SAN BERNARDINO COUNTY

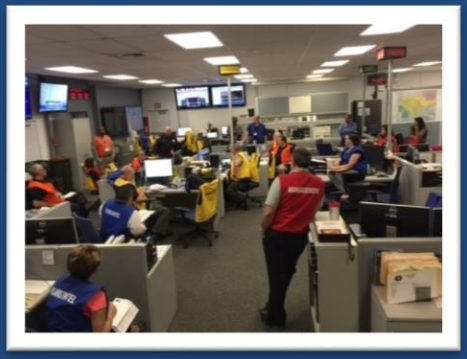
Emergency Operations Plan (EOP)

Prepared By:

San Bernardino County Fire

Office of Emergency Services

Revised: January/February, 2018



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LETTER OF PROMULGATION/COUNTY BOARD RESOLUTION

GREGORY C. DEVEREAUX
Chief Executive Officer

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*

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

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, 356-3998)

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;

Page 1 of 2

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

ITEM 27

Record of Action of the Board of Supervisors

APPROVED (CONSENT CALENDAR)
COUNTY OF SAN BERNARDINO
Board of Supervisors

MOTION SECOND AYE 2 MOVE 3 AYE 4 AYE 5

LAURA H. WELCH, CLERK OF THE BOARD

BY _____

DATED: February 26, 2013

SAN BERNARDINO COUNTY OPERATIONAL AREA
EMERGENCY OPERATIONS PLAN
FEBRUARY 26, 2013
PAGE 2 OF 2

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

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

WHERES, 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.

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

Signature — Date: 3/17/14

San Bernardino County Fire Protection District

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

Signature — Date: 3-17-2014

San Bernardino County Operational Area Coordinating Council (OACC)

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

Signature — Date: 03/17/2014

Approved as to Legal Form:

Jean-Rene Basle, **County Counsel**

By: Jean-Rene Basle, County Counsel — Date: 3-17-14

***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
JANICE RUTHERFORD.....Second District
JOSIE GONZALES.....Fifth District
JAMES RAMOS .....Third District
GARY C. OVITT.....Fourth District

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RECORD OF CHANGES

Change #	Date	Person Making change	Summary of Change
1	6/12/17	C. Cruz	Appendix 3: Critical Contact Lists – Redacted Contact Information
2	Jan. 2018	C. Cruz	Forward Pg. xi - xiii
3	Jan. 2018	C. Cruz	Introduction – Plan Organization Pg. xx - xxiv
4	Jan. 2018	C. Cruz	Section 1: Situation and Assumptions, 1.3, 1.4
5	Jan. 2018	C. Cruz	Section 2: Emergency Management Organization, 2.2.2
6	Jan. 2018	C. Cruz	Section 4: EOC Operations, 4.6, 4.7
7	Jan. 2018	C. Cruz	Section 6: Information Collection, 6.2, 6.3
8	Jan. 2018	C. Cruz	Section 8: Access and Functional Needs 8.1, 8.2, 8.3
9	Jan. 2018	C. Cruz	Section 10: Recovery, 10.1 – 10.8
10	Jan. 2018	C. Cruz	Section 12: Plan Maintenance, 12.1
11	Jan. 2018	C. Cruz	Section 15: Appendices: 1-6
12	Jan/Feb 2018	C. Cruz	Part II – Section 16: ESF Annex
13	Jan/Feb 2018	C. Cruz	Part III – Section 17: Support Annex List
14	Jan/Feb 2018	C. Cruz	Part IV – Section 18: Hazard Specific Annex
15	Jan/Feb 2018	C. Cruz	Complete document re-formatting

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RECORD OF DISTRIBUTION

RECORD OF PLAN DISTRIBUTION			
Name & Title	**Agency**	**Date of Delivery**	**# of Copies**

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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, Office of Emergency Services (OES). The National Response Framework (NRF), National Incident Management System (NIMS), the Standardized Emergency Management System (SEMS) and the State of California Emergency Operations Plan (SEP) provide planning and policy guidance to counties and local entities. Collectively, these documents support the foundation for the County's Emergency Operations Plan.

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.

The following is a brief history of emergency management in California.

1917 ***State Council of Defense*** created by the State Legislature to address public security, public health, economic resource development, and military training.

1929 ***State Emergency Council*** was formed to plan for potential future emergencies.

1933 ***Field Act of 1933*** following the Long Beach earthquake marked a significant step in the advancement of earthquake-resistant building design.

1943 ***State War Powers Act*** was created by the Legislature and divided the civilian war effort into two segments: protective services and war services. The Act also established the California State War Council that assigned certain activities to State agencies.

1945 ***California Disaster Act*** enacted by the State Legislature. This combined responsibility for planning and preparing for emergencies, whether natural, technological, or human-caused, into a single State agency. During the period from 1945 to 1970, the agency was known variously as the Office of Civil Defense (1950) and California Disaster Office (1956), and functioned under the authority of the California Disaster Act.

1950 ***California Civil Defense and Disaster Relief Plan and California Disaster and Civil Defense Master Mutual Aid Agreement*****.** The relief plan was the first comprehensive

emergency plan developed by the State. While the focus was civil defense, it contained annexes relating to natural disasters. The California Disaster and Civil Defense Master Mutual Aid Agreement under Governor Earl Warren was adopted that same year. It remains to this day a cornerstone of California's emergency management system.

1970 ***California Emergency Services Act (ESA)*** was enacted to supersede the California Disaster Act. The new Act established the Governor's Office of Emergency Services with a Director reporting to the Governor. The office was given responsibility of coordinating statewide emergency preparedness, post emergency recovery and mitigation efforts, and the development, review, approval, and integration of emergency plans.

1974 ***Natural Disaster Assistance Act (NDAA)*** authorized the Director of the California Governor's Office of Emergency Services to administer a disaster assistance program that provides financial assistance from the State for costs incurred by local governments because of a natural disaster event.

The program also provides for the reimbursement of local government costs associated with certain emergency activities. In 2002, the Act was amended to allow funding for terrorist acts and epidemics, and renamed the ***Disaster Assistance Act (DAA)***. The Act was again amended in 2005 to change certain definitions of qualifying projects and renamed the ***California Disaster Assistance Act (CDAA).***

1990 ***Americans with Disabilities Act (ADA)*** prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. The ADA guarantees that people with disabilities have the same opportunities as everyone else to participate in the mainstream of American life.

1996 ***Standardized Emergency Management System (SEMS)*** resulted in a major revision of the California Emergency Services Act. With the ***Incident Command System*** at its foundation, SEMS emphasizes a standard organizational structure and terminology at all emergency management levels. The system was designed to enhance coordination among response organizations, and facilitate the flow of emergency information and resources within and between the organizational levels.

2006 ***Post-Katrina Emergency Management Reform Act (PKEMRA)*** amended the Federal Homeland Security Act of 2002 to make extensive revisions to emergency response provisions and provided the Federal Emergency Management Agency (FEMA) with substantial new authority. The Act established a Disability Coordinator within FEMA and developed guidelines to accommodate individuals with disabilities. It also established the national Emergency Family Registry and Locator System.

2006 ***California Animal Response Emergency System (CARES)*** resulted in a revision to the California Emergency Services Act. CARES provides operational guidance to assist with all aspects of animal care and control in the event of a disaster or emergency. In addition, CARES provides resources for the public, animal businesses, shelters, and emergency planners. CARES is structured in accordance with the Standardized

Emergency Management System (SEMS) and the Incident Command System (ICS).

2013 ***Sandy Recovery Improvement Act (SRIA)*** amended the Stafford Act to include advances to states of up to 25 percent of the amount of estimated cost of post-disaster Hazard Mitigation Grant Program (HMGP) funds, together with other streamlining measures, and to direct FEMA to create a comprehensive national strategy for reducing the cost of future disasters.

2016 ***Access and Functional Needs in Emergencies*** (Chapter 520, Statutes of 2016) amended the California Government Code to require each county, including city and county, to integrate access and functional needs into its emergency plan upon the next update.

Recent Trends: The Future of Emergency Management in California

Since 2008, 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 Sandy and the Rim Fire, and internationally, the Tōhoku and Nepal Earthquakes and the November 2015 Paris terrorist attacks, captured the world's attention and 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.

California faces unprecedented threat to life, property, and the environment due to the effects of our changing climate and continues actions to build on the ongoing response to record dry conditions and assist recovery efforts from devastating wildfires. To date, the State has committed hundreds of millions of dollars to emergency drought relief, disaster assistance, water conservation, and infrastructure projects. Efforts are also underway to establish a framework for sustainable, local groundwater management for the first time in California's history.

Perhaps most notable is the evolution of terrorism preparedness. While a focus in prior years, terrorism prevention and preparedness changed fundamentally following the September 11, 2001, terrorist attacks in New York, Washington, D.C., and Pennsylvania. Congress enacted the Homeland Security Act of 2002 establishing the federal Department of Homeland Security to prevent, protect against, and respond to acts of terrorism in the United States.

The priorities for Emergency Management in California continue to focus efforts on enhancing prevention and detection capabilities to protect California from all hazards and threats; and strengthen the ability to prepare for, respond to, recover from, and provide resources to mitigate the impacts of disasters, emergencies, crimes, and terrorist events.

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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INTRODUCTION

State agencies, County agencies, local governments, tribal governments, and others must be prepared to respond to emergencies that might occur within their areas of responsibility and must be able to assess whether their capabilities are sufficient to respond effectively.

The San Bernardino County Emergency Operations Plan hereinafter referred to as the County Emergency Operations Plan (EOP), addresses the County's response to emergencies associated with natural disasters or human-caused emergencies. In accordance with the California Emergency Services Act (ESA). This plan describes the methods for conducting emergency operations, the process for rendering mutual aid, the emergency services of governmental agencies, how resources are mobilized, how the public will be informed, and the process to ensure continuity of government during an emergency or disaster.

The concepts presented in this plan include mitigation programs to reduce the vulnerabilities to disasters and preparedness activities to ensure the capabilities and resources are available for an effective response. To assist communities and governments to recover from a disaster, the plan outlines programs that promote a return to normalcy.

This plan is a management document intended to be read and understood before an emergency occurs. It outlines the activities of the County's emergency management system and it embraces the capabilities and resources in the broader emergency management community that includes individuals, businesses, non-governmental organizations, tribal governments, state government, and federal government assistance.

Purpose

The 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 emergencies, 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 (OA) and Operational Area Coordinating Council (OACC) was adopted by the County

Board of Supervisors on September 19, 1995 and is reviewed and revised as appropriate. Per San Bernardino County Operational Area Resolution No. 2006-329, the OA 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.

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.

Plan Organization

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

PART I - 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.
- Discuss the County's protocols for maintaining and reviewing this EOP, including training, exercises, and plan maintenance.

PART II - FUNCTIONAL ANNEXES

This plan implements Emergency Support Function (ESF) 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. Functional annexes may be developed separately from the basic plan and will reference existing agency and department plans and procedures. Supporting plans and documents may be listed in an attachment to each functional annex. ***See: Part II – Section 16: ESF Annex.***

PART III - 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. 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 ***See: Part III – Section 17: Support Annex List.***

PART IV - 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. ***See: Part IV – Section 18: Hazard Specific Annex.***

APPENDICES

Supplemental materials and procedures developed in support of the County EOP, such as *Authorities and References, Glossary of Terms*, *Position Checklists,* etc. are incorporated and maintained separate from the basic plan. ***See: Section 15: Appendices.***

Relationship to Other Plans

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 affecting the County. This plan is part of a larger planning framework that supports emergency management within the state and OA.

Through an integrated framework of emergency plans and procedures involving all stakeholders in the emergency management community, the County promotes effective planning and coordination prior to an emergency, thereby ensuring a more effective response and recovery. 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.

Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)

The FEMA "Disaster Mitigation Act (DMA) 2000, Section 322 (a-d) requires that local governments, as a condition of receiving federal disaster mitigation funds, have a ***Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)*** that describes the process for assessing hazards, risks and vulnerabilities, identifying and prioritizing mitigation actions, and engaging/ soliciting input from the community (public), key stakeholders, and adjacent jurisdictions/ agencies.

With an approved (and adopted) MJHMP, the County and participating jurisdictions are eligible for federal disaster mitigation funds/grants (Hazard Mitigation Grant Program, Pre-Disaster Mitigation, and Flood Management Assistance) aimed to reduce and/or eliminate risk.

In 2016, the 2011 MJHMP underwent a comprehensive review and update of each section of the plan and included an assessment of the success of the participating County Districts in evaluating, monitoring and implementing the mitigation strategy outlined in the initial plan. Only the information and data still valid from the 2011 plan was carried forward as applicable into the 2016 MJHMP update.

Due to the issuance of new 2011 and 2013 planning guidance, the plan was significantly updated and rewritten. The updated MJHMP received formal FEMA approval in July 2017 and was formerly adopted by the Board of Supervisors in October 2017. ***Reference: 2017 San Bernardino County MJHMP.***

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 emergencies. 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.

Disaster Recovery Plan

Phase I of the County's ***Disaster Recovery Plan (DRP)*** received County Disaster Council approval in March 2017, with additional phases and annexes under development. The purpose of the DRP is to organize and manage a coordinated recovery effort for those affected by a disaster within the San Bernardino County Operational Area (SBCOA).

Operational concepts, organizations, and roles and responsibilities to accomplish recovery efforts are defined in the plan. As of May 2017, the plan outlines key roles and responsibilities for County Government, public and private organizations, non-governmental organizations (NGOs), faith-based organizations (FBOs), community based organizations (CBOs) and tribal governments with operational responsibilities for recovery.

The DRP establishes the following objectives for the Recovery Operations Group:

- Determine the roles, responsibilities and organizational structure for all involved agencies and organizations;
- Mitigate the disruption of essential County services to the public;
- Outline the essential functions involved in full-scale damage assessment reporting and recovery;
- Develop a cost recovery process; and
- Identify all agencies and organizations with a recovery function and the essential services and programs they provide.

The development of a DRP in advance of a disaster accelerates the post-disaster return to the new normal, is a guide for all participating agencies to set agency priorities prior to a catastrophic disaster, and applies to any disaster situation including natural disasters, technological incidents, terrorism and other man-made disasters.

The DRP identifies sources of outside support that might be provided (through mutual aid and specific statutory authorities) by other jurisdictions, state and federal agencies and the private sector. The County Disaster Recovery Plan will provide guidance for the County of San Bernardino and the Operational Area. ***Reference: 2017 San Bernardino County Disaster Recovery Plan (DRP).***

Department Emergency Operations Plan (DEOP)

All County departments will develop a ***Department Emergency Operations Plan (DEOP)*** to assist in ***Continuity of Government (COG)*** and ***Continuity of Operations (COOP). Source: 2017 County Policy Manual No. 13-1.***

The DEOP describes the fundamental systems, strategies, policies, assumptions, responsibilities and operational priorities that the Department/Agency will utilize to guide and support emergency management efforts. The purpose of the plan is to:

- Provide a description of the legal authorities upon which the County department 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 Department/Agency will respond to an incident to ensure continuity of government and continuation of operations, including a department profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for the Department/Agency divisions and essential personnel tasked with emergency preparedness and response functions.
- Describe a concept of operations for the Department/Agency that provides a framework upon which the [insert Department/Agency name] will conduct its emergency operations and coordinate with other agencies and jurisdictions to ensure continuity of government and continuity of operations.
- Describe the Department/Agency emergency response structure, including activation and operation of the Department Operations Center (DOC) if applicable, and implementation of ICS.
- Discuss the Department/Agency protocols for maintaining and reviewing this DEOP, including training, exercises, and plan maintenance.

PART I BASIC PLAN – SECTION 1: SITUATION & ASSUMPTIONS

1.1 Population

State: California is the most populous state in the nation with an estimated population of 38.7 million in 2015. Between 1950 and 2008, the State's population tripled. California's population is expected to reach 41 million by 2020 and almost 50 million by 2050. According to the U.S. Census of 2014, approximately 3.8 million (10%) Californians over the age of five years have a disability. The state's population of older adults is also growing and, according to the California Department of Aging, in California there will be approximately 8.5 million people over the age of 60 by 2020 (21%), and almost 12.5 million people over the age of 60 by 2040 (25%).

County: The total population of San Bernardino County is approximately 2,140,096 people **(Source: *2016 US Census estimate)***. Most of the County's population is in the valley areas located in the southwestern portion of the County. The County's population has grown by 21%, approximately 363,715 people, since 2000. 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.***

Most disaster response systems and plans are designed for people who can walk, run, see, drive, read, hear, speak, and quickly respond to alerts and instructions. This presents challenges for adults and children with disabilities and others with access and functional needs. This population may suffer severe and less forgiving consequences without essential support. The margin of resiliency in emergencies is smaller and the impact is higher.

The legal requirements set forth in Government Code section 8593.3, define access and functional needs as individuals who ***have:***

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

Or, individuals who ***are:***

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

1.2 Situation

San Bernardino County is bordered 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.

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 by either 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 are 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 affect local, County, and state government response capabilities. Consequently, a number of local emergencies may be declared.
- Communications, electrical power, water and natural gas lines, sewer lines and fuel stations may 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 the 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.

1.3 Assumptions

Below are assumptions reflecting the situations that must be considered in order to achieve effective emergency management in the County:

- All incidents are local.
- Emergencies may occur at any time with little or no warning and may exceed capabilities of local, state, federal, tribal governments and the private sector in the affected areas.
- Emergencies may result in casualties, fatalities, and displace people from their homes.
- The County's planning strategies follow Assembly Bill 2311 (Brown, Chapter 520, Statutes of 2016 adding California Government Code section 8593.3), requiring each county and city to integrate access and functional needs to its emergency response plan.

  Examples of how the County has integrated access and functional needs stakeholders in planning and/or how the County will serve the access and functional needs community concerning emergency communications, emergency evacuations, and emergency sheltering are included throughout this plan. ***See: Section 8: Access and Functional Needs*** for specific details.
- 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/Town 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. 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.
- The United States Department of Homeland Security (DHS) provides threat conditions over the United States and identifies possible targets.
- 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.

1.4 Hazard Prioritization

During the 2016 update of the County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), the planning team identified and prioritized the following hazards based on probability and impact. Additional details for each of the hazards listed below, and/or references to hazard specific plans/standard operating guides (SOGs) are located in ***Part IV - Hazard Specific Annex*** of this plan.

		IMPACT		
		HIGH	**MEDIUM**	**LOW**
PROBABILITY	**HIGH**	**Wildfire / Flood / Earthquake / Geological Hazards**	**Drought**	
	MEDIUM	**Terrorism**	**Climate Change (Extreme Heat/Cold)**	**Hail / Infestation**
	LOW		**Dam Inundation**	**Tornado / High Winds / Winter Storm / Lightning**

1.5 Hazard Profiles

Although the County faces the risk of experiencing many natural and manmade hazards, the MJHMP profiles only the County's highest priority natural hazards the unincorporated County areas and Special District areas are expected to experience; ***earthquake, wildfire, flood, drought, terrorism and climate change.*** The priority hazards are based on the Calculated Priority Risk Index (CPRI).

- Earthquake
- Wildfire
- Flood
- Drought
- Terrorism
- Climate change

Additional details, for each of the hazards listed above, and/or references to hazard specific plans/standard operating guides (SOGs) are located in ***Part IV – Section 18: Hazard Specific Annex*** of this plan.

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SECTION 2: EMERGENCY MANAGEMENT ORGANIZATION

2.1 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:

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 21.0103 Office of Emergency Services:

There is hereby created the Office of Emergency Services. The Office of Emergency Services shall develop emergency plans and manage the emergency programs of this County. Prior to an emergency the Office of Emergency Services shall, be responsible for:

- Developing and coordinating the emergency services planning for San Bernardino County, which will provide for the utilization of all County governmental entities, their resources and equipment, all commercial and industrial resources, and all special groups, bodies, and organizations, including the San Bernardino County Operational Area Coordinating Council, as may be necessary for the support of emergency services operations.
- Developing and coordinating such training programs and exercises as may be necessary for operational requirements.
- Developing and coordinating programs designed to inform the public of measures for self-protection and emergency services activities.
- Coordinating and serving as liaison with Federal, State, other County, City, and Town emergency services agencies, and with representatives of the United States Armed Forces.
- Recommending to the San Bernardino County Disaster Council for consideration all matters within the purview of the Council's responsibilities.
- Recommending to the Board of Supervisors for consideration matters of policy insofar as they relate to emergency services.
- Overseeing the emergency operations plans of County groups, departments, and agencies.

Section 21.0104 Director of Emergency Services; Manager of the Officer of Emergency Services:

- The Chief Executive Officer of the County of San Bernardino shall be the Director of Emergency Services;
- In the absence of the Chief Executive Officer, the Deputy Executive Officer for Special Projects shall serve in this capacity;
- In the absence of the Chief Executive Officer and the Deputy Executive Officer for Special Projects, the Director of the Human Resources Department shall serve in this capacity;
- In the absence of the Chief Executive Officer, the Deputy Executive Officer for Special Projects and the Director of the Human Resources Department, the Assistant Executive Officer for Human Services shall serve in this capacity;
- In the absence of the Chief Executive Officer, the Deputy Executive Officer for Special Projects, the Director of the Human Resources Department and the Assistant Executive Officer for Human Services, the Assistant Executive Officer for Finance and Administration shall serve in this capacity.
- There shall be appointed a Manager of the Office of Emergency Services, who shall be the day-to-day manager of the Office of Emergency Services and shall responsible for carrying out the responsibilities of the Office of Emergency Services under provisions of § 21.0103.
- The Manager shall have such other powers and duties as may be assigned by the Director of Emergency Services.
- During an emergency, the Manager of the Office of Emergency Services will operate the Emergency Operations Center and assist the Director of Emergency Services in implementing emergency plans.

Section 21.0109 Emergency Organization:

- 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.

2.2 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. ***See: 2.2.1 Chart: Director of Emergency Services, Board of Supervisors, and Disaster Council Powers/Duties*** on the following pages for additional details.

During an emergency, the County has the responsibility to manage and coordinate the overall emergency response and recovery activities. The Office of Emergency Services (OES) 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 Department Emergency Operations Plans.

The San Bernardino County Operational Area (SBCOA) 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 directed to disaster response and recovery. The goal is to support emergency activities to protect life, property, and the environment. ***See: 2.2.2 Chart: County Department/Division Response/EOC/ Recovery Roles*** on the following pages for additional details.

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 Incident Command Post's (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 California Governor's Office of Emergency Services (Cal 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. ***Reference: San Bernardino County Tactical Interoperability Communications Plan (TICP)***

2.2.1 Chart: Director of Emergency Services, Board of Supervisors, and Disaster Council Powers/Duties

Director of Emergency Services	**Per County Code Section 21.0105, The Director of Emergency Services is empowered to:** • 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. **In the event of a "Local Emergency" or existence of a "State of War Emergency", the Director of Emergency Services is empowered to:** • 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.

Board of Supervisors	• 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. **The Board of Supervisors may perform the following additional functions:** • 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. • 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.

Disaster Council Chairperson	**Per County Code Section 21.0107:** • 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.
Disaster Council Staff	**The staff assigned to assist the Disaster Council carry out its powers and duties shall consist of the following:** • 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.
Disaster Council	**Per County Code Section 21.0108, the San Bernardino County Disaster Council is hereby empowered to:** • 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 by such persons. • 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 Division 1 of Title 2 of the California Government Code. • A Disaster Council remains accredited only while the certification of the Cal California Emergency Council is in effect and is not revoked.

Disaster Council Membership	**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:** 1. Chief Executive Officer 2. Assistant Executive Officer for Finance and Administration 3. Assistant Executive Officer for Human Services 4. Fire Chie/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) **Note:** The twenty (20) voting members may select a pre-designated representative to serve in his or her absence.

