



Emergency Support Function 5: Command and Management

County of Riverside

Riverside County Operational Area (OA)



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Riverside County
Emergency Management Department

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



Riverside County EOP Emergency Support Function #5: *Command and Management*

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1. Introduction

1.1 Coordinating and Supporting Departments

Lead Agency	County of Riverside Executive Office; Chairman of the Board of Supervisors; Riverside County Emergency Management Department (EMD)
Supporting Agencies	Board of Supervisors; Riverside County Fire Department; Riverside County Sheriff's Department; Riverside University Health System-Public Health (RUHS-PH); Transportation and Land Management Agency (TLMA); Department of Social Services (DPSS); County Counsel

1.2 Emergency Support Function Responsibilities

Department	Responsibilities
Emergency Management Department/County of Riverside Executive Office	<ul style="list-style-type: none">▪ Activate the Riverside County OA Emergency Operations Center (OA EOC) when requested or when the situation warrants▪ Direct County EOC operations▪ Continually monitor status of internal and external requests for each incident entered▪ Coordinate requests with all levels of government for resources not available within the County▪ Ensure Situation Reports are produced and distributed in a timely manner▪ Conduct regular update briefings for OA EOC staff, elected officials and other stakeholders▪ Develop and maintain the OA EOC staffing pattern for EOC operational periods▪ Advise the OA EOC Director on critical emergency management activities▪ Compile, validate and disseminate critical information, and provide resource support for emergency operations▪ Coordinate short and long-term recovery planning▪ Maintain contact with all levels of government▪ Coordinate the need for and implement public warning and protective actions within the impacted area▪ Provide management and support▪ Ensure the County priorities of life, community, property, and environment are protected▪ Ensure whole community response and recovery



Department	Responsibilities
Supporting Agencies	<ul style="list-style-type: none">▪ Provide subject matter expertise▪ Provide support and coordination to the command and control function in the OA EOC▪ Identify and communicate resource shortages, unmet needs and challenges for your agency/discipline▪ Ensure whole community, including those with access and functional needs response and recovery

1.3 Purpose

The Command and Management Functional Emergency Support Function (ESF) provides for the emergency management activities in the Riverside Operational Area Emergency County (OA EOC), or an alternate facility during an emergency or disaster situation. This ESF provides guidance for the coordination and management of challenges utilizing the key phases of emergency management.

1.4 Scope

In disaster situations, centralized direction and control, provided through the activation of the OA EOC, is the most effective approach to management of emergency operations. This ESF addresses emergency activations of the OA EOC. The County OA EOC is responsible for all communication and coordination through OA partners and all levels of government within the OA.



2. Concept of Operations (ConOps)

2.1 General Concepts

Management, command and control is a critical emergency management function. During the applicable phases of an emergency or disaster it allows jurisdictions to:

- Analyze the emergency and decide how to respond quickly, appropriately, and effectively in order to support a whole community response
- Support the efforts of the jurisdiction's various response forces
- Coordinate with the response efforts of other jurisdictions
- Manage available resources efficiently and effectively

The way an incident is managed will determine the effectiveness of the overall operation. Field forces (e.g., fire and rescue, law enforcement, public works, emergency medical services, etc.) are highly trained and effectively respond to emergency situations daily. Problems can arise in the overall management of an operation when varying disciplines, organizations, and agencies, not accustomed to working together, must merge into one command structure.

It is widely believed and accepted that the most effective way to support a field incident, or manage an emergency operations center, particularly a large one, is using an emergency management system, such as the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS). Homeland Security Presidential Directive-5, which directed the Secretary of Homeland Security to develop and administer the NIMS, also requires adoption of the NIMS by State, tribal, and local organizations as a condition for Federal preparedness assistance. One of the key components of the NIMS is the Incident Command System (ICS).

The ICS is a management system designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. All levels of government—Federal, State, local, and tribal—as well as many private sector and nongovernmental organizations use ICS. ICS is also applicable across disciplines.

ICS is designed around sound business practices that provide a common framework for emergency response. ICS places a high degree of importance on responder safety. The ICS system provides a standardized means to command, control, and coordinate the use of resources and personnel at the scene of an emergency. Concepts and principles for ICS include: *common terminology, modular organization, integrated communications, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.*

ICS concentrates direction and control actions on the field operations of the emergency services organizations that have responded to the scene of an emergency. ICS uses a top-down direction and control structure that includes five functions: Command, Operations, Planning, Logistics, and Finance/Administration.

Incident Commander: The function of the IC is to provide overall management at the incident site, including public safety and public information actions. The IC directs, controls, and orders



resources, including people and equipment. (When more than one scene is involved, the ICs coordinate activities with the EOC.) The IC will develop a management structure based on the needs of the incident as articulated in the Incident Action Plan (IAP). A small, simple incident will have a small management structure. As incidents grow in size and complexity, the management structure grows accordingly.

Operations: The Operations Section Chief, who reports to the IC, coordinates the operations function. The Operations Section is responsible for the tactical actions at the incident site. All tactical actions are performed in accordance with the IAP.

Planning: The Planning Section Chief, who reports directly to the IC, coordinates the planning function. The Planning function is responsible for the collection, evaluation, documentation, dissemination, and use of information about the incident, as well as the status of resources used or needed at the scene. The Planning Section is also responsible for preparation of the Incident Action Plan. For small incidents of short duration this plan may be oral or written. Written action plans should be used: when resources from multiple agencies are being used, when several jurisdictions are involved, or when the incident will require changes in shifts of personnel and/or equipment.

