

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

524



**FROM:** Emergency Management Department

**SUBMITTAL DATE:**  
August 31, 2016

**SUBJECT:** Emergency Management Department Inaugural Annual Report [Districts: All] [\$ N/A]

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

1. Receive and file the Emergency Management Department Inaugural Annual Report.


**BACKGROUND:**

**Summary**

On May 12, 2015 the Board of Supervisors approved the creation of the County of Riverside Emergency Management Department (EMD). On September 21, 2015 a 90 Day Report was received by the Board of Supervisors outlining the department's goals. This is the inaugural annual report for the County of Riverside EMD, which covers the activities and achievements in support of the department's mission and goals. This report is for the time period of May 2015 – Aug. 2016.

*Kim Saruwatari*

Kim Saruwatari, Director  
Emergency Management  
Department

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:	POLICY/CONSENT (per Exec. Office)
COST	\$ 0	\$ 0	\$ 0	\$ 0	Consent <input checked="" type="checkbox"/> Policy <input type="checkbox"/>
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0	
<b>SOURCE OF FUNDS:</b> N/A				<b>Budget Adjustment:</b> No	
				<b>For Fiscal Year:</b> 16/17	
<b>C.E.O. RECOMMENDATION:</b>					
APPROVE  BY: <u>Steven C. Horn</u>					
<b>County Executive Office Signature</b>					

**MINUTES OF THE BOARD OF SUPERVISORS**

- A-30
- Positions Added
- 4/5 Vote
- Change Order

Prev. Agn. Ref.: 5/12/15 3.49, 9/21/15 1.3

District: All

Agenda Number:

2-8

**SUBMITTAL TO THE BOARD OF SUPERVISORS, COUNTY OF RIVERSIDE, STATE OF CALIFORNIA  
FORM 11: Emergency Management Department Inaugural Annual Report [Districts: All] [\$ N/A]**

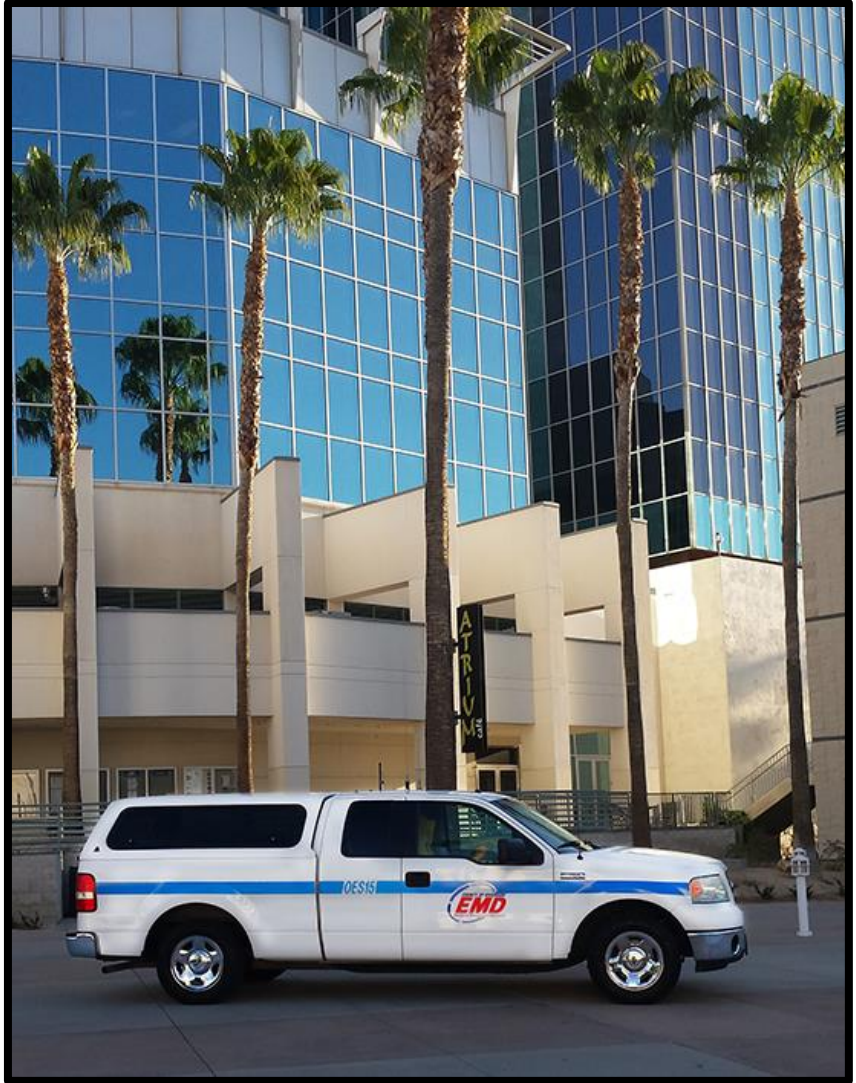
**DATE: August 31, 2016**

**PAGE: 2 of 2**

**Impact on Residents and Businesses**

This report provides an update of emergency management activities and achievements since the department's creation. EMD supports the residents and businesses of Riverside County by managing the County's emergency management mitigation, planning, preparation, response and recovery capabilities.

Attachment: Emergency Management Department Inaugural Annual Report



# ANNUAL REPORT

SEPT. 2016

*This is the inaugural annual report for the County of Riverside Emergency Management Department. This report covers the activities and accomplishments since the department's creation in May 2015.*

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# EXECUTIVE SUMMARY

## STRATEGIC HIGHLIGHTS

On May 12, 2015, the Riverside County Board of Supervisors adopted a novel and innovative approach to emergency management by forming a single, comprehensive, all-hazard emergency management program. The creation of the County of Riverside Emergency Management Department (EMD) is the first of its kind in the country by combining the disciplines of emergency services, public health disaster management and emergency medical services. These programs were formerly known as the Riverside County Fire Office of Emergency Services, Public Health Emergency Preparedness and Response and Riverside County Emergency Medical Services Agency. As a result of this pioneering approach, Riverside County is now better positioned to prepare and mitigate for, plan for, respond to and recover from emergencies, including natural, health and terrorist-related disasters. To this end, absolute goals of EMD are to become a model for a new way of business, and a leader in the emergency management and emergency medical services industries.

In this past year following the creation of EMD, several short-term goals have been realized and numerous department accomplishments, including the integration of three separate emergency services programs into one new organizational structure, community outreach and preparedness for the El Niño winter storm season, and further development towards the goals identified by the Emergency Management Task Force. These achievements are the result of the industriousness and diligence of the dedicated personnel of EMD. The entire EMD team works together to reach our shared vision and goals.