2.2.2 Chart: County Department/Division Response/EOC/Recovery Roles

DEPARTMENT	*ROLE*	*DUTIES*
AGING AND ADULT SERVICES	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Provide information and assistance to targeted populations • Provide staff at Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • ***TBD*** • ***TBD***
AGRICULTURE / WEIGHTS AND MEASURES	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• 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) • ***TBD*** • ***TBD***
AIRPORTS	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Advise on coordination with all airports in the County (military and civilian) • Act as liaison in all matters of aviation, coordinate with agencies including Federal Aviation Administration (FAA), Transportation Security administration (TSA), other law enforcement agencies and/or Homeland Security agencies • *Logistics section* • ***TBD***
ARCHITECTURE AND ENGINEERING	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Provide damage assessment(s) of buildings and facilities • *Operations Section and Logistics Section coordinates with Transportation/Flood* • ***TBD***
ARROWHEAD REGIONAL MEDICAL CENTER (ARMC)	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Assist in providing medical care of the sick and wounded • Provide decontamination and medical care to disaster victims: ○ Immediate ability to decontaminate up to 3 victims, delayed response for decontamination of approximately 20 minutes for mass decon, 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/SHOC's as needed • *Operations Section* • ***TBD***

DEPARTMENT	*ROLE*	*DUTIES*
ASSESSOR/ RECORDER/ COUNTY CLERK	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Assist in development of damage assessment information and support Damage Assessment Unit • Determine dollar value of disaster caused damage • *Planning/Intelligence Section – Advanced Planning and Demobilization Units* • ***TBD***
AUDITOR – CONTROLLER/ TREASURER/ TAX COLLECTOR	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Record and maintain a permanent record of all receipts and expenditures during disaster response and recovery • Establish a disaster accounting system • *Planning/Intelligence Section – Advanced Planning and Demobilization Units* • ***TBD***
BEHAVIORAL HEALTH	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• 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 • *Operations Section – Care and Shelter Branch* • ***TBD***
CHILD SUPPORT SERVICES	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • *Support Operations Sections - Care and Shelter Branch* • ***TBD***
CHILDREN AND FAMILY SERVICES	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Coordination of emergency care for foster children • Provide staff at Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • ***TBD*** • ***TBD***
CHILDREN'S NETWORK	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • *Support Operations Sections - Care and Shelter* • ***TBD***
CLERK OF THE BOARD	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Maintain a record of all meetings and actions taken by the Board of Supervisors when acting as the "Policy Group • ***TBD*** • ***TBD***

DEPARTMENT	***ROLE***	***DUTIES***
COMMUNITY DEVELOPMENT AND HOUSING	**RESPONSE ROLE:**	• Update department's long-term recovery plans starting as soon as emergency occurs • Advise Policy Group on availability of economic development financial aid
	EOC ROLE:	• *Support Policy Group – Recovery phase* • *Planning/Intelligence and Finance/Admin Sections*
	RECOVERY ROLE:	• ***TBD***
COUNTY ADMINISTRATIVE OFFICE	**RESPONSE ROLE:**	• 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:	• *Director of Emergency Services – Management Section*
	RECOVERY ROLE:	• ***TBD***
COUNTY COUNSEL	**RESPONSE ROLE:**	• 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:	• *Management Section – Legal Advisor*
	RECOVERY ROLE:	• ***TBD***
DISTRICT ATTORNEY	**RESPONSE ROLE:**	• 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:	• ***TBD***
	RECOVERY ROLE:	• ***TBD***
ECONOMIC DEVELOPMENT	**RESPONSE ROLE:**	• Update long-term recovery plans starting as soon as emergency occurs • Advise Policy Group on availability of economic development financial aid
	EOC ROLE:	• *Support Policy Group – Recovery phase* • *Planning/Intelligence and Finance/Admin Sections*
	RECOVERY ROLE:	• ***TBD***

DEPARTMENT	*ROLE*	*DUTIES*
FACILITIES MANAGEMENT	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Re-establish power/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 • *Logistics Section - Facilities Branch* • ***TBD***
FIRE DEPARTMENT: ADMINISTRATION	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Management of fire emergency organization, fire suppression and rescue, fire mutual aid, emergency services, hazardous materials, and communications • Support field operations • *Management and Operations Sections* • *Support Planning/Intelligence Section* • ***TBD***
FIRE DEPARTMENT: FIRE PREVENTION	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Fire/arson investigation operations • Damage assessment operations • Suppression support activities • Community safety/support operations • Inspect/investigate potential threats to public safety • *Damage assessment operations* • *Public Outreach/Information operations* • *Action planning operations* • ***TBD***
FIRE DEPARTMENT: HAZARDOUS MATERIALS	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Respond to all hazardous materials emergencies for the purpose of protecting life, property, and the environment • *Operations – HazMat Branch* • *Support Planning/Intelligence Section* • ***TBD***
FIRE DEPARTMENT: OFFICE OF EMERGENCY SERVICES (OES)	**RESPONSE ROLE:**	• Lead agency for the San Bernardino County Operational Area (OA) • Provide timely and accurate situation status reports and resource status reports to appropriate policymakers, elected officials, and to State OES Southern Region EOC (REOC) • Monitor situation status and resource status in each local jurisdiction within the County • Coordinate with each jurisdiction to facilitate the rapid and efficient procurement of resources needed in response to an emergency

DEPARTMENT	*ROLE*	*DUTIES*
FIRE DEPARTMENT: OFFICE OF EMERGENCY SERVICES (OES)	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• 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 • *Overall EOC management and Planning/Intelligence Section and support to other EOC Sections as required* • *Utilize WebEOC as the OA communications platform* • ***See County Disaster Recovery Plan***
FIRE DEPARTMENT: SUPPRESSION	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• 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 • ***TBD*** • ***TBD***
FLEET MANAGEMENT	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• 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 • *Logistics Section and Support Transportation/Flood Branch and support to all EOC Sections as required* • ***TBD***
HUMAN RESOURCES: ADMINISTRATION	**RESPONSE ROLE:** ***EOC ROLE:*** ***RECOVERY ROLE:***	• Establish and implement a system of registering disaster workers and citizen volunteers • Review employment actions taken by County during a local proclamation • *Logistics and Finance/Admin Sections* • ***TBD***
HUMAN SERVICES	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Support the American Red Cross with care and shelter operations • Support Local Assistance Centers (LAC) and provide staff at shelters/SHOCs as needed • Damage assessment of Human Services facilities • *Operations Section – Care and Shelter Branch* • ***TBD***

DEPARTMENT	*ROLE*	*DUTIES*
ICEMA	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Operations Section – Medical and Health Branch* • ***TBD***
INFORMATION SERVICES	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Provide communications, public safety radio, computer, and data services during an emergency • *Logistics Section – Information Systems, Communications and Computer Systems Branch* • ***TBD***
LAND USE SERVICES: ADMINISTRATION	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Coordinate critical building damage assessment • Support Recovery phase • *Operations Section* • ***TBD***
LAND USE SERVICES: BUILDING/SAFETY	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Damage assessment of privately owned structures • Support damage assessment activities Countywide • *Operations Section* • ***TBD***
LAND USE SERVICES: PLANNING	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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) • *Planning/Intelligence Section – Advanced Planning Unit and Demobilization Unit* • ***TBD***
LIBRARY	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Provide archive and records management • *Planning/Intelligence Section – Documentation Unit* • ***TBD***
MUSEUM	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Work with EOC Responders from Public Works and Law • *Subject Matter Expert – Geological Services/ Earthquakes* • ***TBD***

DEPARTMENT	ROLE	DUTIES
PRESCHOOL SERVICES	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Support Care and Shelter Branch* • ***TBD***
PROBATION	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Provide security* • ***TBD***
PUBLIC DEFENDER	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • ***TBD*** • ***TBD***
PUBLIC HEALTH: ADMINISTRATION	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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) • *Operations Section – Medical and Health Branch* • ***TBD***
PUBLIC HEALTH: ANIMAL CONTROL	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Operations Section – Animal Care Unit* • ***TBD***

DEPARTMENT	ROLE	DUTIES
PUBLIC HEALTH: ENVIRONMENTAL HEALTH SERVICES	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Protect public health, promote safety and prevent environmental hazards during disasters • Prevention of illness and injury during disasters • *Operations Section – Medical and Health Branch* • ***TBD***
PUBLIC WORKS: ADMINISTRATION	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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: Department of Public Works Emergency Plan*** • *Operations Section – Public Works Branch* • ***TBD***
PUBLIC WORKS: FLOOD CONTROL	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Monitor all dams and levees to provide warnings of potential failure • Flood protection on major streams • Storm drain construction • *Operations Section – Public Works Branch* • ***TBD***
PUBLIC WORKS: TRANSPORTATION	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Operations Section – Public Works Branch* • *Logistics Section – Transportation Branch* • ***TBD***
PUBLIC WORKS: SOLID WASTE MANAGEMENT	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Conduct damage assessment of infrastructure and facilities • Determine waste disposal methods • Support Recovery phase • *Operations Section* • ***TBD***

DEPARTMENT	*ROLE*	*DUTIES*
PURCHASING	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Responsible for procurement and purchase of equipment and materials needed by emergency organization • *Logistics Section and Finance/Admin Section* • ***TBD***
REAL ESTATE SERVICES	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Support Planning/Intelligence Section* • ***TBD***
REGIONAL PARKS	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Establish 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) • *Operations/Logistics Sections* • ***TBD***
SHERIFF-CORONER	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Operations Section - Law Branch/Area Law Coordinator* • *Management Section – when emergency is criminal in nature (e.g., terrorism)* • ***TBD***

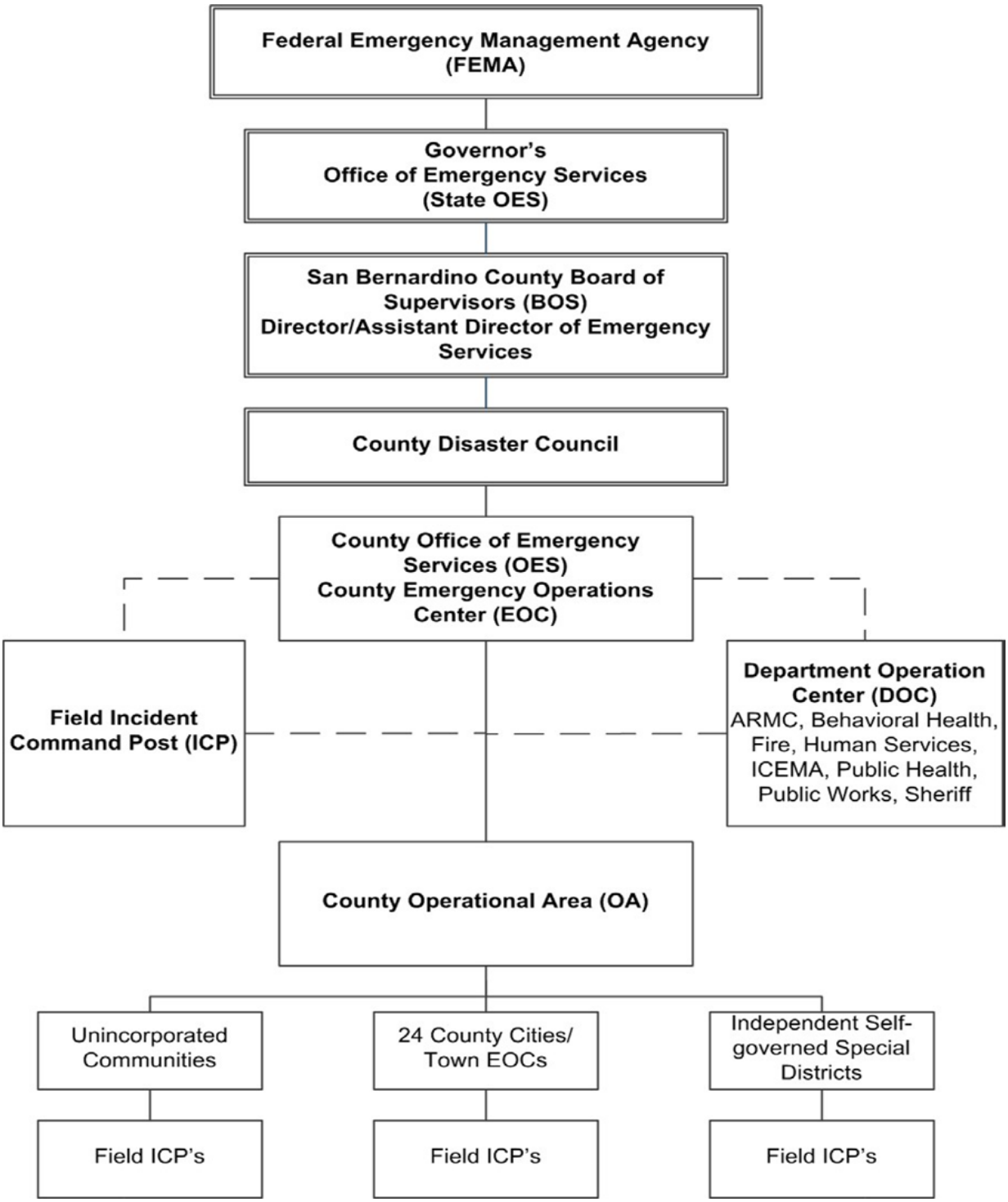
DEPARTMENT	ROLE	DUTIES
SPECIAL DISTRICTS	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Provide information regarding condition of Board Governed and Self Governed Special Districts, including: water, sanitation, road, park, dam and TV translator districts throughout the County • Conduct damage assessment of all infrastructure and assist in getting services back on line • Department Operations Center (DOC) • *Operations Section* • ***TBD***
SUPERINTENDENT OF SCHOOLS	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• 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 • *Operations Section – Schools Branch* • ***TBD***
TRANSITIONAL ASSISTANCE	**Response Role:** ***Support Role:*** ***Recovery Role:***	• Provide Emergency CalFresh Benefits (Food Stamps) for eligible recipients • Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • *Safety Coordinator to coordinate with CRM* • ***TBD***
VETERANS AFFAIRS	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • ***TBD*** • ***TBD***
WORKFORCE DEVELOPMENT	**Response Role:** ***EOC Role:*** ***Recovery Role:***	• Support Local Assistance Centers (LAC) • Provide staff at shelters/SHOCs as needed • ***TBD*** • ***TBD***

2.3 The Role of Government

It is the responsibility of the government and the emergency management community to plan and prepare for emergency response with the whole community in mind. The organization

chart below depicts the hierarchical relationships from the field level response through the Federal government response.

2.3.1 Chart: San Bernardino County Emergency Organization



2.3.2 Field

The Field Level is 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.

2.3.3 Local Government

The Local Government Level includes cities, 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.

2.3.4 County Government/Operational Area

The California Emergency Services Act designates each County as an Operational Area (OA) to facilitate and/or coordinate 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.

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. 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
- Field 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.

2.3.5 Region

The Regional Level manages and coordinates information and resources among OAs within the mutual aid region and between the OAs 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 Cal OES Administrative Regions – Inland, Coastal, and Southern – which are further divided into six mutual aid regions. The Regional Level operates out of a Regional Emergency Operations Center (REOC)

2.3.6 State

During a state of war emergency, a state of emergency, or a local emergency, the State Level (Cal OES) Secretary 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. CalOES 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. 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). Cal OES also coordinates the delivery of federal grant programs under Presidential declarations of emergency and major disaster.

2.3.7 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.

2.3.8 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.

2.3.9 Non-Governmental Organizations (NGO's)

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.

2.3.10 Individuals and Households

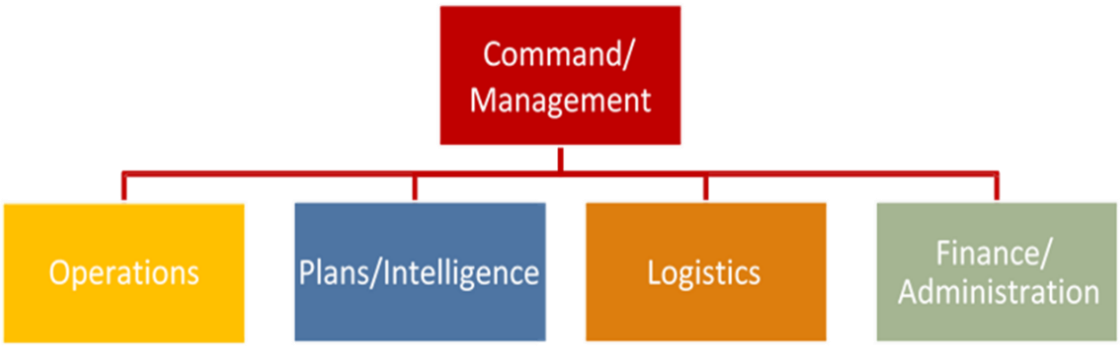
Although not formally a part of the County's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- 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

2.4 Standardized Emergency Management System (SEMS)

SEMS requires that every emergency response involving multiple jurisdictions or multiple agencies include the five SEMS functions identified below.

2.4.1 Chart: SEMS Functions/Standard Incident Command System (ICS) Structure



2.4.2 Command / Management

Command: 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.

Management: 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.

2.4.3 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.

2.4.4 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 Supply/Procurement Unit Leader to ensure controls and accountability over resource requests. As needed, Unit Leaders are appointed to address the needs for communications, information systems, transportation, food, personnel, facilities, etc.

2.4.5 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 Leaders are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists and coordinate demobilization.

2.4.6 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.

The field and EOC functions are illustrated below. Additional information regarding *SEMS Regulations and SEMS Guidelines,* can be found on the Cal OES Website: http://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/standardized-emergency-management-system

2.4.7 Chart: Comparison of Field and EOC SEMS Functions

SEMS FUNCTION	FIELD RESPONSE LEVEL	EOCS AT OTHER SEMS LEVELS
Command/ Management	Command is responsible for the directing, ordering, and/or controlling of resources.	Management is responsible for facilitation of overall policy, coordinating, and supporting the incident.
Operations	The coordinated tactical response of all field operations in accordance with the Incident Action Plan.	The coordination of all jurisdictional operations in support of the response to the emergency in accordance with the EOC Action Plan.
Planning/ Intelligence	The collection, evaluation, documentation, and use of intelligence related to the incident.	Collecting, evaluating, and disseminating information and maintaining documentation relative to all jurisdiction activities.
Logistics	Providing facilities, services, personnel, equipment, and materials in support of the incident.	Providing facilities, services, personnel, equipment, and materials in support of all jurisdiction response activities as required or requested.
Finance/ Administration	Financial and cost analysis and administrative aspects not handled by the other functions.	Responsible for coordinating and supporting administrative and fiscal consideration surrounding an emergency incident.

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SECTION 3: CONCEPT OF OPERATIONS

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 the ***California Code of Regulations (CCR), Title 19, Section 2400,*** and the ***SEMS Approved Course of Instruction.*** NIMS information is available through FEMA at ***www.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.

3.1 Emergency Management Phases

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

Prevention and Mitigation: Actions taken before/after an emergency:

- To avoid an incident or stop an incident from occurring
- To protect lives, property; closely tied to the ***Recovery Phase***

Preparedness: Activities done in advance:

- To develop the County's response capabilities
- Examples: emergency planning, training/exercises, and public awareness programs

Response: Initial and extended response activities where the:

- Priority is to save lives and minimize the effects of the emergency/disaster
- Most initial response activities occur at the field level
- Extended response will necessitate the activation of the *EOC* to support and coordinate response efforts in the field

Recovery: Begins at the time of the disaster and continues long after the response phase:

- Initial goal to restore vital services and provide for the basic needs of the public
- Once stability is achieved this phase moves into the long-term goal of:
  - Restoring the community to a normal or improved state of affairs
  - Instituting mitigation measures, particularly those related to the recent emergency
  - Re-evaluating procedures and functions of the *EOP* for deficiencies

3.1.1 Prevention and Mitigation

Prevention and 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 the following:

- 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.

3.1.2 Preparedness

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 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.

3.1.3 Response

During the response phase, emergency managers set goals, prioritize actions, and outline operational strategies. This plan provides a broad overview of those goals, priorities, and strategies.

Operational Goals: During the response phase, those that are charged with responsibilities in this plan should focus on the following five goals:

- Meet basic human needs.
- Address needs of individuals with disabilities and others with access and functional needs.
- Mitigate operational hazards.
- Restore essential services.
- Support community and economic recovery.

Operational Priorities: Operational priorities govern resource allocation and the response strategies for the County and its political subdivisions during an emergency. Below are operational priorities addressed in this plan:

1. **Save Lives** – The preservation and sustainment of life is the top priority of emergency managers and first responders and takes precedence over all other considerations.
2. **Protect Health and Safety** – Measures should be taken to mitigate the emergency's impact on public health and safety.
3. **Protect Property** – All feasible efforts must be made to protect public and private property and resources, including critical infrastructure, from damage during and after an emergency.
4. **Preserve the Environment** – All possible efforts must be made to preserve the environment and protect it from damage during an emergency.

Operational Strategies: To meet the operational goals, emergency responders should consider the following strategies:

- **Meet basic human needs** – All possible efforts must be made to supply resources to meet basic human needs, including food, water, accessible shelter, medical treatment, and security during an emergency.

- **Address needs of individuals with disabilities or access and functional needs** – Individuals with disabilities and others with access and functional needs may be disproportionally impacted during and after an emergency. The needs of individuals with disabilities or access and functional needs must be considered and addressed before, during, and after disasters.
- **Mitigate hazards** – As soon as practical, suppress, reduce, or eliminate hazards and/or risks to persons and property during the disaster response. Lessen the actual or potential effects or consequences of future emergencies.
- **Restore essential services** – Power, water, sanitation, accessible transportation, and other essential services must be restored as rapidly as possible to assist communities in returning to normal daily activities.
- **Support Community and Economic Recovery** – All members of the community must collaborate to ensure recovery operations are conducted efficiently, effectively, and equitably, promoting expeditious recovery of the affected areas.

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. 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 Operations: As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. 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.

3.1.4 Recovery

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 binging 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.

3.2 Situational Awareness

Lastly, this plan is implemented within the context of a continuous stream of incidents, events, and occurrences, any of which may develop into an emergency. Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. *Situational Awareness* refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively.

Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

When a situation develops into a major emergency, centralized emergency management is necessary and in most cases occurs within an Emergency Operations Center (EOC). This plan and the EOC are therefore very closely related.

3.3 Emergency Proclamations

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. 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), disaster loan programs designated by the U.S. Small Business Administration (SBA), or the U.S. Department of Agriculture (USDA).

3.3.1 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.

Notification Process: *(Consistent with SEMS (Govt. Code section 8607))*

When conditions and time allow, the local governing body or designee drafts and signs a Local Emergency Proclamation.

- Local governments should notify the Operational Area (OA) and provide a copy of the local emergency proclamation as soon as possible.
- OA shall notify Cal OES and provide a copy of the proclamation as soon as possible.
- Cal OES Region will ensure notification to the Cal OES Director and Deputy Directors, and shall be the primary contact between the Cal OES Director, OA, and the local jurisdiction for updates on any requests for assistance.
- Cal OES Director will respond in writing to the local government concerning the status of any requests for assistance included within the local proclamation or accompanying letter.

Deadlines:

- *Issuance:* Within 10 days after the actual occurrence of a disaster if assistance will be requested through CDAA *(Govt. Code section 8685.2).*
- *Ratification:* If issued by official designated by ordinance, must be ratified by governing body within 7 days *(Govt. Code section 8630(b)).*
- *Renewal:* Reviewed at least once every 30 days by the governing body until terminated *(Govt. Code section 8630(c)).*
- *Termination:* At the earliest possible date that conditions *warrant (Govt. Code section 8630(d))* or at the same time as the State terminates their proclamation.

3.3.2 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 Emergency Management Agency.

Dated: _____

Time of Signing: _____

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

3.3.3 Request for the Governor to Proclaim a State of Emergency

When emergency conditions exceed, or have the potential to exceed, local resources and capabilities, local governments may request state assistance under the California Emergency Services Act (ESA). Further, local governments can request cost reimbursement from the state for disaster-related costs under the California Disaster Assistance Act (CDAA).

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.
- Initial Damage Estimate (IDE) Report estimating the severity and extent of the damage caused by the emergency within the OA.
    - IDE information should also be provided within CalEOC under the appropriate event and include all of an affected operational area's governing bodies, special districts, and private nonprofit organizations impacts.
    - An IDE may not be required for sudden emergencies with widespread impacts, emergencies of significant magnitude, or during fast-moving emergencies where immediate response assistance is necessary.
    - To assist the Governor in determining if funding under CDAA should be granted, the IDE is reviewed, and if warranted, a State Pre-Assessment is conducted by the Cal OES Recovery Section's proclamation team.
    - Cal OES works with the local jurisdictions' emergency management and/or public safety agencies in the Operational Areas affected by the emergency to accomplish these assessments.
    - The request and the IDE are evaluated by the Cal OES Recovery Section proclamation team and a recommendation is made to the Governor through the Director of Cal OES.
    - The decision to approve the request is based on the jurisdiction's ability to respond and recover using such factors as the amount and type of damage, the potential needs of the affected jurisdiction, availability of local government resources, recent disaster history, and the state hazard mitigation history.
    - If the State Pre-Assessment determines an incident is of such magnitude to be beyond the capabilities of the affected local government and the State, Cal OES will coordinate a joint Preliminary Damage Assessment (PDA) with the appropriate federal partners and determine if the incident is of sufficient severity to require federal assistance.
    - This process could take a few days to a week depending on the magnitude of the incident.

  - The PDA also identifies any unmet needs that may require immediate attention. Similar to the IDE, the PDA may not be required if immediate response assistance is necessary.
- 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.
- The formal request may be included in the original emergency proclamation or as a separate document.
- The request must be received within 10 days of the event.

Whenever the Governor declares a State of Emergency, the following may 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.

3.3.4 Request for Director's Concurrence

Local governments can request cost reimbursement from the state for certain disaster-related costs under the CDAA following the proclamation of a Local Emergency, provided the local emergency was proclaimed within 10 days of the emergency.

3.3.5 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.

3.3.6 Presidential Declaration

If an emergency is beyond the ability of local and state government to manage effectively, the Governor will request federal assistance. The Federal Emergency Management Agency (FEMA) evaluates the request and recommends an action to the White House based on the disaster, the local community, and the state's ability to recover.

The President approves the request for federal disaster funding or FEMA informs the governor it has been denied. This decision process could take a few hours or several weeks depending on the nature of the disaster. Following a Presidential Declaration, federal assistance is available to supplement the efforts and resources of state and local governments to alleviate public and private sector damage and loss.

Declaration of an Emergency:

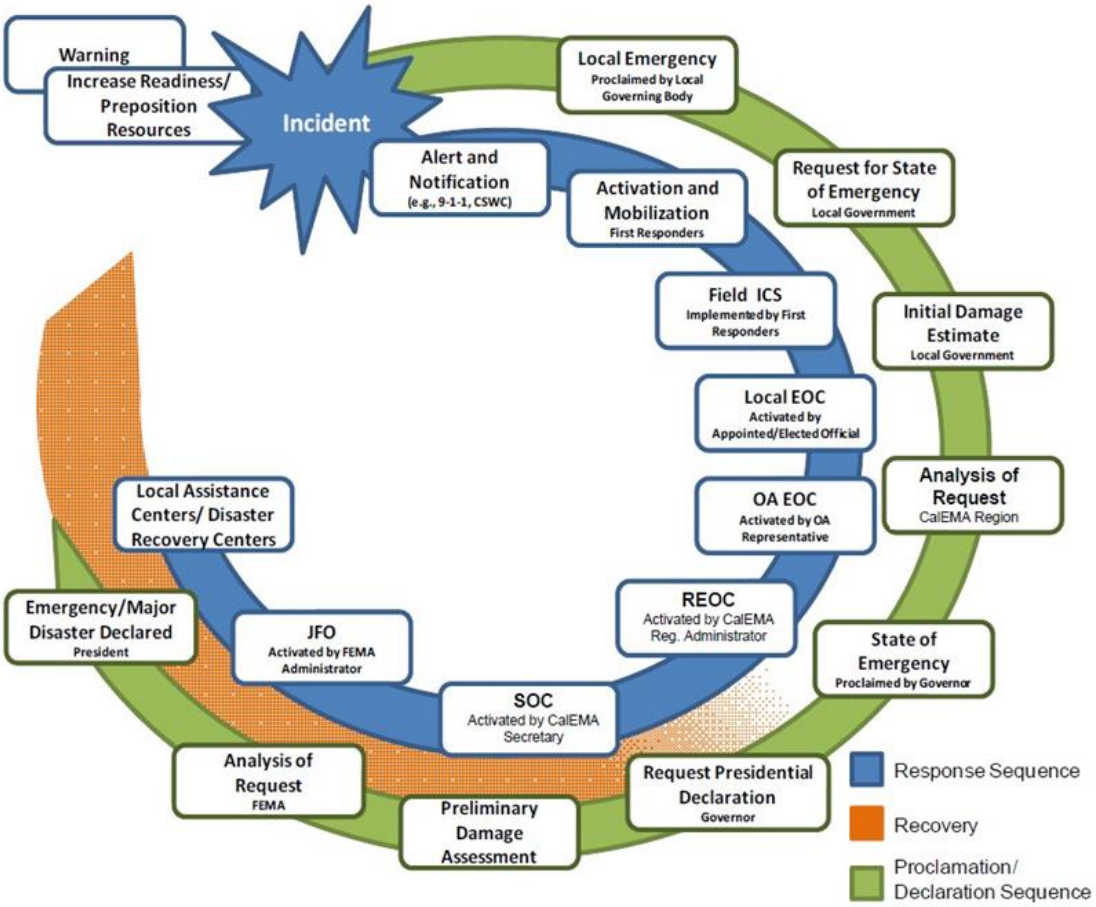
- Supports response activities of the federal, state and local government; authorizes federal agencies to provide "essential" assistance including debris removal, temporary housing and the distribution of medicine, food, and other consumable supplies.
- Governor must request on behalf of local government within 5 days after the need for federal emergency assistance becomes apparent, but no longer than 30 days after the occurrence of the incident (Title 44 of the Code of Federal Regulations (44 CFR) section 206.35(a)).
- Supporting documentation: Local Emergency Proclamation, Initial Damage Estimate (IDE) prepared in "Cal EOC,", request from the County, Governor's Proclamation, certification by the Governor that the effective response is beyond the capability of the state, confirmation that the Governor has executed the state's emergency plan, information describing the state and local efforts, and identification of the specific type and extent of federal emergency assistance.