Logistics: The Logistics Chief, who reports to the IC, coordinates the logistics function. The logistics function is responsible for providing facilities, services, personnel, equipment, and materials for the incident.

Finance/Administration: The Finance Section Chief, who reports to the IC, coordinates the finance/administration function. This function is responsible for the tracking of all incident costs, evaluating the financial considerations of the incident, and/or any administrative duties not handled by the other functions.

Command Staff: The IC's staff may include:

- A *Safety Officer* who is responsible for assessing the hazards response personnel may be exposed to and developing measures to ensure personnel safety
- An *Information Officer* who is responsible for developing accurate and complete information applicable to the incident, including cause, size, current situation, resources committed, and other matters of general interest. This person also serves as the point of contact for the media and other governmental agencies which desire information directly from the incident scene
- A *Liaison Officer* who is responsible for serving as a point of contact with organizations that are supporting the response effort, but not part of the command structure located at the incident scene

It is vital to understand that only one person can be in charge during response and recovery operations. Sometimes it is appropriate for an IC to be that person; at other times the critical decisions must be made away from the site or before a defined incident site or sites are established, at the Riverside EOC.

Large-scale disasters such as earthquakes, floods, wildfire, and acts of terrorism, represent particular challenges for the traditional ICS structure. Events that are not site specific, are geographically dispersed, or evolve over longer periods of time will require extraordinary



coordination between Federal, State, local, tribal, private sector, and nongovernmental organizations.

This Concept of Operations outlines the following elements of the Command and Management function:

- Command and Control Systems
- Command and Control Facilities
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

2.2 Command and Control Systems

Depending on the severity of the emergency, one of two command systems is implemented:

Incident Command System

The Incident Command System will be used by all responding fire, law enforcement, and emergency management organizations and will provide the incident with common terminology, modular organization, integrated communications, unified command structure, consolidated incident action plans, manageable span of control, and comprehensive resource management.

Unified Command (UC)

The unified command concept is the method by which local, state and federal agencies work with the incident commander to:

- Determine roles and responsibilities for a given incident;
- Determine their overall objectives for management of an incident;
- Select a strategy to achieve agreed upon objectives;
- Deploy resources to achieve agreed upon objectives.

2.2.1 Multi-Jurisdictional Incidents

The Unified Command concept is applied during major emergencies or disasters affecting two or more jurisdictions. Such scenarios vary, but there are three basic types, described below.

- **A City and the County**
 - In a scenario involving both a city and the county, a unified command system may be implemented from the OA EOC. In this situation, the city maintains responsibility for its citizens. The county is responsible for requests for assistance from the city and to communicate with state, federal and other agencies for assistance beyond the capabilities of the OA.



▪ **Multiple Cities and the County**

- If several cities and the county are responding to the same widespread disaster, a cooperative/unified command may apply. As in the previous scenario, each city maintains responsibility for response in its own area. However, when cities request outside assistance and resources from outside agencies with no pre-existing agreements or contracts, Emergency Management Department coordinates the efforts of outside agencies, as well as the distribution of incoming resources on behalf of the cities. The Emergency Management Department becomes the conduit for requests from the cities and to provide resources.

▪ **A City, the County, and a Federal Agency**

- Certain disasters, such as acts of terrorism, may call for the direct involvement of federal agencies, such as the Federal Bureau of Investigation. Local emergency services from the affected community provide immediate response to the event. The county provides backup support, as well as assistance with media, logistics and other coordination. The federal agency has legal authority to act as lead agency under such a scenario and relies on the cooperation of local emergency management organizations.

2.3 Command and Control Facilities

Emergency situations vary markedly in speed of onset and in their potential for escalation to disaster proportions. The extent to which emergency facilities, such as an Incident Command Post, or the OA EOC, are activated, and when such facilities assume command of emergency operations depends on the type of emergency situation, escalation potential, the geographical extent, and other factors.

The OA EOC ordinarily will be fully activated, and a Unified Command will assume control of emergency field operations in any emergency situation of such magnitude as to require mobilization of elements of local government other than those primarily involved in emergency services on a day-to-day basis or of mutual aid resources.

In any emergency of such magnitude as to require emergency service personnel to establish an Incident Command Post (ICP), and to initiate control under ICS system, some activities may be carried out at the OA EOC in support of the ICP. Upon full activation of the OA EOC and, if required, the Joint Information Center (JIC), security measures will be established at these locations in order to ensure a smooth and orderly operating environment.

2.3.1 Incident Command Post (ICP)

An ICP represents the on-scene direction and control point for an Incident Commander (IC) using the Incident Command System (ICS). The IC should establish an ICP as soon as possible and ensure that the location of the ICP and identity of the IC is disseminated to all responders. The ICP may be in a designated building or facility as close to the scene of the incident as safety permits. The ICP should be equipped with informational and operational materials, communications and any additional supplies and equipment as needed.

The IC, with law enforcement assistance, should establish a security perimeter, and provide criteria for access. Perimeter security shall be the responsibility of the lead law enforcement



agency. The ICP should be established within the secured perimeter, and only personnel meeting command criteria for access should be allowed to enter this area. To assure continuity of operations, it is important that the ICP be established at a safe location and at a distance appropriate for response.

