside the City of Big Bear Lake to train and certify landscape contractors and experts.



- Train and certify 90% of landscape contractors by 2015.

Objective 8: Shake Wood Roof Replacement

- Continue to implement the Shake Wood Roof Replacement program within the Fire Safety Overlay in compliance with the County ordinance.
- Replace all non-Class A Rated roofs within the Fire Safety Overlay (CalFire Fire Hazard Severity Zone) by 2014.

Objective 9: Community Wildfire Protection Plans

- Continue to improve CWPP's in cooperation with Cal Fire, the IEFSA and individual Fire Safe Councils.
- Modify all of the independent and unique CWPPs into a more common framework making them similar but leaving room to provide the specific character of each community to be very visible.

4.3 Flood

PROBABILITY - HIGH
IMPACT - HIGH

Destructive flooding is a common occurrence in San Bernardino County; severe storms and heavy rainfall have caused 15 flood events since 2004. Most of the County has the potential for flooding and much of the County is expected to be at risk for alluvial fan flooding. Consequently, the MJHMP Planning Team determined that the Probability of future flood events is **High**, with the potential for very significant **High** impacts.

Most of the major floods in the County have occurred as a result of general winter storms. However, serious flooding has resulted from summer thunderstorms, particularly in desert areas. Storms usually approach the desert from the northwest after having much of their power sapped by the Tehachapi Mountains. This accounts for the desert typically receiving one quarter of the rain that falls on the San Bernardino Valley and Los Angeles basin.

Floods are the second most common and widespread of all natural disasters faced by the County and its Special Districts. Most communities in the United States have experienced some kind of flooding during or after spring rains, heavy thunderstorms, winter snow thaws, or summer thunderstorms.

A flood, as defined by the National Flood Insurance Program is: "A general and temporary condition of partial or complete inundation of two or more acres of normally dry land area or of two or more properties (at least one of which is the policyholder's property) from:



- Overflow of inland or tidal waters, or
- Unusual and rapid accumulation or runoff of surface waters from any source, or
- Mudflow, or
- Collapse or subsidence of land along the shore of a lake or similar body of water as a result of erosion or undermining caused by waves or currents of water exceeding anticipated cyclical levels."

Floods can be slow or fast rising but generally develop over a period of hours or days. Mitigation includes any activities that prevent an emergency, reduce the chance of an emergency happening, or lessen the damaging effects of unavoidable emergencies. Investing in mitigation measures now, such as: engaging in floodplain management activities, constructing barriers, such as levees, and purchasing flood insurance will help reduce the amount of structural damage to structures and financial loss from building and crop damage should a flood or flash flood occur.

The standard for flooding is the 1% annual chance flood, commonly called the 100-year flood, the benchmark used by the Federal Emergency Management Agency (FEMA) to establish a standard of flood control in communities throughout the country. The 1% annual chance flood is also referred to as the base flood.

The 1% annual chance flood is the flood that has a 1% chance of being equaled or exceeded in any given year and it could occur more than once in a relatively short period of time. By comparison, the 10% flood (10-year flood) means that there is a 10% chance for a flood of its size to occur in any given year. Large floods have occurred in the County in:

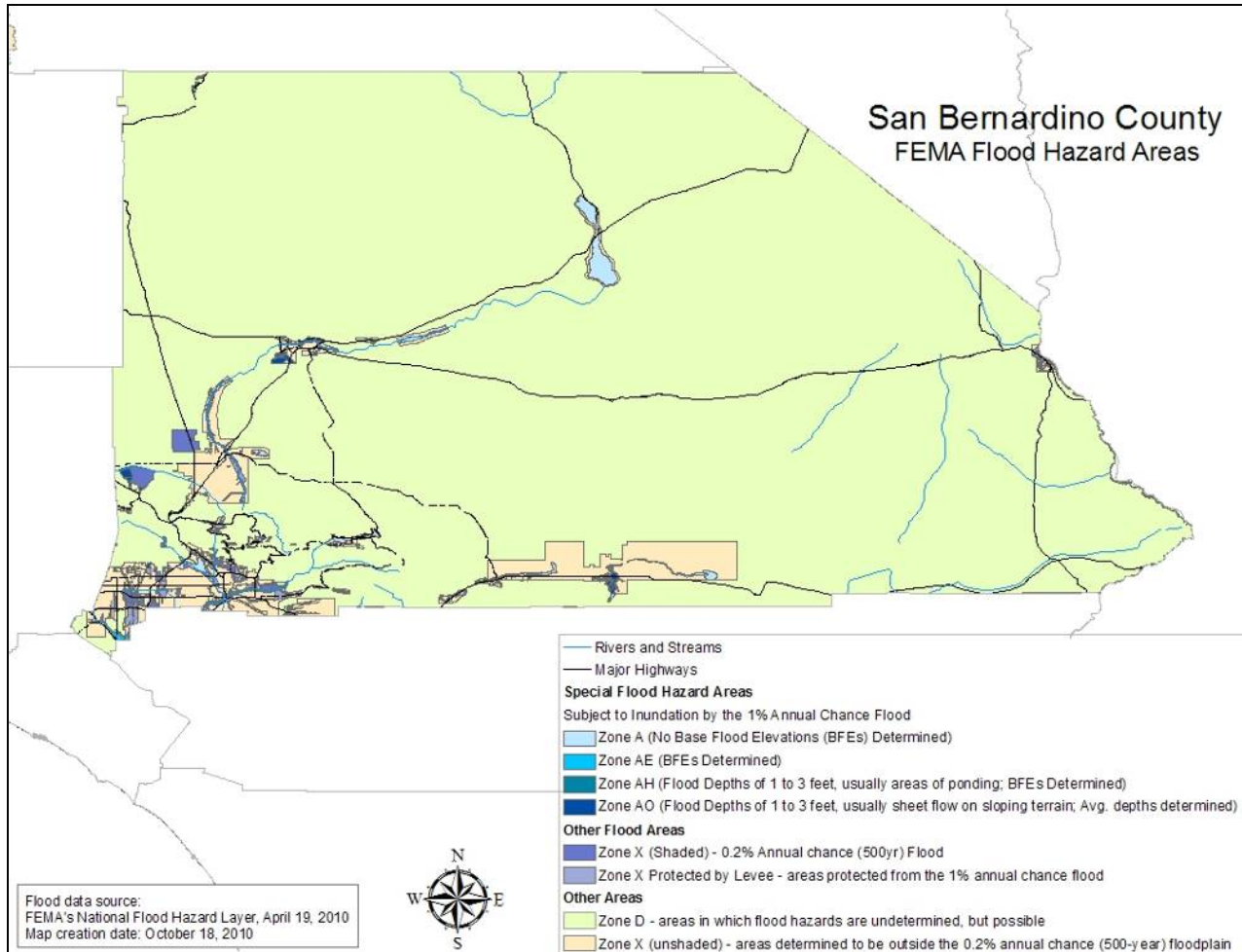
- 1862, 1867, 1884, 1891, 1910, 1916, 1926, 1927, 1931, 1937, 1938, 1961, 1966, 1969, 1982, 1983, 1992, 1995, 1997, 1998 and 2003.

The majority of the development in the County is located in the San Bernardino Valley in the southwest corner of the County. This valley drains the south facing slopes of the San Gabriel and San Bernardino Mountains, which rise abruptly from the valley floor. The topography of the valley depicts a number of coalescing alluvial fans extending from the canyon mouth, which become a fairly uniform plain several miles from the toe of the mountain slope.

Figure 4.3.1, provides flood hazard data for San Bernardino County as mapped in FEMA's National Flood Hazard Layer for California (April, 2010). Mapped areas include areas subject to inundation by the 1% Annual Chance Flood (also referred to as the 100-year flood), and areas subject to inundation in the 0.2% Annual Chance Flood (500-year flood).



4.3.1 FIGURE: FEMA FLOOD HAZARD AREAS: SAN BERNARDINO COUNTY



Most rainfall occurs as the result of general storms occurring between December and March. The vegetative cover on the mountain slopes to an elevation of about 5,000 feet consists primarily of brush that burns off periodically. Rainfall quantities increase with elevation; annual rainfall at the higher elevations is more than twice the annual amount falling on the valley floor. These factors combine to produce conditions whereby rainfall during major storms concentrates in stream channels and runs off very quickly, resulting in high peak flows with very high velocities.

The San Bernardino Mountain resort and residential areas located in the canyons experience major problems of high velocity flood flows in the steep channels, which result in the occurrence of extreme amounts of erosion and deposition. The communities near the crest of the mountains are affected by flooding from smaller streams, due mainly to development in the flood plain and, in some instances, encroachment into the channel. Mudslides and mudflows present special flood problems in the Wrightwood area.



The principal flood problem in the desert area is sheet flow flooding. Many areas had flooding up to 2 feet in depth during the 1969, 1992, 1995, 1998, and 2003 floods in which homes, streets, and utilities were damaged.

The majority of larger watercourses traversing developed areas in the County have been improved to control flooding. Two major flood control dams, San Antonio Dam and the Mojave River Falls Dam, are earth-fill dams designed to control floods of greater magnitude than the 100-year flood. A number of other dams, debris basins, retarding basins, and water-spreading basins provide a significant flood control function.

The County has adopted flood plain zoning for a number of streams and lakes to preclude development of flood hazard areas. The County also has a subdivision ordinance that designates the County Planning Commission to review and approve or disapprove all subdivision proposals. This ordinance specifically states that areas subject to flood hazard, inundation, or erosion shall not be subdivided except under restrictions as approved by the County Planning Commission.

A unique flood hazard to the County exists on its eastern border with the state of Arizona at the Colorado River. Colorado River dams are under the jurisdiction of the U.S. Department of the Interior, Bureau of Reclamation, and Lower Colorado Region. Also, economic loss would be appreciable due to destruction of residences, businesses, County roads, highways, utilities, and railroads.

In addition to dam failure, the Colorado River can be expected to create severe flooding problems during periods of extended rainfall such as an El Nino event. The El Nino event of 1982-83 caused significant damage to the public works infrastructure along the Colorado River.

4.3.2 FLASH FLOODING

Flash flooding tends to occur in the summer and early fall because of the monsoon rains and is typified by increased humidity and high summer temperatures.

The desert area contains many mountain ranges that are steep and experience summer thunder storms causing flash floods in many dry washes on the desert floor. The water collects in dry lake beds throughout the desert area. Environmental permit processing has delayed or prohibited work in the washes to provide flow lines to many bridges on county highways. Many highways do not have bridges but convey water across the road with dip crossings.

Flash flooding may cause road and bridge wash outs and erosion of earthen channels and basins when they occur near these facilities. Cities and towns often experience street closures for several days due to sediment transport and road damage. Because of the



sheet flow character of the desert, many private properties experience erosion and sediment deposits.

The urban valley also can experience flash flooding in its narrow canyons and within the many unimproved creeks and interim channels feeding the Santa Ana River. The valley floor in many areas is very flat so even minor rain events can produce flooding of roads and private property.

In coordination with local jurisdictions, the County of San Bernardino Flood Control District has prepared Master Drainage plans for many cities and towns to provide a plan for reducing flooding due to minor storms. However, local resources are not sufficient to cover the cost of the construction of the drainage systems. The densely populated (75% of the county population) urban valley region contains the headwaters of the Santa Ana River. The San Gabriel and San Bernardino Mountains bordering the North side of the valley are steep reaching 5,000 feet with alluvial fans which are developed and densely populated.

As cited in the County General Plan, the County has experienced severe and widespread flooding throughout its history. Several major drainage basins have the potential to subject residents and structures to a high risk of flooding. The County has entered into an agreement to participate in the National Flood Insurance Program (NFIP), which provides flood insurance within designated floodplains.

StormReady

San Bernardino County became a “StormReady” County on July 2, 2009. To become StormReady, the County coordinated with three National Weather Service Offices that cover the County. This is the only jurisdiction in the United States covered by three separate NWS Forecast Offices. Through the StormReady program, the County demonstrated the ability to properly prepare for and respond to flooding and flash flooding incidents that may threaten the County and its residents.