Declaration of a Major Disaster:

- Supports response and recovery activities of the federal, state, and local government and disaster relief organizations; authorizes implementation of some or all federal recovery programs including public assistance, individual assistance and hazard mitigation.
- Governor must request federal declaration of a major disaster within 30 days of the occurrence of the incident (44 CFR section 206.36(a)).
- Supporting documentation: All of the supporting information required above, as well as a Governor's Proclamation; certification by the Governor that the effective response is beyond the capability of the state; confirmation that the Governor has executed the state's emergency plan, and identification of the specific type and extent of federal aid required.

The following diagram depicts the sequence of events in the proclamation and declaration process.

3.3.7 Proclamation/Declaration Sequence



3.4 EOC Responder Database

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.

3.4.1 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.

3.4.2 Operational Period

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.

3.4.3 Action Planning Process

Action plans are an essential part of SEMS at all levels of government. Action planning is an effective management tool involving:

- Evaluating the situation
- Developing incident objectives
- Selecting a strategy
- Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner
- A process to identify objectives, priorities, and assignments related to emergency response or recovery actions
- Plans that document the priorities, objectives, tasks, and personnel assignments associated with meeting the objectives

There are two kinds of action plans—*Incident Action Plans (IAPs)* and *EOC Action Plans (EAPs).* EOC Action Plans should focus on jurisdictional related issues. The format and content for action plans at the Incident (Field) level and at EOC levels will vary.

Incident Action Plan (IAP) – Field Level: At the field level, action plans developed for use at incidents are called Incident Action Plans (IAPs). IAPs are required for each operational period; the length of time scheduled for the execution of a given set of operational actions as specified in the IAP. An IAP can be either verbal or written. Written Incident Action Plans are recommended for:

- Any multi-agency and multi-jurisdictional incident
- Complex incidents
- Long-term incidents when operational periods would span across shift changes

The ICS forms listed below can be used to record information for written IAPs. These forms should be used whenever possible. The format for an IAP will generally include, but is not limited to the following elements/forms:

- **ICS 200-Incident Action Plan Cover Page:** Indicates the incident name, plan operational period, date prepared, approvals, and attachments.
- **ICS 201-Incident Briefing:** Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
- **ICS 202-Incident Objectives:** Describes the basic strategy and objectives for use during each operational period.
- **ICS 203-Organization Assignment List:** Provides information on the response organization and personnel staffing.
- **ICS 205-Incident Communications Plan:** Provides, in one location, information on the assignments for all communications equipment for each operational period. The plan is a summary of information.
- **ICS 209-Incident Status Summary:** Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases.
- **ICS 211-Check-In/Out List:** Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.
- **ICS 213-General Message:** Used by:
  - Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients
  - EOC and other incident personnel to transmit messages via radio or telephone to the addressee
  - Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel
- **ICS 214-Unit Log:** Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
- **ICS 215-Operational Planning Worksheet:** Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident.

EOC Action Plan (EAP): If the organization is going to move forward in a unified manner, there must be clear understanding of the objectives, the time frame used (operational period), and the way individual unit efforts are part of the overall organizational efforts. The action

planning process is a key element to identify the organization objectives/priorities and to ensure that the entire organization will be focused and acting as a unified coordinated body.

Purpose of the EAP:

- Streamlines establishment of objectives/priorities for each of the SEMS functions.
- Ensures functions communicate with and support each other.
- Establishes operational period.
- Objectives are communicated through assignments, procedures and protocols.
- Objectives help define strategic objectives.
- Operational objectives are those action steps that each function will focus on, for a particular operational period to support the next SEMS level below that EOC.
- Objectives are written and communicated between functions.

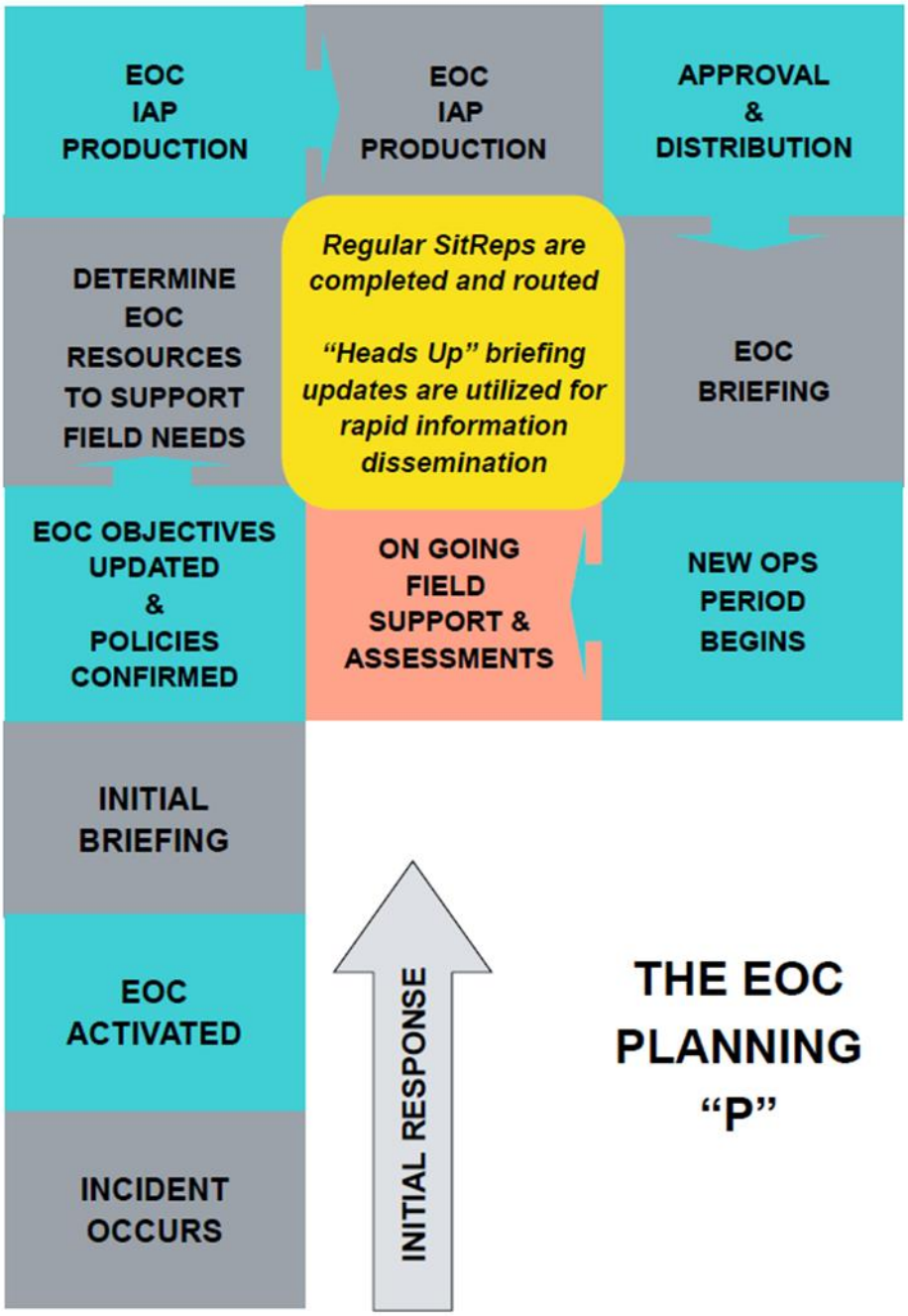
Responsibilities for Action Planning:

- The EOC Director is responsible for the overall accomplishment of the Action Plan.
- He/She is responsible for ensuring the Plan is consistent with agency policy and direction and supports the EOC's overall priorities set shortly after activation.
- The Planning/Intelligence Section is responsible for facilitating the Action Planning process. The P/I Chief facilitates the Action Planning meeting.
- Situation Analysis Unit Coordinator gathers objectives from each of the functions and puts them together in one action plan.

The primary focus of the EOC Action Plan should be on jurisdictional issues. The plan sets overall objectives for the jurisdiction and may establish the priorities as determined by the jurisdictional authority. It can also include mission assignments to departments; provide policy and cost constraints, inter-agency considerations, etc.

Properly prepared, the EOC Action Plan becomes an essential input to developing departmental action plans. ***(3.4.4 Chart: EOC Operational Period Planning Cycle – "Planning P")*** on the following page illustrates the EOC Action Planning process that can be utilized for every operational period.

3.4.4 Chart: EOC Operational Period Planning Cycle – "Planning P"



3.4.5 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 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.

3.4.6 Deactivation

Deactivation is called by the EOC Director.

3.5 SEMS Coordination Levels

The Standard Emergency Management System (SEMS) is the system required by the California Government Code Section 8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California.

SEMS incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area concept, and multi-agency or inter-agency coordination. SEMS is an integrated management system, with five coordination 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 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).

3.5.1 Multi-Agency/Inter-Agency Coordination (MAC)

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
- Facilitating communications

3.5.2 Coordination with Field Response

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 overall response. Incident Commanders (ICs), in the field, may communicate directly with the EOC, or in some cases, may communicate instead with a Department Operations Center (DOC). The DOC would then be in direct communication with the EOC.

3.5.3 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.

3.5.4 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:

Stakeholder Workgroup: Consider creating an Access and Functional Needs (AFN) workgroup. The workgroup, which is organized and facilitated by the AFN lead within the EOC, consists of representatives from the local independent living center, regional center, disability advocacy groups, and other resource providers (e.g. the American Red Cross), and is designed to identify the immediate unmet needs of disaster survivors with disabilities and access and functional needs, and to deliver the following resources:

- Power chairs;
- Manual wheelchairs;
- Walkers, canes, and,
- Other assistive technologies.

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	High Desert	Rim Communities
East End	Morongo Basin	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 Communications 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 is 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 OES to carry out its function. Specifically, this model proposes a collaborative approach, wherein the San Bernardino County Disaster Corps EVC Team will serve as the lead to set up, manage, and coordinate with other partners located within the San Bernardino County VOAD and each County COAD geographic region, to be responsible for the operation of a full functioning EVC.

3.6 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/Management, Operations, Planning/ Intelligence, Logistics, and Finance/Administration.*

3.6.1 Command/Management

Command: 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. 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.

Management: 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 Management function:

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

3.6.2 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.

3.6.3 Planning/Intelligence

Responsible for the collection, evaluation, and dissemination of operational information related to the incident for the preparation and documentation of the IAP at the Field Level or the AP at an EOC. Planning/Intelligence also maintains information on the current and forecasted situation and on the status of resources assigned to the emergency or the EOC.

As needed, Unit Leaders are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists, and coordinate demobilization.

3.6.4 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 Supply/Procurement Unit Leader to ensure controls and accountability over resource requests. As needed, Unit Leaders are appointed to address the needs for communications, information systems, transportation, food, personnel, facilities, etc.

3.6.5 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.

3.6.6 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). As the incident grows, each function may be established as a section with several units under each section.

3.6.7 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.

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. In smaller situations, where additional persons are not required, the IC will directly manage all aspects of the incident organization.

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SECTION 4: EMERGENCY OPERATIONS CENTER (EOC)

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 Section Branch/Unit activities and responsibilities are discussed below.

4.1. Management Section Activities and Responsibilities

- Overall EOC Management
- Facilitation of Multiagency Coordination System (MACS) and MAC Groups
- Public Information Coordination and Joint Information Center (JIC) Management
- Provision for Public Safety and Risk Communications and Policy
- Provision of access and functional needs planning in each EOC section

4.2 Operations Section Activities and Responsibilities

- Infrastructure
  - Debris Management
  - Flood Control Engineering
  - Road & Transportation
  - Utilities & Energy
- Fire and Rescue
  - Fire Suppression
  - HazMat
  - USAR
- Law Enforcement
  - Coroner & Fatality Management
  - Law Ops
  - Search & Rescue

- Medical/Health
  - EMS Transportation
  - Environmental Health
  - Hospitals/MHOAC & PRP
- Care and Shelter
  - Animal Control
  - Red Cross
  - Schools
  - Shelter-in-Place
  - SHOC/Spontaneous Shelters
- Volunteer Coordination
  - CERT/ECS/Disaster Corp/Fire Corp
  - Spontaneous Volunteers
  - VOAD/COAD

4.3 Planning/Intelligence Section Activities and Responsibilities

- Situation Status
  - Message Center
  - Situation Analysis
  - WebEOC
  - GIS
  - Tech Specialist
- Planning
  - Advanced Planning
  - Damage Assessment
  - Documentation
  - Demobilization

4.4 Logistics Section Activities and Responsibilities

- Resources
  - Donations Management
  - Facilities
  - Food
  - Resource Tracking
  - Transportation
  - Personnel
  - Supply/Procurement
- Communications
  - Communications
  - Information Technology

4.5 Finance/Administration Section Activities and Responsibilities

- Compensation & Claims
- Cost Accounting
- Purchasing
- Recovery
- Time Keeping

4.6 EOC Activation Criteria, SEMS Levels, and Staffing

Emergency Operations Centers (EOC's) shall be activated in accordance with the Standardized Emergency Management System (SEMS) and organized according to the five functions of the system, which are Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. The SEMS EOC activation guidelines are illustrated below in ***4.6.1 Chart: SEMS EOC Activation Requirements – Field through State***

4.6.1 SEMS EOC Activation Requirements – Field Through State

Shaded areas = not applicable to SEMS levels	**SEMS LEVELS**				
Situations identified in SEMS Regulations:	Field Response	Local Government	Operational Area	Region	State
Emergency involving two or more emergency response agencies §2407(a)(1)	Use ICS				
Local emergency proclaimed* §2407(a)(2)	Use ICS	Use SEMS			
Local government EOC activated §2407(a)(1)	Use ICS	Use SEMS			
Local government activates EOC and requests Operational Area EOC activation §2407(a)(1)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Two or more cities within an Operational Area proclaim a local emergency §2409(f)(2)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
County and one or more cities proclaim a local emergency §2409(f)(3)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
City, city and county, or county requests governor's State of Emergency proclamation §2409(f)(4)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims a State of Emergency for county, or two or more cities §2409(f)(5)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Operational Area requests resources from outside its boundaries** §2409(f)(6)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Operational area receives resource requests from outside its boundaries** §2409(f)(7)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
An Operational Area EOC is activated §2411(a)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
A Regional EOC is activated §2413(a)(1)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims a State of Emergency §2413(a)(2)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims an earthquake or volcanic prediction §2413(a)(3)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC

This matrix highlights the flow of SEMS activation requirements. Activation of an Operational Area EOC triggers activation of the Regional EOC, which, in turn, triggers activation of the State level EOC.

* The EOC is usually activated, but in some circumstances, such as agricultural emergencies or drought, a local emergency may be proclaimed without the need for EOC activation.

** Does not apply to requests for resources used in normal day-to-day operations which are obtained through existing mutual aid agreements providing for the exchange or furnishing of certain types of facilities and services as provided for under the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA).

§ Indicates sections in the California Code of Regulations (CCR), Title 19, Division 2, Chapter 1 (SEMS).

4.7 Activation Levels, Staffing, and Deactivation of the EOC

The EOC staffing level should be established commensurate with the organizational need, as defined below:

4.7.1 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 when the EOC is formally activated. Examples: Parades, holiday activities, sports events, political events, concerts, minor fire/hazmat, and winter storm incidents, etc.

4.7.2 Level Three EOC Activation

Level 3 is a minimum activation. This level may be used for situations which initially only require a few people, e.g., a short term earthquake prediction at level one or two; alerts of storms, or tsunamis; or monitoring of a low-risk planned event. 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.

At a minimum, *Level 3* staffing consists of the EOC Director, Section Coordinators, and a situation assessment activity in the Planning and Intelligence Section. Other members of the organization could also be part of this level of activation e.g., the Communications Unit from the Logistics Section, or an Information Officer. ***See: 4.7.5 Chart: SBCOA EOC Level 3 (Lowest) Organization*** on the following page.

4.7.3 Level Two EOC Activation

Level 2 activation is normally achieved as an increase from *Level 3* or a decrease from *Level 1*. This activation level is used for emergencies or planned events that would require more than a minimum staff but would not call for a full activation of all organization elements, or less than full staffing. 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.

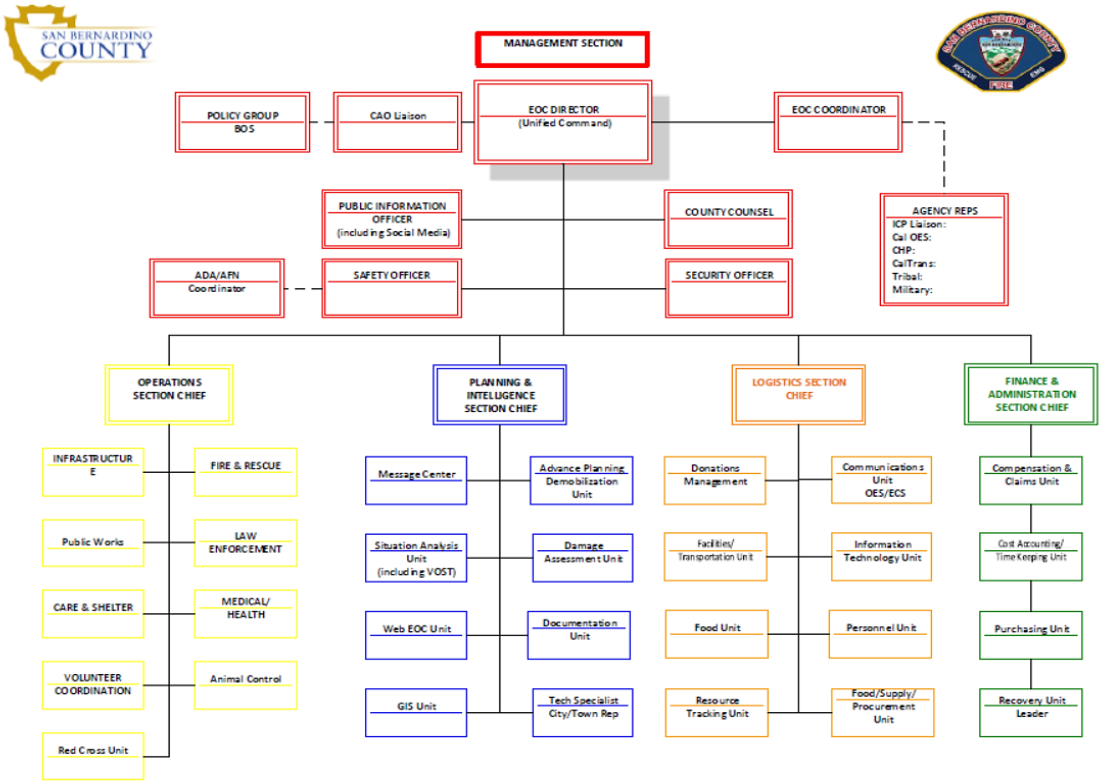
The EOC Director, in conjunction with the General Staff, will determine the required level of continued activation under *Level 2*, and demobilize functions or add additional staff to functions as necessary based upon event considerations. Representatives to the EOC from other agencies or jurisdictions may be required under *Level 2* to support functional area activations.

4.7.4 Level One EOC Activation

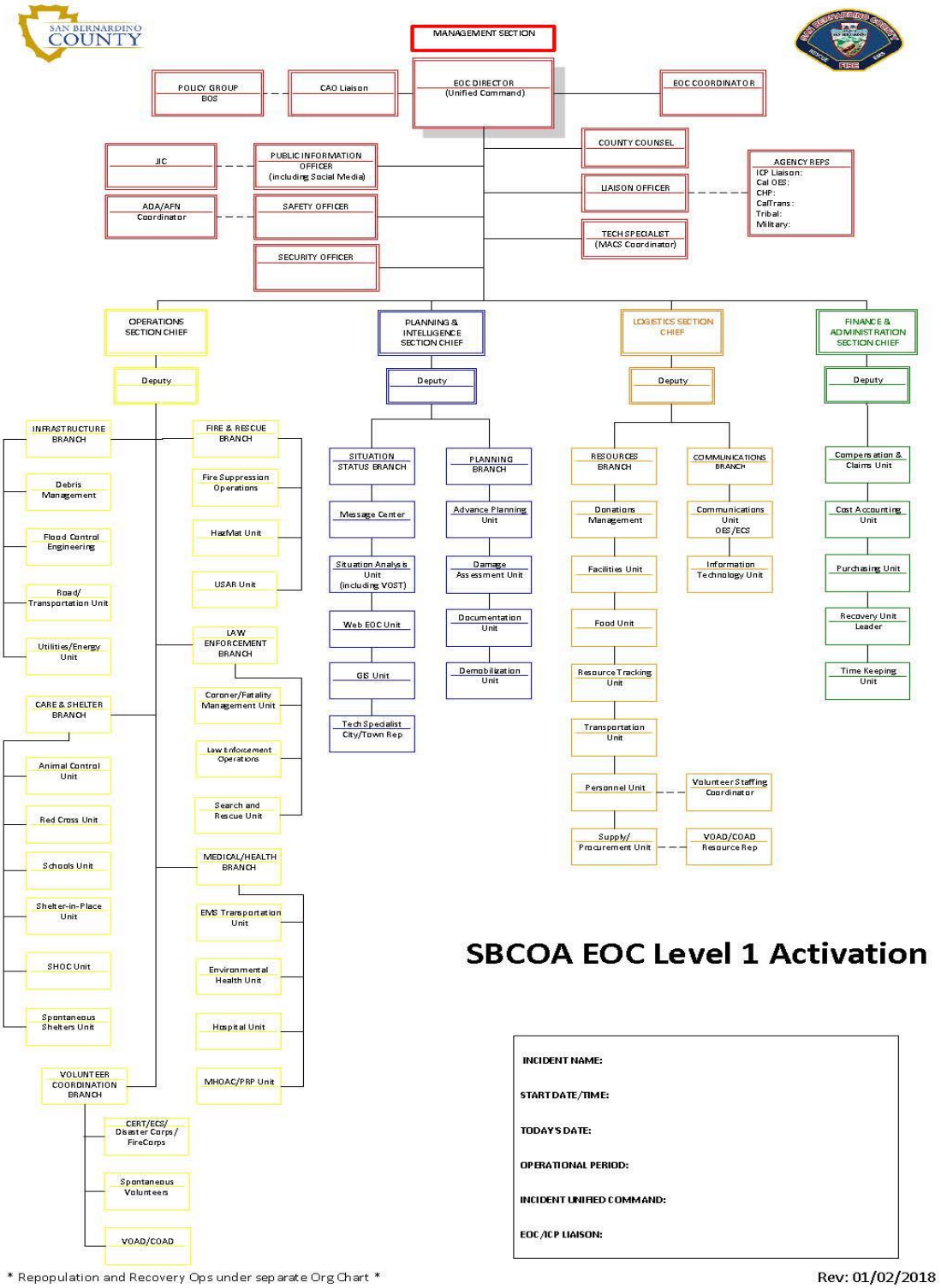
Level 1 activation involves a complete and full activation of all organizational elements at full staffing and all Emergency Support Functions. Often referred to as *"Full or High-level Activation."* This encompasses the staffing of *Levels 3 and 2* along with additional trained EOC Responders to staff 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 1* 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 and *Level 1* would normally be the initial activation during any major emergency requiring extreme State level help. ***See: 4.7.6 Chart: SBCOA EOC Level 1 (Highest) Organization*** on the following page.

4.7.5 Chart: SBCOA EOC Level 3 (Lowest) Organization



4.7.6 Chart: SBCOA EOC Level 1 (Highest) Organization



The matrix below, ***4.7.7 Matrix: Activation Event Examples*** was developed to assist EOC responders in determining the appropriate level of activation based on the circumstances/ possible triggers for each activation level.

4.7.7 Chart: Activation Event Examples

Event Examples and Characteristics	Threat Assessment	County Response Level	Response
• Earthquake Predictions/Advisories • Severe Weather Conditions • Minor localized incidents • Short-term with 4-12 hour period of concern • One City/Town EOC activation	**LOW**	**3**	• Initially activate with County OES staff • Increase or reduce staff as appropriate
• 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**	**2**	• Activate Level 2 EOC staff: • EOC Section Coordinator/ Branch Leaders as appropriate • Liaison Reps as appropriate • Activate Recovery Organization if warranted
• 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**	1	• Activate full EOC organization • Brief full EOC organization • Operate 12-hour shifts • Activate Recovery Organization • Request mutual aid via REOC • Demobilize Branches not required

4.7.6 Who May Activate the EOC

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

4.7.7 How to Activate the EOC

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).***

4.7.8 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 Procedures (EOC SOP).***

When de-activation occurs, staff is responsible for:

- Ensuring that any open actions not yet completed will be resolved 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.

4.8 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.

4.9 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 Operational Area EOC Location:

County Fire OES
1743 Miro Way
Rialto, CA 92376
(909) 356-3998

Alternate Operational Area EOC Location:

High Desert EOC
15900 Smoke Tree St.
Hesperia, CA 92345
(760) 995-8285

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).***

4.10 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).

4.10.1 Field/EOC Direction and Control Interface

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.

4.10.2 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.

4.10.3 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.

4.11 Field Coordination with DOC's and EOC's

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. In the event that there are numerous incidents occurring throughout the County all of which are demanding the same departmental resources, it may be necessary to activate Department Operations Centers (DOCs). These DOCs would be responsible for supporting and coordinating the command posts in the field.

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. DOCs are an excellent way to help maintain situational awareness for both the department and for the EOC. A DOC may be activated even when an EOC is not, if there are multiple incidents in one department but external resources are not needed. The decision to activate a DOC is made by the Department Director (or his/her designee).

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SECTION 5: MUTUAL AID

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.

5.1 Mutual Aid Regions

For mutual aid coordination purposes, California has been divided into three Administrative Regions (Inland/Coastal/Southern) and six mutual aid regions. The purpose of a mutual aid region is to provide for the more effective application and coordination of mutual aid and other emergency related activities. San Bernardino County is located in region VI.