## LOOKING FORWARD

The Emergency Management Department strives to constantly be in a state of improvement and to remain focused on new ways to solve issues and adapt to future changes in the fields of emergency management and emergency medical services. Furthermore, the County of Riverside Emergency Management Task Force identified several critical areas requiring collaborative solutions; some of which will take advanced planning to bring to fruition. To this end, EMD identified several short, medium and long-term goals to address all priority areas and achieve the desired outcome to ultimately prepare the county. Highlights of EMD's numerous goals, include building a new, state-of-the-art Western County Emergency Operations Center; rolling out Countywide online video training; and completing the Continuity of Operations/Continuity of Government plans for all County departments. The resource documents for this report are the EMD 90 Day Report from September 10, 2015 and the EMS System Strategic Plan.



# MISSION STATEMENT

*The mission of the Riverside County Emergency Management Department is to be a leader in emergency management to ensure the safety and security of the residents and visitors of Riverside County and to facilitate and support County Government and stakeholder efforts to mitigate, prepare for, respond to, and recover from natural and human caused emergencies and disasters.*



## ORGANIZATIONAL CHANGES

Included in the EMD 90 Day Report that was received by the Riverside County Board of Supervisors on Sept. 10, 2015, were several identified goals guiding the department's integration and priorities. The following goal pertains to the organizational structure of EMD that was completed within EMD's inaugural year.

*Integrate services under EMD to create a comprehensive, all-hazard, emergency management program that addresses mitigation/prevention, preparedness, response and recovery.*

EMD reviewed functions within the Regional Emergency Medical Services Agency (REMSA), Public Health Emergency Preparedness and Response (PHEPR) and Office of Emergency Services (OES) to identify points of redundancy and gaps in services or programs. Based on the results of this analysis, EMD developed and implemented a new organizational structure that integrates all functions of emergency management and allows for better coordination across programs.

Organizational highlights include a combined Duty Officer Program in which designated staff from all EMD divisions rotate through the program to monitor situational awareness throughout the county and coordinate response activities as needed. This has allowed department personnel to learn by way of shadowing experienced personnel on the roles and responsibilities of the programs under the formerly known REMSA, PHEPR and OES.

Furthermore, volunteer program coordination existed under both the PHEPR and OES programs. Personnel allocated to volunteer programs now work alongside each other to coordinate resources and ensure the continued management of the myriad of volunteer programs offered by EMD. Now functioning as a single program, the group is developing a comprehensive program that will better use volunteers and will be ready to assist during an emergency, particularly in the unincorporated areas of the County. Similarly, grant application and management were functions that both PHEPR and OES performed. These functions have also been combined to allow for a single, streamlined approach for all grant application and management in EMD.

These highlights of EMD's new organizational structure allow economies of scale to be achieved by providing one team dedicated to work on the same functional areas, such as the Duty Officer rotation, volunteer coordination and grant management. Cost advantages of the current organizational structure allow for a combined response to similar functional areas, while at the same time eliminating duplication of efforts and providing one guiding management strategy.



# COORDINATION

## OPERATIONAL AREA

The Riverside County Emergency Management Department is committed to coordination and collaboration with all levels of government to ensure the success of the emergency management programs within the Operational Area (OA). The jurisdictions, agencies and departments in the Riverside County Operational Area participate in workgroups and task forces that regularly meet to guide projects, develop plans and build relationships among organizations. This collaboration is indicative of the inventive design of EMD, which aims to leverage knowledge, plans and resources while eliminating barriers known to exist in isolated programs.

## REGION VI

Riverside County EMD works alongside the California Office of Emergency Services (Cal OES), and is a part of Cal OES Region VI. The Operational Area is the intermediate level of the State's emergency services organization and is made up of the County government, local (city) governments, school districts, and special districts, which are located within the Riverside County area. During a State of Emergency, a State of War Emergency, or a Local Emergency, the OA is required to coordinate resources, priorities, and information, as well as serve as a coordination and communication link to the State Mutual Aid System. OA activities include coordinating information, resources, and priorities between the regional level at the Governor's Office of Emergency Services and the local government level.

## REGIONAL DISASTER MEDICAL HEALTH COORDINATOR PROGRAM

In addition to emergency management coordination within Riverside County, EMD also manages the Regional Disaster Medical Health Coordinator (RDMHC) Program for Region VI. Promulgated under the California Health and Safety code, the RDMHC program is tasked with the management of regional; medical and health mutual aid, mutual cooperation amongst the Counties, coordination of medical and health resources, and support for County Medical and Health Operational Area Coordinator programs. The RDMHC program provides staff to support the Regional Disaster Medical Health Coordinator (RDMHC), and supplements the State medical and health response system through the development of information and emergency management systems. Region VI consists of the Counties of Riverside, San Bernardino, Imperial, Inyo, Mono, and San Diego.

The RDMHC Program developed a work plan to improve and manage the region's ability to respond to a disaster or major event pertaining to medical and health impacts. Key achievements to the work plan include enhancements to the Southern Region Medical and Health Communications Directory with the addition of satellite phone numbers, and addressing radio communications to identify the best approach to increase redundant communications.



In the past year, five Region VI RDMHC Program meetings were conducted by EMD personnel. These meetings are well attended by Region VI Medical Health Operational Area Coordinators. Discussions by Region VI participants are lively, appropriate and productive. The RDMHC Program developed a draft Infections Disease Patient Transportation Plan Workshop. Planning on this effort continues to move forward, involving all appropriate stakeholders. The creation and continual updates to Geological Information Systems maps for all of the Operational Areas within Region VI were developed this year and have proven to be instrumental in the RDMHC program.



# PROJECTS AND PROGRAMS

## VOLUNTEERS

The following goal was identified in the EMD 90 Day Report, received by the Riverside County Board of Supervisors on Sept. 10, 2015, and pertains to the diverse volunteer programs offered to area residents.

*Create a comprehensive, integrated volunteer program.*

Volunteers are critical to a comprehensive emergency management program. Having a trained volunteer workforce to supplement emergency response staff provides surge capacity and augments the County's ability to protect and assist residents and visitors. Riverside County has a robust volunteer program that supports emergency management activities, including Disaster Corps, Radio Amateur Civil Emergency Services, Functional Assessment Service Team, Medical Reserve Corps, Pharmacy Emergency Response Team and Disaster Healthcare Volunteers. There are approximately 1,400 volunteers belonging to these established programs. These volunteers provide a wealth of knowledge, manpower and skills to EMD's overall response and recovery capabilities. To maintain volunteer engagement, volunteers are routinely called upon for training, exercises, drills and meetings. In the past year, volunteers were used for approximately 102 of these types of activities.