4.3.3 FLOOD HAZARD MITIGATION EFFORTS

The following section provides an overview of the Mitigation Goals and Objectives for Flood hazard mitigation. These goals were compiled from various sources including the County of San Bernardino 2007 General Plan.

GOAL: Provide adequate flood protection to minimize hazards and structural damage.

Objective 1: National Flood Insurance Program

- Participate in the National Flood Insurance Program (NFIP), which provides flood insurance within designated floodplains.



Objective 2: Flood Hazard Reduction

- Reduce flood hazards through development standards and policies stated in the County of San Bernardino General Plan and County of San Bernardino 2007 Development Code.
- Amend the Flood Plain Safety Overlay District through automatic map updates as new data is released and published by the Federal Emergency Management Agency. The amendment will incorporate revised FEMA Flood Plain data, modifying the detail and regional General Plan Quad Maps.
- Review development plans to ensure compliance with ordinances.
- Inspect construction to ensure compliance with approved development plans.

Objective 3: Future Flood Mitigation Projects

- Improve existing facilities and construct new facilities to mitigate flooding with the County.
- In each flood control zone, construct facilities identified in those zones by the Flood Control Advisory Committee.



4.4 Earthquake / Geological Hazards

PROBABILITY – HIGH
IMPACT - HIGH

The County lies in a seismically active region of southern California that has been subjected to earthquakes in the past and will be subject to earthquakes in the future. Numerous known active and potentially active faults traverse the County. An earthquake occurring on one or more of these faults is perhaps the most threatening geologic hazard to the County with respect to life and property loss. Seismic hazards resulting from earthquakes include ground shaking, ground surface rupture, landslides and slope instability, liquefaction, differential seismic settlement, seiche, and dam inundation.

For the M7.8 “ShakeOut” scenario earthquake on the Southern San Andreas Fault, building damage in San Bernardino County is expected to exceed \$21 billion, with losses in the unincorporated parts of the County totaling approximately \$2.3 billion. Accordingly, the Planning Team agreed that the probability of future earthquake events is **High**, with the potential for **High-Catastrophic** impacts.

Ground shaking from earthquakes can collapse buildings and bridges; disrupt gas, electric, and phone service; and sometimes trigger landslides, avalanches, flash floods, fires, and huge, destructive ocean waves (tsunamis). Buildings with foundations resting on unconsolidated landfill and other unstable soil, and trailers and homes not tied to their foundations are at risk because they can be shaken off their mountings during an earthquake. When an earthquake occurs in a populated area, it may cause deaths and injuries and extensive property damage.

Other geologic hazards include liquefaction and landslides. Both occur during and after earthquakes.

Figure 4.4.1, shows the locations of major faults in California, including the four (4) major faults in Southern California in relation to San Bernardino County. These faults are the Southern San Andreas, the San Jacinto, the Elsinore, and the Garlock Faults.

There are also many smaller faults within San Bernardino County capable of producing significant earthquakes. However, these four faults are considered by the United States Geological Survey (USGS) and the California Geological Survey (CGS) to be the most dangerous in the County. (California Geological Survey Special Publication 42, Interim Revision 2007, “Fault-Rupture Hazard Zones in California” - Alquist-Priolo Earthquake Fault Zoning Act).



4.4.1 FIGURE: MAJOR CALIFORNIA FAULTS

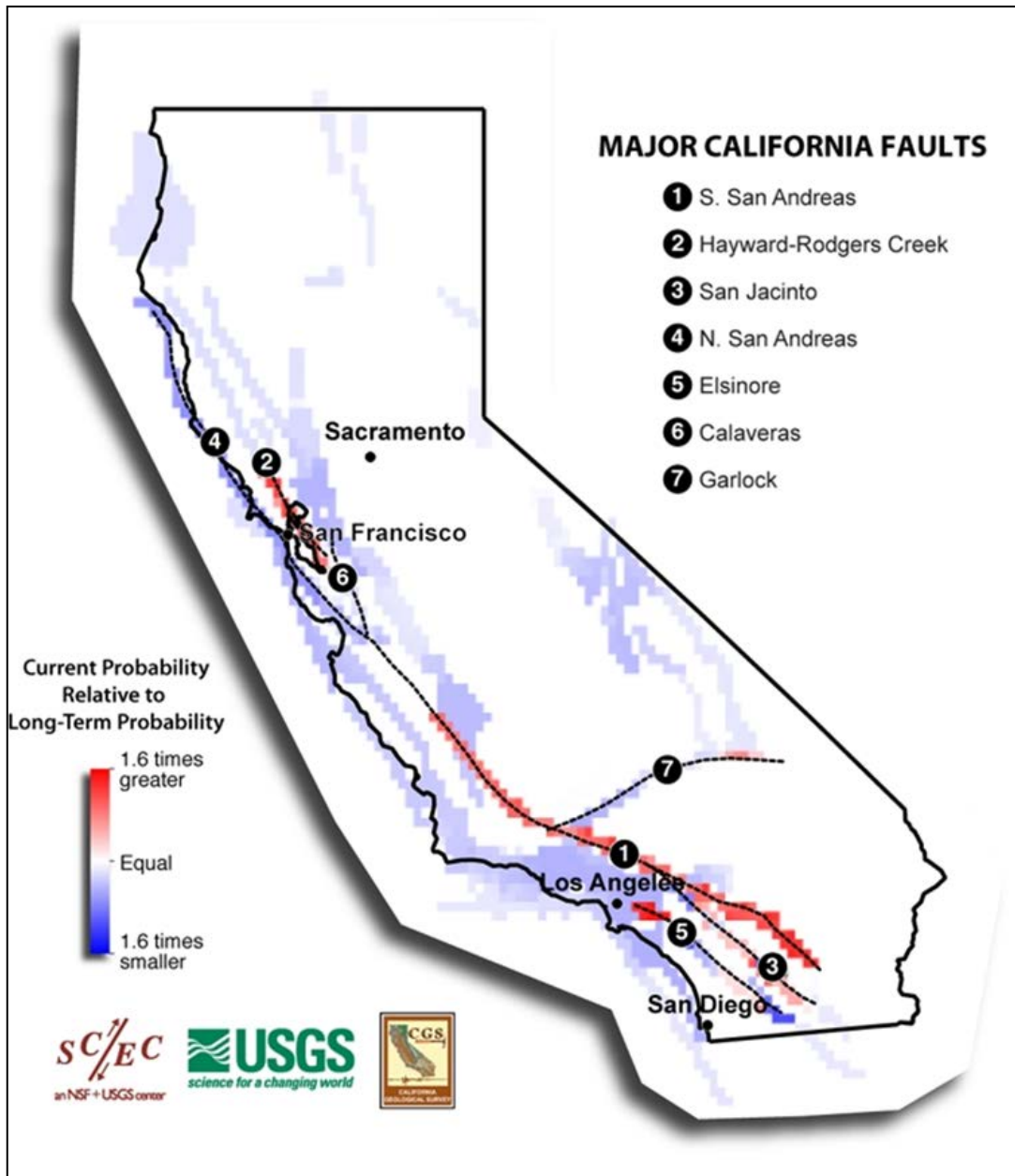




Table 4.4.2, shows earthquakes greater than Magnitude 4.0 that have been felt in San Bernardino County between 2005 and 2010. None caused notable damage in San Bernardino County.

4.4.2 TABLE: EARTHQUAKES 2005–2010 SAN BERNARDINO COUNTY

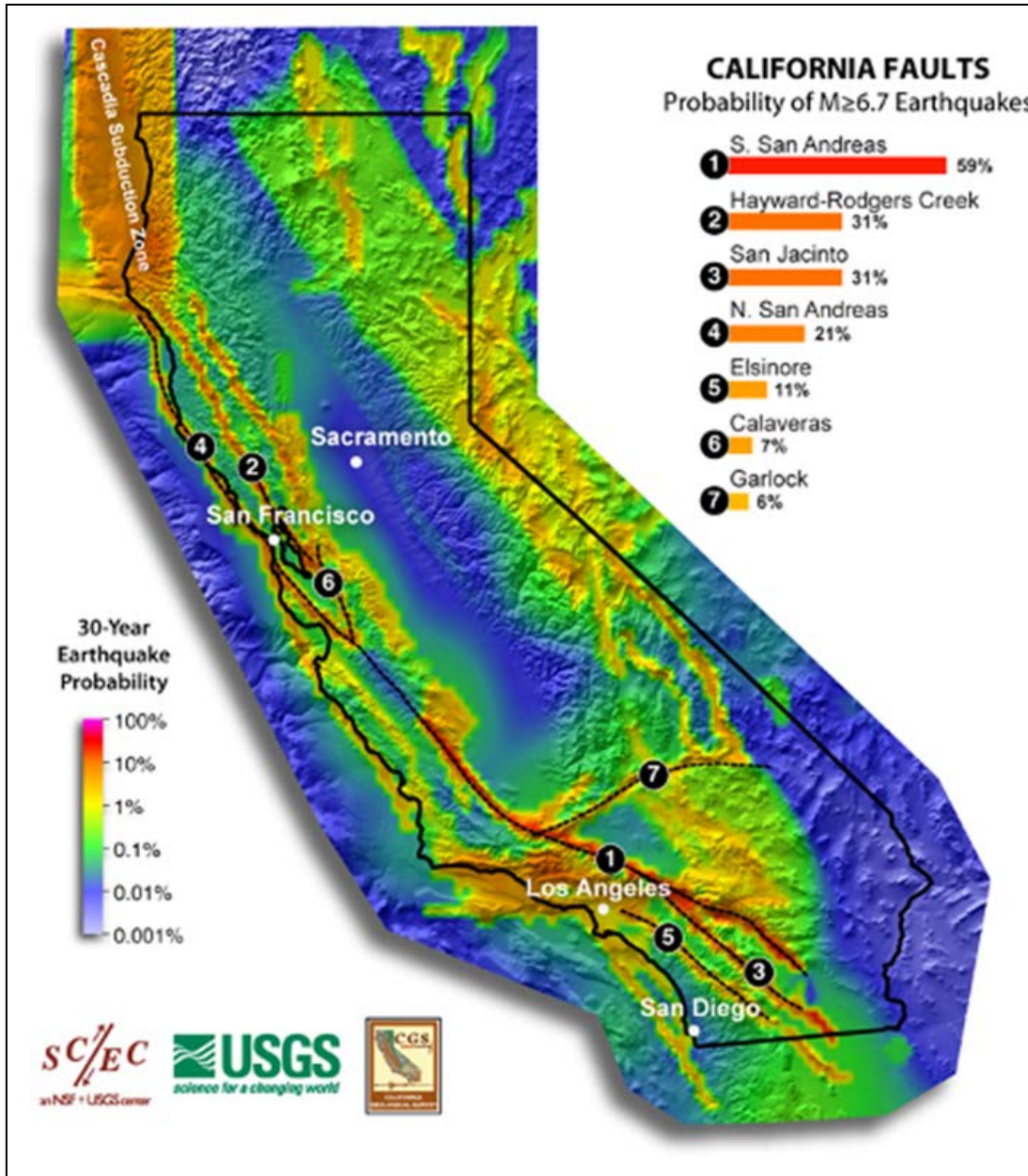
Date	Name
6/12/2005	Anza 5.2
6/16/2005	Yucaipa 4.9
7/29/2008	Chino Hills 5.4
12/6/2008	Ludlow 5.1
1/9/2009	San Bernardino 4.5
3/16/2010	Chino Hills 4.4
4/4/2010	El Mayor-Cucapah Earthquake 7.2
6/15/2010	El Centro 5.7
7/7/2010	Borrego Springs 5.4

There are hundreds more small ($M < 4.0$) earthquakes that have occurred within San Bernardino County during this same time frame. Those with a magnitude of below 4.0 are not listed. None of these earthquakes occurred on one of California's Major faults.

Several of the major Southern California faults have a high probability of experiencing a Magnitude 6.7 or greater earthquake within the next 30 years, **Figure 4.4.3**. 59% probability of a M6.7 or greater on the Southern San Andreas Fault, 31% probability on the San Jacinto Fault, and 11% probability on the Elsinore Fault. These probabilities were determined by the USGS and CGS in a 2008 study (2007 Working Group on California Earthquake Probabilities, 2008, *The Uniform California Earthquake Rupture Forecast, Version 2 (UCERF 2)*: U.S. Geological Survey Open-File Report 2007-1437 and California Geological Survey Special Report 203 [<http://pubs.usgs.gov/of/2007/1437/>]).