See: 5.1.1 Map: Mutual Aid Regions on the following page illustrates the three Administrative Regions (Inland/Coastal/Southern) and the six mutual aid regions.

5.1.1 Map: California Administrative and Mutual Aid Regions

5.1.2 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

5.2 Mutual Aid Responsibilities

Incorporated Cities:

- Develop and maintain an Emergency Management Plan consistent with the State Emergency Operations Plan and the Master Mutual Aid Agreement
- Maintain liaison with neighboring jurisdictions, the San Bernardino County Operational Area, and State Office of Emergency Services (OES)
- Designate staging areas for the purpose of providing rally points for incoming mutual aid and a staging area for support and recovery operations

Operational Areas:

- Coordination of mutual aid within the Operational Area
- Maintain liaison with Cal OES personnel
- Request mutual aid from the Cal OES Region VI Manager

Cal OES - Region VI (REOC):

- Maintain liaison with State, Federal, and Local authorities
- Provide planning guidance and assistance to Operational Area and Local jurisdictions
- Respond to requests for mutual aid
- Provide a clearinghouse for emergency operation information

Cal OES - Headquarters (SOC):

- Perform executive functions assigned by the Governor
- Coordinate response and recovery operations of State agencies
- Provide a Statewide clearinghouse for emergency operations information

- Prepare and disseminate proclamations for the Governor
- Receive and process requests for mutual aid
- Receive and process requests for Federal disaster assistance
- Direct the allocation of Federal and out-of-State resources

5.3 Mutual Aid Policies and Procedures

Mutual aid resources will be provided and utilized in accordance with the Master Mutual Aid Agreement. These agreements include: Fire & Rescue, Law Enforcement, Medical, Coroner, Building Inspector, and Public Works Agreements. During a proclaimed emergency, inter-jurisdictional mutual aid will be coordinated at the appropriate Operational Area or Mutual Aid Regional Level whenever available resources are:

- Subject to State or Federal control
- Subject to military control
- Located outside the requesting jurisdiction
- Allocated on a priority basis
- Local agencies should, whenever possible, provide incoming mutual aid forces with portable radios, using local frequencies
- Local agencies, receiving mutual aid, are responsible for logistical support of reporting personnel
- Requests for, and coordination of, mutual aid support will normally be accomplished through established channels (cities to Operational Areas to Mutual Aid Regions to State level). Fire and Law Enforcement mutual aid systems work directly from local fire, to county fire, to region fire, to state fire and law enforcement from local police, to county sheriff, to region, to state)
- Requests should specify, at a minimum:
    - Number and type of personnel needed
    - Type and amount of equipment needed
    - Reporting time and location
    - Authority to whom forces should report
    - Access routes
    - Estimated duration of operations

5.4 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 Requests: 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.

5.5 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.

5.6 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.

5.7 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.

5.7.1 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).

5.7.2 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

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.

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).

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SECTION 6: INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

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: Field situation reports should be disseminated to local EOC (or to a DOC if one has been activated).

Local 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.

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

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).

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.

6.1 Technology

The use of technology via the worldwide 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 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.

6.2 "The Big Picture"

As an event unfolds in the Field, information from a variety of sources filters into the EOC. It is one of the responsibilities of the EOC to take that information and formulate an accurate picture of everything that is happening in the Field, creating ***"The Big Picture."***

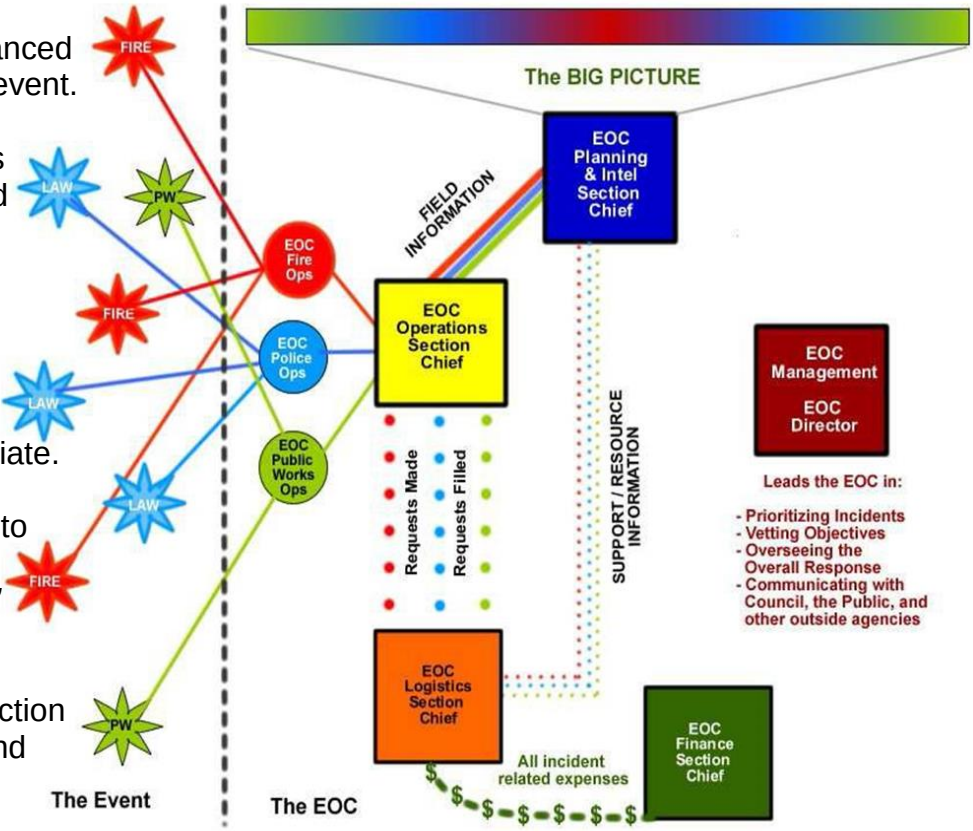
This method provides for a balanced approach to support the entire event.

The diagram to the right depicts the flow of information from field units such as Police, Fire, and Public Works to the Operations Section of the EOC.

From the Operations Section, Field information is shared with other EOC Sections as appropriate.

All information eventually flows to the Planning and Intelligence Section and ***"The Big Picture"*** is displayed.

From that, the Management Section is able to determine priorities and objectives, leading the City's response to the incident.



6.3 WebEOC

San Bernardino County utilizes Web EOC as the County's communications platform 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 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. ***Reference: San Bernardino County Web EOC SOG***.

SECTION 7: PUBLIC INFORMATION

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. The PIO objectives include the following:

- Provide accurate and timely warnings and emergency information to the general public
- Provide media releases
- Establish a media center
- Coordinate press conferences
- Coordinate staff to respond to public inquiries
- Arrange photo and video documentation
- Arrange for on-scene PIO personnel to coordinate field media operations
- Ensure there is only one spokesperson for the City at all times and provide that spokesperson with up-to- date accurate and timely information
- Work within the Joint Information System as directed by the National Incident Management System
- Accomplish objectives as stated in the EOC Action Plan

7.1 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 2

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.

7.2 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.

7.3 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.

7.4 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.

Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, deaf/blind or have limited English proficiency. During emergency broadcasts or emergency notifications, the County will work with broadcasts news outlets to ensure interpreters are viewable. Communication access is complex for people with disabilities and others with access and functional needs.

Communication is information that is understood, used, and trusted. People with reduced or no ability to see, hear, speak, read, remember, and understand, or who have cognitive limitations and limited language proficiency may have difficulty receiving and understanding emergency information.

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.

7.4.1 Emergency Alert System (EAS)

The Emergency Alert System (EAS) is a national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio

service (SDARS) providers, and direct broadcast satellite (DBS) providers to provide the communications capability to the President to address the American public during a national emergency. The system also may be used by state and local authorities to deliver important emergency information, such as AMBER alerts and weather information targeted to specific areas 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. The local EAS stations for San Bernardino County are:

93.3 FM	KBHR	Big Bear Valley
95.1 FM	**KFRG**	**High Desert/Valley**
98.9 FM	KHWY	High Desert
102.3 FM	KZXY	Victor Valley
107.7 FM	KCDZ	Yucca Valley/Joshua Tree

Each broadcast station volunteers to participate in EAS and agrees to comply with established rules and regulations of the FCC. ***Reference: Riverside–San Bernardino County Emergency Alert System FCC EAS Plan.***

7.4.2 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. ***Reference: San Bernardino County Operational Area Telephone Emergency Notification System (TENS) ConOps.***

SECTION 8: ACCESS AND FUNCTIONAL NEEDS

The California Governor's Office of Emergency Services (Cal OES), through its Office of Access and Functional Needs (OAN), issued the following guidance in order to assist counties and cities in the implementation of Assembly Bill 2311, which became law effective January 1, 2017.

Assembly Bill 2311 (Brown, Chapter 520, Statutes of 2016), which added California Government Code section 8593.3, requires each county and city to integrate access and functional needs upon the next update to its emergency response plan. Specifically, jurisdictions must address how it will serve the access and functional needs community in:

- Emergency communications;
- Emergency evacuations; and
- Emergency sheltering.

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

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

Or, individuals who are:

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

San Bernardino County values its diverse population and is committed to the inclusion of access and functional needs in the County's planning efforts and will do everything reasonably possible to communicate, coordinate, and collaborate with local disability stakeholders to ensure compliance with Government Code section 8593.3.; including, but not limited to the following actions:

- *County OES is a member of the Inland Empire Disabilities Collaborative Emergency Managers Committee (IEDCC)*
- *Contracts/Mou's for interpreter services/language and American Sign Language (ASL)*
- *Contracts/Mou's for ADA compliant commodities and resources*

- *SHOC Plan maintains list of ADA compliant shelters and resources*
- *Coordinate with the County's ADA Coordinator*
- *Coordinate with the Independent Living Centers with the County*
- *Coordinate with the Transit and Para Transit companies within the County*
- *The County's EAS Plan address needs and resources for communicating with the AFN communities within the County*

Partnerships with Disability Community*:* Listening to people with disabilities assures the best insights for addressing their needs. County emergency planners will attempt to:

- Identify those in the community who might have special needs before, during and after a disaster or emergency. Doing so ahead of time results in an improved emergency plan, a better determination of resources needs, and actions that are more informed and decisions.
- Customize awareness and preparedness messages and materials for specific groups of people, thereby increasing the ability of these individuals to plan and survive in the event of an emergency. Such preparedness allows appropriate allocation of critical personnel, equipment and assets during the response period, and reduces 9-1-1 call volume.
- Educate citizens with disabilities about realistic expectations of services during and after an emergency even while demonstrating a serious commitment to their special needs. Such education results in a more cooperative relationship with local authorities and enhances their appreciation of the concerns of people with disabilities. It also leads to improved response by the entire community.
- Learn and gain from the knowledge, experiences, and non-traditional resources the disability community can bring to a partnership effort with emergency professionals. By utilizing and embracing members of the disability process, emergency personnel often discover creative solutions before they are needed during an emergency. These solutions may benefit not only the disability community but also the general population.
- Work with institutional and industry-specific groups that are not typically considered to be emergency service resources but that can offer valuable and timely support to emergency professionals. Identifying and marshalling these groups ahead of time leads to a better-prepared service community that is able to take on responsibilities during and emergency. It also leads to a unified team able to quickly assess and communicate service gaps during an emergency, and to a host of additional equipment, materials and skilled personnel.

Include Disability Needs in the Recovery Phase: The recovery phase of an emergency typically is the longest and most difficult aspect of a disaster for a community's residents, and this can be especially traumatic for people with disabilities.

In addition to coping with personal losses or injuries that they may have suffered, people with disabilities who experience a disaster may be deprived of vital connections to attendants, guide animals, neighbors, local business owners and even family members. They may no longer be able to follow their accustomed routines.

The disaster may also cause psychological distress by forcing individuals with disabilities to confront the limitations imposed by their disability on a more or less continuous basis, or to relive traumatic hospitalization experiences from their past.

Emergency planners, of course, can do little to counter some of these effects, such as psychological distress and changed city environments, which are frequent results of disaster. What can be done is to ensure that those services and special needs most critical to people with disabilities and access and functional needs are restored or addressed as a priority during the recovery phase. Some major considerations include:

- Making allowances at blockades, shelters, and other impacted areas for access by attendants, home health aides, visiting nurses, guide animals, and other individuals crucial to the immediate health care of people with disabilities.
- Identifying the impact on the disability community of an interruption of utility services.
- Planning for accessible shelter or appropriate temporary housing needs.
- Addressing how people with disabilities who are employed by businesses that are able to open soon after a disaster will get to work.
- Involving a representative of the disability community in "after action reviews" or "hot wash reports" in order to capture the true impact of the disaster and to improve plans for the future.
- Long-term recovery can last more than 35 years.

Contact and locational information for local Independent Living Centers, Regional Centers, and other recommended stakeholders is available through the ***Cal OES Access and Functional Needs Web Map*** @ ***http://www.caloes.ca.gov/cal-oes-divisions/access-functional-needs/oafn-web-map***

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 three 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.

8.1 Emergency Communications

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

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

See: Section 7.4.1 of this plan and/or the ***Riverside-San Bernardino County FCC EAS Plan*** and ***San Bernardino County TENS ConOps*** for additional information.

8.2 Emergency Evacuation

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

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

Proper planning is essential to a successful evacuation and includes having agreements and partnerships in place with local public and private accessible transportation providers in order to ensure individuals with disabilities and persons with access and functional needs can evacuate safely during emergencies.

Evacuation and Transportation: Evacuation plans must integrate accessible transportation providers within the planning process and movement of people with mobility impairments and those with transportation disadvantages. Transportation planning considerations should include staging, embarkation points, transportation centers, evacuee locations, and care and shelter.

Planning 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. The ***San Bernardino County Sheriff is the lead agency responsible for evacuation planning.***

8.3 Sheltering

Care and shelter plans must integrate the access and functional needs of individuals to allow for sheltering in general population shelters. A shelter is a disaster-relief location that provides a roof overhead, food, water, sanitation, and support to residents in maintaining their basic living needs until they can return home. Shelters will not duplicate residents' usual standards of living whether or not they have disabilities or access and functional needs. Survival and basic non-medical health maintenance is the goal of disaster sheltering. When shelter facilities are activated, the County will work with local officials to ensure they accommodate the provisions of the Americans with Disabilities Act (ADA).

Shelter planners and emergency managers should identify shelters that comply with ADA requirements and those that, with modifications, will comply. This includes accessible design standards and state accessibility codes. Shelters can be identified as primary or secondary shelters, depending on accessibility.

Sheltering needs to be inclusive and integrated, not segregated. General population shelters need to be in physically accessible locations and equipped with accessible resources (e.g. bathrooms, cots, showers, etc.) to meet the needs of individuals with access and functional needs in a manner that ensures they can remain with their support systems (e.g. personal care provider, service animal, etc. ***Reference: San Bernardino County Mass Care and Shelter (MCS) Plan*** for additional information.

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SECTION 9: CONTINUITY OF GOVERNMENT

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:

1. Succession of Officers
2. Seat of Government
3. Emergency Powers and Authority
4. Emergency Plans
5. Primary and Alternate Emergency Operations Center(s)
6. Preservation of Vital Records
7. Protection of Critical Infrastructure

9.1 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.

9.1.1 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. ***See: 9.1.6 Chart: San Bernardino County Lines of Succession*** on the following page for the primary County emergency response functions.

9.1.2 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.

9.1.3 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.

9.1.4 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.

9.1.5 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.

9.1.6 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	1. Architecture and Engineering Director 2. Senior Project Manager 3. Project Manager
Arrowhead Regional Medical Center	1. Hospital Chief Executive Officer (CEO) 2. Hospital Chief Operating Officer (COO) 3. Hospital House Supervisor
Assessor/Recorder/ County Clerk	1. Assessor-Recorder-County Clerk 2. Assistant Assessor-Recorder 3. Chief Appraiser

FUNCTION/DEPARTMENT	TITLE/POSITION
Auditor-Controller/Treasurer-Tax Collector	1. Auditor-Controller/Treasurer-Tax Collector 2. Assistant Auditor-Controller/Treasurer-Tax Collector 3. Assistant Auditor-Controller/Treasurer-Tax Collector
Behavioral Health	1. Director 2. Deputy Director 3. Medical Director
Child Support Services	1. Director
	2. Assistant Director
	3. Administrative Deputy
Children and Family Services	1. Director 2. Assistant Director 3. Deputy Director of Placement Resources
Children's Network	1. Network Officer 2. Associate Network Officer 3. Community Events Coordinator
Clerk of the Board	1. Clerk of the Board 2. Chief Deputy Clerk of the Board 3. Board Services Supervisor
Community Development and Housing	1. Director 2. Deputy Director Housing 3. Deputy Director Community Development
County Administrative Office	1. Chief Executive Officer 2. Deputy Executive Officer for Special Projects 3. Director of Human Resources
County Counsel	1. Chief Assistant County Counsel 2. Principal Assistant County Counsel (By seniority as a PACC)
District Attorney	1. District Attorney 2. Assistant District Attorney for Criminal Investigations 3. Assistant District Attorney for Administration
Economic Development	1. Administrator 2. Assistant Administrator 3. Deputy Director

FUNCTION/DEPARTMENT	TITLE/POSITION
Facilities Management	1. Director 2. Assistant Director, Facilities Management Department 3. Maintenance Superintendent
Fire Department: Administration	1. County Fire Chief 2. Deputy Fire Chief 3. Assistant Chief
Fire Department: Fire Prevention	1. Fire Marshal 2. Deputy Fire Marshal 3. Fire Prevention Supervisor/Arson Investigator
Fire Department: Hazardous Materials	1. Fire Marshal 2. Deputy Fire Marshal 3. HaMmat ER Supervisor
Fire Department: OES	1. Emergency Services Manager 2. Assistant Emergency Services Manager 3. Supervising Emergency Services Officer
Fire Department: Suppression	1. County Fire Chief 2. Deputy Fire Chief
	3. Assistant Chief
Fleet Management	1. Director 2. Motor Fleet Superintendent (Operations) 3. Motor Fleet Superintendent (Support Services)
Human Resources: Administration	1. Director 2. Assistant Director 3. Human Resources Division Chief
Human Services	1. Assistant Executive Officer (AEO) 2. Deputy Executive Officer (DEO) 3. Administrative Analyst
Human Services Administrative Support Division (ASD)	1. Deputy Executive Officer (DEO) 2. Administrative Supervisor - Finance 3. Administrative Supervisor - Facilities
ICEMA	1. EMS Administrator 2. Assistant Administrator 3. EMS Nurse

FUNCTION/DEPARTMENT	TITLE/POSITION
Information Services	1. Chief Information Officer 2. Chief of Telecommunication Services Division
Land Use Services	1. Director, Land Use Services Department 2. Planning Director, Land Use Services Department 3. Building Official
Library	1. County Librarian 2. Library Services Manager 3. Regional Manager
Museum	1. Museum Director 2. Senior Curator of Geological Sciences 3. Curator of Education
Preschool Services	1. Director 2. Deputy Directors 3. Administrative Supervisors
Probation	1. Chief Probation Officer 2. Assistant Chief Probation Officer 3. Deputy Chief Probation Officer
Public Defender	1. Public Defender 2. Assistant Public Defender 3. Chief of Administration
Public Health	1. Director of Public Health 2. Assistant Director of Public Health 3. Public Health Officer
Public Works	1. Director 2. Deputy Director 3. Deputy Director
Purchasing	1. Purchasing Director 2. Administration Supervisor I 3. Purchasing Supervisor
Real Estate Services	1. Director 2. Manager - Property Management 3. Manager - Acquisitions

FUNCTION/DEPARTMENT	TITLE/POSITION
Regional Parks	1. Director 2. Deputy Director 3. Administrative Services Supervisor
Registrar of Voters	1. Registrar of Voters 2. Chief Deputy Registrar of Voters 3. Chief Deputy Registrar of Voters
Risk Management	1. Director 2. Deputy Directors 3. Risk Control Officer
Sheriff/Coroner/Public Administrator	1. Sheriff/Coroner 2. Undersheriff 3. Assistant Sheriff
Special Districts	1. Director, Special Districts Department 2. Deputy Director, Special Districts Department 3. Division Manager, Engineering/Operations Services
Superintendent of Schools	1. County Superintendent 2. SBCSS Director, Risk Management 3. SBCSS Risk Management Specialist 4. SBCSS Chief Communications Officer
Transitional Assistance	1. Director 2. Assistant Director
	3. Deputy Directors
Veterans Affairs	1. Director 2. Veterans Services Manager 3. Veterans Services Manager
Workforce Development	1. Director 2. Deputy Director 3. Administrative Supervisor

9.2 Alternate Government Facilities

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:

County Fire OES
1743 Miro Way
Rialto, CA 92376
(909) 356-3998

High Desert EOC
15900 Smoke Tree St.
Hesperia, CA 92345
(760) 995-8285

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

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

9.2.1 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:

9.3 Vital Records Retention

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.

Preservation of vital records is critical to the County's recovery from a catastrophic event. 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 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 before they are re-located and recorded at the County's Auditor/Controller-Recorder offices.

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SECTION 10: RECOVERY

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 differ significantly from emergency response activities, which are more involved with the SEMS Operations and Logistics functions. Recovery activities are much more pronounced in the Finance/Administration function than in the other SEMS functions. In addition, the OA plays a different role in the recovery phase than in the response phase of a disaster.

10.1 National Disaster Recovery Framework (NDRF)

The ***County's Disaster Recovery Plan (DRP)*** utilizes the Federal National Disaster Recovery Framework (NDRF) to ensure coordination and recovery planning at all levels of government before a disaster. The NDRF defines how we will work together following a disaster, to best meet the needs of States, local and tribal governments, communities and individuals in their recovery needs. The NDRF establishes coordination structures, defines leadership roles and

responsibilities, guides coordination and recovery planning at all levels of government before a disaster happens. It involves better utilization of existing resources.

The NDRF allows for effective decision-making and coordination among all involved partners across all sections of the affected community. The Integration of community recovery planning processes is also a key factor in an effective recovery plan. Only with a collaborative program can a multi-agency project be successful.

Proactive community engagement, participation, and awareness are also the key to success when it comes to recovery planning. The community as a whole must be engaged in the recovery process; therefore, every entity is empowered to build a better, more resilient community.

The OA may act as an information and coordination point for its constituent jurisdictions. Specific recovery tasks and their responsible SEMS functions are discussed below:

Management:

- Informing and briefing elected officials
- Providing lead for policy decisions
- Issuing public information releases throughout the recovery phase
- Insuring safety of response activities and personnel
- Providing liaison with OA, State, and FEMA
- Ensuring a Local Emergency has been proclaimed
- Providing legal advice when needed

Operations:

- Restoring government facility functions
- Removing debris
- Demolishing buildings
- Coordinating the restoration of utilities
- Restoring safe drinking water and all water operations
- Providing temporary sheltering
- Providing building and public safety inspections

Planning/Intelligence:

- Providing documentation of SEMS compliance for disaster assistance
- Providing after-action reports consistent with SEMS requirements

- Providing direction in land use and zoning issues
- Issuing building permits in a timely manner
- Developing alternative building regulations and code enforcement
- Reviewing the general plan
- Providing an action plan for recovery operations
- Developing redevelopment plans
- Developing recovery situation reports
- Documenting recovery operations
- Creating mitigation plans

Logistics:

- Providing government operation resources and personnel
- Allocating office space to Federal and State agencies
- Providing recovery supplies and equipment
- Providing vehicles and personnel

Finance/Administration

- Assisting application process for disaster assistance
- Managing public finance
- Preparing and maintaining the budget
- Developing and maintaining contracts
- Processing accounting and claims
- Collecting taxes
- Managing insurance settlements

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.

10.2 Short Term Recovery

Short-term recovery operations begin concurrently with or shortly after the commencement of response operations. Although referred to as “short-term” recovery, these activities may last for weeks. Short-term recovery includes actions required to:

- Stabilize the situation.

- Orderly and coordinated restoration of essential services (electricity, water, and sanitary systems).
- Implement critical infrastructure recovery plans to maintain operations during emergencies and the recovery phase.
- Commence the planning for the restoration of the community, including economic functions.
- Address debris that poses a threat to public health and safety.

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.
- 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. ***Reference: County LAC Annex of the County Disaster Recovery Plan***

10.3 Long Term Recovery

Long-term recovery continues the short-term recovery actions focusing on community restoration. Long-term recovery may continue for a number of months or years depending on the severity and extent of the damage sustained. These activities include those necessary to restore a community to a state of normalcy, given the inevitable changes that result from a major disaster. Long-term recovery activities require significant planning to maximize opportunities and mitigate risks after a major incident and may include the following:

- Reconstruction of facilities and infrastructure including the technology systems and services necessary for restoration of all operations functions.
- Community planning including the development of long-term housing plans.
- Implementation of waivers, zoning changes, and other land-use legislation to promote recovery.

- Assistance to displaced families, which may include financial support as well as social and health services.
- Restoration of the local economic system.
- Integration of mitigation strategies into recovery efforts.
- Documentation of eligible disaster-related costs for reimbursement through state and federal grant programs.

10.4 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 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. ***Reference: County Disaster Recovery Plan***

10.4.1 Recovery Operations Responsibilities

An Initial Damage Estimate (IDE) is developed early in the emergency response phase and used to support a gubernatorial proclamation and for the State to request a presidential declaration. This is followed by a detailed assessment of damage during the recovery phase. This detailed assessment provides the basis for determining the type and amount of state and/or federal financial assistance available for recovery.

The County, Cities/Towns, and Special Districts have specific responsibilities in recovering from a disaster. ***Recovery/Damage Assessment Responsibilities are TBD*** and/or are detailed in the ***County Disaster Recovery Plan***. However, organizations may undertake the following actions to stimulate recovery within their respective communities:

- Conduct damage and safety assessment.
- Assess the housing situation, identify potential solution, and request support.
- Assess damage to public facilities and initiate temporary repairs.
- Assess damage to private property and issue permits for repairs and demolition.
- Remove debris in accordance with local debris management plan.

- Open accessible transportation routes.
- Restore services such as power, water, sewer, and accessible transportation.
- Activate accessible Local Assistance Centers (LAC) to assist individuals, and households, and businesses.
- Coordinate program assistance to individuals, businesses, farmer, and ranchers.
- Document disaster-related costs for reimbursement through state and federal grant programs.
- Work with states and federal officials to assess damage, identify needs, and secure financial assistance.
- Resume governmental functions.
- Begin planning for long-term community recovery.
- Enact appropriate zoning variances to accommodate business and commercial repairs.
- Assist with the identification of temporary housing and business space.