The ICS provides for effective and efficient management of facilities, equipment, personnel and communications operating with a common organizational structure. The use of the ICS is the preferred method for emergency response personnel to operate during any emergency. The IC will adapt the management structure of the ICS to reflect the need and complexity of the incident. In accordance with other ESFs, this may include, but is not limited to activating the OA EOC, establishing unified command, and requesting mutual aid support from neighboring jurisdictions.

The initial on-scene Incident Commander may be relieved by an official who has the experience and legal authority to do so. For example, in the event of a hazardous material incident, the on-scene Incident Commander, which is the Senior Fire Official present, may relinquish command to the Hazardous Materials Team upon the agreement of both parties. The Emergency Command Center will be notified of this change in command so that it may be properly documented.

2.3.2 Department Operations Center (DOC)

Key departments may activate their DOC for a large-scale or complex incident requiring extensive resource management. When a department activates their DOC, a department liaison will be positioned in the OA EOC for coordinating operational activities and/or departmental resource requests. Resource needs that cannot be met internally will be communicated to the OA EOC. If the OA EOC cannot fill the resource request, a formal resource requisition will be made to the Regional Emergency Operations Center (State REOC).

2.3.3 Riverside County Emergency Operations Center (OA EOC)

The OA EOC is the key to successful emergency response and recovery operations. It provides centralized direction and control for local, State, and Federal government organizations during emergency operations.

The OA EOC setting allows for face-to-face communication among the members of the OA EOC team and others asked to participate in the decision-making process. It also provides a setting in which all decision-makers receive the status on the emergency.

The OA EOC will provide support to an on-scene IC in such areas as communications, alert and warning, transportation, logistics, evacuation, shelter, and additional resources.

Primary EOC: County Administrative Center
Location 4080 Lemon Street, Riverside, CA

There are times when the primary EOC is not necessarily the most appropriate facility to use. The alternate EOC will be activated at those times. The alternate EOC has sufficient area for the ICS groups to function. Maps and display equipment can be relocated from the primary EOC, if necessary. If environmental conditions do not allow command and control functions to be conducted from either of the above facilities, alternate locations will be identified, selected, and announced.



Alternate EOC: East County Emergency Operations Center
Location 82-695 Dr. Carreon Boulevard, Indio, CA

2.3.4 EOC Activation

The OA EOC will be activated as appropriate and staffed to the extent and duration required. Any time the OA responds to a request for emergency assistance, there is potential to activate the OA EOC. The decision to activate the OA EOC may be made at the direction or request of the:

- EOC Director or EOC Deputy Director
- County Executives
- Incident Commanders

When activation of the OA EOC is required for the sole purpose of increased incident/event monitoring, staff from the Emergency Management Department will manage the EOC until the incident/event is terminated. If full activation is required, EMD staff, along with the appropriate OA staff, will fill required positions and maintain these positions until deactivated.

When the OA EOC becomes fully activated, the EOC Director or EOC Deputy Director or his/her designee will inform the department directors and elected officials as to the reason for the activation and immediately initiate a planned and coordinated response efforts based on the current situation and information provided.

The EOC Director or EOC Deputy Director will deactivate the OA EOC when there is no longer a need for centralized management and support of an emergency event. Notification of deactivation will be communicated in the reverse fashion as it did for activation.

2.3.5 OA EOC Operations

The OA EOC is the key to successful and coordinated response and recovery operations. With key decision-makers coming together at a central location, County resources can be utilized more efficiently and effectively. Coordination of response and recovery activities will ensure that tasks are accomplished, duplication of efforts is minimized, and accountability and safety of responders maximized. Coordination at the OA EOC also ensures a whole community response and recovery effort is realized and that the needs of the community, including those with access and functional needs are met in a timely and professional manner. Principle functions provided through EOC operations include but are not limited to:

- Monitor potential threats to the community
- Support on-scene response operations
- Receive, compile, decipher, and communicate data pertaining to emergency situations and assist in resource requests and management
- Analyze problems and help develop solutions
- Communicate and coordinate among local and regional stakeholders, which includes State and Federal agencies, and Tribal Governments
- Develop and disseminate warnings and emergency public information to emergency responders and the community
- Prepare and disseminate periodic situational awareness reports to responders and the Joint Information Centers (JIC), if activated



- Coordinate damage assessment activities and evaluate the need for additional resources as needed
- Request external assistance from other jurisdictions, volunteer organizations, businesses, or from the State when resource needs exceed local capacity

During major emergencies, disasters, or catastrophic incidents, a Multi-Agency Coordination System (MACS) may be advisable. Central to this System is the Emergency Operations Center (EOC), which is the nucleus for information and resource coordination. The IC will manage and direct the on-scene response from the ICP. The EOC will mobilize and deploy logistical support for use by the IC, coordinate external resource and technical support, research problems, provide information to senior managers, disseminate emergency public information, and perform other tasks to support on-scene operations in support of the whole community.

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

2.3.6 IC and OA EOC Interface

When both an ICP and the OA EOC have been activated, it is essential to establish a division of responsibilities between the ICP and the OA EOC. A general division of responsibilities is outlined below. It is essential that a precise division of responsibilities be determined for specific emergency operations needed to effectively coordinate and manage required resources.

In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes, in which case it may be necessary to employ a Unified Area Command with individual Incident Commanders assigned to each scene.

Unless otherwise directed, the OA EOC Director, or designee, assumes authority for release of public information during large-scale incidents. Media phone calls and interviews will be coordinated between the OA EOC Public Information Officer as indicated by the incident scenario. On large-scale or widespread incidents, County PIOs will coordinate and manage communication and message flow through a Joint Information Center. Depending on the scale, magnitude, and type of incident, a JIC may be established and coordinated to increase effectiveness in communicating clear, accurate, and consistent information to key stakeholders during an incident.