4.4.3 FIGURE: CALIFORNIA FAULTS - PROBABILITY OF $\geq M6.7$ EARTHQUAKE

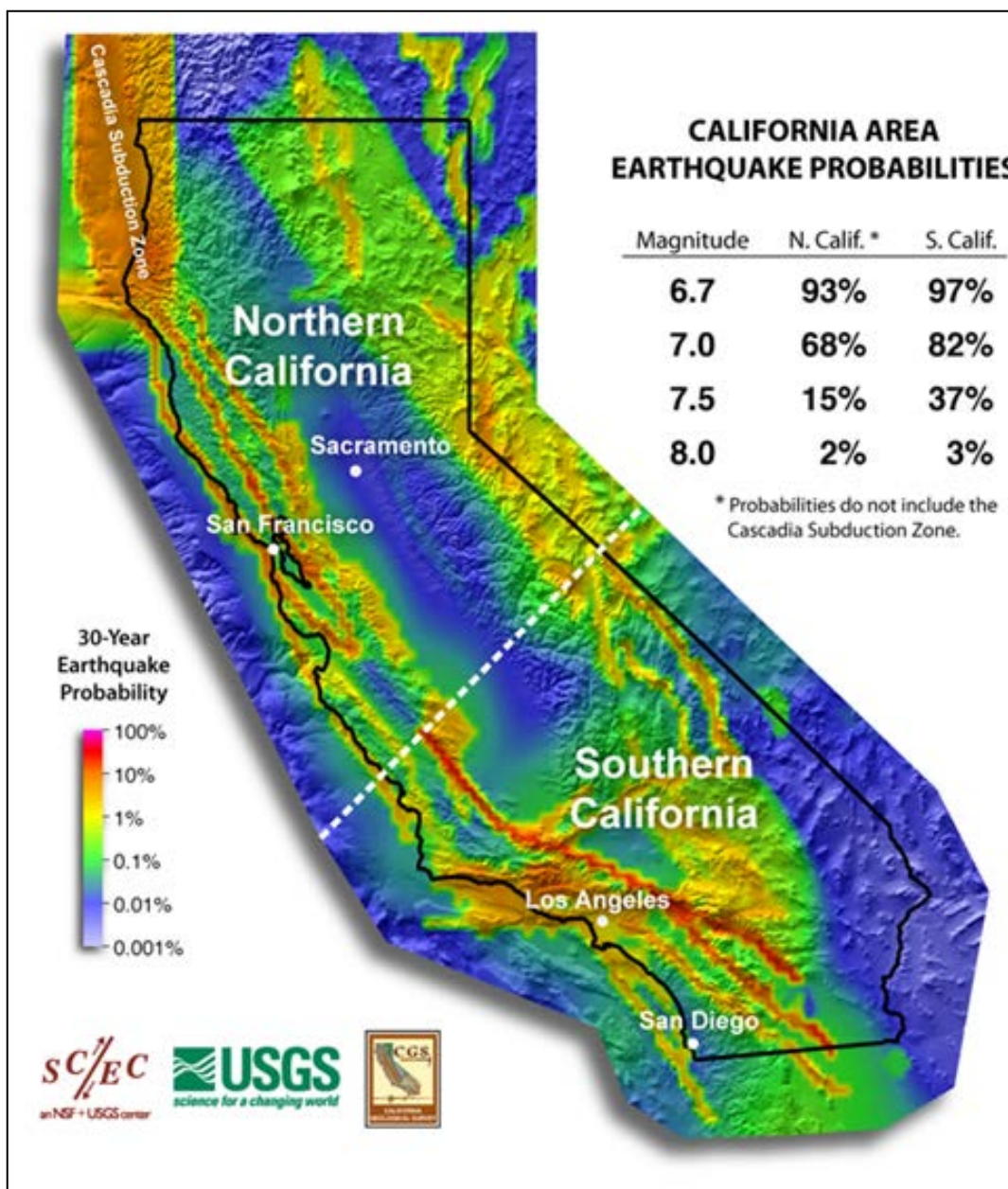




The probability of a significant (M6.7 or greater) earthquake occurring in Southern California in the next 30 years has been estimated to be 97% by the 2007 California Working Group on Earthquake Probabilities², as shown below in **Table 4.4.4**.

Earthquakes have the potential to cause widespread building damage, economic loss, and population impacts such as injury, death, and displacement.

4.4.4 FIGURE: CALIFORNIA EARTHQUAKE PROBABILITIES: MAGNITUDE & PROBABILITY





4.4.5 MAJOR EARTHQUAKE

The County is in the vicinity of several known active and potentially active earthquake faults including the San Andreas. New faults within the region are continuously being discovered. Scientists have identified almost 100 faults in the greater Los Angeles area known to be capable of a magnitude 6.0 or greater earthquake.

The January 17, 1994, magnitude 6.7 Northridge Earthquake (thrust fault), which produced severe ground motion, caused 57 deaths, 9,253 injuries and left over 20,000 displaced. Although the June 1992, Landers-Big Bear Earthquake in San Bernardino County was larger, there was significantly less damage and loss of life because of its location. Scientists have stated that devastating shaking should be considered the norm near any large thrust earthquake.

Recent reports from scientists of the U.S. Geological Survey and the Southern California Earthquake Center say that the Los Angeles area could expect one earthquake every year of magnitude 5.0 or more for the foreseeable future.

A major earthquake occurring in or near this jurisdiction may cause many deaths and casualties, extensive property damage, fires and hazardous materials spills and other ensuing hazards. The effects could be aggravated by aftershocks and by the secondary effects of fire, hazardous material/chemical accidents and closure of the Cajon Pass between the valley and high desert portions of the County.

The time of day and season of the year would have a profound effect on the number of dead and injured and the amount of property damage sustained. Such an earthquake would be catastrophic in its effect upon the population and could exceed response capabilities of the individual cities and towns, OA and the State OES. Damage control and disaster relief support would be required from other OA's and private organizations, and from the state and federal governments.

Extensive search and rescue operations would be required to assist trapped or injured persons. Injured or displaced persons could require emergency medical care, food and temporary shelter. Identification and burial of many dead persons would pose difficult problems; public health would be a major concern. Mass evacuation may be essential to save lives, particularly in areas downwind from hazardous material releases.

Many families would be separated, particularly if the earthquake should occur during working hours, and a personal inquiry or locator system could be essential to maintain morale. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within, and to and from, the disaster area and by the disruption of public utilities and services.



The economic impact on the County from a major earthquake would be considerable in terms of loss of employment and loss of tax base. Also, a major earthquake could cause serious damage and/or outage of computer facilities. The loss of such facilities could curtail or seriously disrupt the operations of banks, insurance companies and other elements of the financial community. In turn, this could affect the ability of local government, business and the population to make payments and purchases.

Ground Shaking

The most significant earthquake action in terms of potential structural damage and loss of life is ground shaking. Ground shaking is the movement of the earth's surface in response to a seismic event. The intensity of the ground shaking and resultant damages are determined by the magnitude of the earthquake, distance from the epicenter, and characteristics of surface geology. This hazard is the primary cause of the collapse of buildings and other structures.

It is generally understood that an earthquake does not in itself present a seismic hazard, but that it becomes a hazard when it occurs in a highly urbanized area. Therefore, the significance of an earthquake's ground shaking action is directly related to the density and type of buildings and number of people exposed to its effects.

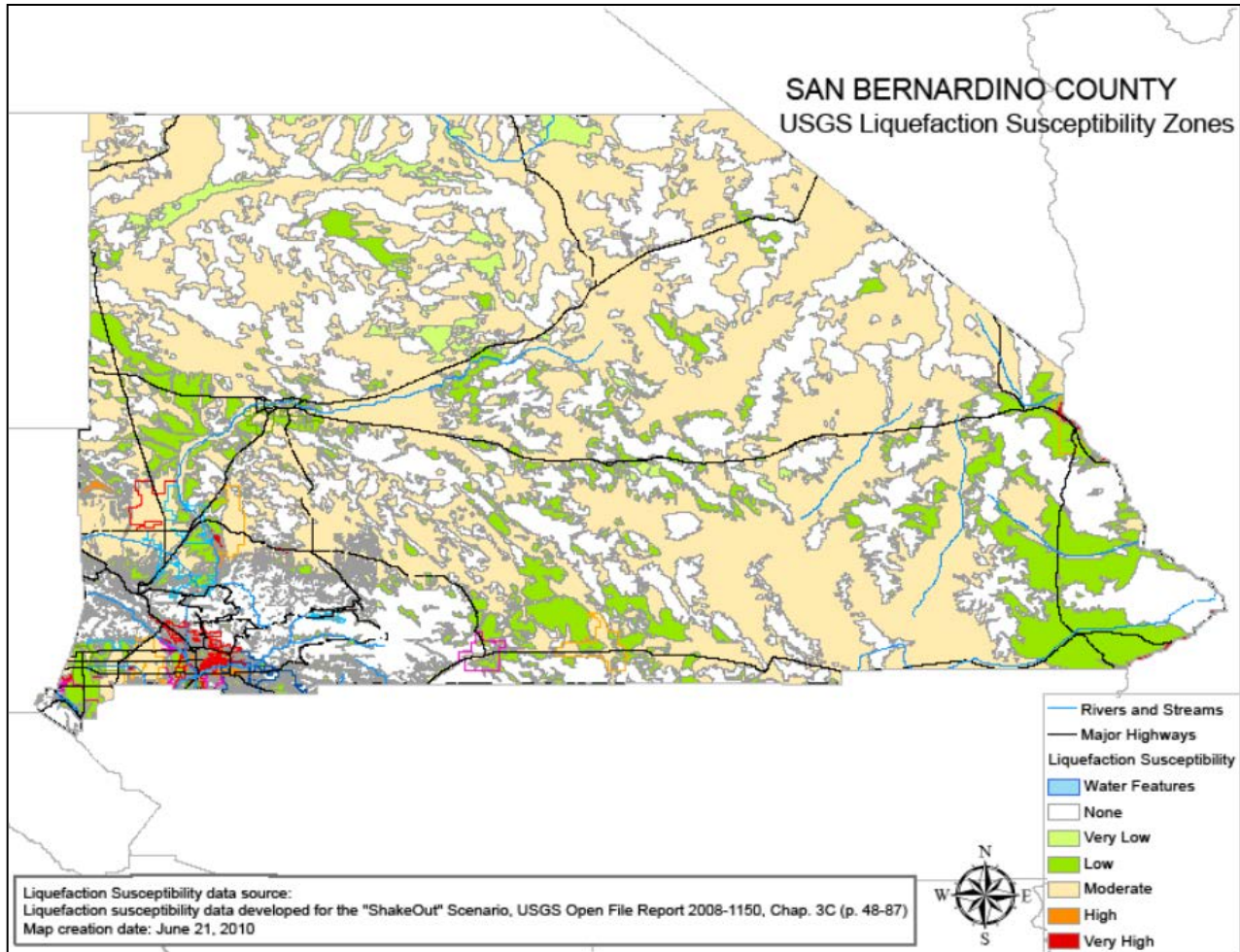
Liquefaction

Many areas may have buildings destroyed or unstable due to the phenomenon of liquefaction which is a phenomenon involving the loss of shear strength of a soil. The shear strength loss results from the increase of water pressure caused by the rearrangement of soil particles induced by shaking or vibration. **Figure 4.4.6** shows the liquefaction susceptibility zones for San Bernardino County.

Liquefaction has been observed in many earthquakes, usually in soft, poorly graded granular materials (i.e., loose sands), with high water tables. Liquefaction usually occurs in the soil during or shortly after a large earthquake. In effect, the liquefaction soil strata behave as a heavy fluid. Buried tanks may float to the surface and objects above the liquefaction strata may sink. Pipelines passing through liquefaction materials typically sustain a relatively large number of breaks in an earthquake.