Community Emergency Response Team Training (CERT) is one of the many robust volunteer programs managed by EMD. CERT requires 20 hours of coursework that educates community members about disaster preparedness for hazards that may impact their area. Participants are trained in basic disaster response skills, including fire safety, light search and rescue, team organization, disaster psychology, disaster medical operations and terrorism awareness. Using the training learned in the classroom and during exercises, CERT graduates can better assist themselves, their family, their neighbors and coworkers following an event when professional responders are not immediately available.

- From July of 2015 through July 2016, EMD delivered 43 classes throughout Riverside County
- 842 participants were instructed in the CERT curriculum.
- Seven refresher classes were offered throughout the year, in which 102 CERT graduates practiced skills maintenance training.
- A future goal for the CERT program is to establish County CERT teams in the unincorporated areas, including procedures and protocols for the use and activation of them.

To best maximize volunteer resources, EMD is consolidating volunteer requirements into one application process with one basic set of requirements. Additional specifications will be included as needed (e.g., medical license, HAM operator license, etc). All volunteers will have a basic orientation

on the emergency management system and how Riverside County functions during an emergency. This application process is drafted and the plan for implementation will begin by the end of 2016.

Medical volunteers are activated for real-world emergency responses and exercises via online mission requests in the Disaster Healthcare Volunteers system, operated by the State Emergency Medical Services Authority. The online system was used to communicate the details of the mission, including the request for availability; assignment; and transportation, food and equipment logistics. All volunteers followed check-in procedures at the staging areas and worksites, briefings, just-in-time training, hot wash/debriefing and demobilization procedures. Volunteers were activated for the following real-world responses and exercises in the past year:

- Four volunteer nurses responded to Thermal, CA during a power outage caused by a tornado Aug. 8-10, 2015 Volunteer activities included medical evaluation and minor treatment.
- Twenty volunteers staffed the Receiving, Staging and Storing Warehouse and Points of Dispensing locations for the Statewide Medical Health Exercise Nov. 17-20, 2015. Volunteer activities included moving pallets of prophylaxis and performing stress reducing acupuncture.
- Four volunteers helped staff a remote POD location in Idyllwild. The mountainous community operated its first POD that was open to the public on Nov. 19, 2015. Volunteer activities included registration of community members and dispensing prophylaxis.
- Nine volunteers participated in the Feb. 18, 2016 full-scale exercise on March Air Reserve Base. Four of the volunteers served in the triage area of the exercise, working alongside the Cal Fire Moreno Valley Battalion. Five of the volunteers acted as victims and were transported to area hospitals.

## EMERGENCY OPERATIONS CENTER PROJECT

The following goal was identified in the EMD 90 Day Report, received by the Riverside County Board of Supervisors on Sept. 10, 2015, and pertains to the Emergency Operations Center project.

*Design and develop a state-of-the-art, primary Emergency Operations Center (EOC) for Riverside County and the Operational Area to support response and recovery activities.*

The Eastern County EOC went live with full audio/visual capability on communications capability on May 19, 2014. The Eastern County EOC also functions as the alternate EOC and is designed for a response in which either the primary EOC is not available, or in the event of a catastrophic disaster that separates and isolates the county into two parts (e.g., a major earthquake along the San Andreas fault), requiring both facilities to be activated to support activities in the Western and Eastern areas of the county. The audio/visual wall of the Eastern County EOC has proved to be instrumental in the EOC operations of situational awareness, information flow and dissemination of public information.

The primary County EOC serves as the central point for support, management and coordination for any large incident. EMD continues work to relocate the primary County EOC to be developed along the I-215 corridor between Perris and Moreno Valley. March Air Reserve Base (MARB) was identified as an

ideal location. EMD personnel are working with MARB and the Economic Development Agency (EDA) on obtaining the appropriate permissions from the Federal government. This project may be completed in as quickly as three years.

In the interim, the Western County EOC will be moved from where is currently exists in the basement of the County Administrative Center building in Downtown Riverside to the EMD Headquarters office in the Towers at Riverwalk. Data collection and cost analysis on the feasibility of the temporary relocation of the Western County EOC to the Towers at Riverwalk was a primary focus this past year. These analyses are in the final stages of completion and a project timeline is being developed.

## **MASS CARE & SHELTER**

The Department of Public Social Services (DPSS) is tasked with sheltering the population displaced by a disaster. Together, EMD and DPSS personnel are currently creating a guiding document and concepts of operations for DPSS to establish and operate a Department Operations Center for mass care & shelter purposes. The Mass Care & Shelter Plan has been drafted by EMD with significant input and advisement by DPSS. The plan is currently being reviewed by management for approval and is expected to be finalized by the end of 2016.

## **EMERGENCY MEDICAL SERVICES STATISTICS**

The Riverside County EMS Agency (REMSA) is a division of the Riverside County Emergency Management Department and contains many programs designed to help regulate, support, monitor, and manage the 9-1-1 system of care within the county. Statics below provide a brief snapshot of the EMS System, and is not inclusive of all EMS metrics. The 2016 data below provides detailed elements of the EMS Personnel and Ambulance Provider metrics.

- 79,688 Emergency 9-1-1 responses by AMR in Riverside County between January and June 2016
  - 56,393 of those emergency 9-1-1 responses resulted in transports to hospitals within the County
- 18 first response agencies are operating in Riverside County under REMSA's protocols
  - Nine of these agencies also provide Advanced Life Support (ALS) patient care
- 15 ambulance transport providers have obtained permits to operate in the 2016-2017 permit cycle
  - 291 ambulance permits, across ground and air, have been issued to these providers
- 4,001 Emergency Medical System credentials are currently active, which include:
  - 2,570 Emergency Medical Technicians (EMTs)
  - 1,182 Paramedics
  - 249 Mobile Intensive Care Nurses (MICNs)
- 17 Hospitals within the county have Emergency Departments authorized to receive patients from the EMS system



- Six of these serve the system as Base Hospitals, employing MICNs and providing online medical direction to field personnel
- Four hospitals are Level 2 Trauma Centers
- Six hospitals are STEMI Receiving Centers (i.e., specialty care category of cardiac arrest)
- 11 hospitals have specialty care recognitions for stroke patients
  - Two are Interventional Stroke Centers
  - Nine are Primary Stroke Centers
- Nine EMS training facilities are approved to provide EMT and paramedic education in the county
  - Six are EMT Training Programs
  - Two are Paramedic Training Programs
  - Six are authorized to provide EMS Continuing Education

**Currently Active EMS Credentials**

Below is a table depicting all certifications with an expiration date after June 15, 2016. About half of these expire each year, as all EMS credentials issued by the EMS Agency have a maximum length of two years. Many certifications are for shorter periods, as they are based on training dates nursing and paramedic licenses.