10.5 Damage/Safety Assessment

The 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 County WebEOC and CalEOC) during the incident to support a request for a gubernatorial proclamation and for use by State OES to request a presidential declaration.

A detailed IDE report will be coordinated through the incident with 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.
- **County 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 IDE damage assessment data for transmission to State OES.

Procedures for conducting detailed surveys to be used in disaster project applications include the following:

Safety Concerns:

- Identifying gas, water, and sewer leaks
- Ensuring utilities are turned off in unsafe or damaged structures
- Securing hazardous materials sites and preparing a clean-up plan
- Ensuring unsafe buildings are vacated, clearly marked, and access restricted
- Implementing safety precautions to be undertaken by emergency workers

Structural Damage:

- Type and extent of damage information collected by survey teams:
- Destroyed - Cost of repair is more than 75% of value

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

Note: Damages are limited to structure, not contents. Structural Categories (Private Property)

- 1 to 3 - Homes, includes Town Homes and Condominiums
- 4 - Mobile Homes
- 5 - Rental Units
- 6 - Farm Dwellings
- 7 - Businesses

10.6 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.

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. 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 based on Initial Damage Estimates (IDEs) submitted by the impacted jurisdiction(s).

An Initial IDE report will be prepared by the OA and entered into WebEOC and CalEOC to support a request for a gubernatorial proclamation and presidential declaration. If WebEOC/CalEOC are not operational, a paper copy of the IDE form may be filled out and submitted. ***See 10.6.1 Figure: Initial Damage Estimate Form (IDE)*** on the following page.

The damage assessment documentation information should include the location and extent of damage and estimate of costs for:

- Debris removal,
- Emergency work
- 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 included under federal mitigation programs

10.6.1 Figure: Initial Damage Estimate Form (IDE)

Initial Damage Estimate

Incident: WebEOC Practice — IDE General Instructions

Organization: OES — Needs Attention
Type of Agency: County Department
Originating Position: SBCOA - EOC - PLANS - Section De
Prepared By: Carrie Cruz
Phone Number: 909-356-3998
Fax Number:
Email Address: carrie.cruz@oes.sbcounty.gov

Part I: Individual Assistance (Private Property) (Cumulative)

Type of Property	# Destroyed	# Major Damage	# Minor Damage	# Affected	Estimated Loss $	Insured (%)
Home/Residences						
Business - Physical Damage						
Business - Economic Loss						
Non-Profit Orgs.						
Outbuildings/Others						

Part II: Public Assistance (Public Property) (Includes eligible non-profit facilities) (Cumulative)

Type of Property	Personnel OT Costs	Number of Sites	Estimated Dollar Loss	Insured (%)
Category A: Debris Removal				
Category B: Emergency Protective Measures				
Category C: Roads and Bridges **(Not FHWA System)**				
Category C: **FHWA System Only**				
Category D: Water Control Facilities (levees, dams, & channels)				
Category E: Public Buildings and Equipment Loss				
Category F: Public Utilities				
Category G: Parks and Recreation Facilities - Airports				

Part III: Agriculture and Other

	# Business Staff	Estimated Loss $
Unemployed (any business)		
Agricultural Crop Damage		
Agricultural Physical (Infrastructure)		

Additional Comments:

Save | Cancel

10.7 Recovery Reporting/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:

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).

10.7.1 Use of After Action Reports

SEMS regulations require local government agencies, to complete an After Action Report (AAR) for each Governor proclaimed emergency. After an incident or from a gubernatorial proclamation, the AAR is completed within 120 days.

Furthermore, SEMS regulations under Title XIX, Division 2, Chapter 1, Section 2450(a) requires any federal, state, or local jurisdiction proclaiming or responding to a Local

Emergency for which the governor has declared a State of Emergency or State of War Emergency shall complete and transmit an AAR to Cal OES within 90 days of the close of the emergency period. The Office of Emergency Services is responsible for the completion of the AAR.

The identification of corrective actions is critical to the AAR process. Corrective actions may encompass anything from detailed recommendations for improving individual agency plans and procedures to broader system-wide improvements. Corrective actions are assigned to relevant stakeholders and tracked to ensure the identified problem has been addressed.

After Action Reports (AARs), provide the following details:

- Response actions taken
- Applications to SEMS
- Suggested modifications to SEMS
- Necessary mediation to plans and procedures
- Identified training needs
- Recovery activities to date

The After-Action report documents the County's response activities and identifies areas of concern and success. It will also be utilized to develop a work plan for implementing improvements (post-disaster mitigation).

10.8 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. ***Reference: San Bernardino County Cost Recovery SOG*** for step-by step details.

10.8.1 Individual Assistance (IA) Programs

State Assistance: The ***California Disaster Assistance Act (CDAA)*** authorizes the state to provide financial assistance for costs incurred because of a disaster. CDAA may be implemented in circumstances when local resources are exceeded. In general, the state's share eligible under CDAA is no more than 75 percent of total state eligible costs; however, funding may vary with the type of disaster at the discretion of the Legislature. There are two levels of CDAA assistance:

- **Director's Concurrence:** Under CDAA, the Cal OES Director may concur with a local government request for state assistance independently of a Governor's Proclamation of

a State of Emergency. A Director's Concurrence is limited to eligible permanent repair work. There is generally a 75%-25% cost share between state and local governments.

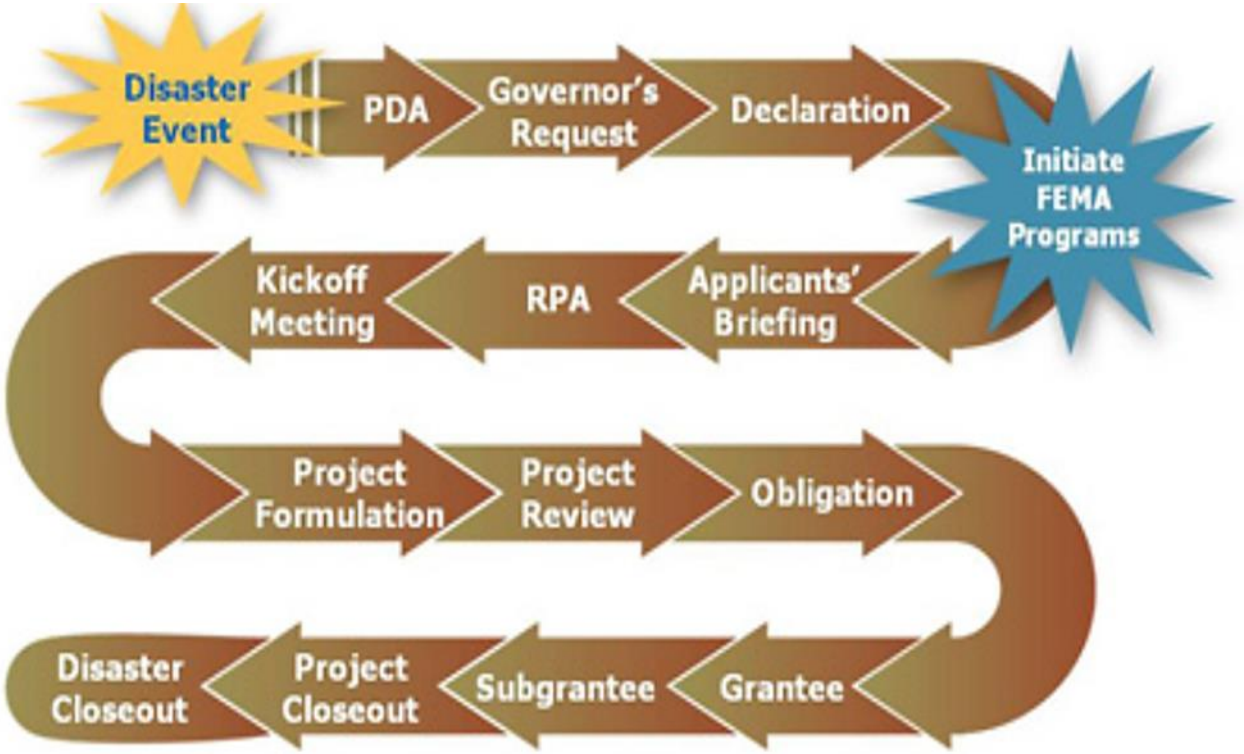
- **During a State of Emergency:** When the Governor proclaims a State of Emergency and authorizes CDAA, both emergency and permanent work are eligible for assistance. Again, there is generally a 75%-25% cost share between state and local governments. In addition, the State of Emergency allows certain eligible private nonprofit organizations to receive state assistance for providing essential community services during a state declared disaster.

Federal Assistance: Under a declaration of emergency or major disaster, the President may designate certain counties in the affected areas as eligible for the ***Public Assistance (PA) Grant Program.*** Federal disaster assistance programs available under the Stafford Act are managed by FEMA.

- **FEMA Public Assistance Grant Program:** FEMA provides State agencies, local governments, tribal governments, and certain private nonprofit entities with federal grants to cover eligible disaster recovery work on a cost-share basis. In accordance with the Stafford Act, the federal cost share is a minimum of 75 percent. The State of California shares the remaining cost with the applicant. Eligible costs must be associated with:
  - Debris removal.
  - Emergency work necessary to save lives, protect public health and safety, and protect property.
  - Restoration of damaged facilities, including buildings, equipment, and infrastructure and to pre-disaster design, function, and capacity.
  - Implementation of cost-effective hazard mitigation measures during repairs to damaged facilities to reduce the risk of future damage to those facilities.
- **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.
- **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 for example:
  - Debris removal; emergency work necessary to save lives, protect public health and safety and protect property;
  - Restoration of damaged facilities, including buildings, equipment and infrastructure and also to pre-disaster design and function; and/or

- Implementation of cost-effective hazard mitigation measures during repairs to damaged facilities to reduce the risk of future damage to those facilities.

The funding process consists of the following steps:



- **Assistance to Tribal Governments:** In accordance with the National Response Framework, the state coordinates with impacted tribal governments within the State of California. Within California, tribal governments may submit Requests for Public Assistance to Cal OES. Cal OES may review and forward requests to FEMA. FEMA may then work directly with the tribal governments as grantees/recipients.

  The Sandy Recovery Improvement Act of 2013 amended the Stafford Act to provide the option for the Chief Executive of a federally recognized tribe to make a direct request to the President for a major disaster or emergency declaration, and the tribes may copy the state as a courtesy. The amendment provides that tribes may continue to elect to receive assistance under a state's declaration, provided the President does not make a declaration for the tribe for the same incident.

- **Non-Stafford Act Programs:** The federal government may provide recovery assistance through authorities and programs outside of the Stafford Act. These programs may be implemented in conjunction with Stafford Act programs under a disaster declaration or separately. Depending on the program, the agencies may provide assistance directly to recipients or through another State agency besides Cal OES. Examples include the following agency assistance programs:

- **Federal Highway Administration (FHWA):** Under the Emergency Relief Program, the FHWA provides assistance to the California Department of Transportation (Caltrans) and local governments for damage to roads, bridge, and other facilities on the federal-aid system. In California, Caltrans implements this program on behalf of FHWA. A State of Emergency is required.
- **Natural Resources Conservation Service (NRCS):** Under the Emergency Watershed Protection Program, the NRCS provides assistance to State agencies and local governments for emergency work necessary to protect life, property, and public health and safety in watersheds damaged by a disaster, such as a wildfire or flood. A Presidential declaration is required.
- **U.S. Army Corps of Engineers (USACE):** Under the Rehabilitation and Inspection Program, the USACE provides assistance for flood fighting, emergency repair, and repairs to damaged facilities. USACE provides this assistance for levees and other flood control works that meet pre-disaster criteria for participation in the program. A Presidential declaration is required. Under the Flood Control and Coastal Emergency Act (PL 84-99), the USACE has authority to supplement state and local entities in flood fighting urban and other non-agricultural areas under certain conditions. PL 84-99 also authorizes USACE to provide emergency water support and drought assistance in certain situations and allows, “advance measures” assistance to prevent or reduce flood damage or the imminent threat of unusual flooding.
- **U.S. Department of Housing and Urban Development (HUD):** The HUD Community Development Block Grants may be requested by state, local, and tribal governments for a wide range of recovery purposes. A Presidential declaration is required.

10.8.2 Hazard Mitigation Grant Program (HMGP)

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. Mitigation is taking action now - before the next disaster - to reduce human and financial consequences later. Effective mitigation requires the comprehension of local risks, undertaking of the hard choices, and investment in long-term community well-being and resilience. Without mitigation actions, safety, financial security, and self-reliance are jeopardized.

As the result of a Presidential Disaster Declaration, ***FEMA’s Hazard Mitigation Grant Program (HMGP)*** funds plans and projects that reduce the effects of future natural disasters. In California, these funds are administered by the Cal OES Hazard Mitigation Grant Program Unit. Eligible applicants include State agencies, local governments, special districts, and some private nonprofits.

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. 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.

10.8.3 Debris Management

Disasters may create significant quantities of debris that must be removed and disposed of to reduce threats to public health and safety, and allow for the recovery of the community. Debris management poses challenges for state, local, and tribal agencies in terms of available resources for debris management operations, maintaining roads and sidewalks as accessible routes for individuals with disabilities during debris removal activities, appropriate procurement, and management of contractors, reduction of debris volume, disposal and segregation, handling and disposal of household hazardous waste, and other hazardous materials. There are also legal requirements to recycle applicable waste streams, and specific environmental issues that need to be evaluated for compliance issues.

- **Local Responsibility:** Debris management operations are the responsibility of the affected jurisdiction; however, at the request of the state, the federal government may provide assistance for debris management following a Presidential declaration of emergency or major disaster.
- **State Assistance:** Cal OES provides ***Debris Management Technical Assistance*** to local governments in the development of pre-disaster debris management plans. When a disaster occurs, Cal OES coordinates requests for state and federal assistance with debris removal, and provides State agencies and local governments with guidance regarding requirements that must be met to ensure eligibility of debris management activities for funding.
    - **Recycling of Debris:** To conserve California's landfill capacity, and in keeping with state policy to maximize all diversion options in order to reduce the amount of solid waste that must be disposed, it is the state's intent that disaster-related debris be recycled or centrally held until it can be processed for maximum recycling. The Integrated Waste Management Disaster Plan provides guidance on this topic.
    - **State Environmental Requirements:** In a federal declaration, FEMA is responsible for ensuring compliance with federal laws, regulation, and Executive Orders (EO) for Stafford Act programs. At the state level, Cal OES ensures the state's management of disaster assistance programs proceeds in accordance with these requirements, as well as with applicable state environmental laws and regulations. Cal OES provides guidance to communities regarding the California Environmental Quality Act (CEQA). Additionally, the Cal OES provides technical assistance to Cal OES Environmental Compliance Program applicants.
- **Federal Assistance:** The following federal debris management assistance programs are coordinated by FEMA:
    - **Technical Assistance:** The federal, state, local, and tribal governments coordinate as a team to identify, evaluate, and provide the most appropriate

technical assistance available. FEMA may be requested to task another federal agency to provide specific technical expertise to accomplish debris management tasks.

- **Direct Federal Assistance:** FEMA, coordinating directly with the FCO, SCO, and the Public Assistance Officer (PAO), may task another federal agency, such as the U.S. Army Corps of Engineers (USACE) to perform debris management activities directly on behalf of the state, local government, or tribe when that entity does not have the resources for the work.
- **Financial Assistance:** Under the Public Assistance (PA) Program, FEMA provides financial assistance to state, local, and tribal governments for eligible debris management activities completed by those entities. Cal OES is responsible for providing the technical program assistance for those entities eligible to apply for reimbursement assistance.
- **Federal Environmental Requirements:** FEMA and other federal agencies that provide assistance must ensure all actions comply with applicable federal environmental laws, regulations, and EOs. For Stafford Act assistance programs, FEMA ensures compliance with the following, depending on the type and scope of the project:
    - National Environmental Policy Act (NEPA)
    - National Historic Preservation Act (NHPA)
    - Endangered Species Act (ESA)
    - Clean Water Act (CWA)
    - Executive Order 11988, Floodplain Management
    - Executive Order 11990, Protection of Wetlands
    - Executive Order 12898, Environmental Justice

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SECTION 11: PLAN ADMINISTRATION AND LOGISTICS

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 (SOG's) or Standard Operating Procedures ((SOP's) 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 also 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 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.

11.1 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 (SOG's)/Standard Operating Procedures (SOP's)
- 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

11.2 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 12: PLAN MAINTENANCE AND DISTRIBUTION

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 will review the EOP, supporting annexes and plans on a three-year cycle. 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 be documented on the "Record of Changes" Form and the form will be inserted into the front section of this Plan.

12.1 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 13: SOG/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 Guides (SOG's) and/or Standard Operating Procedures (SOP's). Where supporting plans are inconsistent with the general principles described in the County EOP, the County plan will supersede supporting plans.

SOG's/SOP's 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

SOG's/SOP's 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. SOG's/SOP's must also facilitate the need to carry out actions under conditions that may not have been anticipated when the SOG/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 SOG's/SOP's on an as needed basis.

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SECTION 14: TRAINING AND EXERCISES

14.1 Training

Training and exercises 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. County OES is responsible to provide and maintain the training and testing records to demonstrate the compliance with SEMS and NIMS requirements.

14.2 Exercises

Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems, which will actually be used in emergencies. 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:

14.2.1 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.

14.2.2 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.

14.2.3 Tabletop Exercise

This is an activity in which targeted personnel (elected or appointed officials and key staff) is presented with simulated emergencies 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.

14.2.4 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.

14.2.5 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.

14.2.6 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 15: APPENDICIES

Below is a list of appendices referenced in the plan:

15.1 Appendix: **Authorities and References**

15.2 Appendix: **Acronyms and Abbreviations**

15.3 Appendix: **Glossary of Terms**

15.4 Appendix: **Contact Lists**

15.5 Appendix: **SEMS EOC Position Checklists**

15.6 Appendix: **Supporting Documentation**

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15.1 Appendix: 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 included language that the County would continue use of SEMS.

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

County Resolution No. 2017-204: Adoption of Multi-Jurisdictional Hazard Mitigation Plan. Adopted in October 2017 this resolution adopted the County's MJHMP.

STATE AUTHORITIES/REFERENCES:

California Catastrophic Incident Base Plan: Concept of Operations

California Code of Regulations, Title 19

California Disaster and Civil Defense Master Mutual Aid Agreement

California Disaster Assistance Act

California Emergency Services Act

California Fire Service and Rescue Emergency Mutual Aid Plan
California Hazardous Materials Incident Contingency Plan

California Law Enforcement Mutual Aid Plan

California Multi-Hazard Mitigation Plan

California-Federal Emergency Operations Center Guidelines: Integrating Federal Disaster Response Assistance with California's Standardized Emergency Management System

Southern California Catastrophic Earthquake Response Plan

Standardized Emergency Management System Approved Course of Instruction

Standardized Emergency Management System Guidelines

FEDERAL AUTHORITIES/REFERENCES:

Code of Federal Regulations Title 44

Federal Civil Defense Act of 1950 (Public Law 920) as amended

Homeland Security Presidential Directive (HSPD-5)

National Disaster Recovery Framework

National Incident Management System

National Response Framework

Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended

REFERENCES (PLANS/SOG'S/SOP'S):

Riverside - San Bernardino County Emergency Alert System Plan

San Bernardino County Department Operation Plan

San Bernardino County Disaster Recovery Plan

San Bernardino County Hazard Mitigation Plan

San Bernardino County Local Assistance Center Annex

San Bernardino County Mass Care and Shelter Plan

San Bernardino County Sheriff Evacuation Plan

San Bernardino County Tactical Interoperability Communications Plan

San Bernardino County Cost Recovery SOG

San Bernardino County EOC SOP's

San Bernardino County Flood Area Safety Taskforce (FAST) ConOps

San Bernardino County TENS ConOps

San Bernardino County WebEOC SO

15.2 Appendix: Acronyms and Abbreviations

Acronyms and Abbreviations	
AAR	AAR
AAR	After Action Report
ACI	Approved Course of Instruction
ADA	Americans with Disabilities Act
AP	Action Plan
ARC	American Red Cross
CA-ESF	California Emergency Support Function
CalOES	California Governor's Office of Emergency Services
CARES	California Animal Response Emergency System
CBO	Community Based Organization
CCR	California Code of Regulations
CDAA	California Disaster Assistance Act
CalEOC	California Emergency Operations Center
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
COAD	Community Organizations Active in Disasters
COG	Continuity of Government
CONOPS	Concept of Operations
COOP	Continuity of Operations
CSWC	California State Warning Center
DEOP	Department Emergency Operations Plan
DHS	Department of Homeland Security
DMA 2000	Disaster Mitigation Act of 2000
DOC	Department Operations Center
DRC	Disaster Recovery Center
DRP	Disaster Recovery Plan
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EOC	Emergency Operations Center

Acronyms and Abbreviations	
EOP	Emergency Operations Plan
ESA	California Emergency Services Act
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FMA	Flood Mitigation Assistance
FMAG	Fire Management Assistance Grant Program
HazMat	Hazardous Materials
HMA	Hazard Mitigation Assistance
HMGP	Hazard Mitigation Grant Program
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
LHMP	Local Hazard Mitigation Planning
MAC	Multiagency Coordination
MAC Group	Multiagency Coordination Group
MACS	Multiagency Coordination System
MJHMP	Multi-Jurisdictional Hazard Mitigation Plan
MMAA	California Disaster and Civil Defense Master Mutual Aid Agreement
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NIMSCAST	National Incident Management System Compliance Assistance Support Tool
NRF	National Response Framework
NWS	National Weather Service

Acronyms and Abbreviations	
OA	Operational Area
OASIS	Operational Area Satellite Information System
OES	Office of Emergency Services
PA	Public Assistance
PDA	Preliminary Damage Assessment
PDM	Pre-Disaster Mitigation
PIO	Public Information Officer
PNP	Private Nonprofit
REOC	Regional Emergency Operations Center
SAP	State Safety Assessment Program
SAR	Search and Rescue
SBA	U.S. Small Business Administration
SBCOA	San Bernardino County Operational Area
SEMS	Standardized Emergency Management System
SEP	State of California Emergency Plan
SOC	State Operation Center
SOG	Standard Operating Guide
SOP	Standard Operating Procedure
UC	Unified Command
USAR	Urban Search and Rescue
VOAD	Voluntary Organizations Active in Disasters

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15. 3 Appendix: Glossary

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.

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

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

CyberSecurity: 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.

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. A Subdivision of a chapter. c. A 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 Guide/Procedure (SOG/SOP): 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.

15.4 Appendix: Contact Lists

The following are examples of the Contact Lists maintained by County OES; however, these lists are confidential and For Official Use Only (FOUO) and are not included in this plan.

- **County Contacts**
- **Utility Contacts**
- **Federal and State Contacts**
- **Transportation and Infrastructure Contacts**
- **NGO Contacts**

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15.5 Appendix: SEMS EOC Position Checklists

The SEMS EOC Position Checklists are currently under development and are expected to be completed by 2018/2019.

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15.6 Appendix: Supporting Documentation

15.6.1 NIMSCAST/TEPW 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, 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 2017.

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

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PART II – SECTION 16: ESF ANNEX

16.1 California Emergency Support Functions (ESF's)

The 2009 State of California Emergency Plan established the California Emergency Support Functions (CA-ESF). The ESF's are 18 primary disciplines or activities essential to addressing the emergency management needs of communities in all phases of emergency management. The ESF's are designed to bring together discipline-specific stakeholders at all levels of government to collaborate and function within the four phases of emergency management.

Local governments and Operational Areas are not required to implement the ESF concept unless they choose to do so. Instead, they may organize consistent with local resources and established SEMS regulations and guidelines. ***Chart: California Emergency Support Functions*** on the following page lists and defines each California Emergency Support Function, identifies the lead State agency and the County Department(s) with the closest similarities.

16.2 Emergency Support Function Development

Each ESF represents an alliance of stakeholders who possess common interests and share a level of responsibility for emergency management. The ESF's bring together agencies, departments, and others to collaboratively prepare for, cohesively respond to, and effectively recover from an emergency.

Development of Emergency Support Function Annexes requires a coordinated approach between all stakeholders. Emergency Support Function working groups will be responsible for identifying capabilities and resources to create and maintain a resource directory. The objectives of the ESF workgroups are:

1. Develop and maintain a functional annex to the County Emergency Operations Plan.
2. Identify and engage stakeholders in the ESF.
3. Identify capabilities and resources of each member to create and maintain resource directories.
4. Respond with, train, and exercise the plans and procedures described in the functional annex.
5. Develop after action reports and implement the appropriate corrective actions after exercises or emergency incidents.

Once each ESF annex has been developed, stakeholders should train on and exercise the plans and procedures described in the annex. ***16.2.1 Chart: California Emergency Support Functions and 16.2.2 Matrix: California ESF's and County Department Roles*** on the following pages identify the County Lead Agency/State Lead Agency and supporting stakeholders for each Emergency Support Function.