4.4.6 FIGURE: USGS LIQUEFACTION SUSCEPTIBILITY ZONES



4.4.7 EARTHQUAKE / GEOLOGICAL HAZARD MITIGATION EFFORTS

The following section provides an overview of the Mitigation Goals and Objectives for Earthquake/Geological hazard mitigation for the County Unincorporated Area and the County's Special Districts. These goals were compiled from various sources including the County of San Bernardino 2007 General Plan.

GOAL: Minimize exposure to hazards and structural damage from geologic and seismic conditions.

Objective 1: Unreinforced Masonry Buildings

- Re-evaluate structures within the unincorporated areas of the County that were previously identified as a potential Unreinforced Masonry Structure (URM).



- Assess each previously identified structure and determine if a potential hazard exists.
- If a URM hazard is suspected, issue notifications to retrofit the structure and post the building as required.

Objective 2: Alquist-Priolo Earthquake Fault Zoning Act

- Protect occupants and structures from high level of risk caused by ground rupture during earthquake.

Objective 3: Liquefaction

- Minimize damage caused by liquefaction, which can cause devastating structural damage and a high potential for saturation exists when the groundwater level is within the upper 50 feet of alluvial material.
- Based on the technical report by URS Corp. supporting the EIR for the General Plan Update includes identified areas outside of the currently designated zone of liquefaction susceptibility within the Geologic Hazard Overlay District.

Objective 4: Landslide

- Protect life and property from risks resulting from landslide, especially in San Bernardino and San Gabriel Mountains that have high landslide potential.
- Require development on hillsides to be sited in such a manner that minimizes the extent of topographic alteration required to minimize erosion, to maintain slope stability, and to reduce the potential for offsite sediment transport.
- Finalize the draft Drainage Feasibility Study to evaluate the continuing landslide hazard within Rimforest and the role of concentrated storm runoff in propagating slope failure.

4.5 Dam Inundation

PROBABILITY – LOW
IMPACT - HIGH

There are a number of areas of dam inundation potentially impacting the unincorporated areas of San Bernardino County. However, there were no significant dam inundation occurrences in San Bernardino County between 2005 and 2010. Accordingly, the probability of a dam failure or inundation resulting from over-topping was considered by the Planning Team to be **Low** with the resulting potential impacts assumed to be **High-Severe**. The lead response agency for a dam failure/inundation would be the respective dam operator. Response actions would be in accordance with the facility emergency response

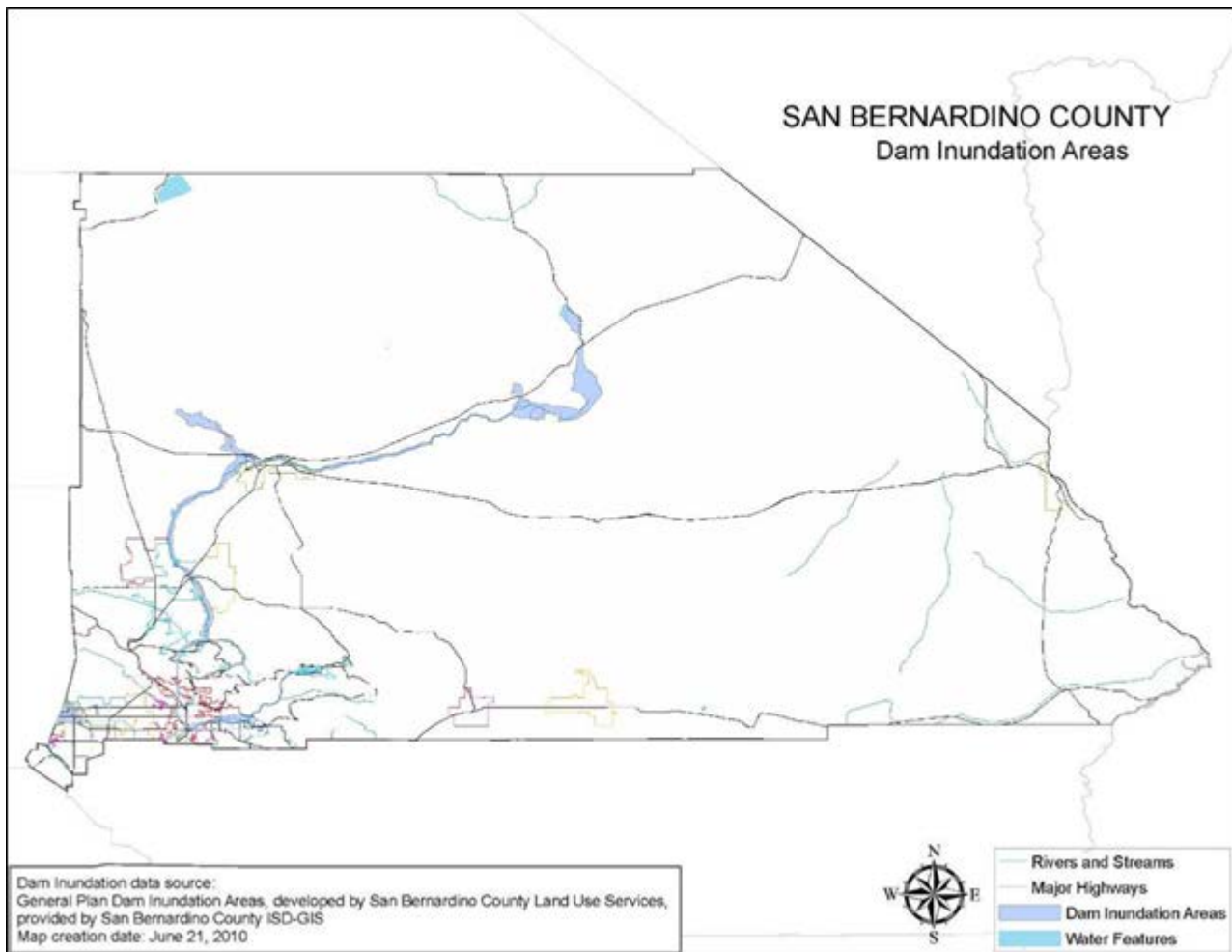


plans. Emergency responders from various County departments/agencies may be deployed under Unified Command and would operate under their normal response authority.

Dam Inundation Zones for San Bernardino County are shown in **Figure 4.5.1**. Data have been compiled from plans and information provided by the dam operators in San Bernardino County and Cal EMA. The data were compiled by the San Bernardino County Information Services Department, Geographic Information Systems 2009.

Dam Inundation Zones are areas subject to flooding should a dam upstream break during an earthquake or as the result of flooding.

4.5.1 FIGURE: DAM INUNDATION AREAS IN SAN BERNARDINO COUNTY





4.6 Infestation

PROBABILITY – MEDIUM
IMPACT - MEDIUM

Emergencies related to insect infestation have impacted San Bernardino County in the last decade, including an increased fire risk due to Bark Beetle infestation of trees in 2003, and mosquito-borne West Nile Virus in 2007. Since 2002, the Bark Beetle infestation has required removal of 99,500 acres of affected trees in the San Bernardino National Forest, as well as on private lands, at a cost of \$86.65 million in grants and matching funds.

The probability of future infestation issues was determined by the Planning Team to be **Medium**, with the impact generally expected to be **Medium-Moderate** impact.

The County remained under a State proclamation for the Tree Mortality Disaster caused by an infestation of an insect, called the Bark Beetle, in trees in mountain areas until January 29, 2013 when the County Board of Supervisors terminated the proclamation. Many factors contributed to the infestation of the bark beetle and the resulting tree mortality disaster. Such factors include a multi-year drought, the high density of trees on private property much greater than what nature intended, the lack of a long-term forest health management plan for private property, and the aggressive suppression of fires in the County mountain areas thus preventing natural thinning process of the trees. All these factors combined created an environment that was perfect for the infestation of the bark beetle and greatly weakened the trees.

The County took an aggressive stance when it became clear that the infestation was growing to emergency levels. The County issued two Emergency Proclamations in 2002 to address the Bark Beetle infestation. The State supported the County's proclamation in 2003 and issued a State Emergency Proclamation for the County.

As a result of the increasing threat posed by the dead and dying trees, the agencies responsible for public safety, fire, health, transportation, and building safety formed the **Mountain Area Safety Taskforce (MAST)**. The membership of MAST now includes representatives from the County Board of Supervisors, County Administrative Office, County Fire Department, U. S. Forest Service, California Department of Forestry and Fire Protection, California Highway Patrol, County Sheriff, County Public Works, Cal Trans and Southern California Edison.

Also included are mountain community representatives from the City of Big Bear Lake and Special Districts, as well as the Fire Safe Councils. The goals of MAST were to jointly develop response plans to a fire emergency including emergency evacuations, fire response, public safety response, and reentry plans. MAST also developed plans to reduce the threat through evacuation route clearing, development of community evacuation zones,



protection of communication sites, and development of buffer zones (fuel breaks). For additional information, see the ***Mountain Area Safety Taskforce (MAST) Plan***. During the 2003 fires, the need for a comprehensive plan to respond to post-fire flooding was recognized. The ***Flood Area Safety Taskforce (FAST)*** was organized to develop flood response plans in those areas threatened by post-fire flooding. FAST membership includes the County Public Works Department, County Fire Department, County Sheriff's Department, Natural Resources Conservation Service, City/Town representatives, U.S. Forest Service, and National Weather Service. For additional information, see the ***Flood Area Safety Taskforce (FAST) SOG***.

The threat of fire continues to be a critical issue in the County's mountain areas. There are currently numerous projects to help mitigate the threat in affected areas and include aggressive dead tree removal, coordination of forest management projects by various agencies (U.S. Forest Service, Natural Resources Conservation Service, California Department of Forestry, San Bernardino County Fire Department), and the development/enhancement of community plans which include evacuation plans for mountain residents.

In May of 2005 the San Bernardino County Fire Protection District and the San Bernardino County Flood Control District formed a partnership to implement the Hazardous Tree Removal Program, later the Fuels Management Program. In this endeavor the Flood Control District formed the Hazardous Tree Removal Operations Division which was tasked with developing, bidding and administering Tree Removal and Fuel Reduction Contracts funded by various grants. Contracts originally focused on removing dead, dying, and diseased trees caused by the drought conditions and the bark beetle infestation. The program has evolved to include fuel modification projects which remove hazardous vegetative fuels through the thinning of live vegetation. In addition the location of the fuel reduction projects are moving beyond the limits of the San Bernardino Mountains and into the interface between the Mountain foothills and the high desert.

The following are the types of programs/projects included in the Fuels Management Program:

- Emergency Tree Removal Projects consist of the removal of a tree (or trees) that poses an immediate threat to safety, a structure, or the public right-of-way.
- Block Projects are dead dying diseased tree removal projects on multiple parcels which are located in close proximity to one another.
- Large Urban Parcel Projects are dead dying diseased tree removal projects on a single or multiple large parcels.
- Fuel Modification Projects focus on the removal of hazardous fire fuels in the wildland/urban interface. The fuels removed in these projects are both live and dead vegetation.



The goal of these projects is to reduce a future forest fire's intensity as well as the removal of ladder fuels which carry the fire from the forest floor to the forest canopy and result in a crown fire.

In addition to the Hazardous Tree Removal Operations Division, the San Bernardino County Fire Fuels Management Crews are also funded by the same grant sources. The primary focus of the crews is to create and maintain fuel modification projects in the vicinity of communities at risk and construct fuel breaks. In addition the crews assist the public with curb side chipping programs throughout local partner jurisdictions. For additional information regarding mitigation activities, see the ***San Bernardino County Multi-Jurisdictional Hazard Mitigation Plan***.

4.7 Drought

PROBABILITY – HIGH
IMPACT - MEDIUM

Drought emergencies have been declared in California as recently as 2009, but have primarily affected the Central Valley. There were no significant drought events in San Bernardino County between 2005 and 2010. The Planning Team decided that while the potential for future drought events was ***High***, the local impact of drought is expected to be ***Medium- Limited*** impact.

A drought is the reduction of water or moisture availability on a temporary basis that is significant in relation to the norm. Drought is categorized as meteorological, meaning a reduction in rainfall, or hydrological, meaning a reduction in water resources. The drought most common is considered agricultural in impact and is influenced by human activity, the presence of irrigation systems, moisture retention capacity of the soil, and the timing of the rainfall and adaptive behavior of farmers.