2.4 Information Flow

Command and Management operations include communication across several coordination levels during an emergency or disaster. The following information provides an overview of the coordination levels that maintain communication during command and management operations, showing the relationship between the coordination levels.

Field Operations

- Conduct necessary activities to perform operations according to direction from the



Incident Commander

- Submit situation status reports to the DOC, or EOC

Incident Command Post/Unified Command (ICP/UC)

- Coordinate field operations and resource utilization
- Maintain communications with DOC's
- Provide situation updates to the OA EOC

ICS Branches (if activated)

- Maintain contact with field units

DOC

- Maintain constant communication with IC and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with the OA EOC or mutual aid as necessary

OA EOC

- Gather information from the field and/or DOC representatives on a continual basis
- Receive frequent situation and resource status reports from the EOC Planning Section
- Coordinate with regional, State, Federal, or Tribal entities as necessary
- Coordinate information about support operations, needed resources, and field situation status with the Operations Section Chief

Supporting Departments

- Support the OA EOC, DOC's, and/or field operations as requested
- Maintain communication with appropriate department representatives by providing frequent situation status updates

OA EOC Director/EOC Deputy Director

- Maintain communication with the OA EOC Section Chiefs, and OA EOC management staff
- Coordinate with the Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations
- Work with OA EOC Management staff to determine and set overall objectives

Policy Group

- Receive situation status updates from the EOC Director/EOC Deputy Director
- Issue directives or priorities

2.5 Organization and Structure

2.5.1 Organization

Command and control are key aspects of emergency management, and the County has taken many steps, most notably embracing the Standardized Emergency Management System (SEMS),



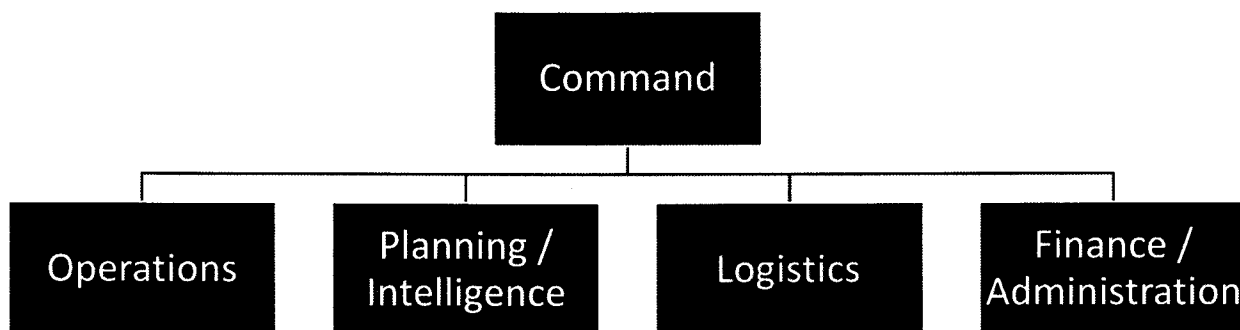
the Incident Command System (ICS), and the National Incident Management System (NIMS) to promote unity of command among local, State, and Federal authorities and Tribal Governments.

In all emergencies in the County of Riverside, the ICS and UC are the command and control systems used for emergency response during times of an emergency.

In large-scale, multi-agency emergencies, UC is the command and control system to be used. Each agency in the UC will designate an IC who will jointly set incident objectives with the other Primary Agencies. UC is an important element in improving multi-jurisdictional or multi-agency incident management. As a combined command and control effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common organizational framework.

An EOC is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency, and ensuring the continuity of operation of a company, political subdivision or other organization.

SEMS and NIMS regulations require the use of ICS at the field and EOC levels of a multi-agency or multi-jurisdictional incident. There are five major management functions in ICS:



2.6 Roles and Responsibilities

The following table identifies the overall responsibilities of each County of Riverside support agency that plays a support role to Command and Management. Departments needed to support command and management operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
	County/OA Entities
Emergency Management Department	▪ Monitor potential threats or situations that would require OA EOC Activation



Entity	Responsibility
County/OA Entities	
	<ul style="list-style-type: none">▪ Activate the OA EOC as needed to monitor a potential emergency or to respond to or recover from an emergency situation that is occurring or has occurred▪ Activate the County EOC to an appropriate level needed to effectively ensure principal EOC functions are met▪ Determine the need for local recommendation of emergency proclamations as needed▪ Support and monitor incident operations▪ Receive, compile, and display data on the emergency and resource status and commitments as a basis for planning▪ Maintain situational awareness and provide timely and accurate updates as needed. Prepare and distribute situation reports▪ Provide coordination for all levels of government▪ Approve the development and dissemination of warnings and emergency public information▪ Direct and manage assessment activities to monitor the impacts to the OA and request for impact to the▪ Manage and direct all requests for external assistance from other jurisdictions, volunteer organizations, businesses, or from the State▪ Ensure a whole community response and recovery operation is coordinated
DOC	<ul style="list-style-type: none">▪ Provide and ensure regular communication updates from DOC to OA EOC▪ Maintain constant communication with Incident Commander and/or branches regarding the status of field operations▪ Receive requests for resources from the field; fulfill requests internally or coordinate requests with OA EOC or mutual aid as necessary
EOC Director / EOC Deputy Director	<ul style="list-style-type: none">▪ Direct EOC operations▪ Continually monitor status of internal and external requests for each incident▪ Ensure information processing is conducted▪ Receive summaries on status of damage▪ Prepare briefings for senior officials