16.2.1 Chart: California Emergency Support Functions (CA ESF's)

CA-ESF Title	Definition	County Lead Agency	State Lead Agency
ESF 1 Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents.	County Public Works: Transportation	California Transportation Agency
ESF 2 Communications	Provide resources, support, and restoration of government emergency communications, including voice and data.	County Information Services	California Governor's Office of Emergency Services
ESF 3 Construction and Engineering	Organizes the capabilities and resources of the government to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to local jurisdictions.	County Public Works: Construction/Engineering Facilities Mgmt. Land Use Services	California Government Operations Agency
ESF 4 Fire and 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 provide personnel, equipment, and supplies to support local jurisdictions.	County Fire: Suppression	California Governor's Office of Emergency Services
ESF 5 Management	Coordinates and resolves issues among the ESFs 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.	Office of Emergency Services	California Governor's Office of Emergency Services
ESF 6 Care and 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 Office of Emergency Services	California Health and Human Services Agency
ESF 7 Resources	Coordinates plans and activities to locate, procure, and pre-position resources to support emergency operations.	County Purchasing	California Government Operations Agency
ESF 8 Public Health and Medical	Coordinates Public Health, Environmental Health, and Emergency Medical Services activities in support of local jurisdiction resource needs for preparedness, response, recovery, and mitigation from emergencies and disasters.	County Public Health ICEMA	California Health and Human Services Agency
ESF 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 Fire County Sheriff/Coroner	California Governor's Office of Emergency Services

CA-ESF Title	Definition	County Lead Agency	State Lead Agency
ESF 10 Hazardous Materials	Coordinates resources and supports the responsible jurisdictions to prepare for, prevent, minimize, assess, mitigate, respond to, and recover from a threat to the public or environment by actual or potential hazardous materials releases, including oil spills.	County Fire: HazMat	California Environmental Protection Agency
ESF 11 Food and Agriculture	Supports the responsible jurisdiction and coordinates activities during and immediately following a disaster, affecting the agriculture and food industry, and supports the recovery of impacted industries and resources post disaster.	County Agriculture Weights and Measures	California Department of Food and Agriculture
ESF 12 Utilities	Provide resources and support to responsible jurisdictions and in partnership with the private sector to restore gas, electric, water, wastewater and telecommunications.	County Public Works County Special Districts	California Natural Resources Agency
ESF 13 Law Enforcement	Coordinates law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities, Wilderness Search and Rescue, and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans.	County Sheriff/Coroner	California Governor's Office of Emergency Services
ESF 14 Recovery	Supports and enables economic recovery of communities from long-term consequences of extraordinary emergencies and disasters.	***TBD***	California Governor's Office of Emergency Services
ESF 15 Public Information	Supports the accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including the special needs population.	CAO Public Information County Fire Public Information County Sheriff/Coroner PIO	California Governor's Office of Emergency Services
ESF 16 Evacuation	Supports the safe evacuation of persons, domestic animals and livestock from hazardous areas.	County Sheriff/Coroner Transit Agencies Animal Control	N/A
ESF 17 Volunteer and 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.	Office of Emergency Services	California Volunteers
ESF 18 Cybersecurity	Coordinates resources to prepare, mitigate, respond to, and recover from a significant cybersecurity event.	Office of Emergency Services County Information Services Department	California Governor's Office of Emergency Services

16.2.2 Matrix: California ESF's and County Department Roles

P = Primary S = Secondary **California Emergency Support Functions**	1. Transportation	2. Communications	3. Construction & Engineering	4. Fire & Rescue	5. Management	6. Care & Shelter	7. Resources	8. Public Health & Medical	9. Search & Rescue	10. Hazardous Materials	11. Food & Agriculture	12. Utilities	13. Law Enforcement	14. Recovery	15. Public Information	16. Evacuation	17. Volunteers & Donations Management	18. Cybersecurity
County Administrative Office					S	S	S							S				
County Administrative Office: Public Information															P			
County Agriculture Weights and Measures											P							
County Auditor-Controller														P				
County Fire Department: HazMat							S			P								
County Fire Department: OES					P	S	S							S	S		P	P
County Fire Department: Public Information Officer															P			
County Fire Department: Suppression				P			S		S	S						S		
County Human Services Department/OES						P												
County Information Services Department		P					S											P
County Public Health Department/ ICEMA						S	S	P							S			
County Public Works Department: Construction & Engineering / Facilities Mgmt./ Land Use Services			P											S				
County Public Works Department							S					P			S			
County Public Works Department: Transportation	P						S											
County Purchasing Department							P											
County Sheriff/Coroner Department							S		P				P		S	P		
County Sheriff/Coroner Department: Public Information Officer															P			
County Special Districts							S					P						

16.3 Emergency Support Functions During EOC Activation

Utilizing ESF's during EOC activation provides the greatest possible access to stakeholder resources and capabilities regardless of which organization has those resources. While the Lead Agency is responsible for coordinating the activities of the ESF working group during the mitigation and preparedness phases, this responsibility will be shifted to the appropriate SEMS function during the response and recovery phases.

The sections, branches, and units identified below in ***16.3.1 Chart: Emergency Support Functions/EOC Sections*** will be responsible for activating ESF annexes, as they are needed. Although not solely responsible for carrying out the activities in each ESF annex, they are the coordinating entity among all stakeholders that are members of the ESF working group.

16.3.1 Chart: Emergency Support Functions/EOC Sections

Emergency Support Function		EOC Sections, Branch, or Unit (SEMS Function)
1	Transportation	Operations: Infrastructure Branch – Road/Transportation Unit
2	Communications	Logistics: Communications Branch – Communications Unit
3	Construction & Engineering	Operations: Infrastructure Branch
4	Fire and Rescue	Operations: Fire & Rescue Branch
5	Management	Management: EOC Director/EOC Coordinator
6	Care & Shelter	Operations: Care & Shelter Branch
7	Resources	Logistics: Resources Branch
8	Public Health & Medical	Operations: Medical/Health Branch
9	Search and Rescue	Operations: Law Enforcement Branch
10	Hazardous Materials	Operations: Fire & Rescue Branch – HazMat Unit
11	Food and Agriculture	San Bernardino County Operational Area EOC
12	Utilities	Operations: Infrastructure Branch – Utilities/Energy Unit
13	Law Enforcement	Operations: Law Enforcement Branch
14	Recovery	Finance & Admin: Recovery Unit
15	Public Information	Management: Public Information Officer
16	Evacuation	Operations: Law Enforcement Branch – Law Enforcement Operations Unit
17	Volunteer & Donations Management	Operations: Volunteer Coordination Branch
18	Cybersecurity	Logistics: Communications Branch – Information Technology Unit

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PART III – SECTION 17: SUPPORT ANNEX LIST

- California Department of Transportation (Caltrans) Snow and Ice Control Plan – Preparation and Performance Plans to Address Adverse Weather Conditions
- California Emergency Management Agency (CalEMA) Multi-Agency Coordination System (MACS) Guide – Tool to Assist Emergency Managers with Prioritizing Multiple Emergencies
- California Office of Emergency Services (CalOES) Contingency Plan For Extreme Cold/Freeze Emergencies Annex – State Operations during Extreme Cold/Freeze Related Emergencies
- California Office of Emergency Services (CalOES) Emergency Management Mutual Aid Plan (EMMA) and Annexes- Procedures for Providing Emergency Management Personnel and Assistance to Affected Jurisdictions
- Pipeline Association for Public Awareness (Association) Pipeline Emergency Response Guidelines
- San Bernardino County Fire Department, Office of Emergency Services Emergency Operations Plan (EOP)
- San Bernardino County Multi-Jurisdictional Hazard Mitigation Plan – Plan to Reduce and/or Eliminate Loss of Life and Property
- San Bernardino County Office of Emergency Services Nuclear Power Plant Emergency Response SOG - Operating Guidelines during Radiological Emergencies
- San Bernardino County Office of Emergency Services Repopulation SOG – Standard Guidelines for Reintroducing Persons an Area after Mandatory Evacuation
- San Bernardino County Office of Emergency Services Telephone Emergency Notification System (TENS) SOG – Outlines Standard Operating Guidelines for the Use of TENS
- San Bernardino County Sheriff's Coroner Department Mass Fatality Planning and Procedure Guideline – Office of Emergency Services Guidelines for Establishing a Family Assistance Center (FAC)
- San Bernardino County Sheriff's Department Evacuation Reentry Guidelines – Operating Guidelines for the Evacuating San Bernardino County Mountain Areas
- San Bernardino County, Office of Emergency Services – Emergency Operation Center Activation Clerical Support SOG - Clerical Support during Emergencies Standard Operating Guidelines
- San Bernardino County, Office of Emergency Services Alert System FCC EAS Plan – Riverside/San Bernardino Counties

- San Bernardino County, Office of Emergency Services CERT Activation SOG- Community Emergency Response Team Standard Operating Guidelines
- San Bernardino County, Office of Emergency Services Cost Recovery SOP – Disaster Cost Recovery Standard Operating Procedures
- San Bernardino County, Office of Emergency Services Critical Route Map Guidance SOG- Maps to prioritize clearing/repairing local roadways
- San Bernardino County, Office of Emergency Services Emergency Public Information SOG - Standard Operating Guidelines to the County's Public Information dissemination during disasters Procedures
- San Bernardino County, Office of Emergency Services Extreme Weather - Excessive Heat SOG - Prevention Plan and Guidelines Addressing Excessive Heat
- San Bernardino County, Office of Emergency Services Fire Management Assistance Grants (FMAG) SOG - Standard Operating Guidelines for Applying Fire Management Assistance Grant in a Timely Manner
- San Bernardino County, Office of Emergency Services Flood Area Safety Taskforce (FAST) SOG – Standard Operating Guidelines for Forecasted Significant Precipitation Events To Occur Or Does Occur Within San Bernardino County
- San Bernardino County, Office of Emergency Services Mass Care and Shelter Operations Plan - Serves as an annex to the San Bernardino County Emergency Operations Plan (EOP), Addressing Shelter Service Types and Guidelines
- San Bernardino County, Office of Emergency Services Operational Area (OA) Response to Suspicious Events or Unknown Substances Protocol (DPH/Fire/Sheriff/FBI)
- San Bernardino County, Office of Emergency Services ROPE SOG - Responders Organized For Pass Emergencies (Rope) Standard Operating Guidelines
- San Bernardino County, Operational Area Animal Disease Emergency Responses Annex – Operations Plan For Responding To Animal Disease Emergencies
- San Bernardino County, Operational Area EOC Activation SOG - County/City/Town Emergency Operations Center (EOC) Activation Standard Operating Guidelines
- San Bernardino County, Operational Area Terrorism Annex to the County of San Bernardino Emergency Operations Plan (EOP)
- San Bernardino County, Operational Area Training and Exercise Plan – Outlines Overall Training and Exercise Priorities
- San Bernardino County, Public Health Ebola Virus Disease SOG - Standard Operating Guidelines for medical emergency planning specialist with the Department of Public Health

Items of Interest From the OES Library Listing

- CalEMA/FEMA Southern California Catastrophic Earthquake Response Plan (CATPLAN)
- CALOES Emergency Drinking Water Procurement & Distribution Planning Guidance
- CDPH Emergency Operations Manual (EOM)
- OES Operational Area (OA) Tactical Interoperability Communications Plan (TICP)

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PART IV – SECTION 18: HAZARD SPECIFIC ANNEX

The majority of the hazard information contained herein has been extrapolated from the San Bernardino County 2011 and 2017 Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). 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.

18.1 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 2,140,096 people ***Source: 2016 US Census estimate*.** Most of the County's population is in the valley areas located in the southwestern portion of the County. The County's population has grown by 21%, approximately 363,715 people, since 2000. 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.

18.2 Situation

- The citizens of San Bernardino County are 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 affect local, County, and state government response capabilities. Consequently, a number of local emergencies may be declared.
- Communications, electrical power, water and natural gas lines, sewer lines and fuel stations may 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 the 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.

18.3 Assumptions

- All incidents are local.
- Emergencies may occur at any time with little or no warning and may exceed capabilities of local, state, federal, tribal governments and the private sector in the affected areas.
- Emergencies may result in casualties, fatalities, and displace people from their homes.
- The County's planning strategies follow Assembly Bill 2311 (Brown, Chapter 520, Statutes of 2016 adding California Government Code section 8593.3), requiring each county and city to integrate access and functional needs to its emergency response plan.

  Examples of how the County has integrated access and functional needs stakeholders in planning and/or how the County will serve the access and functional needs community concerning emergency communications, emergency evacuations, and emergency sheltering are included throughout this plan. ***See: Section 11: Access and Functional Needs*** for specific details
- 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/Town 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. 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.
- The United States Department of Homeland Security (DHS) provides threat conditions over the United States and identifies possible targets.
- 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.

18.4 MJHMP Hazard Analysis Summary

The San Bernardino County Multi-Jurisdictional Hazard Mitigation Plan Risk Assessment approach consisted of three (3) components:

1. *Hazard Identification:* Identification and screening of hazards
2. *Hazard Profiles*: Review of historic occurrences and assessment of the potential for future events
3. *Vulnerability Assessment:* Determination of potential losses or impacts to buildings, infrastructure and population

18.4.1 Hazard Prioritization

The Planning Team determined that the County and its Special Districts should focus over the next five (5) years on hazards that fell within the **HIGH** and **MEDIUM "Probability"** and **"Impact"** categories. ***18.4.2 Table: Prioritized Hazard assessment Matrix*** illustrates the final prioritization of the hazard; the **"Green"** colored box represents the highest priority hazards; and the **"White"** colored boxes represent lower (second and third tier) priority hazards.

18.4.2 Table: Prioritized Hazard Assessment Matrix

		IMPACT		
		HIGH	**MEDIUM**	**LOW**
PROBABILITY	**HIGH**	**Wildfire / Flood / Earthquake / Geological Hazards**	**Drought**	
	MEDIUM	**Terrorism**	**Climate Change (Extreme Heat/Cold)**	**Hail / Infestation**
	LOW		**Dam Inundation**	**Tornado / High Winds / Winter Storm / Lightning**

18.5 Hazard Profile – Earthquake Geological Hazards

PROBABILITY - HIGH
IMPACT - HIGH

An earthquake is a sudden, rapid shaking of the earth caused by the breaking and shifting of rock beneath the earth's surface. For hundreds of millions of years, the forces of plate tectonics have shaped the earth as the huge plates that form the earth's surface move slowly over, under, and past each other. Sometimes the movement is gradual. At other times, the plates are locked together, unable to release the accumulating energy. When the accumulated energy grows strong enough, the plates break free, causing the ground to shake. Most earthquakes occur at the boundaries where the plates meet; however, some earthquakes occur in the middle of plates.

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. Earthquakes can strike suddenly, without warning. Earthquakes can occur at any time of the year and at any time of the day or night. On a yearly basis, 70 to 75 damaging earthquakes occur throughout the world.

18.5.1 Past Occurrences

The table below shows earthquakes greater than Magnitude 4.0 that have been felt within the San Bernardino County area in the last five years. 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.

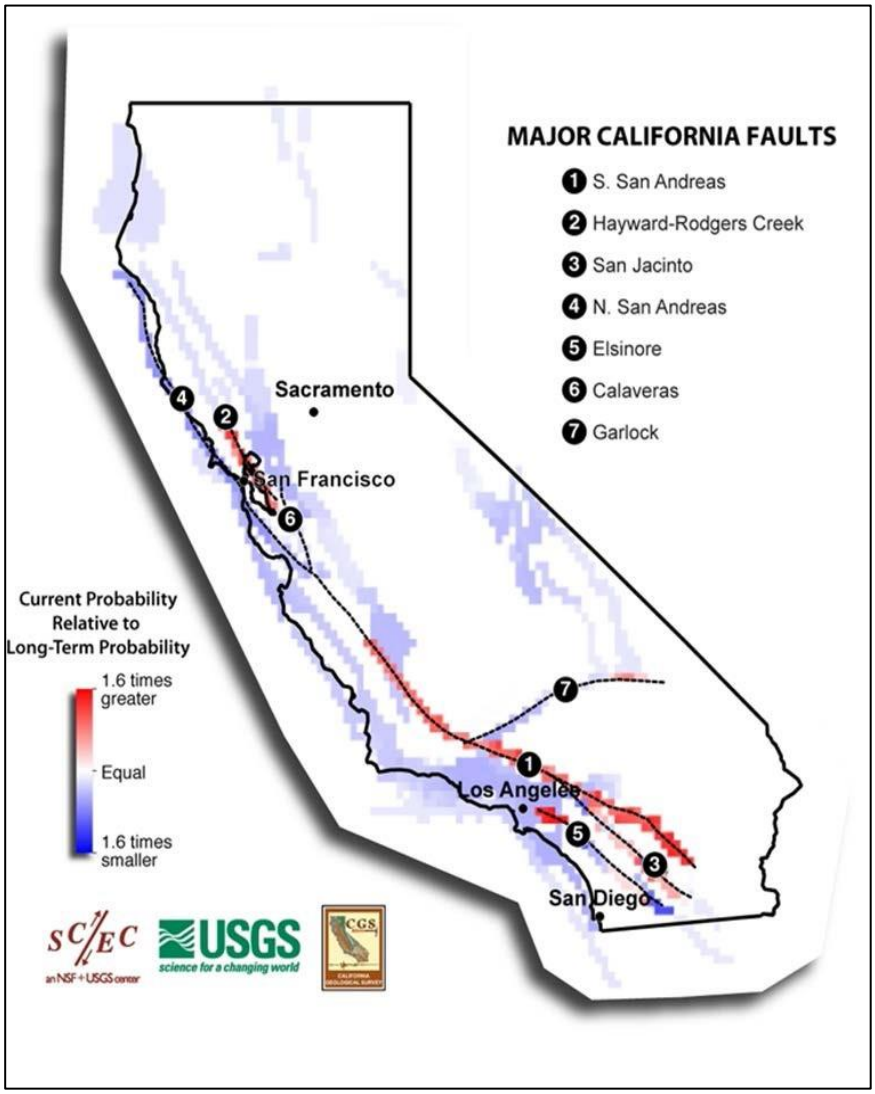
Date	Name
9/14/2011	Calimesa 4.1
1/15/2014	Fontana 4.4
7/5/2014	Running Springs 4.6
3/29/2014	Brea 5.1
7/25/2015	Fontana 4.2
9/16/15	Big Bear Lake 4.0
12/30/2015	Muscoy 4.4
1/6/2016	Banning 4.4

18.5.2 Location/Geographic Extent

The figure below, ***18.5.3 Figure: Major California Faults*** 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).

18.5.3 Figure: Major California Faults



18.5.4 Magnitude/Severity

The MMI Scale measures earthquake intensity as shown in the table below, ***18.5.5 Table: Earthquake Magnitude and Intensity***. The MMI Scale has 12 intensity levels. Each level is defined by a group of observable earthquake effects, such as ground shaking and/or damage to infrastructure. Levels I through VI describe what people see and feel during a small to moderate earthquake. Levels VII through XII describe damage to infrastructure during a moderate to catastrophic earthquake.

18.5.5 Table: Earthquake Magnitude and Intensity

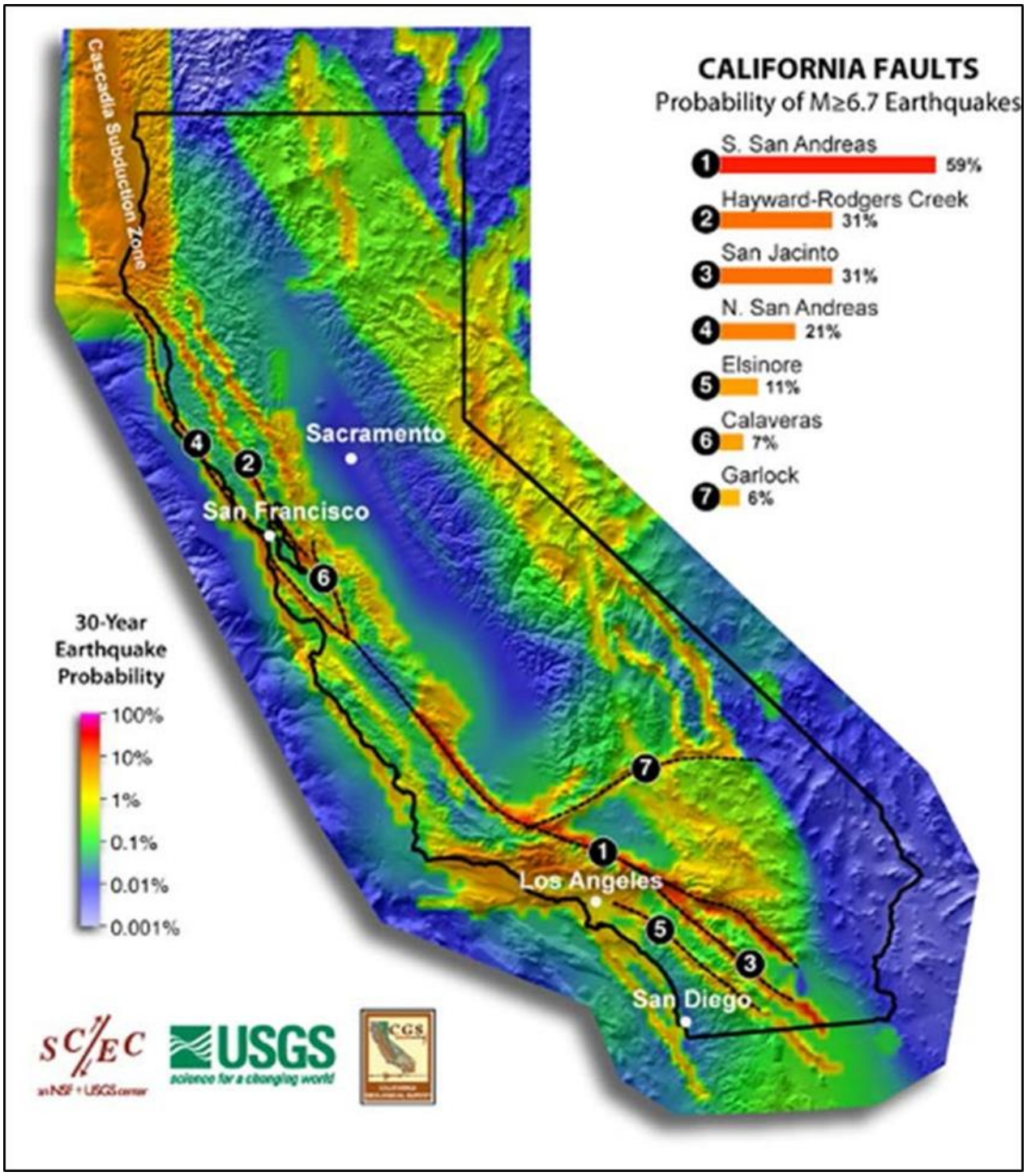
Earthquake Magnitude and Intensity		
Magnitude (M_w)	**Intensity (Modified Mercalli Scale)**	**Description**
1.0 – 3.0	I	I. Not felt except by very few people under especially favorable conditions.
3.0 – 3.9	II – III	II. Felt by a few people, especially those on upper floors of buildings. Suspended objects may swing.
		III. Felt quite noticeably indoors. Many do not recognize it as an earthquake. Standing motorcars may rock slightly.
4.0 – 4.9	IV – V	IV. Felt by many who are indoors; felt by a few outdoors. At night, some awakened. Dishes, windows and doors rattle.
		V. Felt by nearly everyone; many awakened. Some dishes and windows broken; some cracked plaster; unstable objects overturned.
5.0 – 5.9	VI – VII	VI. Felt by everyone; many frightened and run outdoors. Some heavy furniture moved; some fallen plaster or damaged chimneys.
		VII. Most people alarmed and run outside. Damage negligible in well-constructed buildings; considerable damage in poorly constructed buildings.
6.0 – 6.9	VII – IX	VIII. Damage slight in special designed structures; considerable in ordinary buildings; great in poorly built structures. Heavy furniture overturned. Chimneys, monuments, etc. may topple.
		IX. Damage considerable in specially designed structures. Buildings shift from foundations and collapse. Ground cracked. Underground pipes broken.
7.0 and Higher	VIII and Higher	X. Some well-built wooden structures destroyed. Most masonry structures destroyed. Ground badly cracked. Landslides on steep slopes.
		XI. Few, if any, masonry structures remain standing. Railroad rails bent; bridges destroyed. Broad fissure in ground.
		XII. Virtually total destruction. Waves seen on ground. Objects thrown into the air.

18.5.6 Frequency and Probability of Occurrence

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; ***See: 18.5.7 Figure: California Faults – Probability of ≥ M6.7 Earthquake*** on the following page. 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.

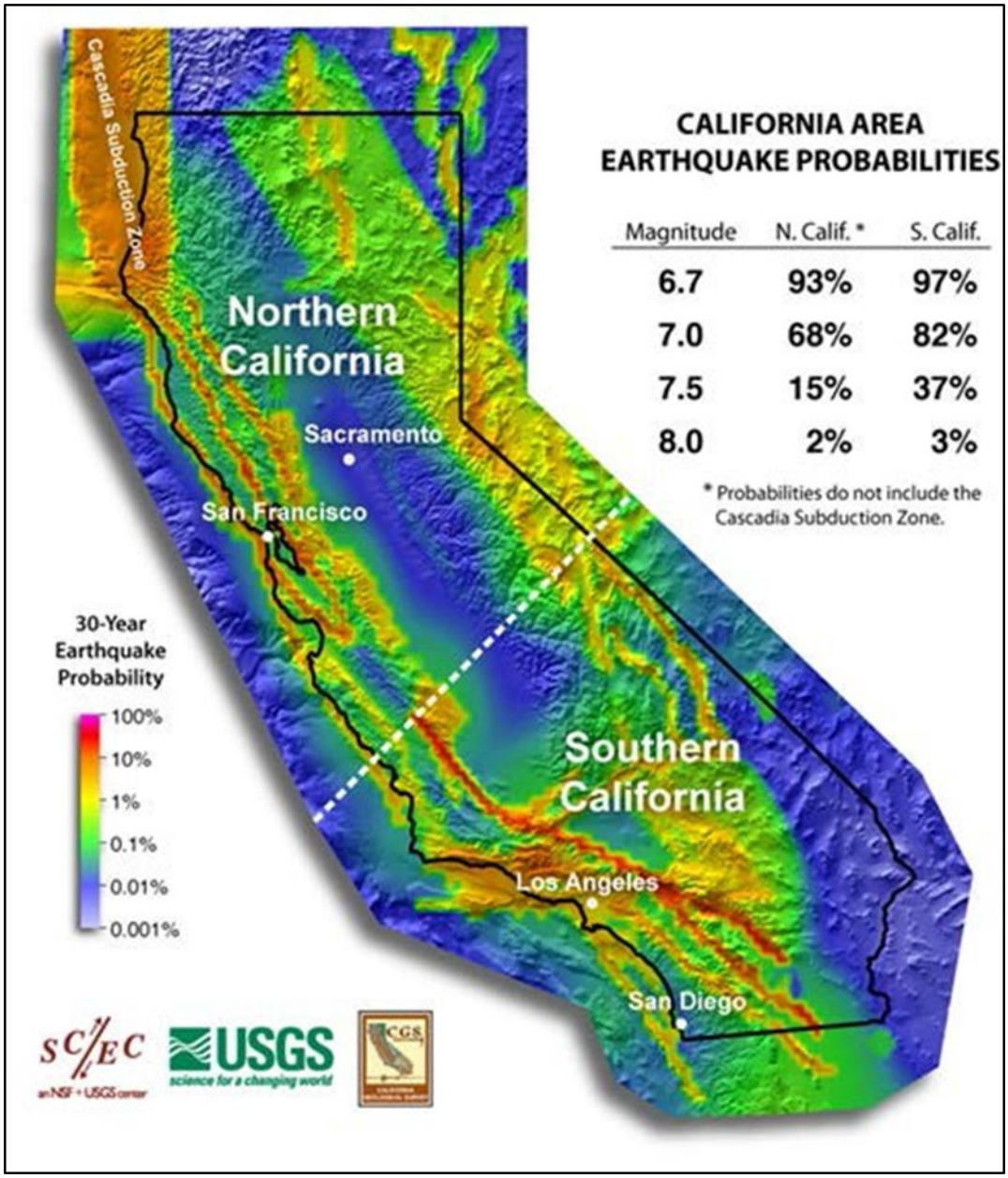
These probabilities were determined by the USGS and CGS in a 2008 study (2007 Working Group on California Earthquake Probabilities, 2008, *The Uniform California Earthquake Rupture Forecast, Version 2 (UCERF 2): U.S. Geological Survey Open-File Report 2007-1437* and *California Geological Survey Special Report 203* [http://pubs.usgs.gov/of/2007/1437/].