The predictability of drought is generally known, for periods of dryness are normal in all weather systems. Rainfall and hydrology data must be carefully analyzed with influencing factors in predicting drought, however, advance warning is usually possible.

Factors contributing to vulnerability are location in arid areas, farming on marginal lands, subsistence farming, lack of agricultural inputs to improve yields, lack of seed reserves, areas dependent on other weather systems for water resources; areas of low soil moisture retention, and lack of recognition and allocation of resources to drought hazard.

Typical adverse effects from drought are reduced income for farmers; reduction of spending from the agricultural sector; increase in price of staple foods; increased inflation rates; deterioration of nutritional status; famine; illness; death; reduction of drinking water sources; migration; break up of communities; and loss of livestock.



In 2006, State lawmakers adopted AB 1881, which gave guidelines and timelines for revision of the State's ***Model Water Efficient Landscape Ordinance (MWELo)*** and mandated that every city, county, or other agency within the State of California adopt the State's revised MWELo, or be in compliance with it through their own ordinance, by January 2010. For additional information, see the ***San Bernardino County Water Efficient Landscape Ordinance***.

4.8 High Winds / Straight Line Winds

PROBABILITY - HIGH
IMPACT - MEDIUM

Straight-line winds are any winds not associated with the rotation of a tornado. Straight-line winds are responsible for most thunderstorm wind damage. Straight-line winds can exceed 125 mph, and knock down trees and power lines. Damaging high wind events occurred in the County's Valley communities in 2007, when high winds and thunderstorms brought down trees and fences, and in 2010, when straight-line winds exceeding 60 miles per hour felled trees and damaged power lines.

Another type of high winds are the "Santa Ana" winds, which commonly occur between October and February, and can reach speeds of more than 100 miles per hour. Santa Ana winds are warm, dry winds which descend from the high desert, down the mountains into the Southern California Basin. The most significant hazard associated with Santa Ana winds is an increased wildfire danger, but Santa Ana winds can also cause downed trees and power lines, and property damage, as well as causing potentially hazardous conditions for aircraft and boaters.

High Winds can cause damage to temporary drainage structures, fencing, and metal structures. During past high wind events, Transfer Stations have experienced roof panels being torn from the beams. Landfill sites with exposed geo-synthetic liners may experience damage if the winds lift and tear the liners.

The lead response agency for a high winds/straight line winds event would be incident specific, i.e. utility companies for disruption of service, downed power lines, etc. or fire department for wind driven fires. Response actions would be in accordance with the respective emergency response plans and responders would operate under normal response authority.



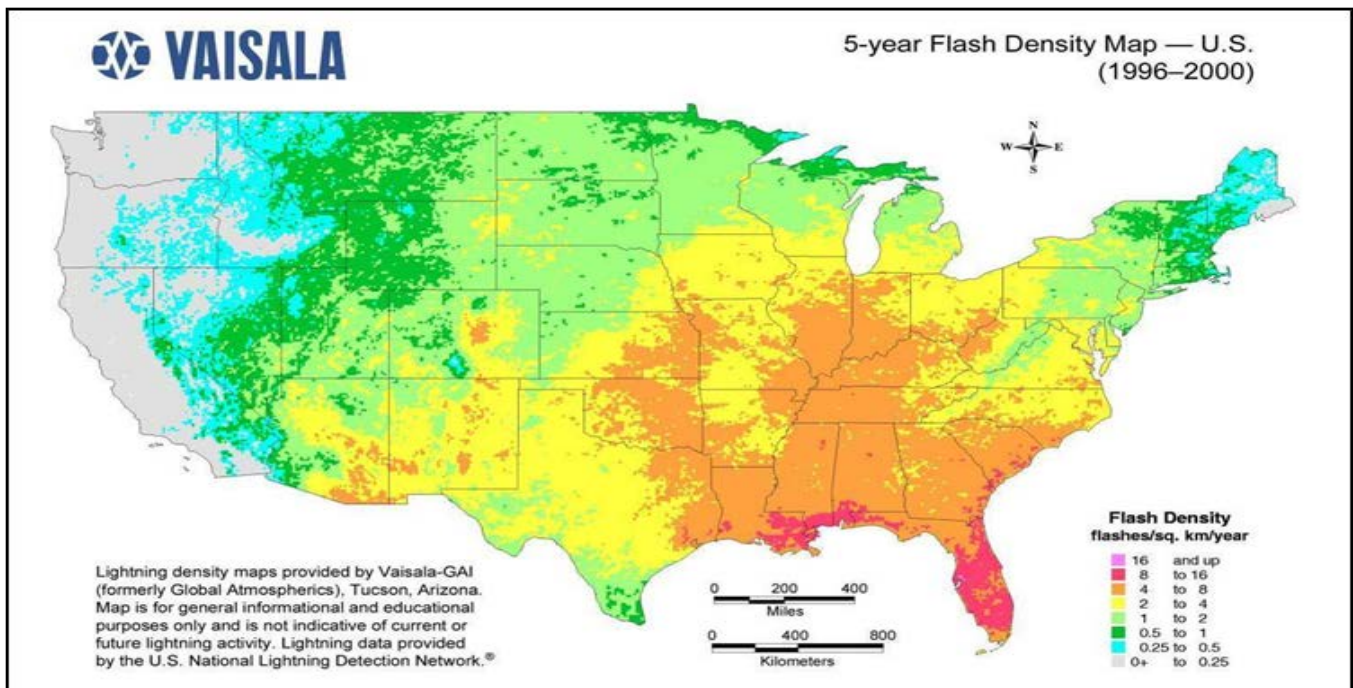
4.9 Lightning

PROBABILITY - HIGH
IMPACT - MEDIUM

Relative to most of the U.S., lightning strikes occur less frequently in Southern California. The average lightning flash density in the San Bernardino County area is very low, between 0.0 and 1.0 lightning flashes per square kilometer per year. In 2009, there were 2 fatalities from lightning strikes statewide, of the 34 total throughout the US.

Although there were no significant lightning events in San Bernardino County between 2005 and 2010, the Planning Team determined that the probability of future lightning events was **High**, but that such events would have only **Medium-Limited** impact. **Figure 4.9.1** shows the Lightning Flash Density Map 1996 – 2000.

4.9.1 FIGURE: LIGHTNING FLASH DENSITY MAP 1996 – 2000 (NATIONAL WEATHER SERVICE), http://www.lightningsafety.noaa.gov/lightning_map.htm



The lead response agency for a lightning event would be incident specific, i.e. utility companies for disruption of service, damaged transformers, etc. or fire department for lightning strike driven fires. Response actions would be in accordance with the respective emergency response plans and responders would operate under normal response authority.



4.10 Extreme Heat

PROBABILITY – HIGH
IMPACT - MEDIUM

According to the CDC, "...conditions of extreme heat are defined as summertime temperatures that are substantially hotter and/or more humid than average for location at that time of year." Exposure to extreme heat can result in illness (such as heat stroke or heat exhaustion) or death for those at greatest risk, including:

- Infants and children up to four years of age;
- People who overexert during work or exercise;
- People 65 years of age or older;
- People who are ill or on certain medications; and
- People who are overweight

While extreme heat can occur virtually anywhere in the county, measures to prevent illness are generally common sense, including staying cool indoors, keeping hydrated, limiting physical activity, and monitoring those at highest risk.

Recent extreme heat events within San Bernardino County include a 2006 Excessive Heat & Power Outage event affecting the Valley communities, which escalated to a Stage One CAISO Power Emergency, and a 2010 incident impacting the Southeastern Desert Region. Therefore, the Planning Team determined that the probability of future Extreme Heat events was **High**, with the potential for **Medium** impacts.

The County is over 80% desert and consequently experiences extreme heat. Such extreme heat situations can kill by pushing the human body beyond its limits. Most heat disorders occur because of overexposure to heat, over-exercise, age, or physical condition. Extreme heat can also cause serious economic damage to a community by drought, increased demand for water, and shortages of electrical power.

Extreme heat occurs when temperatures hover 10 degrees or more above the average high temperature for the region and last for several weeks. Humid or muggy conditions, which add to the discomfort of high temperatures, occur when a "dome" of high atmospheric pressure traps hazy, damp air near the ground.

Excessively dry and hot conditions may provoke dust storms and low visibility. Droughts occur when a long period passes without substantial rainfall. A heat wave combined with a drought is a very dangerous situation.



The Office of Emergency Services has developed The Extreme Weather – Excessive Heat Standard Operating Guide (SOG) in response to the potential for Excessive Heat and heat related Power Outage events in San Bernardino County. The Extreme Weather – Excessive Heat SOG was developed through the collaborative efforts of the Extreme Weather Committee. The committee consists of representatives from key County Departments and private sector partners who have a shared interest in the County's preparation for the event of an Excessive Heat Event. Alerts from the National Weather Service (NWS) generally will serve as the initial trigger for an excessive heat event.

For additional information, see the ***San Bernardino County Extreme Weather - Excessive Heat SOG***.

4.11 Extreme Cold

PROBABILITY – MEDIUM
IMPACT - LOW

Extreme cold can result in damage to crops, damage to homes and businesses (e.g., from burst pipes), and can cause significant health problems, such as hypothermia and frostbite. Recent extreme cold events in within the County include the January 2007 Extreme Cold Emergency and the January 2008 Winter Weather Event. Both events damaged crops in the agricultural region of San Bernardino County, and caused burst pipes in numerous residences, businesses, and public facilities. The Planning Team concluded that the probability of future Extreme Cold events was ***Medium-Possible***, and that the overall expected impact would be ***Low-Negligible***.

The lead response agency for an extreme cold event would be incident specific, i.e. utility companies for disruption of service, County Agriculture for destroyed crops, or other County departments/agencies. Response actions would be in accordance with the respective emergency response plans and responders would operate under normal response authority.

Alerts from the National Weather Service (NWS) generally will serve as the initial trigger for an extreme cold event. As in the case of excessive heat, the Extreme Weather Committee, with OES as the lead agency will undertake the development of the ***San Bernardino County Extreme Cold SOG*** scheduled for future development.