Active EMS Credentials as of 5/31/16	
<b>EMTs</b>	2,570
<b>Paramedics</b>	1,182
<b>MICNs</b>	249
<b>Total</b>	<b>4,001</b>

*These credentials include data from our legacy database as well as the new ImageTrend License Management System (LMS). Data collected after October 1, 2015 is from the new LMS.*

**REMSA-Permitted Ambulance Transport Providers**

REMSA’s Permit Officer authorized fifteen different providers for emergency transport services in 2016 for the 2016-2017 fiscal year permit cycle. Although the table below includes eighteen permits, one provider (AMR) holds all four permit categories, and is thus counted as one provider.

2016 Ambulance Transport Provider Permits by Type	
<b>Advanced Life Support (ALS)</b>	4
<b>BLS/Critical Care Transport (CCT)</b>	7
<b>Basic Life Support (BLS)</b>	4
<b>Air Transport</b>	3
<b>Total Provider Permits</b>	<b>18 (15 different providers)</b>



### **Permitted Ambulances**

REMSA's Permit Officer approves nearly 300 permits annually for ground and air ambulances in the following categories depicted below: ALS, BLS, BLS/CCT, and Air transport. The majority of ambulances permitted are Advanced Life Support (ALS), which primarily respond to 9-1-1 calls. BLS/CCT Ambulances are primarily used for inter-facility transports and retail ambulance needs.

### **REMSA Continuous Quality Improvement Activities**

The following goal is included in the EMS System Strategic Plan:

*Adopt and cultivate methodologies and collaborative practices that focus on system wide continuous quality improvement (CQI) activities that optimize patient outcomes.*

Several activities were identified to focus on continuous quality improvement (CQI), including the standardization of the CQI process and guiding policy. This required research into industry standards and best practices to develop an effective policy. In addition, the auditing of CQI provider plans was established and eight providers will provide their CQI plans by March 31, 2017. Key performance indicators have been developed to measure and benchmark specific performance of the Riverside County EMS system. Ongoing measurement, benchmarking and reporting of EMS system performance is critical to ensure optimal patient outcomes. EMD personnel have added two new key performance indicators to be monitored by the CQI Leadership Team, which is comprised of the EMD CQI Specialist and CQI stakeholders in the Riverside County EMS System. Two more indicators will soon be added as well. In addition, EMD is collecting hospital data to submit to the Riverside County EMS Information System (REMSIS). Ultimately, hospital data will be entered into ReddiNet for an accurate picture on hospital status. Another activity identified to meet this goal is to approve a contract with Riverside University Health System (RUHS) for both an adult and pediatrics trauma center. This contract has been drafted and is currently being reviewed by RUHS. The final activity for this goal was to enter into a contract with six STEMI centers in the County. This contract went before the Board of Supervisors on July 26, 2016 and was approved.

### **REMSA Data Collection and Analysis Program**

The following objective was identified in response to the goals established in the EMS System Strategic Plan:

*Continue development and implementation of a comprehensive program for system data collection, analysis and reporting that includes...*

This goal requires several activities laborious in data collection and analysis. A summary of REMSA data collection and analysis activities follows.

- REMSA developed collection tools and initiatives, including online EMS personnel credentialing and tracking, electronic patient care reporting (ePCR) by EMS personnel in the field, data collection from the hospitals and inter-hospital and interagency communications systems.

- Specific elements of REMSIS include Image Trend Licensing Management System (LMS), Image Trend Elite ePCR, the trauma registry and ReddiNet.
- A license management system (LMS) customer feedback tool is being implemented to collect customer service and satisfaction details.
- Quarterly reports are created detailing customer feedback for the prior quarter. These reports began in April 2016.
- Data collection migration and analysis platforms to Image Trend Elite. This task is intensive and will continue until complete migration has occurred.

### **REMSA Research Programs**

The following objective was created from the goals established in the EMS System Strategic Plan:

*Design and develop research programs that are publishable in credible medical and social science journals, based on the experiences and successes of the Riverside County EMS System.*

EMD personnel are conducting a trial study on the effectiveness of tranexamic acid (TXA) administered in the pre-hospital setting by reviewing data from eight ground pre-hospital providers, electronic patient care records, and four trauma centers. The trial study is ongoing, and has achieved data from more than 100 patients. The study will continue until data from 200 patients has been reached. The State EMSA Commission will review the data provided by the principal investigator in EMD.

### **Resource and Response Evaluation**

The following goal is included in the EMS System Strategic Plan:

*Evaluate and implement EMS resource utilization, as well as response and coordination improvements designed to maximize the functional capacity and efficiency of an integrated and cooperative, two-tiered regional EMS system.*

EMD is currently expanding designated stroke centers outside of Riverside County, to provide additional data from three surrounding counties to REMSA. Four designated stroke centers were identified in San Bernardino County, two in Orange County, and one in San Diego County. These facilities are currently in the approval process to become designated stroke centers. In addition, the REMSA is evaluating migration of the trauma registry into Image Trend Elite to allow all trauma centers to collate and submit data using the same platform as the Electronic Patient Care Record. Furthermore, EMD personnel created a system stroke and ST Segment Elevation Myocardial Infarction (STEMI) registry to provide data into the Electronic Patient Care Record system. This voluminous data will allow EMD to better evaluate the EMS System and provide best practices to the field of emergency medical services.



**Financial Status of EMS System**

The following goal is included in the EMS System Strategic Plan:

*Assure the long term financial solvency, stability and cost-effectiveness of the EMS System.*

EMD personnel are assigned to continually monitor REMSA’s budget by tracking and reporting the collected and dispersed Maddy and Richie funds. The Maddy fund provides reimbursement for uncompensated emergency services provided by physicians and hospitals to medically indigent individuals, and the Richie fund is for pediatric trauma. EMD personnel are constantly improving the reporting of funds received by maintaining a spreadsheet showing collections, payables and account balances for review by the EMD Business and Finance Division.

**ALS and Emergency Ambulance Contract Compliance**

The following goal is included in the EMS System Strategic Plan:

*Adopt and continue improvements and system enhancements for the ALS and emergency ambulance contracts.*

EMD is committed to ensuring transparent contract compliance with American Medical Response, while also improving ambulance service delivery. EMD staff evaluates response reports and the annual inspections report to track changes in response times. Ambulance response zones are in place throughout the county. Regular ambulance zone meetings are being implemented to share ambulance response time reports.