Entity	Responsibility
County/OA Entities	
	<ul style="list-style-type: none">▪ Ensure liaisons(s) report to the OA EOC▪ Conduct periodic update briefings for the OA EOC staff and elected officials▪ When directed, or when appropriate, terminates operations and closes OA EOC
Liaison(s)	<ul style="list-style-type: none">▪ Coordinate and communicate with key stakeholders▪ Receive incoming requests for assistance▪ Define modes of communications to all parties and identify primary communication method to be used by all▪ Forward and respond to requests for emergency resources or information from their department, agency, or group, coordinating as necessary with their parent organization▪ Work with other OA EOC liaisons▪ Serve as subject matter expert and advisor
Public Information Staff	<ul style="list-style-type: none">▪ Develop and disseminate appropriate emergency public information through news releases, briefings, and, where appropriate emergency information systems▪ Ensure all forms and information are provided to meet Whole Community Support needs▪ Manage media inquiries▪ Manage and staff emergency information phone bank▪ Integrate coordination and management of emergency public information with JIC if established
Planning Section	<ul style="list-style-type: none">▪ Collect and analyzes critical information on emergency operations for decision-making purposes▪ Prepare and update Incident Action Plan (IAP)▪ Project future resource needs▪ Prepare and share situation status reports with OA
Logistics Section	<ul style="list-style-type: none">▪ Secure resources for all functions, as needed▪ Coordinate resources and services required to support incident activities (including but not limited to supplies, equipment, personnel) in support of the whole community▪ Contracts for and purchases goods and services needed at the incident



Entity	Responsibility
County/OA Entities	
	<ul style="list-style-type: none">Receive incoming EOC message and transmits outgoing EOC messages
Finance Section	<ul style="list-style-type: none">Track all expenditures and personnel hours workedCollect staff time sheets/expenditures, if anyCreate log of EOC activities
The Office of County Counsel	<ul style="list-style-type: none">The Office of County Counsel (COCO) is the department statutorily responsible for providing legal advice and counsel to the Board of Supervisors, the Executive Office, and the other county departments, including the EMD. COCO will be responsible for the following response components:<ul style="list-style-type: none">Advise all officials, including the Director of Emergency Services on their powers, duties and functions under the California Emergency Services Act (GC sections 8550, et seq.)Advise all officials, including the Director of Emergency Services on their powers, duties and functions under County Ordinance No. 533 – Providing for the Administration of the Emergency Management Organization for the County of RiversideDraft all proclamations, resolutions, orders, and ordinances deemed necessary under federal, state or local law to effectively respond to the emergencyAdvise all officials with respect to the interpretation, application and implementation of any mutual aid agreements to ensure the requisite emergency responseAdvise all officials with respect to interpretation of all applicable federal, state, or local laws including, but not limited to, the Disaster Assistance Act (GC sections 8680, et seq.), the Ralph M. Brown Act (GC sections 54950, et seq.), the Good Samaritan Protection Act (CC section 1714.5), etc.

2.7 Activation and Notification

2.7.1 Activation

Once an incident requires activation of any of the command and control facilities, i.e., an ICP, EOC, command and management will be implemented until the incident concludes or centralized command and control is no longer necessary. The OA EOC Director or Deputy Director in concert with agency Incident Commanders and Chiefs will determine the need for activation of these



facilities. IC's will determine the activation of an ICP at the scene of the emergency and will communicate with the agency chief to determine if the OA EOC is required. The following is a list, though not exhaustive, of examples under which the OA EOC would be needed:

- A natural disaster (e.g. multi-county flooding or earthquake)
- A biological attack (e.g. anthrax dispersion)
- A large hazardous materials spill (e.g. train derailment that forces community evacuations)
- A disease outbreak (e.g. pandemic influenza)
- Incidents that are geographically dispersed
- Incidents that evolve over long time periods (days to weeks) that involve multiple communities and have similar implications (e.g. flooding with water supply contamination issues across a large region)

2.7.2 Notification

Each agency representative within the region of the affected jurisdictions will initiate notifications within his/her agency that the OA EOC is being activated.

If it is determined by each agency representative that a DOC needs to be activated in support of the field operations, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation.

2.7.3 Response Actions

Step 1: Conduct Initial Assessment

- Determine magnitude of event
- If event is large in scale:
 - Assess the situational impact and need for resources
 - Estimate the amount of resources available vs. the amount needed to manage event
 - Determine the need to activate the OA EOC for incident objective and resource allocation and prioritization

Step 2: Activate EOC; Provide Staff

- If appropriate, request the activation of the OA EOC through the EOC Director/EOC Deputy Director
 - If the OA EOC is activated, determine if command and control will function within the EOC level
- Notify and request assistance from supporting departments

Step 3: Analyze Information and Determine Objectives

- Gather information from:
 - Response personnel in the field
 - DOCs and the OA EOC, if activated



- Media (via broadcast, web information, blogs, print)
- State and Federal agencies, and Tribal Governments, as appropriate
- Determine incident management priorities
 - Assess situation based on current information
 - Determine critical resource needs
 - Develop overall incident objectives

Step 4: Develop and Coordinate Incident Priorities

- Establish incident priorities and critical resource distribution to include whole community response and recovery operations
- Facilitate logistical support and resource tracking
- Implement resource allocation decisions using incident management priorities
- Coordinate incident-related information
- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

Step 5: Continue to Monitor, Track, and Inform

- Maintain communication between field operations, the DOC, and the OA EOC
 - Provide frequent situation status reports to the DOC or to the OA EOC
- Notify and consult with subject matter experts from local, State, and Federal agencies, and Tribal Governments, as needed
- Continue to prioritize, acquire, and allocate critical resources
- Provide strategic coordination, as required
- Recommend deactivation when the OA EOC is no longer needed

2.7.4 Deactivation/Demobilization

Command and management activities will be deactivated when the need for additional agency coordination has diminished or ceased. Deactivation of the command and management activities may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the OA EOC Director/ EOC Deputy Director, or Policy Group, as appropriate.