4.12 Hail

PROBABILITY – MEDIUM
IMPACT - LOW

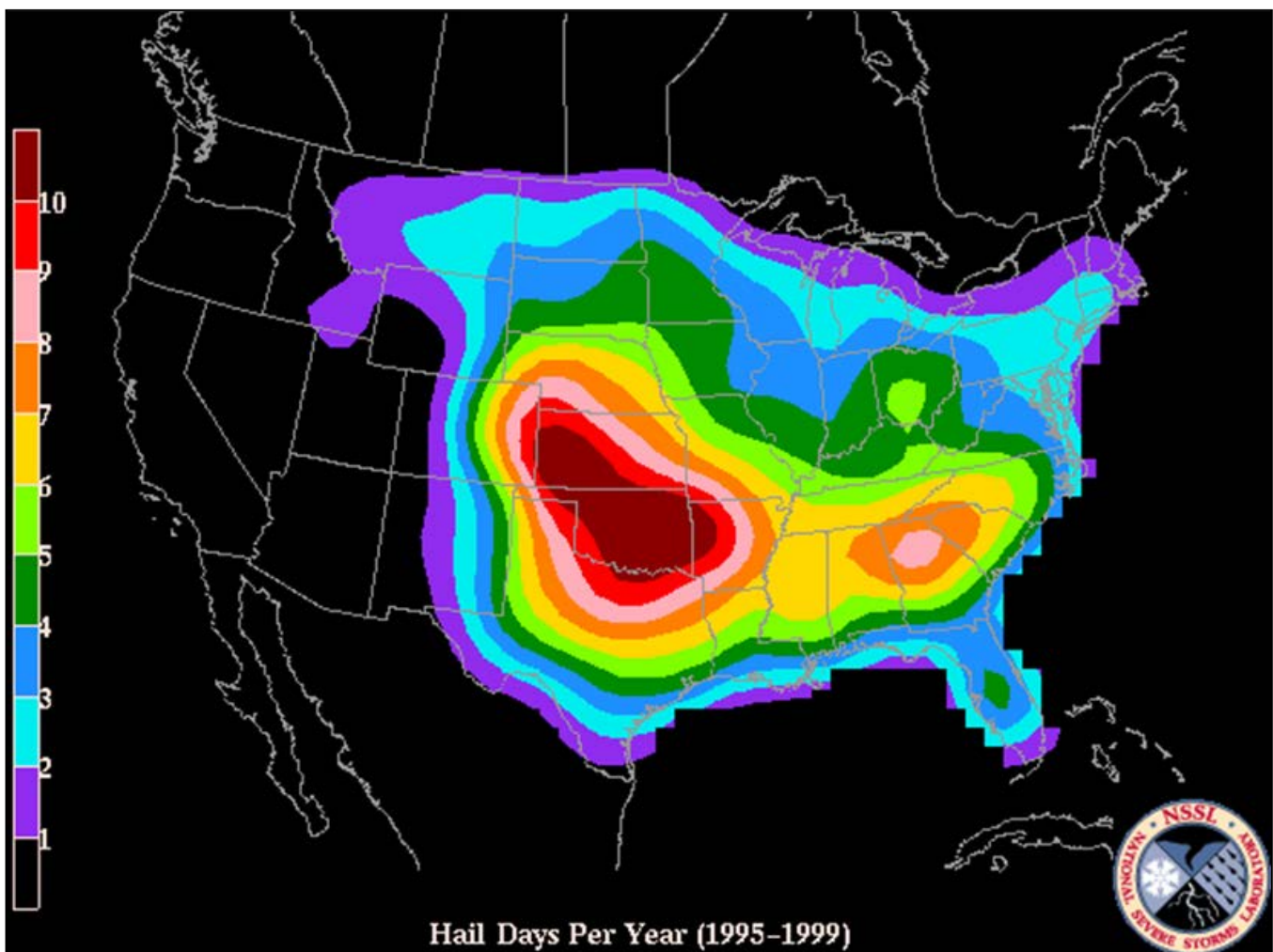
Hail causes approximately \$1 billion in damage in the US each year. Much of the damage inflicted by hail is to crops, but vehicles, roofs, and landscaping also suffer hail damage.



Figure 4.12.1, shows the mean number of hail days per year from 1995 – 1999. As shown the threat of hail in the San Bernardino County area is very low. There were no significant hail events in San Bernardino County between 2005 and 2010. Accordingly, the Planning Team determined that the probability of future hail events was **Medium-Possible**, but would expect to have **Low-Negligible** impacts.

The lead response agency for a hail event would be incident specific, i.e. utility companies for disruption of service, Caltrans and or County Public Works for road impacts/clearing, or other County departments/agencies. Response actions would be in accordance with the respective emergency response plans and responders would operate under normal response authority.

4.12.1 FIGURE: HAIL THREAT 1995-1999 (NOAA NATIONAL SEVERE STORM LABORATORY)





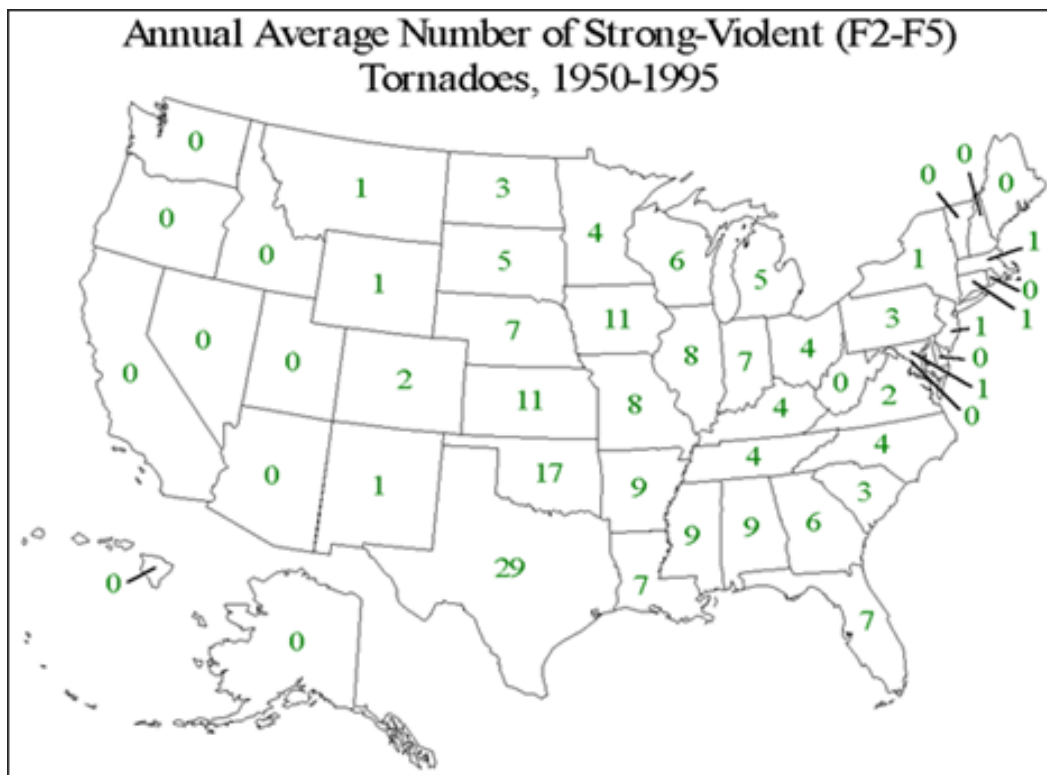
4.13 Tornado

PROBABILITY – LOW
IMPACT - LOW

Tornadoes occur infrequently in California, which has a statewide average of just 5 tornadoes a year. This is significantly less than states located in the US’ “tornado alley,” which can experience as many as 50 – 100 tornadoes per year. In addition, most California tornadoes are considered “weak”; the historical average occurrence rate of Strong – Violent (F2-F5) tornadoes in California is zero, **Figure 4.13.1**. There were no significant tornado events in San Bernardino County between 2005 and 2010. Accordingly, the Planning Team concluded that the probability of future tornado events was **Low-Unlikely**, with an expectation of **Low-Minimal** impact.

The lead response agency for a tornado event would be incident specific, i.e. utility companies for disruption of service, Caltrans and or County Public Works for road/debris impacts/clearing, or other County departments/agencies. Response actions would be in accordance with the respective emergency response plans and responders would operate under normal response authority.

4.13.1 FIGURE: AVERAGE NUMBER OF (F2-F5) TORNADOES 1950-1995 (NATIONAL CLIMACTIC DATA CENTER, 2008)





4.14 Winter Storm (Heavy Snowfall)

PROBABILITY – HIGH
IMPACT - MEDIUM

Winter storms with heavy snowfall can result in road closures, power outages, and require significant snow removal efforts, typically in the Mountain regions of the County. Recent events include the January 2010 Winter Storms, and the Winter Weather Incidents of 2008 (which resulted in closure of Interstate 15 and the need to shelter stranded travelers). The County may experience severe winter storms in its mountain communities and the Cajon Pass. Severe winter storms may be defined as an ice storm, blizzard, and extreme cold. Vulnerable areas are subject to heavy snowfall, combined snow and high winds, or ice storms.

The winter storm season varies widely depending upon the community's altitude and proximity to moderating influences. The mountain communities and resorts of the County are expected to experience severe winter storms on an annual basis. Such storms may virtually isolate communities and make any effort of outside assistance especially hazardous. Although mountain communities have generally developed means and activities to ensure their survival during the winter storm season, persons transiting through these communities may experience undue hardship.

The Cajon Pass, which is part of I-15 from the San Bernardino Valley to the High Desert, is the primary route through this area. The Cajon Pass traverses the main East-West corridor into and out of the Los Angeles Basin. Every day, an average of 110,000 vehicles travels to and from the Southern California area. Thousands of tons of cargo are transported by truck and rail through the Pass to and from Nevada and points beyond.

The lead response agency for a winter storm/heavy snowfall event would be incident specific, i.e. utility companies for disruption of service, CHP/Caltrans for freeway disruption/clearing, or other County departments/agencies. Response actions would be in accordance with the respective emergency response plans and responders would operate under normal response authority.

Alerts from the National Weather Service (NWS) generally will serve as the initial trigger for a winter storm/heavy snowfall event. As in the case of excessive heat, the Extreme Weather Committee, with OES as the lead agency will undertake the development of the **San Bernardino County Extreme Cold SOG** scheduled for future development.



4.15 Public Health Hazards

Generally, this category of hazards occurs when there are unsanitary conditions, crowding, and poverty. However, in recent years, increasing resistance of diseases to drugs, and lifestyle situations has created significant public health hazards. The predictability of public health hazards may increase due to rises in travel or migration and long-term dormant symptoms of sexually transmitted diseases. Blood-borne pathogens may also contribute to the threat of a public health hazard.

In addition to the threat of biological terrorism, the well-publicized official concern about the use of chemical and biological agents as a terrorist weapon also raises the likelihood of non-terrorist groups or individuals using an infectious agent as part of other criminal activities.

The San Bernardino County Department of Public Health Preparedness and Response Program (PRP) is the lead agency for public health hazards/epidemics and works to prepare for emergencies caused by bioterrorism, infectious disease, natural disasters, and other public health threats through the development and exercise of comprehensive public health emergency preparedness and response plans.

PRP's goal is to provide a coordinated response along with emergency responders and partner health agencies to meet the public health needs of the residents in the event of such a disaster. During an event the Department of Public Health will conduct disease surveillance, provide emergency health information, health precautions, health education, and links to additional public health resources.

In the event of a public health emergency or natural disaster, the PRP website: www.sbcounty.gov/pubhlth/ph_divisions/preparedness_response/preparedness_response_home.htm, may inform the residents of San Bernardino County with the following information:

- Emergency phone numbers
- Shelters
- Red Cross Families/Victims Registry
- Health Emergency Instructions
- Media Outlets

4.15.1 EPIDEMICS

An epidemic is defined as the occurrence of a disease, known or suspected to be of infectious or parasitic origin that is unusually large or unexpected. An epidemic often evolves rapidly into an emergency situation; thus a prompt response is needed. Epidemics



may be hazards in themselves, but may also accompany and intensify the misery brought on by a disaster situation.

The term “epidemic” may be applied to any pronounced rise in incidence and is not restricted to sudden outbreaks. Slow outbreaks of leprosy, for example, may spread and develop over generations. New and unrecognized epidemics occasionally arise such as AIDS (acute-immunodeficiency syndrome), which was detected in the United States in 1981, through routine surveillance of pneumonia cases.

The number of reported outbreaks of communicable disease has increased in recent years for a number of reasons. National and international travel is increasing daily and takes place over greater distances. Explosive urban development in many countries is associated with poor sanitary conditions and crowding. An increase in incidence of sexually transmitted diseases has occurred due to changes in behavior and long-term dormant systems. Some of the increases, however, may be attributed to better health care coverage in developed as well as developing countries and more thorough reporting of outbreaks.

Examples:

Many endemic (constant presence of a disease or disease agent within a specified area) diseases are capable of being epidemic if environmental or host carriers change in a way that favors transmission. Possible examples include:

- Exposure of non-immune persons, generally by immigration from a non-endemic area (such as tourists or refugees).
- Ecological changes may favor the breeding of an insect vector, such as the mosquito in the rainy season.
- Increase in human movements due to markets or favorable seasonal conditions increasing the points of frequency of contact.
- Contamination of food and water sources.
- Declines in nutritional status.

A potential epidemic may be predicted by increase in numbers of the organism in carriers or animals. In plague, a disease carried by fleas on rodents, for instance, an “epizootic” (the parallel term for animal’s equivalent to an “epidemic” for humans) occurs prior to the epidemic.

Threatened

A “threatened” epidemic can be anticipated when certain circumstances are present, such as: a susceptible population; the presence or impending introduction of the disease agent; or the presence of a mechanism for large-scale transmission (such as a contaminated water supply or a vector population).