**MOBILIZATION OF COUNTY EMPLOYEES**

The following goal was identified in the EMD 90 Day Report, received by the Riverside County Board of Supervisors on Sept. 10, 2015. The following goal pertains, in part, to the Mobilization of County Employees and building a resource directory.

*Support the projects identified as critical by the Emergency Management Task Force, including: Mobilization of County employees; ... Building a Resource Directory...*

The Mobilization workgroup is led by the Human Resources Department, with strong involvement and support by EMD. The mobilization workgroup developed a plan for county staff to report to work following a catastrophic disaster where communications are down and roadways may be blocked. This workgroup is currently identifying supplies that need to be staged at mobilization sites as well as redundant communication methodologies for reporting status to the EOC and receiving staff assignments from the EOC. The redundant communications are planned for by Riverside County IT personnel on the County’s durable radio system. This workgroup underwent a thorough assessment of all County facilities and identified 21 locations that are viable for mobilization sites. These locations are situated throughout the County so that employees will have a higher probability of reaching a site near their home. Other considerations made in determining which facilities would be mobilization sites were: proximity to employee base, closeness to infrastructure and proximity to major fault lines. Once



finalized, a roll-out plan and training program to County employees will begin. This training is slated for 2017.

## **EL NIÑO PREPAREDNESS**

The following goal was identified in the EMD 90 Day Report, received by the Riverside County Board of Supervisors on Sept. 10, 2015, and pertains to El Niño winter storms.

*Prepare for the potential El Niño event this winter.*

EMD developed a Concept of Operations (CONOPS) document for the potential El Niño winter storms response. This comprehensive document identified departmental roles and responsibilities; a communication plan for obtaining, maintaining and distributing situational awareness; and triggers for activating and managing activities throughout the EOC. The CONOPS was reviewed and tested during a tabletop exercise held in Nov. 2015 between EMD and County Department Heads. Furthermore, EMD coordinated with Riverside County IT and Environmental Systems Research Institute to examine damage assessment tools for use in the field following floods. EMD also worked with County departments to support mitigation efforts and develop an education campaign for the public that emphasized preparedness activities. Preparedness tips were also posted on the RivCoReady web site. Both EMD and Flood Control made a joint visit to the Storm Center, which is supported by the Department of Water Resources and Cal OES, to review preparedness plans and discuss potential points for coordination.

A key component to last year's El Niño readiness was on community outreach. EMD partnered with Riverside County Flood Control and Transportation Land Management Agency to deliver numerous El Niño preparedness presentations to County departments, community groups, town hall meetings and city council meetings. EMD established sandbag distribution sites in areas known to be high risk of flooding throughout the county. These supplies were designated at identified locations and also distributed at the El Niño preparedness meetings. All sandbags were free to the public. To this end, EMD conducted a total of 94 community outreach presentations in the last July 2015 to July 2016.

## **DUTY OFFICER PROGRAM**

During emergencies, serious accidents, or impending events, the EMD Duty Officer Program provides a single entry point for local, operational area, regional and state agencies. Duty Officers implement response plans, collect and disseminate information to essential stakeholders and response partners, and achieve objectives in support of the missions of the Riverside County EOC and the Riverside University Health System Department Operations Center.

For the initial response, the Duty Officers are required to respond to emergencies, while quickly and effectively notifying the appropriate agencies of impending and/or actual emergencies. During on-shift and non-work hours, the Duty Officer acts as the liaison between EMD, County departments and local field representatives. The Duty Officer maintains 24/7 baseline capability 365 days a year to initiate



emergency notifications, and support incident intelligence. Once intelligence is received and notifications are made, the EMD Duty Officer Program provides immediate response notifications to essential emergency management partners, monitors the system, coordinates resource requests, and facilitates the implementation of the Operational Area response plans, as well as the medical and public health response plans. Prior to the creation of EMD, there was a separate Duty Officer program functioning in each of the three departments that make up EMD, (i.e., CalFire OES, EMS and Public Health Emergency Preparedness and Response). Currently cross-training is being implemented between the EMD divisions on all facets of the duty officer program. Cross-training and consolidation is expected to be complete by Jan. 2017.



# TRAINING AND EXERCISES

## Training

### COUNTYWIDE TRAINING

The following goal was identified in the EMD 90 Day Report, received by the Riverside County Board of Supervisors on Sept. 10, 2015, and pertains, in part, to training.

*Support the projects identified as critical by the Emergency Management Task Force, including: ...training...*

A training workgroup is led by EMD personnel to address the training needs for County employees. The Training workgroup inventoried existing emergency management training programs and developed a list of training standards for County employees. The training workgroup collaborated with the County Executive Office and Human Resources to make EMD training required for all County employees based on a tiered system of standards for probability of deployment to the County/OA EOC. These training standards range from Disaster Service Worker training to EOC responder training. Curriculum was developed by the workgroup, which includes members from the Human Resources Department (COR Learning) and other subject matter experts. The workgroup is currently developing online training that includes videos, static presentations, voice-over instructions and tests. This video training is scheduled to go live on the County's Intranet site by January of 2017.

The Emergency Management Department coordinates regular training sessions that offer a variety of training opportunities to acquaint County employees with the Emergency Operations Center and the positions that support the EOC functions and duties. All County employees are designated Disaster Service Workers and may be called upon to participate in exercises for preparedness or activation of the County's Emergency Operations Center. EMD ensures resources, skills, proper training and exercise opportunities are put in place prior to an emergency or disaster. These training sessions ensure that our greatest resource, our employees and responders, are properly trained on EOC operations and roles, so that when an employee is called upon to work in the EOC following a disaster, they are properly trained to do so. This past year, the following County and OA EOC training was conducted:

- EOC Basic Response Course – 47 new EOC responders trained
- Basic EOC Response Course – 25 partner agencies trained
- Active Shooter Course – 35 EOC responders trained

## OPERATIONAL AREA TRAINING

Furthermore, EMD ensures that the myriad of jurisdictions within the Operational Area are also prepared to activate their individual EOCs and coordinate with the OA EOC during a disaster. To assist Operational Area and tribal partners in the capability to manage all-hazard incidents, regardless of the impact, EMD provides frequent training on the Incident Command System (ICS), Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). EMD conducted 27 ICS/SEMS/NIMS training sessions in the past year.

## Exercises

EMD is regularly involved as a key player and evaluator in the testing and evaluation of the emergency operations plans for Operational Area jurisdictions and tribal partners. EMD participated in 47 exercises and drill throughout the Operational Area this past year. Highlights include:

**METROPOLITAN WATER DISTRICT MULTI-COUNTY TABLETOP EXERCISE:** This tabletop exercise was held on Nov. 4, 2015 and included the Counties of Riverside, Los Angeles, Orange, San Diego, San Bernardino and Ventura. The scenario tested communications and coordination following massive damage to the water infrastructure system following a catastrophic earthquake along the San Andreas Fault.