3. Planning Assumptions

The following planning assumptions for the Command and Management Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency



planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same;

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



Emergency Support Function 6: Mass Care, Housing & Human Services

County of Riverside Riverside County Operational Area (OA)



August 2019

Riverside County
Emergency Management Department

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



Riverside County EOP Emergency Support Function # 6: *Mass Care, Housing, & Shelter*

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1. Introduction

1.1 Coordinating and Supporting Departments

Lead Agency	Riverside County Department of Public Social Services (DPSS)
Supporting Agencies	American Red Cross (ARC), the Salvation Army, Riverside County Sheriff's Department (RSD), Emergency Management Department (EMD), Riverside County Department of Animal Services (DAS), Riverside University Health System-Public Health (RUHS-PH), Riverside County Department of Environmental Health, Riverside County Office on Aging, Riverside County Department of Mental Health, Riverside County Economic Development Agency, Riverside County Park and Open Space District (RCPOSD), Volunteers Active in Disasters (VOAD), Faith-based Organizations, Functional Assessment Service Teams (FAST), California Department of Social Services, and Operational Area cities

1.2 Emergency Support Function Responsibilities

Department	Responsibilities
DPSS	<ul style="list-style-type: none">Coordinate shelter operationsCoordinate feeding operations through procurement via the OA EOC, non-profits or other meansCoordinate the bulk distribution of personal care suppliesCoordinate the use and/or acquisition of translator servicesCoordinate staffing plans for shelter workers and shelter managers with DPSS staff and/or ARC as appropriateProvide Public Information Officer (PIO) with information to disseminate about mass care servicesStaff the Riverside Mass Care and Shelter Branch positions in the Riverside County Operational Area (OA EOC) Operations SectionCoordinate utilization of non-profits such as American Red Cross (ARC) to provide or support mass care operations



Supporting Agencies	<ul style="list-style-type: none">▪ Provision of shelter facilities to include coordination with ARC, Riv. Co. Office of Education and or individual school districts▪ Coordinate with Public Health and/or Behavioral Health (BH) for the provision of Medical/behavioral health services▪ Coordinate family reunification planning with appropriate agencies such as ARC▪ Coordinate with DAS for the provision of animal care or sheltering; coordinate with DAS for the provision of service animals at the shelter to include food, water, relief areas, etc.▪ Coordinate social services and relief needs for the whole community from within DPSS divisions if appropriate; coordinate for provision of such with OA EOC VOAD Liaison▪ Coordinate for the provision of all necessary mass care and shelter services as required, including but not limited to: identifying residents who have transportation needs, or other access and functional needs such as toilet lifts, durable medical equipment, translators, etc.▪ Technical Assistance in the provision of support services in compliance with Americans with Disabilities Act (ADA) and other disability rights laws
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1.3 Purpose

The *Mass Care, Housing & Human Services Emergency Support Function* to the Riverside County Emergency Operations Plan (EOP) has been developed to coordinate actions to establish and assist responsible jurisdictions to meet the needs of victims displaced during a disaster, including food assistance, public information, transportation, clothing, non-medical and medical care, behavioral health, and sheltering, and family reunification.

1.4 Scope

This ESF addresses temporary, short-term, and long-term needs during a disaster and the coordination of mass care through the Riverside County Operational Area Emergency Operations Center (OA EOC).

This ESF is intended to address the mass care and shelter needs of the whole community, including those with access and functional needs. Individuals who require emergency medical services or are medically fragile, may be sheltered at a general population shelter if feasible to do so. Public Health and other departments will be consulted to determine best placement for individuals requiring a higher level of care, with the interest and safety of the individual(s) and the shelter workers level of skill to provide such assistance, will be considered. In some cases, individuals requiring medical services and/or full-time caretakers may be sent to a licensed facility that can best support their needs, or to a site set up specifically for medical treatment. For the purposes of this ESF, mass care and shelter include:

- **Sheltering:** to include the designation of previously identified or unidentified shelter sites, the temporary construction of shelter facilities (e.g. tents or constructions), or the use of facilities in or outside the OA.



- **Feeding operations:** including feeding workers and shelter residents through fixed facilities at or near the shelter, purchase of food from vendors, mobile feeding unit, and/or bulk food distributions. Considerations during feeding operations will include but not be limited to: dietary considerations of the individual(s), dietary considerations of shelter workers, access to resources, availability of resources, etc.
- **First aid and medical treatment:** Typically during shelter operations, a Public Health Nurse or ARC nurse will be on site initially to determine if any individual needs or accommodations are required. A nurse will conduct an assessment to determine how to best meet the needs of the individual(s). If a nurse is not already on-site, a nurse can be requested to DPSS or during an OA EOC activation, requests will go directly to the Mass Care and Shelter Branch.
- **Bulk distribution of emergency items:** to provide clothing, basic personal care items, and other essentials for people in the shelter that may have been evacuated without time to gather personal belongings. DPSS will facilitate collaboration amongst appropriate non-profit agencies via the VOAD Liaison in the OA EOC.
- **Reunification Assistance:** to aid family members within the shelter population and other family outside the shelter who were separated at the time of the event. This may be using the Red Cross "Safe and Well" website or by other means.