Emergency

An epidemic “emergency” can only be defined within the larger context in which it occurs, but may include the following characteristics:

- Risk of introduction and spread of the disease in the population.
- Expectation of a large number of cases.
- The disease is of such severity as to lead to serious disability or death.
- Risk of social and/or economic disruption from presence of the disease.
- Governmental authorities are unable to cope adequately with these situations because of a lack or insufficiency of:
 - Technical or professional personnel,
 - Organizational experience,
 - Necessary supplies or equipment (drugs, vaccines, laboratory diagnostic materials, vector control materials, etc.)
- A danger of international transmission.

Constraints to the predictability of epidemics can occur in newly formed or transitional communities where medical histories are not known and immunities to local vectors may be lacking. Further, the environment may be unplanned or un-established and factors such as source of water supply uncertain. Health care may be transitional or not sufficiently focused on prevention, due to lack of supplies and trained personnel.

The communities and circumstances noted above may be a residual impact of a catastrophic earthquake or other large-area disaster event.

Epidemics can also be caused by intentional criminal acts. In 1984, a religious cult in Oregon sprayed salmonella bacteria onto salad bars to sicken a local population in an attempt to fix a local election. Although there were no deaths, hundreds of people were sickened. Yet the crime went unrecognized until one of the cult members told authorities about it at a later date. Current concerns involve the potential use of pathogens like those that cause anthrax, botulism and small pox.

For further information, see the ***San Bernardino County Department of Public Health Emergency Plan.***



SAN BERNARDINO COUNTY
Emergency Operations Plan
Part IV – Hazard Specific Annexes

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SECTION 5: TECHNOLOGICAL HAZARDS

Technological hazards represent a category of events that has expanded dramatically throughout this century with the advancements in modern technology. Like natural threats, they can affect localized or widespread areas, are frequently unpredictable, can result in substantial loss of life (in addition to the potential for damage to property), and can pose a significant threat to the infrastructure of a given area. These incidents may be caused by accident (e.g., mechanical failure, human mistake), result from an emergency caused by another hazard (e.g., flood, storm), or caused intentionally.

Technological threats included in this section are: Hazardous Materials, Lethal Chemicals, Ingestion Pathway Incident/Radiological Release (SONGS), and Public Safety Communications Failure. These incidents involve materials created by man and that pose a unique hazard to the general public and environment.

5.1 Hazardous Materials

In San Bernardino County, hazardous material incidents are handled by the San Bernardino County Interagency Response Team, which is composed of Hazardous Materials Specialists from the County and participating City Fire Agencies. Hazardous materials incidents can occur either in transit or at a fixed facility. All areas of the County are at risk, particularly where hazardous materials fabrication, processing, storage, treatment, or disposal activities are conducted.

Hazardous Materials personnel, in conjunction with City and County Firefighters, respond to hazardous materials incidents, assist the County District Attorney in the investigation of environmental crimes, and respond to illegal hazardous waste disposal complaints. Releases of hazardous materials and/or waste occur in San Bernardino County on a daily basis. Many of these releases are confined to a small area, do not pose a public health threat, and are easily mitigated by the responsible party.

Other times, hazardous materials incidents are more extensive, releasing hazardous materials into surrounding areas, threatening groundwater, closing transportation corridors, or contributing to fires or explosions. These require more extensive emergency response.

In 1984 a regional Hazardous Materials Emergency Response Team was formed in San Bernardino County. The program was started through a joint effort of the San Bernardino County Fire Chiefs Association, The San Bernardino County Department of Environmental Health Services (DEHS), and the County Communications Center. The original team included six Environmental Health Specialists from DEHS and thirty firefighters from 15 fire jurisdictions.

From 1984 to present the team has grown to over 100 personnel, all trained to the State Fire Marshal approved Hazardous Material Specialist level, and nineteen equipped response vehicles, three of which were provided in whole or in part by cities or districts.



The Cities of Ontario, Chino, Montclair, Rancho Cucamonga, and Upland have formed a joint powers authority for purposes of enhancing their response capability, but the JPA still participates in the County Interagency Response Team.

5.1.1 TYPES OF INCIDENTS

The chemicals designated “hazardous” cover a wide range of toxicity and many have minimal or no effects on humans in small doses. The type of incidents may include:

- Emissions of gases or particles into the air;
- Wastewater discharges into rivers and other bodies of water;
- Solid waste disposal in on-site landfills;
- Injection of wastes into underground wells;
- Transfers of wastewaters to public sewer plants; and
- Transfers of wastes to off-site facilities for treatment or storage.

5.1.2 OTHER INCIDENTS

In addition to fixed site hazardous materials incidents, such incidents also occur during transportation. Areas at risk would be along highways, rail lines, pipelines, and rivers. Because major highways run through virtually every community in the County, all sections of the County are at risk. For additional information, see the ***2011 San Bernardino County Fire Department Hazardous Materials Area Plan***.

5.2 Lethal Chemical Agents

5.2.1 CHEMICAL INFORMATION

As part of the Fire Department's effort to prevent, prepare for, and respond to emergencies of all types, the Emergency Response program gathers and distributes facility inventory and information describing the properties and hazards of chemicals.

The following sources of facility information are used for emergency response and planning:

1. **California Accidental Release Prevention (CalARP) Program** - In addition to developing accident prevention programs at specific facilities, this CUPA program generates accident scenarios and other information that can be useful in planning for releases of hazardous materials.
2. **Business Emergency/Contingency Plan** - This CUPA program is designed to gather the information regarding the hazardous materials stored at a facility for purposes of planning and preparing for emergencies at fixed facilities in the County.



5.2.2 HAZARD IDENTIFICATION

Hazardous materials response is a discipline that is mastered through information management. The initial actions at an incident must be taken quickly but with careful consideration of how the chemical will behave under the release conditions which occur at the scene. Hazmat emergencies can involve a virtually infinite number of chemicals and chemical combinations, and occur under a wide variety of circumstances, from industrial facilities, to highway or railroad incidents, to illegal activities such as clandestine drug laboratories or illegal dumping. This assessment requires accurate identification, appropriate classification, an adequate understanding of physical and chemical properties of the chemical, and methods for containment or other mitigation. It also requires some prediction of how these properties will manifest themselves in a real world, uncontrolled situation.

There are several ways to identify a hazardous material:

- Placards
- Shipping Papers
- Labels
- Material Safety Data Sheets (MSDSs)
- On-Scene Hazard Categorization

For additional information, see the ***2011 San Bernardino County Fire Department Hazardous Materials Area Plan***.

5.3 Ingestion Pathway Incident / Radiological Release (SONGS)

In 1979, following the accident at Three Mile Island nuclear power plant in Pennsylvania, the California Legislature mandated that the Governor's Office of Emergency Services, now known as the California Emergency Management Agency (Cal EMA), together with Department of Health Services (DHS) and affected counties, investigate the consequences of a serious nuclear power plant accident.

Federal regulations in 44 Code of Federal Regulations (CFR) Part 350 address FEMA's role in conducting assessments and issuing findings regarding offsite emergency plans/procedures for responding to radiological emergencies at commercial nuclear power plants (NPPs). State, tribal, and local government participation in offsite radiological emergency planning and preparedness is voluntary. (***Reference: FEMA Radiological Emergency Preparedness (REP) Program Manual October 2011***).



Based on site-specific studies, Emergency Planning Zones (EPZs) around nuclear plant sites have been established and detail required activities in the event of a radiological incident/release. The San Onofre Generating Station (SONGS) in San Diego County is located within a 50-mile Ingestion Pathway Zone (IPZ) planning area for the southwest portion of San Bernardino County and includes the cities of Chino, Ontario and borders the cities of Redlands and Fontana.

As an Offsite Response Organization (ORO), the County has committed to participate in planning, training, and exercises related to the REP Program. In March of 2011, the SONGS/Nuclear Power Plant Emergency Response Committee was established, coordinated and led by the County Fire/OES and consisting of representatives from key County departments/agencies with emergency response roles for a nuclear power plant emergency. The purpose of the committee was to prepare for the County's participation in the April 2011, FEMA evaluated biennial SONGS IPZ Exercise and to develop a County IPZ response plan.

The Nuclear Power Plant Emergency Response Standard Operating Guide (SOG) was finalized in May of 2011 and describes the County operations during a radiological emergency at the SONGS nuclear power plant. The purpose of the SOG is to establish the local organization and to identify responsibilities for a coordinated response in the event of a radiological release within the 50-mile Ingestion Pathway Zone. The goal during ingestion pathway response is preventing contaminated water, food and food animals from reaching the consumer.

The Nuclear Power Plant Emergency Response SOG was developed in accordance with the State of California Nuclear Power Preparedness Program, Government Code Section 8610.5, of the Radiation Protection Act. For additional information, see the ***San Bernardino County Nuclear Power Plant Emergency Response Standard Operating Guide (SOG)***.

5.4 Public Safety Communications Failure

The County's public safety communications system is comprised of all dispatch centers and the 911 system. This includes command/control, resource deployment, acquisition and utilization. The dispatch centers addressed in this assessment include communications centers operated by local police and fire departments, County Sheriff, County Fire, California Highway Patrol (CHP), federal and state agencies, and La Paz County, Arizona. Thirty-two (32) public safety dispatch centers serve the County.

The countywide enhanced 9-1-1 system is dependent on the Telco interconnect into an Orange County database for proper routing of all 9-1-1 calls. Some centers are dependent on microwave and/or landline connections to support computer-aided-dispatch (CAD) systems and/or conventional and trunked radio systems.



Without the Telco interconnect, the public loses its ability to call 9-1-1 and will need access to 7-digit backup emergency telephone numbers that may or may not be available. Should a Telco interconnect go down the Telco provider may re-route the interconnect to an alternate PSAP, this can take time to re-route. For additional information, see the ***San Bernardino County Tactical Interoperability Communications Plan (TICP)***.

5.5 Utility Failure / Power Disruption

5.5.1 OVERVIEW

Power failure may be defined as interruption or loss of electrical service for an extended period of time. An extended period of time would be long enough to require emergency management organization response to needs for food, water, heating, etc., caused by loss of power. There are two classes of power failures:

- Failures internal to the power distribution system such as the West Coast ‘brownout’ in 1996 and subsequent “planned outages.”
- Failures as the result of external causes such as severe storms.

A summary of potential effects includes loss of power to hospital and medical care facilities which could cause life-threatening situations for patients; inability to use necessary medical care equipment (in the absence of working backup generators); massive traffic stoppages due to failures of traffic lights; spoilage of food; lack of heating/air conditioning for many residents/businesses; work interruptions since equipment cannot be used; and loss of major databases for business, educational and other institutions.

Electrical energy sources into the County of San Bernardino may be interrupted by:

- Loss of electrical generation facilities
- Break in electrical transmission lines
- Damage to/loss of electrical transformer station/sub-station
- The loss/damage could be caused by a natural hazard, equipment failure, labor stoppage, civil unrest, act of war or other unforeseen event.

The extent of an area suffering a loss of electrical energy could vary greatly depending upon the type of damage and the nature of the interruption. Only in a significant or catastrophic event would a large area of the County be affected. Even then, if the damage is restricted to a single facility or location, transmission lines could be rerouted to provide at least a basic level of service to most of the affected area.



5.5.2 COUNTY ENERGY REQUIREMENTS

The County of San Bernardino requires significant amounts of electrical energy to deliver County services. Critical infrastructure locations have emergency generators to provide basic electrical services in the event of an emergency. The critical locations are currently being reviewed to determine if the emergency generators are able to provide the proper amount of power and if not, what the power needs are and how much upgrading is necessary. Additionally, locations such as Arrowhead Regional Medical Center have dual fuel sources for the heating boilers (natural gas and propane) and for their food services (natural gas and limited propane).

5.5.3 COUNTY ENERGY ASSURANCE PLAN (EAP)

In 2012, San Bernardino County agreed to participate in a pilot project, CaLEAP (California Local Energy Assurance Planning) and is currently developing the County's Energy Assurance Plan (EAP). CaLEAP is a California Energy Commission (CEC) sponsored project to assist local governments throughout the State in ensuring that key assets are resilient to disaster events that impact energy.

Energy Assurance is about assisting local governments in becoming more resilient to loss of energy. Becoming more energy resilient will help local governments prepare for, respond to, recover from, and mitigate against potential emergencies that impact energy while minimizing economic loss and protecting public health and safety. For example:

- Ensuring “critical infrastructure” are functional when needed;
- Fostering critical public-private partnerships before incidents happen;
- Gaining awareness of energy dependencies; and
- Identifying actions and projects to move toward increased energy resiliency.