18.5.7 Figure: California Faults – Probability of ≥ M6.7 Earthquake



As shown in ***18.5.8 Figure: California Earthquake Probabilities: Northern/Southern*** below, the probability of an earthquake with a Magnitude 6.7 or greater occurring somewhere in Southern California within the next 30 years is estimated to be 97% (2007 Working Group on California Earthquake Probabilities, 2008). As can be seen in the table, earthquake probabilities in Southern California are higher than those for Northern California.

18.5.8 Figure: California Earthquake Probabilities: Northern/Southern



18.6 Hazard Profile – Wildfire

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.

18.6.1 Past Occurrences

Wildfire locations from 1900 – 2016 are shown in ***18.6.2 Figure: Wildfire Occurrences 2010-2016*** on the following page. In the past five years (since the 2010 MJHMP was approved) there have been 13 significant wildland fires within San Bernardino County. These fires are listed included in the figure below.

18.6.2 Figure: Wildfire Occurrences 2010 – 2016

Number	Date	Name	Acres
1.	9/5/2011	Hill Fire	1,158
2.	11/5/2012	Devore Fire	335
3.	6/28/2013	Mill Fire	534
4.	8/8/2013	Sharp Fire	243
5.	9/24/2013	Sierra Fire	200
6.	4/30/2014	Etiwanda Fire	2,143
7.	5/13/2014	Rancho Incident	1,548
8.	3/31/2015	River Bottom Fire	185
9.	6/17/2015	Lake Fire	31,359
10.	7/17/2015	North Fire/ Pines Fire	4,250
11.	8/23/2015	Summit Fire	555
12.	8/7/2016	Pilot Fire	8,110
13.	8/16/2016	Blue Cut Fire	36,274
			86,894

The 2016 Blue Cut Fire was a reminder that wildfires are a significant threat to lives and property in the unincorporated San Bernardino County area. The Blue Cut Fire burned 36,274 acres, destroying an estimated 105 single-family residences and 216 outbuildings. In addition, three single-family residences and five other structures were damaged.

In 2015 The Lake Fire burned 31,359 acres and was the cause of 6 minor firefighter injuries and one residence and three outbuildings were destroyed.

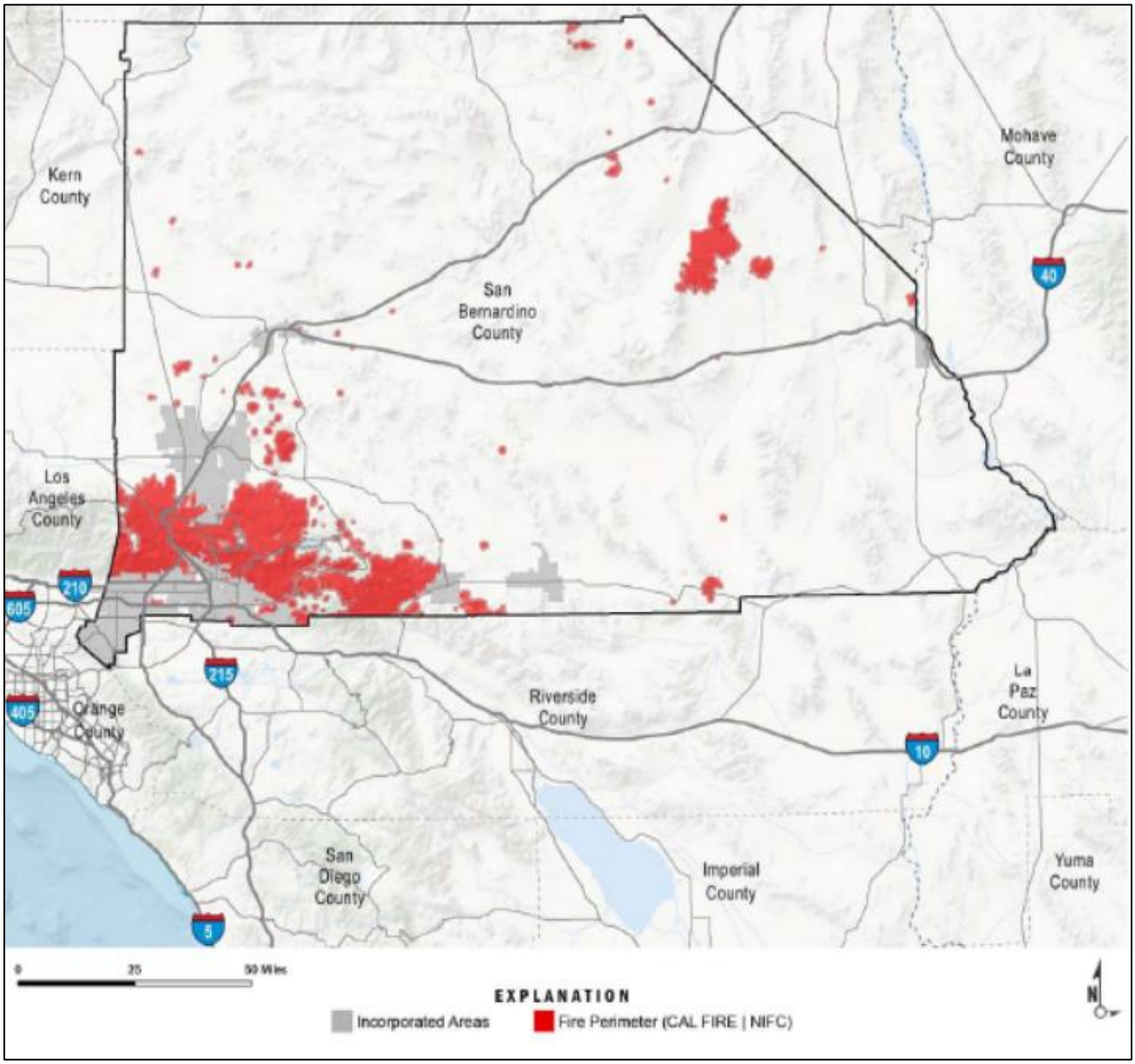
North Fire/Pines Fire in 2015 burned a total of 4,250 acres, destroying 7 homes, 16 outbuildings and 44 vehicles in the community of Baldy Mesa. No injuries were reported.

The Blue Cut Fire, Lake Fire, and North Fire/ Pines Fire all occurred in the County's mapped Very High Fire Severity Zone. Mitigation efforts have reduced but not eliminated the threat from wildfire. The strong fall winds that are capable of creating firestorms cannot be controlled. Drought cannot be controlled. Fuels reduction programs reduce the potential spread of fire, upgraded Building Codes make structures more fire resistant, and public education prepares residents for wildfires. However, the threat of wildfire remains. The continuing goal is to reduce the threat from wildfire wherever possible.

18.6.3 Location/Geographic Extent

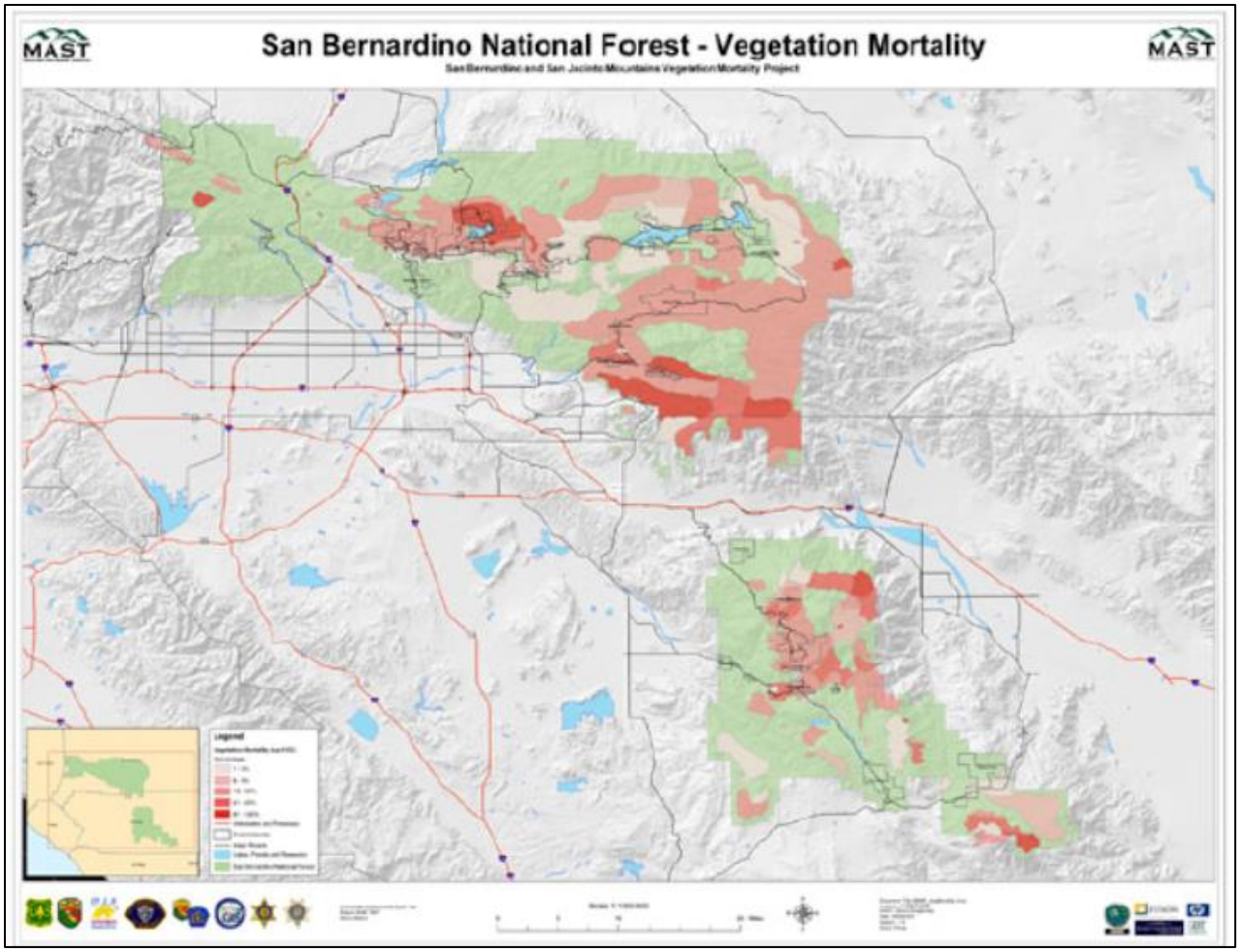
Using information from the USFS and CAL FIRE, ***18.6.4 Map: Wildfire History 2010 – 2016 (USFS/CALFIRE Data)*** on the following page illustrates the areas at risk to a wildfire event. The areas with the highest risk of wildfire are the in the southwestern portions of County in the mountainous region.

18.6.4 Map: Wildfire History 2010 – 2016 (USFS/CALFIRE data)



18.6.5 Map: Vegetation Mortality on the following page illustrates vegetation mortality due to bark beetle infestation, drought, and other factors in San Bernardino County. These conditions create extreme fire hazards.

18.6.5 Map: Vegetation Mortality



18.6.6 Fire Severity

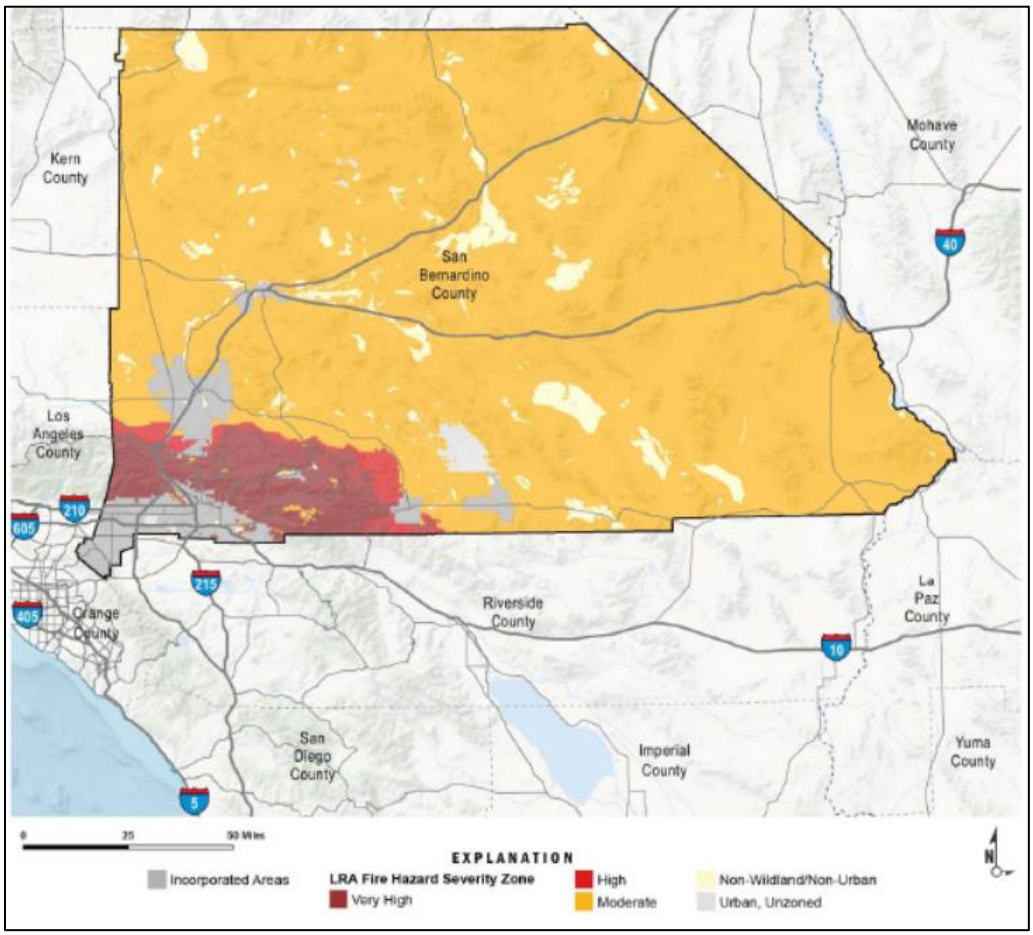
Fire Severity Zones are used in determining additional protective measures required when building new structures or remodeling older structures within the particular zone. Additional measures must be taken on the property around a structure in the higher ranked fire Severity Zones.

CAL FIRE adopted Fire Hazard Severity Zone maps for LRA in June 2008. The Fire Severity Zones for the County identifies areas of Very High, High, and Moderate fire hazard severity throughout the County and are mapped in ***18.6.7 Map: Fire Severity Zones*** on the following page. 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. Fire hazard mapping is a way to measure the physical fire behavior to predict the damage a fire is likely to cause. Fire hazard measurement includes vegetative fuels,

probability of speed at which a wildfire moves the amount of heat the fire produces, and most importantly, the burning fire brands that the fire sends ahead of the flaming front.

The model used to develop the information in accounts for topography, especially the steepness of the slopes (fires burn faster as they burn up-slope.). Weather (temperature, humidity, and wind) also has a significant influence on fire behavior. The areas depicted as moderate and high in are of particular concern and potential fire risk in these are constantly increasing as human development, and the wildland urban interface areas expand.

18.6.7 Map: Fire Severity Zones



18.6.8 Frequency/Probability of Future Occurrences

In San Bernardino County, wildfire season commences in the summer when temperatures are high, humidity is low, and conditions remain dry. The season continues into the fall, when the County experiences high velocity, very dry winds coming out of the desert. A statewide drought beginning in 2011 has caused the state to be the driest it's been since record keeping began back in 1895 (California 2016). This has caused extremely dry conditions in unincorporated areas of the County creating plentiful fuel sources for wildfires.

USGS LANDFIRE (Landscape Fire and Resource Management Planning Tools), is a shared program between the wildland fire management programs of the U.S. Department of Agriculture Forest Service and U.S. Department of the Interior, providing landscape scale geo-spatial products to support cross-boundary planning, management, and operations. Historical fire regimes, intervals, and vegetation conditions are mapped using the Vegetation Dynamics Development Tool (VDDT). This USGS data supports fire and landscape management planning goals in the National Cohesive Wildland Fire Management Strategy, the Federal Wildland Fire Management Policy, and the Healthy Forests Restoration Act.

18.7 Hazard Profile – Flood

PROBABILITY - HIGH
IMPACT - HIGH

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.

18.7.1 Past Occurrences

Severe weather events in the County leading to flooding from 2010 to present are listed in the table below.

18.7.2 Table: Severe Weather Events 2010 - Present

Date	Type
1/18/2010	January 2010 Winter Storms
12/17/2010	Highland Flooding Incident
8/25/2013	Flooding- Remnants of Tropical Storm Ivo
11/21/2013	Winter Storms
2/28/2014	Winter Storm
8/3/2014	Thunderstorms, heavy rain, flash flooding, mudslides
7/6/2015	Flash flooding resulting from Lake Fire
7/30/2015	Severe Thunderstorms
1/6/2016	Strong rain, flooding and mudslides
8/22/16	Flash flooding from storm system

18.7.3 Location/Geographic Extent

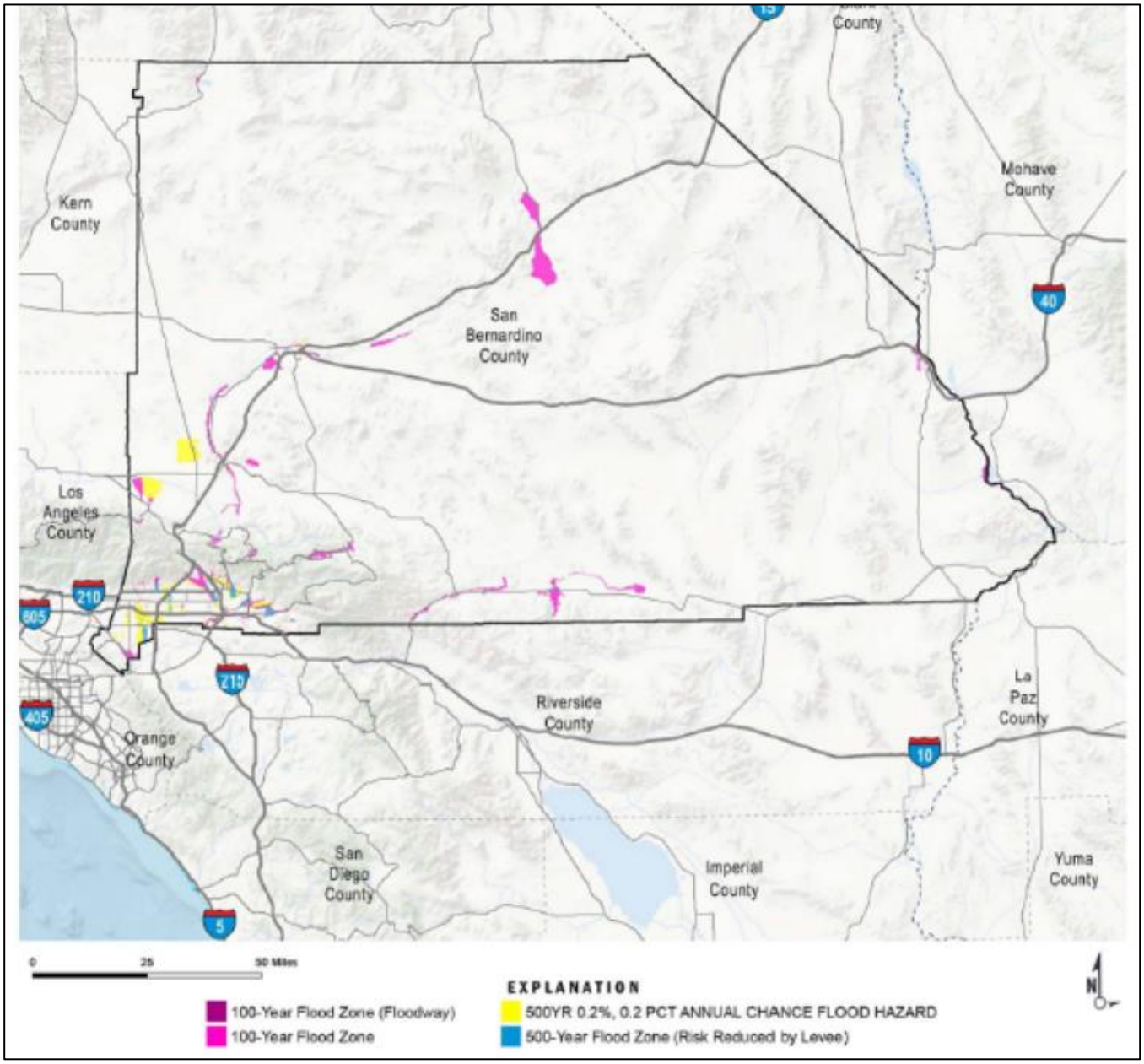
The table below shows the number of acres and square miles that lie in flood hazard areas within the County.

18.7.4 Table: San Bernardino County Flood Hazard Area

Flood Hazard Type	Sum of Acres	Sum of Square Miles
100-Year Flood	65,209	101.89
100-Year, Floodway	13,968	21.83
500-Year Flood	13,838	21.62
500-Year, Protected by Levee	4,336	7
Total	**97,351**	**152.11**

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).

18.7.5 Map: Flood Hazard Severity Zone



18.7.6 Flood Severity – 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 thunderstorms causing flash floods in many dry washes on the desert floor.

The water collects in dry lakebeds 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 cause's road and bridge washouts 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.

Maps can be found on the County's Department of Public Works website: http://cms.sbcounty.gov/dpw/FloodControl/Planning/MPD.aspx 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 border the North side of the valley are steep reaching 5,000 feet with alluvial fans which are developed and densely populated.

18.7.7 Frequency/Probability of Future Occurrences

The Flood Insurance Rate Map (FIRM) not only identifies the flood hazard zones for insurance and floodplain management purposes, but also provides a statement of probability of future occurrence.

A 500-year flood has a 0.2-percent chance of occurring in any given year; a 100-year flood has a 1-percent chance, a 50-year flood has a 2-percent chance, and a 10-year flood has a 10-percent chance of occurrence. Although the recurrence interval represents the long-term average period between floods of specific magnitude, significant floods could occur at shorter intervals or even within the same year. The FIRM maps typically identify components of the 500-year and 100-year floodplains

18.8 Hazard Profile - Drought

PROBABILITY - HIGH
IMPACT - MEDIUM

Drought is a normal, recurrent feature of climate. It occurs almost everywhere, although its features vary from region to region. Drought severity depends on numerous factors, including duration, intensity, and geographic extent, as well as regional water supply demands by humans and vegetation. The severity of drought can be aggravated by other climatic factors, such as prolonged high winds and low relative humidity.

Drought originates from a deficiency of precipitation over an extended period, usually one or more seasons. Drought can result in a water shortage for some activity, group, or environmental sector. Drought is a complex natural hazard, which is reflected in the following four definitions commonly used to describe it:

- **Agricultural** – drought is defined principally in terms of naturally occurring soil moisture deficiencies relative to water demands of plant life, usually arid crops.
- **Hydrological** – drought is related to the effects of precipitation shortfalls on stream flows and reservoir, lake, and groundwater levels.
- **Meteorological** – drought is defined solely on the degree of dryness, expressed as a departure of actual precipitation from an expected average or normal amount based on monthly, seasonal, or annual time scales.
- **Socioeconomic** – drought associates the supply and demand of economic goods or services with elements of meteorological, hydrologic, and agricultural drought. Socioeconomic drought occurs when the demand for water exceeds the supply as a result of weather-related supply shortfall. It may also be called a water management drought.

Although climate is a primary contributor to hydrological drought, other factors such as changes in land use (e.g., deforestation), land degradation, and the construction of dams all affect the hydrological characteristics of the basin. Since regions are interconnected by hydrologic systems, the impact of meteorological drought may extend well beyond the borders of the precipitation-deficient area.

Similarly, changes in land use upstream may alter hydrologic characteristics such as infiltration and runoff rates, resulting in more variable streamflow and a higher incidence of hydrologic drought downstream. Land use change is one of the ways human actions alter the frequency of water shortage even when no change in the frequency of meteorological drought has been observed.

18.8.1 Past Occurrences

The 2013 California State MHMP states that from 1950 to 2012, there has been eight-drought State Emergency Proclamations in California. Specifically for San Bernardino County, there have been six drought events since 1896. Previous occurrences of drought are described as follows:

- **1975 to 1977:** California experienced the two driest years (1976 and 1977) in the State's history in 1976 and 1977. The drought was declared an Emergency (FEMA-EM-3023) on January 20, 1977. Total crop damages statewide totaled $2.67 billion dollars for both years ($888.5 million in 1976 and $1.8 billion in 1977).
- **2006 to 2009:** A California State-declared three-year drought of below-average rainfall, low snowmelt runoff, and the largest court-ordered water restricting in state's history. The dry conditions damaged crops, deteriorated water quality, and caused extreme wildfire danger. Approximately $300 million in agricultural revenue loss, and a potential $3 billion in economic losses over time.
- **2012 to 2016:** San Bernardino County first declared a local drought emergency in 2014. As of May 23rd, 2016, San Bernardino County and the City of Rancho Cucamonga had both submitted local Emergency Proclamations. This ongoing drought is the most severe drought in over 100 years. In order to abide by the State Water Resources Control Board's mandatory water reductions, the San Bernardino Municipal Water Department Board of Water Commissioners authorized implementation of Stage IIA of the department's Water Supply Contingency Plan on June 1, 2015. The State Water Board will adjust emergency water conservation regulations through the end of January 2017, in recognition of the differing water supply conditions across the state, and develop proposed emergency water restrictions for 2017 if the drought persists.

Additional information about previous occurrences of droughts in California (in general) can be obtained from the California DWR.

18.8.2 Location/Geographic Extent

Drought can affect the County, region, and the State of California as a whole. The County's primary source of water is imported by the San Bernardino Valley Municipal Water District http://www.sbvmwd.com/about-us/what-we-do through participation in the State Water Project (SWP). It is received at the Devil Canyon Power Plant Afterbay. This supply is supplemented by groundwater basins in the County. Drought has no defined geographical boundaries and cannot be depicted in map form. As such, the entire County is subject to drought.