The Mass Care, Housing & Human Services Emergency Support Function activities and programs are implemented to assist individuals and households impacted by potential or actual disaster incidents. Additional assistance may be provided to ensure that immediate needs beyond the scope of the traditional "mass care" services provided at the local level are addressed. These services include but are not limited to: support to evacuees (including registration and tracking of evacuees); provision of aid and services to the whole community, including those with access and functional needs; evacuation transportation assistance, short or long-term sheltering, and coordination of emergency services for household pets and services dogs; support to medical treatment sites; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance.

In the recovery phase of the disaster, the following functions will be provided for shelter residents:

- **Housing:** including housing options such as rental assistance, repair, loan assistance, replacement, factory-built housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance. To the extent possible, DPSS will, in coordination with other appropriate agencies such as: Office on Aging, Economic Development Agency (EDA), Veteran's Services, Homeless Solutions Office, and other non-profit agencies such as ARC, will work to identify long-term housing solutions for those displaced by the disaster. The County Homeless Solutions Office also has procedures in place to assist with identifying and providing services to individuals who were pre-disaster homeless. In some cases, agencies have requirements for what services may be available. Refer to each agency for their individual assistance requirements. Short-term housing solutions may include acquisition of hotel vouchers or rental assistance, if available. Long-term housing solutions may include acquisition of housing through EDA or non-profits; in a catastrophic disaster, such options as Federal Emergency Management Agency (FEMA) trailers or modulars may be an option.
- **Human Services:** to include the implementation of disaster assistance programs to help disaster victims recover their non-housing losses, including programs to replace destroyed personal



property, and help to obtain disaster loans, food stamps, crisis counseling, disaster unemployment, disaster legal services, support and services for individuals with access and functional needs (including their service animal), and other Federal and State benefits. In the case of assisting individuals with such services, each individual scenario may need to be considered based on services available.

1.5 Policies

The following general policies apply and will guide Care and Shelter missions, activity, and support.

- This ESF is effective immediately upon approval.
- All appropriate governmental and volunteer agency resources will be used as available.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- Priorities will be established for use of limited public transportation assets.
- As much as possible, all agencies and organizations involved in the execution of this ESF will be organized, equipped, and trained to perform all designated and implied responsibilities contained in this ESF and its implementing instructions for both response and recovery operations.
- All organizations are responsible for the development and maintenance of their own internal operating and notification procedures. *No part of this ESF is intended to supplant agency SOP/SOGs.*
- All organizations are responsible for filling any important vacancies; recalling personnel from leave, and, alerting those who are absent due to other duties or assignments.
- Personnel designated as on-scene responders or representatives to the OA EOC should make prior arrangements to ensure that their families are provided for in the event of a disaster, so to ensure a prompt, worry-free response and subsequent duty.
- All agencies, departments and/or organizations involved in any aspect of the mass care and shelter functions for the County must be prepared to support the whole community approach
- It is the intent of Riverside County to provide equal access to all residents, visitors, businesses and tourists during a disaster and to the best of their ability, upon identification of specific needs or accommodation requests, to facilitate meeting such needs in a timely and professional manner.



2. Concept of Operations (ConOps)

2.1 General Concepts

The Incident Commander, or the staff at the OA EOC, is expected to determine the need for opening shelters and commencing care and shelter operations based on the emergency that prevails. The American Red Cross (ARC) has been chartered under federal law to provide mass care to victims of natural disasters. The Riverside County OA will work closely with ARC and other volunteer disaster assistance organizations, to provide temporary shelter and essential life support services for people displaced from their homes. The ARC representative to the OA EOC may function as the ARC Liaison within the Operations Section, Mass Care and Shelter Branch. DPSS, as the County lead for mass care and shelter, shall remain ready to provide all aspects of services if ARC is determined to not be available.

- The DPSS and other private disaster assistance organizations may be called upon to:
 - Open and manage temporary shelters for the displaced population
 - Activate or organize shelter teams
 - Register those occupying public shelters
 - Provide feeding, first aid, and other support needs for those occupying temporary shelters; if services are not provided directly by DPSS, ensure coordination of such services
 - During extended shelter operations, activate a family reunification system in coordination with ARC or other non-profit agencies

The Volunteer and Donations Management function will be closely coordinated by the whole community unit and VOAD Liaison within the OA EOC, supported by the Logistics Section, to facilitate the distribution of donated items to individuals affected by the disaster. Generally, the County of Riverside does not directly accept or request donations; the County will however, facilitate the utilization of non-profits with experience in donations management, to request, accept, track and distribute such goods to affected individuals. The County of Riverside does not benefit from such donations and in cases where donated good remain after a disaster, the County should attempt to donate remaining items to the agencies who assisted with donations management or like organizations, who in-turn, utilize the donations to continue to assist disaster victims or others in the community.

In the County of Riverside there are several emergencies for which shelters may be required including but not limited to: earthquakes, floods, hazardous material accidents, and wildfires.