Building relationships is another part of Energy Assurance. Attempting to identify who you need to reach and working around potential obstacles to reach them (e.g., limited or down telecommunications) during an incident will be difficult. Establishing relationships ahead of time will help local governments anticipate actions and clarify roles and responsibilities; thus increasing the likelihood of a successful and efficient response and recovery.

Gaining an awareness and/or understanding of energy dependencies is also very important. Communities have become very complex and many elements within them are reliant upon another element within the community. In some instances, water systems need energy for their services, but energy providers also need water to produce energy. Understanding these relationships is vital in decision making. The ***San Bernardino County CaLEAP is currently under development.***



SECTION 6: ADDITIONAL HAZARDS

6.1 Train Derailment

6.1.1 HISTORY

1989 Incident

About 7:36 a.m., Pacific daylight time, on May 12, 1989, Southern Pacific Transportation Company freight train 1-MJLBP-111, which consisted of a four-unit locomotive on the head end of the train, 69 hopper cars loaded with Trona, and a two-unit helper locomotive on the rear of the train, derailed at milepost 486.8, in San Bernardino, California. The entire train was destroyed as a result of the derailment. Seven homes located in the adjacent neighborhood were totally destroyed and four others were extensively damaged. Of the five crewmembers onboard the train, two on the head end of the train were killed, one received serious injuries, and the two on the rear end of the train received minor injuries. Of eight residents in their homes at the time of the accident, two were killed and one received serious injuries as a result of being trapped under debris for 15 hours.

Local officials evacuated homes in the surrounding area because of a concern that a 14-inch pipeline owned by the Calnev Pipe Line Company, which was transporting gasoline and was located under the wreckage, may have been damaged during the accident sequence or was susceptible to being damaged during wreckage clearing operations. Residents were allowed to return to their homes within 24 hours of the derailment.

About 8:05 a.m., on May 25, 1989, 13 days after the train derailment, the 14-inch pipeline ruptured at the site of the derailment, released its product, and ignited. As a result of the release and ignition of gasoline, 2 residents were killed, 3 received serious injuries, and 16 reported minor injuries. Eleven homes in the adjacent neighborhood were destroyed, 3 received moderate fire and smoke damage, and 3 received smoke damage only. In addition, 21 motor vehicles were destroyed. Residents within a four-block radius were evacuated by local officials. Total damages as a result of the train derailment and pipeline rupture exceeded \$14 million.

1996 Incident

On February 1, 1996, at approximately 0414 hours, the flow of traffic on the I-15 Freeway came to an abrupt and immediate halt for fifty-nine hours. A railroad freight train carrying various commodities derailed when it suffered a brake failure while beginning its descent through the Cajon Pass. The derailment occurred West of Interstate 15 and North of State Route 138 near Mormon Rocks. The resulting accident caused the death of two of the train crewmen, and severe injuries to the engineer. Several freight cars containing hazardous materials became engulfed in fire. The fire released hazardous vapors into the air over this segment of Interstate 15, necessitating the closure of the full freeway.



As in all major emergencies, a wide range of emergency responders converged on the area. Federal, State and County agencies responded to assist in the disaster. In addition to normal traffic flow on all the roadways in the area, communications were disrupted or interrupted. Due to the topographical layout of the area in which the derailment occurred, radio and cellular telephone communications were ineffective. The wide variety of radio frequencies used by the emergency agencies further added to the confusion.

Resources and communications were restored in a short period and traffic was allowed to flow on Interstate 15 after 59 hours of closure. The clean-up of the derailment scene continued for several days after the event.

6.1.2 AFTER ACTION

As a result of these historic events and the likelihood of future transportation disasters, specifically in the Cajon Pass, a coalition of Federal, State, County and Municipal agencies and Industries formed to facilitate a more efficient means of handling disasters in the Cajon Pass area. This coalition designated as Responders Organized for Pass Emergencies (ROPE), first met in March 1996, to formulate a guide addressing the concerns involving the Cajon Pass.

The Office of Emergency Services has taken the lead in revitalizing the ROPE program by conducting an exercise specifically for Cajon Pass stakeholders during the 2012 Golden Guardian Exercise Series and undertaking the re-write of the ROPE plan scheduled to be completed during the 2012/2013 grant cycle. For additional information, see the ***San Bernardino County Responders Organized for Pass Emergencies (ROPE) Plan, currently being updated.***

6.2 Airplane Crash

6.2.1 OVERVIEW

The County is located in one of the busiest air traffic control corridors in the nation: the Los Angeles Basin. There are numerous commercial airports and general aviation airports in Southern California, generating thousands of aircraft flights each day. Ontario International Airport, the largest commercial airport in the County, averages 250 flights per day and serves 6.5 million passengers annually. For additional information, see the ***Los Angeles World Airports (LAWA) - LA/Ontario International Airport Emergency Plan.***

There are many different types of aircraft, the basic distinction being General Aviation and Commercial Aviation. General Aviation aircraft are those aircraft operated for private and recreational purposes. While general aviation aircraft usually carry two to four passengers, larger commercial aircraft, such as Boeing 747's, carry over 400 passengers. It is the combination of large numbers of passengers, large volumes of fuel, and the potential of an aircraft crash literally anywhere, that make aircraft crashes true disasters.



6.2.2 SPECIAL HAZARDS

Multiple hazards are present at the site of major aircraft crashes. Recent experience has brought to light the tremendous bio-hazard caused by human blood and tissue. Universal precautions for all rescuers are decontamination of all equipment as well as protective clothing. Other hazards are sharp or jagged edges of aircraft fuselage, fuel contamination, toxic smoke from burning magnesium and carbon fiber components, and radioactive materials.

6.2.3 IMPACT ON VITAL PUBLIC SERVICES, SYSTEMS, AND FACILITIES

When aircraft disasters occur there is a tremendous impact on every aspect of the emergency response/public services infrastructure even though the area affected is often small in comparison to natural disasters. Even though a relatively small area may be affected, the potential for injuries, loss of life, and property damage is staggering. Emergency medical agencies, hospitals, police, fire, coroner, transportation and communications systems can be expected to reach capacity in a very short period of time.

6.2.4 FIRE OPERATIONS

Aircraft crashes that occur at airports can be serviced by fire equipment especially designed for mass application of water and foam available for rapid deployment. However, the majority of aircraft emergencies at airports rarely require the use of that type of special equipment. More common is low impact or ground aircraft incidents requiring interior attack with standard hose lines and tactics similar to structural fires. Aircraft crashes away from airports tend to be those of higher impact where the use of large specialized airport crash vehicles would be of great value. This is of particular importance where there are limited or no water resources and where the fires are large open fuel or structural fires.

6.2.5 LAW ENFORCEMENT OPERATIONS

Major aircraft crashes trigger a massive response by local emergency first responders, such as fire, law, and emergency medical services. Especially in off-airport incidents, vehicular access to the crash site is often limited and responding emergency vehicles can cause a traffic gridlock that prevents an effective initial response. It is law enforcement's responsibility to establish a perimeter, restrict access, and maintain order at the scene of such an incident. A very high priority must be established for initial law enforcement resources arriving on-scene to enforce ingress and egress routes for fire and EMS personnel and equipment.

Initially, local law enforcement is responsible for responding to the emergency, securing the scene, and preserving evidence. For on-airport emergencies, once the initial response is terminated, the Airport Manager, or designated representative, is responsible for securing the scene while Federal Aviation Administration (FAA) and/or National Transportation Safety Board (NTSB) conduct the aircraft incident/ accident investigation. For off-airport



emergencies, local law enforcement is responsible for securing the scene for FAA/NTSB. If a criminal act is suspected, local law enforcement has a legal responsibility to investigate the incident, apprehend perpetrators, and coordinate with appropriate deferral agencies. For additional information, see the ***National Transportation Safety Board and/or Federal Aviation Agency (FAA) Response Plan***.

6.2.6 MASS CASUALTY OPERATIONS

Mass Casualty Incidents (MCIs) are defined as any incident in which emergency medical services resources, such as personnel and equipment, are overwhelmed by the number and severity of casualties. For example, an incident where a two-person crew is responding to a motor vehicle collision with three severely injured people could be considered a mass casualty incident.

The general public more commonly recognizes events such as building collapses, train and bus collisions, earthquakes and other large-scale emergencies as mass casualty incidents. Events such as the Oklahoma City bombing in 1995 and the September 11 attacks in 2001 are well publicized examples of mass casualty incidents.

A major aircraft crash can be expected to include mass casualties that will severely strain EMS personnel resources. Local ambulance services as well as acute care facilities will be expected to meet the demand for emergency assistance. Where local care is unavailable, patients may have to be transported to trauma care facilities some distance from the crash site.

6.3 Mass Fatalities Incident

A Mass Fatality Incident (MFI) is an emergency management term used to identify an incident involving more dead bodies and/or body parts than can be located, identified, and processed for final disposition by available response resources. Although it is a somewhat relative term in that there is no widely accepted number of fatalities that define an MFI, it is generally recognized that if the number of fatalities exceeds the local city or county's resource capabilities causing them to request assistance, or mutual aid, from neighboring jurisdictions, the term applies.

Mass fatality incidents may or may not be a result of an MCI, which is considered a different type of incident and usually focuses more on managing the surviving victims of an incident. MFI and MCI may, and often do, occur simultaneously. MFI differ from MCI in that most, if not all, of the victims of the incident are deceased. A catastrophic plane crash with no survivors is one example of an MFI. Part of the distinction between MFI and MCI is because different kinds of resources are needed to manage each. Living victims are attended to by medical personnel such as EMS; deceased victims are attended to by medical examiners or coroners.



Mass fatality incidents may be either human-caused, such as hazardous materials releases, transportation accidents, or terrorist attacks, or they may be the result of natural disasters such as earthquakes, floods, or severe weather.

The San Bernardino County Sheriff-Coroner is statutorily charged with the responsibility of identifying deceased persons, determining the circumstances, cause, and manner of death; and the disposition of unclaimed and/or indigent dead for all jurisdictional deaths. In the event of an incident involving multiple fatalities, these duties may be compounded by many collateral responsibilities including: arranging for and staffing fatality collection areas and morgue facilities, search and recovery of human bodies and tissue, ante mortem data collection, collection and inventory of personal property found on the decedents or related to the Coroner's inquiry, and notification of the decedents' next-of-kin.

A MFI is defined by the County Coroner as any incident resulting in a number of deaths that exceeds the capabilities and/or resources of the Coroner Division's regularly scheduled staff, requiring the activation of off-duty Coroner Division personnel. Three categories of mass fatalities incidents have been identified to aid Coroner Division personnel in responding to the incident and to ensure adequate staffing and resources throughout the event. As the incident escalates, the established organizational structure allows Coroner Division personnel to expand their response strategy and take appropriate actions.

6.3.1 CATEGORY I

The MFI requires activation of more Coroner Division personnel than is regularly scheduled for the shift, but can be adequately staffed by calling in off-duty Coroner staff, reserve deputies and assistance from other Sheriff-Coroner Department Divisions. The routine protocol of examining, fingerprinting, identifying and photographing decedents and recording personal property of decedents will be followed with little or no deviation.

6.3.2 CATEGORY II

The MFI is such that the Sheriff-Coroner Department requires assistance from other agencies within Region VI to carry out Coroner Division responsibilities, i.e., refrigerated body transport vehicles from Los Angeles Department of the Coroner is required. This level incident does not require mutual aid activation through the California State Office of Emergency Services (Cal EMA).

6.3.3 CATEGORY III

The MFI is of a magnitude that it will likely exhaust all local resources and mutual aid is requested through the California State Office of Emergency Services (Cal EMA). Due to the anticipated number of fatalities, examination and identification of the dead can be expected to pose a significant problem. This problem may not be immediately resolved; therefore, extended operation of fatality collection areas, search and recovery operations, family assistance centers and other supporting units will be necessary. For



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Section 6:
Additional Hazards

additional information, see the *2011 San Bernardino County Sheriff-Coroner Department Mass Fatality Plan*.



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