**METROLINK PERRIS VALLEY LINE FUNCTIONAL EXERCISE:** This functional exercise occurred on Dec. 9, 2015 and included Metrolink, the Riverside County Transportation Commission, the City of Riverside Fire Department, the Riverside County Sheriff's Department, Riverside County EMD, and the Riverside County Fire Department. The exercise tested passengers' ability to safely disembark from the train following a collision and first responders' ability to extract victims.

**MARCH AIR RESERVE BASE AIRSHOW FULL-SCALE EXERCISE:** This full-scale exercise took place on Feb. 18, 2016 and is a requirement before the real-world air show can take place. Participating agencies included the March Air Reserve Base Fire Department, the Riverside County Fire Department, the Riverside County Sheriff's Department and Coroner's Office, Riverside County EMD, American Medical Response, and multiple Basic Life Support transport ambulance companies. The scenario simulated two jets colliding in the air, with one jet landing on the base and the other landing in Moreno Valley. The County's Multiple Casualty Incident plan was practiced as area hospitals received actors in moulage and the ReddiNet system was tested.

## MASS CARE AND SHELTER EXERCISES

The Department of Public Social Services (DPSS) is tasked with sheltering the population that may be displaced by a disaster. EMD worked with DPSS to conduct two functional exercises in Jan. and April 2016 to test mass care and shelter capabilities within the county. A key objective of these functional exercises was to train shelter workers and shelter managers on the shelter set up process and procedures.

## STATEWIDE MEDICAL HEALTH EXERCISE

The 2015 Statewide Medical Health Exercise was conducted over a five-day period from Nov. 16 through Nov. 20.

- Monday, Nov. 16 focused in the BioWatch Notifications and Conference Calls, Phase One air sampling and the Health Officer Conference Call.
- Tuesday, Nov. 17 included the Public Information and Risk Communications through the Medical Health Department Operations Center and the State Receiving, Staging and Storing Warehouse Operations.
- Wednesday, Nov. 18 was the first responder distribution of simulated prophylaxis and the local Receiving, Staging and Storing of Points of Dispensing (POD) supplies in the warehouse.
- Thursday, Nov. 19 included the activation of the Medical Health Department Operations Center and the operation of POD sites at 12 different locations throughout Riverside County. The following is a list of POD sites and how many courses of prophylaxis were dispensed:
  - City of Idyllwild – 74 courses
  - Riverside County Fire Department/Cal Fire – 476 courses
  - City of Palm Springs – 120 courses
  - March Air Reserve Base – 400 courses
  - Eisenhower Medical Center, Rancho Mirage – 200 courses
  - San Geronio Hospital, Banning – 800 courses
  - Kaiser Hospital, Moreno Valley – 100 courses
  - Kaiser Hospital, Riverside – 250 courses
  - Riverside Community Hospital – 556 courses
  - American Medical Response, Palm Springs – 89 courses
  - American Medical Response, Hemet – 148 courses
  - American Medical Response, Riverside – 210 courses
- Friday, Nov. 20 was the final day of the exercise and focused on the demobilization of the Medical Health Department Operations Center, as well as the demobilization of supplies and operations through the Receiving, Staging and Storing Warehouse.

## EMERGENCY MEDICAL SERVICES

There were several exercises throughout 2015 focusing on the evacuation of a skilled nursing facility, pediatric disaster response, and a regional patient movement plan. Additionally, EMD staff worked on preparedness for a possible Ebola outbreak and an El Niño event for 2016.



## COMPREHENSIVE EMS SYSTEM TRAINING MODEL

The following goal is included in the EMS System Strategic Plan:

*Structure a comprehensive system-wide education and training model for EMS personnel in Riverside County that is integrated with current stakeholder programs.*

Continuous quality improvement initiatives drive education with a standardized education delivery model. Furthermore, EMD is educating providers on the Image Trend Elite system so that data will be provided to REMSA in a standardized manner throughout the entire EMS system. Training has been provided by EMD for all providers and system stakeholders on the use and capabilities of Image Trend.

# PLANS AND ANNEXES

## EMERGENCY OPERATIONS PLAN AND CONTINUITY OF OPERATIONS/CONTINUITY OF GOVERNMENT

The following goal was identified in the EMD 90 Day Report, received by the Riverside County Board of Supervisors on Sept. 10, 2015, and pertains to the Emergency Operations Plan and Continuity of Operations/Continuity of Government Plans.

*Complete the Riverside County Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) for all County government departments.*

In 2014, County OES personnel worked with a contractor and County departments to develop a draft EOP that outlines departmental roles and responsibilities during an emergency. In addition, County EOS staff worked with County departments to develop COOP plans to identify contingency actions for providing essential services during an emergency. Both the EOP and COOP plans require updating to further delineate departmental roles and responsibilities in the EOP. The COOP Workgroup developed a questionnaire on information technology Service Continuity that was completed by all departments and reviewed in the context of COOP to identify essential services. Work continues on this voluminous task. As such, initial investigatory work has been completed on the County's Continuity of Operations/Continuity of Government (COOP/COG) plans. See section titled *Looking Forward* on pg. 44 for future steps on this project.

## OA MEMBER PLANS

As part of EMD's role as the Operational Area liaison to its member jurisdictions and tribal partners, EMD assists in the development, revision process and implementation of OA member and tribal partner emergency response plans.

## MORONGO POINTS OF DISPENSING PLAN

EMD collaborated with our tribal partner, the Morongo Band of Mission Indians, to develop their first-ever dispensing plan potentially covering 90,000 people. This plan was designed to not only cover prophylaxis for people who live and work on the reservation, but also for the Morongo Casino guests and patrons of the Desert Hills Premium Outlets, a large shopping mall with thousands of visitors each week. This plan was instituted using best practices developed from the Points of Dispensing program created and demonstrated during yearly program training and exercises.