18.8.3 Drought Severity

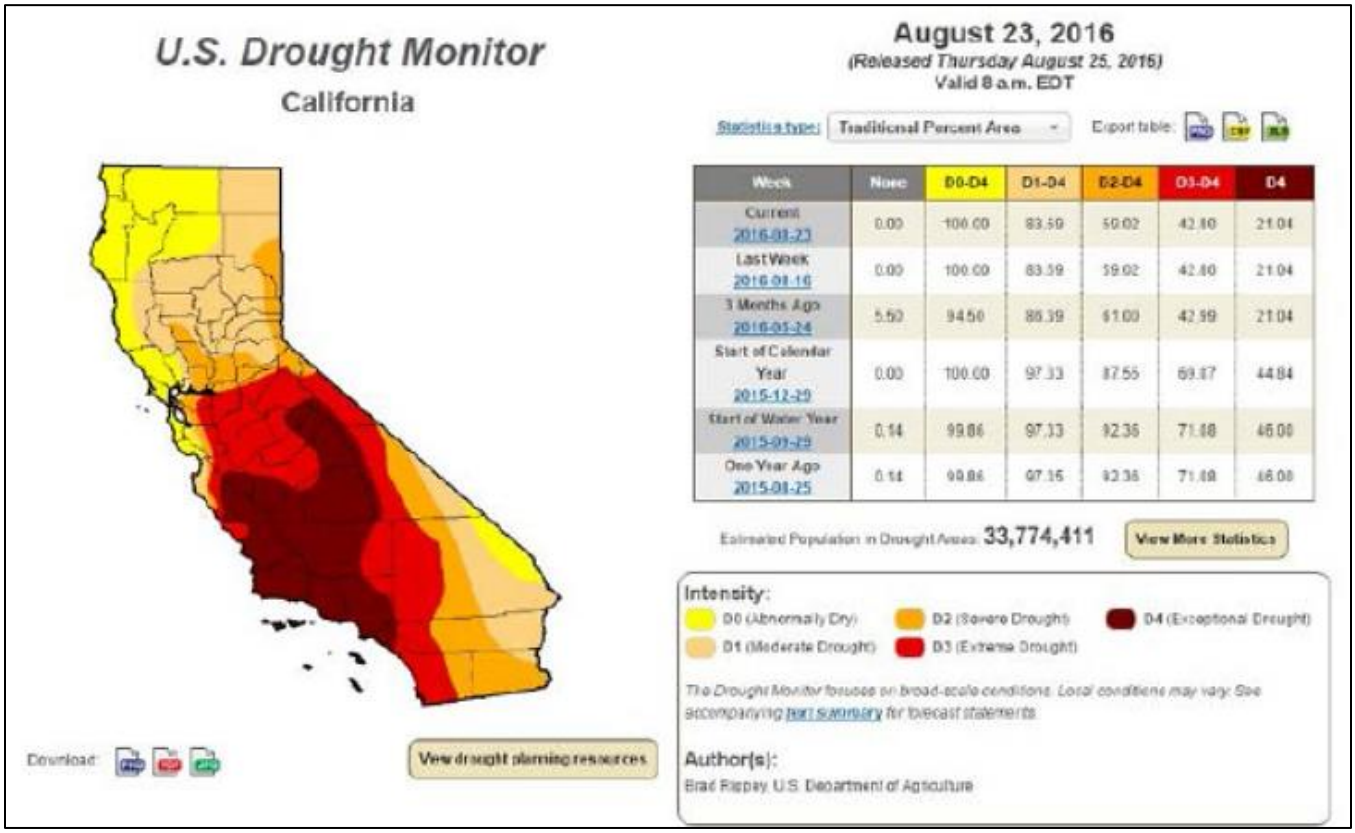
The magnitude of drought is usually measured in time and the severity of the hydrologic deficit. There are several resources available to evaluate drought status and estimate future expected conditions. The National Integrated Drought Information System (NIDIS) Act of 2006 (Public

Law 109-430) prescribes an interagency approach for drought monitoring, forecasting, and early warning. The NIDIS maintains the U.S. Drought Portal (www.drought.gov) which is a web-based access point to several drought related resources. Resources include the U.S. Drought Monitor (USDM) and the U.S. Seasonal Drought Outlook (USSDO).

The USDM provides a summary of drought conditions across the United States and Puerto Rico and is developed and maintained by the National Drought Mitigation Center www.drought.unl.edu. USDM includes the U.S. Drought Monitor Map. This map is updated weekly by combining a variety of drought database and indicators, and local expert input into a single composite drought indicator. The map denotes four levels of drought intensity (ranging from D1 - D4) and one level of "abnormal dryness" (D0). In addition, the map depicts areas experiencing agricultural (A) or hydrological (H) drought impacts.

These impact indicators help communicate whether short or long-term precipitation deficits are occurring. An example Drought Monitor Map for the State of California for August 23, 2016 is illustrated in the figure below.

18.8.4 Figure: US Drought Monitor Map



18.8.5 Frequency/Probability of Future Occurrences

Currently there is no data on the probability of drought that would be comparable to the USGS effort on earthquakes in the region, or how 100-year flood maps are created.

18.9 Hazard Profile - Terrorism

PROBABILITY - MEDIUM
IMPACT - HIGH

This section was added due to the December 2, 2015 terror attack in San Bernardino County. There is no single, universally accepted definition of terrorism; however, FEMA defines "terrorism" as intentional, criminal, malicious acts. FEMA document 386-7 refers to terrorism specifically as the use of Weapons of Mass Destruction (WMD), including biological, chemical, nuclear, and radiological weapons; arson, incendiary, explosive, and armed attacks; industrial sabotage and intentional hazardous materials releases; and "cyberterrorism."

FEMA developed the Integrated Emergency Management System (IEMS) using an all-hazards approach. While the IEMS was established as an "all-hazard" approach, responding to the threat of terrorism (referred to as counterterrorism) came to be viewed as the responsibility of law enforcement, defense, and intelligence agencies. Furthermore, defensive efforts to protect people and facilities from terrorism (referred to as antiterrorism) were generally limited to the government sector, the military, and some industrial interests.

While the term "mitigation" refers generally to activities that reduce loss of life and property by eliminating or reducing the effects of disasters, in the terrorism context it is often interpreted to include a wide variety of preparedness and response actions. For the purposes of this document, the traditional meaning will be assumed; that mitigation refers to specific actions that can be taken to reduce loss of life and property from manmade hazards by "modifying the built environment" or antiterrorism to reduce the risk and potential consequences of these hazards.

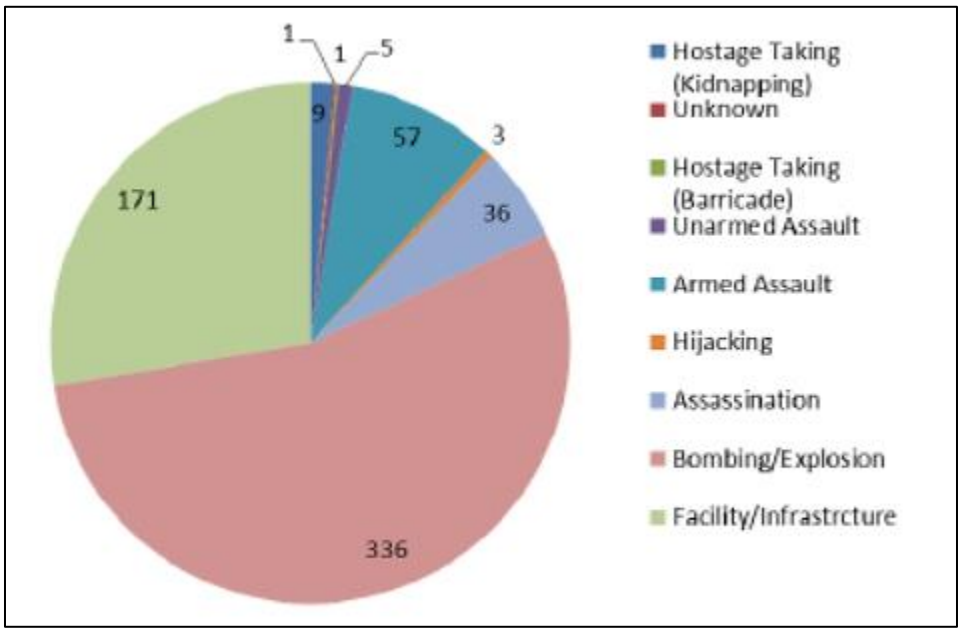
18.9.1 Past Occurrences

There have been two terrorist attacks recorded in San Bernardino County. The table below describes both attacks.

Date	Perpetrator Group	Fatalities	Injured	Target Type
3/16/1970	White Extremists	0	1	Government (General)
12/2/2015	Unaffiliated Individuals	16	17	Government (General)

The state of California has experienced 574 terrorist attacks from 1970-2011 (Integrated United States Security Database (IUSSD): Data on the Terrorist Attacks in the United States Homeland, 1970-2011 2012). The figure below shows the types of terrorist attacks in the state of California from 1970 to the present.

18.9.2 Figure: Types of Terrorist Attacks in California 1970 - Present



As seen in the figure above, the number of terrorist attacks in the United States has steadily decreased. According to http://www.heritage.org most terrorist attacks on America happen outside our nation's borders.

18.9.3 Location/Geographic Extent

Unlike natural hazards, which often follow patterns and can be forecasted, manmade hazards such as acts of terrorism are much more unpredictable. Terrorists have the ability to choose targets and tactics and can often adjust conditions to achieve their objective. Terrorist attacks are often in a more specific location rather than a widespread, more predictable area such as a flood plain. As demonstrated in the 12/2/15 mass shooting, "homegrown terrorists" (self-radicalizing and pulls off their attacks without any help or communication with people in other countries) are even harder to detect and predict.

Translating most manmade hazard profiles into meaningful geospatial information is difficult at best. Instead, the planning team will use an asset-specific approach, identifying potentially at-risk critical facilities and systems in the community. Once a comprehensive list of assets has been developed, it will be prioritized so that the community's efforts can be directed to protect the most important assets first. Then, beginning with the highest priority assets, the vulnerabilities of each facility or system to each type of hazard will be assessed (FEMA 2003).

18.9.4 Terrorism Severity

As previously discussed, predicting terrorist attacks cannot be done with the same level of accuracy as predicting a natural hazard and its potential impacts on the community. However, we can learn from past terrorist incidents. The table below profiles 10 different types of terrorist attacks and technological hazards.

18.9.5 Table: Event Profiles for Terrorism and Technological Hazards

Hazard	Application Mode	Hazard Duration	Extent of Effects; Static/Dynamic	Mitigating and Exacerbating Conditions
Conventional Bomb/ Improvised Explosive Device	Detonation of explosive device on or near target; delivery via person, vehicle, or projectile.	Instantaneous; additional "secondary devices" may be used, lengthening the time duration of the hazard until the attack site is determined to be clear	Extent of damage is determined by type and quantity of explosive. Effects generally static other than cascading consequences, incremental structural failure, etc.	Overpressure at a given standoff is inversely proportional to the cube of the distance from the blast; thus, each additional increment of standoff provides progressively more protection. Terrain, forestation, structures, etc. can provide shielding by absorbing and/or deflecting energy and debris. Exacerbating conditions include ease of access to target; lack of barriers/shielding; poor construction; and ease of concealment of device
Chemical Agent *	Liquid/aerosol contaminants can be dispersed using sprayers or other aerosol generators; liquids vaporizing from puddles/ containers; or munitions.	Chemical agents may pose viable threats for hours to weeks depending on the agent and the conditions in which it exists.	Contamination can be carried out of the initial target area by persons, vehicles, water and wind. Chemicals may be corrosive or otherwise damaging over time if not remediated.	Air temperature can affect evaporation of aerosols. Ground temperature affects evaporation of liquids. Humidity can enlarge aerosol particles, reducing inhalation hazard. Precipitation can dilute and disperse agents but

Hazard	Application Mode	Hazard Duration	Extent of Effects; Static/Dynamic	Mitigating and Exacerbating Conditions
				can spread contamination. Wind can disperse vapors but also cause target area to be dynamic. The micro-meteorological effects of buildings and terrain can alter travel and duration of agents. Shielding in the form of sheltering in place can protect people and property from harmful effects.
Arson/ Incendiary Attack	Initiation of fire or explosion on or near target via direct contact or remotely via projectile.	Generally minutes to hours.	Extent of damage is determined by type and quantity of device/ accelerant and materials present at or near target. Effects generally static other than cascading consequences, incremental structural failure, etc.	Mitigation factors include built-in fire detection and protection systems and fire-resistive construction techniques. Inadequate security can allow easy access to target, easy concealment of an incendiary device and undetected initiation of a fire. Non-compliance with fire and building codes as well as failure to maintain existing fire protection systems can substantially increase the effectiveness of a fire weapon.
Armed Attack	Tactical assault or sniping from remote location.	Generally minutes to days.	Varies based upon the perpetrators' intent and capabilities	Inadequate security can allow easy access to target, easy concealment of weapons and undetected initiation of an attack.
Biological Agent *	Liquid or solid contaminants can be dispersed using sprayers/aerosol generators or by point or line	Biological agents may pose viable threats for hours to years depending on the agent and the	Depending on the agent used and the effectiveness with which it is deployed, contamination can	Altitude of release above ground can affect dispersion; sunlight is destructive to many bacteria and viruses; light to

Hazard	Application Mode	Hazard Duration	Extent of Effects; Static/Dynamic	Mitigating and Exacerbating Conditions
	sources such as munitions, covert deposits and moving sprayers.	conditions in which it exists	be spread via wind and water. Infection can be spread via human or animal vectors.	moderate wind will disperse agents but higher winds can break up aerosol clouds; the micro-meteorological effects of building and terrain can influence aerosolization and travel of agents.
Cyberterrorism	Electronic attack using one computer system against another.	Minutes to days	Generally no direct effects on built environment.	Inadequate security can facilitate access to critical computer systems, allowing them to be used to conduct attacks.
Agriterrorism	Direct, generally covert contamination of food supplies or introduction of pests and/or disease agents to crops and livestock.	Days to months	Varies by type of incident. Food contamination events may be limited to discrete distribution sites, whereas pests and diseases may spread widely. Generally no effects on built environment.	Inadequate security can facilitate adulteration of food and introduction of pests and disease agents to crops and livestock.
Radiological Agent **	Radioactive contaminants can be dispersed using sprayers/aerosol generators, or by point or line sources such as munitions, covert deposits and moving sprayers.	Contaminants may remain hazardous for seconds to years depending on material used.	Initial effects will be localized to site of attack; depending on meteorological conditions, subsequent behavior of radioactive contaminants may be dynamic.	Duration of exposure, distance from source of radiation, and the amount of shielding between source and target determine exposure to radiation.
Nuclear Bomb **	Detonation of nuclear device underground, at the surface, in the air or at high altitude.	Light/heat flash and blast/shock wave last for seconds; nuclear radiation and fallout hazards can persist for years. Electromagnetic pulse from a high altitude detonation lasts for seconds and affects only	Initial light, heat and blast effects of a subsurface, ground or air burst are static and are determined by the device's characteristics and employment; fallout of radioactive contaminants may	Harmful effects of radiation can be reduced by minimizing the time of exposure. Light, heat and blast energy decrease logarithmically as a function of distance from seat of blast. Terrain, forestation, structures, etc. can provide shielding by

Hazard	Application Mode	Hazard Duration	Extent of Effects; Static/Dynamic	Mitigating and Exacerbating Conditions
		unprotected electronic systems.	be dynamic, depending on meteorological conditions.	absorbing and/or deflecting radiation and radioactive contaminants.
Hazardous Material Release (fixed facility or transportation)	Solid, liquid and/or gaseous contaminants may be released from fixed or mobile containers.	Hours to days	Chemicals may be corrosive or otherwise damaging over time. Explosion and/or fire may be subsequent. Contamination may be carried out of the incident area by persons, vehicles, water and wind.	As with chemical weapons, weather conditions will directly affect how the hazard develops. The micro-meteorological effects of building and terrain can alter travel and duration of agents. Shielding in the form of sheltering in place can protect people and property from harmful effects. Non-compliance with fire and building codes as well as failure to maintain existing fire protection and containment features can substantially increase the damage from a hazardous materials release.

18.9.6 Frequency/Probability of Future Occurrences

We can usually forecast the type, frequency and location of a natural hazard thanks to the laws of physics and nature. However, when dealing with manmade hazards such as terrorism, we are often dealing with functions of the human mind-malevolence, incompetence, carelessness and other behaviors. These actions cannot be predicted with any accuracy; therefore, there is the potential for an act of terrorism to occur anywhere, at any time.

18.10 Hazard Profile – Climate Change

Climate change refers to any distinct change in measures of climate lasting for a long period of time, more specifically major changes in temperature, rainfall, snow, or wind patterns. Climate change may be limited to a specific region, or may occur across the whole Earth. Climate change may result from:

- Natural factors (e.g., changes in the Sun's energy or slow changes in the Earth's orbit around the Sun);
- Natural processes within the climate system (e.g., changes in ocean circulation); and

- Human activities that change the atmosphere's make-up (e.g., burning fossil fuels) and the land surface (e.g., cutting down forests, planting trees, building developments in cities and suburbs, etc.).

The effects of climate change are varied: warmer and more varied weather patterns, melting ice caps, and poor air quality, for example. As a result, climate change impacts a number of natural hazards.

The 2013 State of California Multi-Hazard Mitigation Plan stated that climate change is already affecting California. Sea levels have risen by as much as seven inches along the California coast over the last century, increasing erosion and pressure on the state's infrastructure, water supplies, and natural resources. The State has also seen increased average temperatures, more extreme hot days, fewer cold nights, a lengthening of the growing season, shifts in the water cycle with less winter precipitation falling as snow, and both snowmelt and rainwater running off sooner in the year. In addition to changes in average temperatures, sea level, and precipitation patterns, the intensity of extreme weather events is also changing.

California Adaptation Planning Guide (APG): The State of California has been taking action to address climate change for over 20 years, focusing on both greenhouse gas emissions reduction and adaptation. The California Adaptation Planning Guide (APG) continues the state's effort by providing guidance and support for communities addressing the unavoidable consequences of climate change.

Based on upon specific factors, 11 Climate impact regions were identified. Some of the regions were based on specific factors particularly relevant to the region. As illustrated in ***18.10.1 Map: Climate Impact Regions*** on the following page, San Bernardino County is located in the Desert Region.

The Desert is a heavily urbanized inland region (4.3+ million people) made up of sprawling suburban development in the west near the South Coast region and vast stretches of open, largely federally owned desert land to the east. Prominent cities within the desert portion include Palm Springs (44,500+) and El Centro (42,500+). The region's character is defined largely by the San Gabriel Mountains, San Gorgonio Mountains, San Jacinto Mountains, and smaller inland mountains reaching through the desert to the Colorado River, which borders the region on the east. Communities in the Desert region should consider evaluating the following climate change impacts:

- Reduced water supply
- Increased temperature
- Reduced precipitation
- Diminished snowpack
- Wildfire risk

- Public health and social vulnerability
- Stress on special-status species

18.10.1 Map: Climate Impact Regions

18.10.2 Past Occurrences

Climate change has never been directly responsible for any declared disasters. Past flooding, wildfire, levee failure, and drought disasters may have been exacerbated by climate change, but it is impossible to make direct connections to individual disasters. In addition, unlike earthquake and floods that occur over a finite time period, climate change is an on-going hazard the effects of which some are already experiencing. Other effects may not be seriously experienced for decades, or may be avoided altogether by mitigation actions taken today.

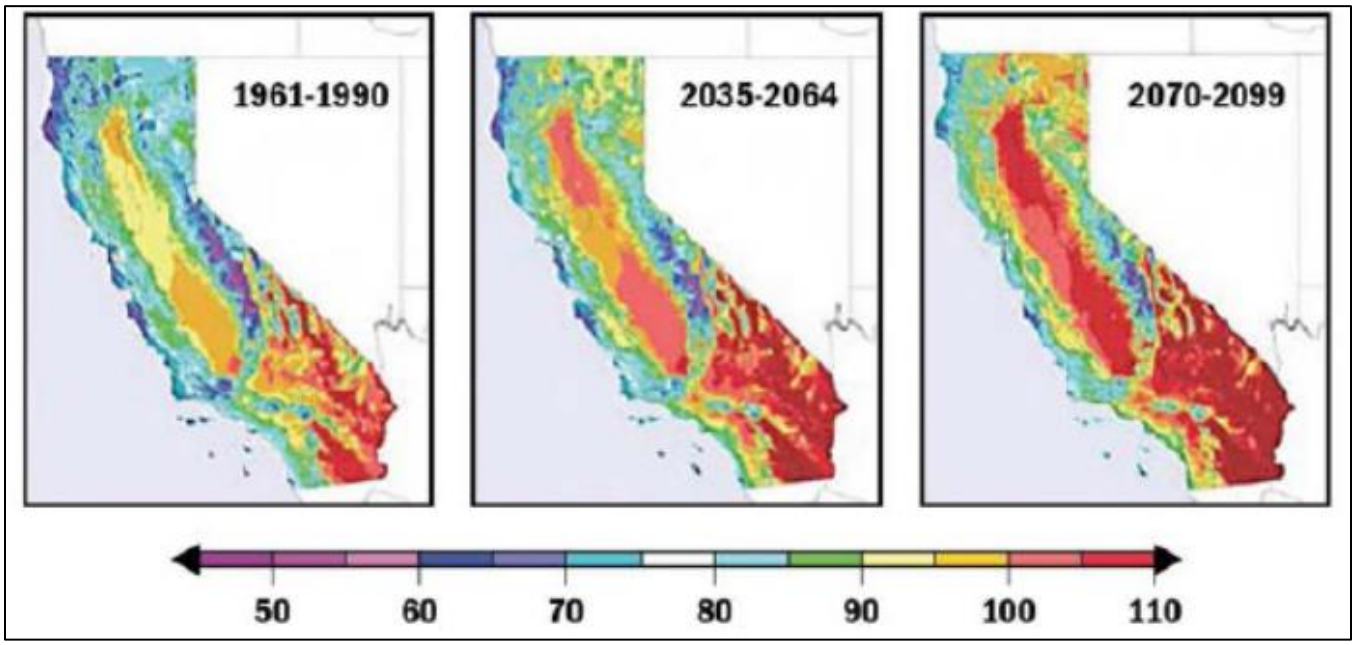
18.10.3 Location/Geographic Extent

The effects of climate change are not limited by geographical borders. San Bernardino County, the State of California, the United States, and the rest of the world are all at risk to climate change. As such, the entire County is at risk to the effects of climate change.

18.10.4 Climate Change Severity

The California Climate Adaptation Strategy (CAS), citing a California Energy Commission study, states that "over the past 15 years, heat waves have claimed more lives in California than all other declared disaster events combined." This study shows that California is getting warmer, leading to an increased frequency, magnitude, and duration of heat waves. These factors may lead to increased mortality from excessive heat, as shown in the figure below.

18.10.5: California Historical and Projected Temperature Increases 1961 to 2099



18.10.6 Frequency/Probability of Future Occurrences

According to the ABAG 2010 Local Hazard Mitigation Plan (LHMP), climate change is one of the few natural hazards where the probability of occurrence is influenced by human action. In addition, unlike earthquake and floods that occur over a finite time period, climate change is an on-going hazard.

The 2009 Climate Adaptation Strategy (CAS) delineated how climate change may impact and exacerbate natural hazards in the future, including wildfires, extreme heat, floods, drought, and levee failure. Climate change is expected to lead to increases in the frequency, intensity, and

duration of extreme heat events and heat waves in San Bernardino County and the rest of California, which are likely to increase the risk of mortality and morbidity due to heat-related illness and exacerbation of existing chronic health conditions.

Those most at risk and vulnerable to climate-related illness are the elderly, individuals with chronic conditions such as heart and lung disease, diabetes, and mental illnesses, infants, the socially or economically disadvantaged, and those who work outdoors.

- Higher temperatures will melt the Sierra snowpack earlier and drive the snowline higher, resulting in less snowpack to supply water to California users.
- Droughts are likely to become more frequent and persistent in the 21st century.
- Intense rainfall events, periodically ones with larger than historical runoff, will continue to affect California with more frequent and/or more extensive flooding.
- Storms and snowmelt may coincide and produce higher winter runoff from the landward side, while accelerating sea-level rise will produce higher storm surges during coastal storms. Together, these changes will increase the probability of levee and dam failures in the Sacramento-San Joaquin Delta.
- Warmer weather, reduced snowpack, and earlier snowmelt can be expected to increase wildfire through fuel hazards and ignition risks. These changes can also increase plant moisture stress and insect populations, both of which affect forest health and reduce forest resilience to wildfires. An increase in wildfire intensity and extent will increase public safety risks, property damage, fire suppression and emergency response costs to government, watershed and water quality impacts, vegetation conversions and habitat fragmentation.

18.10.7 Extreme Weather

The Extreme Weather – Excessive Heat Standard Operating Guidelines (SOG) were developed in response to the potential for Excessive Heat and heat related Power Outage events in San Bernardino County. The following objectives and activities have been established to prevent the harmful effects of excessive heat on at-risk populations and the potential for life-threatening repercussions of power outages during excessive heat events.

The Extreme Weather – Excessive Heat SOG describe the County operations during heat related emergencies and provide guidance for local jurisdictions in their preparation for heat emergencies and other related activities.

The information included in this document is “situation” and/or “incident” driven and subject to revision by the Extreme Weather Committee as conditions warrant. Notifications are information dependent and modification of the activities in these guidelines may be required in response to changing conditions, situations and/or inaccurate weather predictions.
The Extreme Weather – Excessive Heat Standard Operating Guidelines (SOG) were 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, responsibility and/or expertise in the County's preparation for an Excessive Heat event. It is designed to protect all of the County's population especially the most vulnerable populations.

For the last ten years the annual Winter Weather Workshop and Meeting brings together San Bernardino County Fire Office of Emergency Services with The San Bernardino County Special Districts key stakeholders and first responders as well as weather experts. The annual meeting is an accumulation of meetings with NOAA and other Meteorological experts on the possible winter weather outlook and forecast including possible precipitation levels and wide ranging forecasts.

The meeting includes discussions on possible plans of actions and response to flooding emergencies and or snow or white out events and the other possibility of continuing long duration droughts.

18.11 Other Hazards

As mentioned earlier, lower priority hazards are addressed at a lesser level of detail due to their relatively fewer impacts, as identified in the preceding hazard assessment section. The lower priority hazards for the unincorporated area are:

- Severe Thunderstorm
- Infestation
- Drought
- High Winds/Straight Line Winds
- Lightning
- Extreme Heat
- Hail
- Tornado

Although not part of the MJHMP, the remaining hazards are a part of the San Bernardino County 2007 General Plan and are addressed in the County Building Codes and Ordinance. ***See: 2017 San Bernardino County MJHMP*** for additional details.

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