## VIRAL HEMORRHAGIC FEVER (VHF) PLAN

The need for a Viral Hemorrhagic Fever plan came out of the real-world 2014 Ebola outbreak in West Africa. As travelers from West Africa returned to the United States, including those who had contracted Ebola, it became clear that a plan was needed for highly infectious diseases with high consequences to be developed. The objectives of the plan are to provide a framework for the Riverside Operational Area Public Health and Medical stakeholders to prepare for and respond to a suspected or confirmed VHF case, and support rapid and effective response. This plan is scheduled to be completed by Oct. 17, 2016

## EMERGENCY ACTIVATIONS

Since the creation of EMD, the Riverside County Operational Area Emergency Operations Center activated for the following events:

**EL NIÑO:** The Operational Area EOC was activated to a Level 2 in response to El Niño winter storms. A Level 2 is a partial activation of EOC positions, in which appropriate sections and branches were activated. The activation lasted from January 5-7, 2016 and included approximately 15 EOC responders and EMD personnel each day. Activities included: monitoring local weather impacts, collaborating with County Departments to identify impacts, monitoring the situation status with Operational Area partners, providing updates to County executives, and preparing ongoing situational reports to keep all stakeholders apprised.

**WINTER STORMS:** The Operational Area EOC was activated to a Level 1 in response to winter storms for two days. A Level 1 activation consists of emergency management and other key personnel to monitor the event, obtain situational awareness and lean forward on activating additional positions in the EOC, as needed based on the event. The activation lasted from March 8-10, 2016. Activities included: monitoring local weather impacts, collaborating with County Departments to identify impacts, monitoring situation status with Operational Area partners, providing updates to County executives, and preparing ongoing situational reports to keep all stakeholders apprised.

**WATERMAN SHOOTING:** The EOC was in a Management Watch phase for three events last year, including the Waterman Shooting in San Bernardino. The Management Watch includes obtaining situational awareness and intelligence gathering.

**VALLEY FIRE:** Seven emergency management personnel were deployed to the Valley Fire in Lake County, CA in September 2015 through the Emergency Management Mutual Aid process in support of public information, plans, finance and logistics. Two additional EMD personnel were deployed in support of damage assessment via the Fire Mutual Assistance Grant.

**BLUE CUT FIRE:** Nine personnel from Riverside County Department of Animal Services were deployed to San Bernardino in support of the Blue Cut Fire in August 2016. This deployment was coordinated as County-to-County mutual aid support.

## **WATERMAN SHOOTING INCIDENT**

The RDMHC Program was activated during the tragic San Bernardino Waterman Shooting Incident in Dec. 2016. The RDMHC Program supported the activation of the San Bernardino Operational Area and Environmental Health Services Department for seven months, beginning on Dec. 2, 2015 extending through June 2016. Long after first responders left the scene of the deadly shooting, the RDMHC personnel were working tirelessly coordinating with numerous response agencies across California to implement the Medical Health Coordination System, which assisted San Bernardino County with sustaining operations following the incident. RDMHC Program personnel requested, deployed and tracked more than 200 Environmental Health and Behavioral Health mutual aid resources who were deployed from seven counties across the state.

The RDMHC Program response underscores the necessary and immediate need for all Medical Health Operational Area Coordinator and RDMHC Programs to work closely with both the Operational Areas and state emergency management during all responses. The California Public Health and Medical Emergency Operations Manual is written with implicit directions for medical and health to work side by side with emergency management at all levels of government. The RDMHC Program ensured all emergency management departments were either involved in, or informed of, all coordination efforts. One level of coordination was implemented by instituting a weekly Medical Health Operational Area Coordinator conference call where all impacted agencies shared incident information, provided updates, made response decisions, discussed resource needs and mapped out the recovery process and procedures. To date, this incident is the largest and longest Medical/Health Mutual Aid response in California history.

## COMMUNITY OUTREACH AND PUBLIC INFORMATION

Public outreach is a vital component in EMD to educate community members on the importance of self-responsibility in emergency preparedness. The ultimate goal of EMD's community outreach and public education campaign is to create a stronger, more resilient community ready for any hazard that might occur in Riverside County. As such, EMD's robust community outreach conducts emergency preparedness presentations to town hall meetings, city council meetings, safety and health expositions, emergency preparedness community groups, schools, hospitals and other special districts.

**SOCIAL MEDIA:** EMD maintains an emergency preparedness web site known as RivCoReady.org and is aimed at educating and empowering Riverside County residents, businesses and the community to better prepare for any kind of natural, health or man-made threat. The goal is to inspire local residents and businesses to become better prepared for a variety of emergency situations that could impact the County, and also offer opportunities for concerned residents to get involved with area readiness efforts and volunteer organizations. New this year, EMD launched a department web site, known as RivCoEMD.org for County employees and members of the public to learn about the department and the numerous activities charged to EMD. Social media is a very active component to EMD's outreach and public education program. The department's Twitter accounts are @RivCoCERT and @RivCoReady. @RivCoCert was established in April 2009, and currently has approximately 460 followers. The @RivCoReady account launched in 2015 as part of National Preparedness Month and has approximately 250 followers. These accounts are publicized in all department collateral material and at community events. The number of followers is steadily growing as more outreach events are conducted.

**EARLY WARNING NOTIFICATION SYSTEM:** The Early Warning Notification System (EWNS) is Riverside County's emergency mass notification system. The system is designed to keep those who live or work in Riverside County informed of important information during emergencies. EWNS can contact the community through one or all of the following methods: home phone, work phone, cell phone, e-mail or text message. Home and business landline telephone numbers are made available to the EWNS system from the telephone companies' E-911 databases. Residents and businesses only need to register their contact information one time to receive emergency messages from either the County or city in which they live or work. For residents or businesses to receive calls to their cell phones, text messages, or e-mails, they are urged to register this contact information at RivCoReady.org. Additionally, people can register in-person at various public events and expos throughout the year. EMD installed and converted the EWNS data into a new system in Feb. 2016.



**NATIONAL PREPAREDNESS MONTH 2015:** September is National Preparedness Month, which was founded after 9/11 to increase preparedness across the nation. EMD uses this opportunity to remind County employees, Operational Area partners and the public to prepare themselves and their families for emergencies and disasters. EMD strongly encourages people to get an emergency kit, make an emergency plan, and tune in to ways to stay informed before, during and after an emergency. Last September, EMD sent a Countywide e-mail out to all 20,000 County employees every weekday on preparedness topics, such as how to build an emergency kit, create a family reunification and communication plan, and how to achieve financial preparedness. Emergency preparedness tips were submitted by various County departments to include in these daily e-mails and on social media. Five public events took place for both community members and County employees in each supervisorial district throughout the county. The RivCoReady web site was also launched during National Preparedness Month, which includes valuable information on how to adequately prepare for, respond to and recover from any disaster that might occur in Riverside County.



**THE GREAT CALIFORNIA SHAKEOUT:** The Great California Shakeout was held on Oct. 15 at 10:15 a.m. in which Riverside County residents, students and businesses practiced the “drop, cover and hold on” position as part of the world’s largest earthquake drill. The Riverside County Operational Area supported jurisdictions with public education material, drill information and exercise tactics designed to engage employees, community members and volunteer groups. Social media was implemented to share with our followers on the proper way to respond to shaking and other earthquake tips. There was also a public outreach booth at the County Administrative Center for both community members and County employees.

**VOLUNTEER OUTREACH:** Outreach to attract volunteers to one of EMD’s many volunteer programs is an important focus of outreach activities. Standard methods for outreach to a potential volunteer base is through the RivCoReady web site, the National Medical Reserve Corps web site, the State Emergency Medical Services Agency web site, the Riverside County Medical Association web site, Riverside County Medical association e-mail newsletters/announcements, the Riverside County Facebook account, through the Healthcare Coalition and at the community events below:

- Ark of Safety event, Banning – Aug. 1, 2015
- Summerfest, Jurupa Valley – Aug. 14 and Aug. 21, 2015
- National Preparedness Month events, Riverside, Hemet, Indio – Sept. 1, Sept. 16 and Sept. 22, 2015
- Emergency Preparedness Expo, Riverside County – Sept. 19, 2015
- Disaster Fair, California Baptist University in Riverside – Nov. 4, 2015
- Lake Elsinore 5K Run/Walk – Jan. 30, 2016
- Riverside Public Health Week – April 5, 2016
- Jurupa Healthy Living Expo – April 9, 2016
- University of California, Riverside Hands On Healthcare – April 11, 2016

**EMERGENCY MEDICAL SERVICES:** Due to the many organizations that train members of the public on first aid and CPR it is difficult to attain accurate numbers of laypersons trained in first aid and CPR. Several organizations in Riverside County support American Heart Association’s hands only CPR training for the public and a reported total of 9,214 people were trained in hands only CPR for 2015. Additionally, Riverside County trauma centers and Riverside County University Health System Public Health provide injury prevention and outreach events annually.

Senate Bill No. 287 was signed into law, and beginning January 1, 2017, will require newly constructed and renovated commercial buildings with maximum occupancies exceeding 200 to have Automatic External Defibrillators (AEDs). Additionally, there have been modifications to associated laws with the intent to decrease legal liabilities for using AEDs.

**INJURY PREVENTION PUBLIC EDUCATION CAMPAIGN:** The following objective was identified in response to the goals established in the EMS System Strategic Plan:

*Convene a multidisciplinary task force consisting of EMS, the Public Health injury prevention team, County Office of Education, local school districts, public safety, hospitals, ambulance providers and other interested stakeholders to continue to develop the EMS system’s injury prevention and public education campaign.*

EMD personnel regularly reviews data on strangulation events, drownings, child deaths, trauma, domestic violence and elder deaths. This data, particularly the incidences of drownings in Riverside County, are trending down in some areas. A task force will be convened to establish a public education campaign for providers, schools, hospitals and other stakeholders on specific and overall injury prevention. As part of this objective, EMD publishes an annual trauma report. The 2015 report included data gathered from 2009-2014.



# LOOKING FORWARD

## TWELVE MONTH GOALS

**EMD has prioritized the following four goals for completion within the next 12 months:**

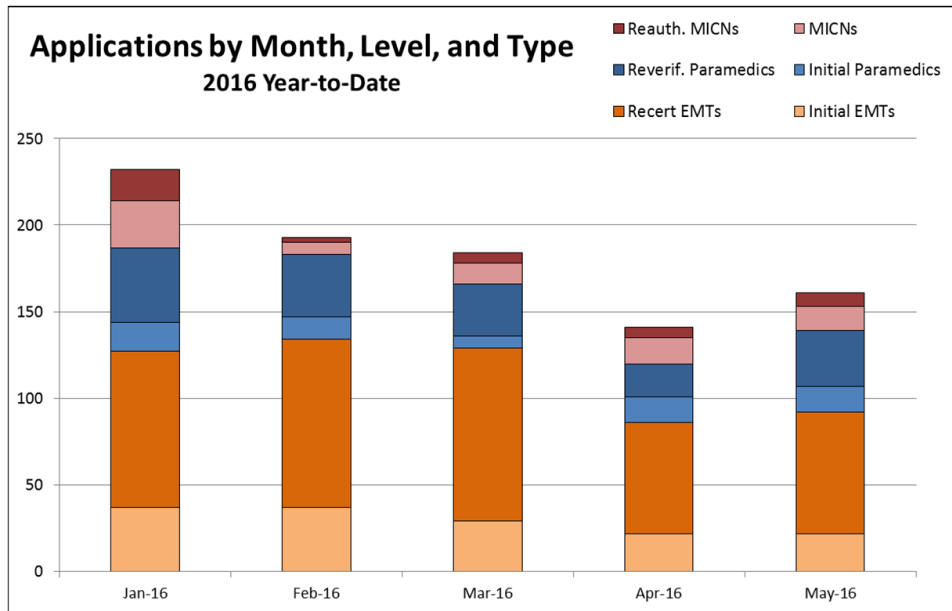
1. Create and roll out online training videos for County employees.  
Mandatory Disaster Service Worker and other required training based on EOC positions will be disseminated in online training videos. These videos will be posted to the County Intranet by the beginning of 2017. See pg. for more information.
2. Further develop Continuity of Operations/Continuity of Government (COOP/COG) Plans.  
Work will continue on the COOP/COG Plans to bring the voluminous project to fruition. Every County department is being engaged to review identified essential services and contingency plans for providing these services during an emergency. Once departmental COOP plans are completed, a list of essential services for County Government will be developed. This list will serve as the guide for reconstituting County services following a catastrophic disaster where resources are limited. This substantial project will be completed by June 2017. See pg. for more information on this project.
3. Write a Local Hazard Mitigation Plan.  
The Local Hazard Mitigation Plan is a multi-jurisdictional planning effort involving 44 jurisdictions, including cities, water districts, school districts and special districts. The total Federal Emergency Management Agency grant amount is nearly \$260,000. This amount is awarded for hazard mitigation planning and implementation updates. Coordination and planning are underway and the plan will be completed by Aug. 2018.
4. Host a recovery workshop.  
Recovery is the phase of emergency management that is critically important, but often not addressed in plans. The recovery workgroup will plan a workshop to review successful recovery efforts from jurisdictions that have suffered catastrophic events. The goals will be to identify lessons learned as well as to develop a roadmap for developing recovery plans for Riverside County. The workshop is planned for 2017.



# ADDENDUM

## EMS Credential Applications Processed in 2016

EMS applications processed and approved are broken down in the following graph by type/level of practice, by month, and by initial and renewing statuses.



## EMS Permitted Ambulances Graph