Sheltering for Riverside County evacuees will be coordinated through the Emergency Operations Center OA EOC. DPSS is responsible for shelter operations in the county or for coordinating such services with ARC; OA cites are responsible for shelters within their jurisdictions. A high percentage of evacuees will seek shelter with friends, relatives or find their own means of shelter rather than go to a public shelter. Typically, only 10%-20% of the affected population will seek public shelter. Evacuees will be provided with information on available shelters from the Public Information Officer through the Joint Information Center (JIC). Shelters will provide continuing information about the disaster situation to evacuees while in the shelter. Means of public information and/or alerting will be coordinated with the OA EOC Public Information Officer in conjunction with the County Joint Information System Plan.



2.2 Primary Roles

2.2.1 Riverside County Operational Area Emergency Operations Center (OA EOC)

During an activation of the OA EOC, countywide care and shelter functions affecting residents in the unincorporated areas, will be carried out through the OA EOC Mass Care and Shelter Branch; such services may be coordinated in order to support OA needs as well. The mission of the OA EOC Mass Care and Shelter Branch is to establish and coordinate support for field activities including shelter, mass feeding, animal care and assisting the community with any identified unmet needs. Service provision is also highly focused on meeting the needs of the whole community timely and professionally.

**Overarching Responsibilities**

- Estimate the number and location of persons who will require services (i.e. sheltering, feeding, or the distribution of relief supplies)
- Decide which shelters, feeding, bulk distribution, disaster assistance, or other service sites to open and coordinate their opening
- Determine resource availability among supporting departments and agencies
- Request County support services through the EOC Operations Section
- Establish communication with shelter and other field sites
- Arrange for the distribution of food
- Establish physical and behavioral health services for people in shelters
- Animal Services as part of the Mass Care branch will coordinate animal services and shelters to include provision and care for service animals
- Coordinate site inspections with Environmental Health Department
- Provide situation status updates, including mass care and shelter information for public distribution via the Joint Information Center (JIC)

Care and Shelter Branch Positions

- Care and Shelter Branch Director
- Mass Care Unit Leader
- Parks/Facilities Unit Leader
- Animal Care Unit Leader
- Public Health Nurse Unit Leader
- School District Liaison
- American Red Cross Liaison
- Whole Community Coordinator
- VOAD Liaison

2.3 Mass Care Operations**2.3.1 Shelter Operations****Initial Activities**

Typically, the decision to open a shelter is made when evacuations are or are likely to occur. Shelter selection will occur at the OA EOC in coordination with relevant partner organizations that may be providing the actual facilities; input from Incident Command may also be a factor in selecting a service site. Shelter sites will initially be selected from the list of approved shelter facilities based on the assumption that the public will want to be sheltered as close as possible to their neighborhood. The County utilizes sites identified in advance by ARC, through their National Shelter Site Survey system (NSS), for which sites have already been evaluated for ADA compliance. DPSS, as the lead agency for mass care operations will coordinate with ARC and other agencies, departments or non-profits to meet the needs of the whole community. The OA Mass Care Plan contains detail on the operational area's role and responsibilities during mass care events.



Following a major disaster that displaces a large population, the ARC may not initially have adequate local resources to operate all the shelter sites that may be required. Until they can mobilize their national response system (normally within 3-5 days), DPSS personnel will supplement their capability by staffing and running the necessary service sites, utilizing Disaster Service Workers (DSWs) and mutual aid resources if necessary. Once the ARC national disaster response program is fully mobilized, ARC may assume the lead role for shelter management functions and the Riverside County OA will transition to a supporting role.

Shelter Operations

Shelter sites managed by personnel within the ARC system will report directly to the ARC government liaison or local ARC EOC Liaison, as established for larger events. Conversely, as Riverside County OA personnel are assigned to run shelters, these sites will then report to the Mass Care and Shelter Branch within the OA EOC. Extensive on-going communication is required between the shelter site(s) and the Mass Care and Shelter Branch in the OA EOC to ensure coordinated support for shelter operations and to avoid duplication when ordering resources. The general rule of thumb is that if ARC is managing a shelter, or if the site is being operated under the auspices of the ARC (i.e. using ARC trained shelter management staff), then the site is considered an "ARC shelter site" and the ARC assumes both the liability and cost of the operation. If DPSS is providing the site manager, then the site is considered a County operation. It is possible for ARC to provide a site manager and DPSS to provide shelter workers. In this case, if ARC is providing the site manager, it is considered an ARC shelter and DPSS assumes the support role.

Shelter Site Management Support

Disasters that displace a limited number of people and require only a few shelters (2 or 3) that are only open a few days and are being managed through a partner agency, like ARC, may not require an elaborate site management support system. However, when a large disaster occurs that requires dozens of shelters, some staying open for several weeks, the establishment of a site management support system will be required. The support system will involve establishing roving shelter site support teams composed of experienced ARC and/or DPSS staff. If multiple shelter site support teams are developed, each team can serve a designated set of shelter sites.

The primary role of the shelter site support team is to go onsite and help less experienced shelter managers to resolve service delivery or operational problems. The support team can provide the on-the-job mentoring that first-time shelter managers may need to feel fully confident in their role. Support teams are encouraged to assess how the shelter is currently running and then work with the shelter manager if any operational adjustments are needed. Fast establishment of the shelter support system is especially important when a significant number of first-time shelter managers are assigned.

Functional Assessment Service Teams (FAST teams) are another aspect of field support. FAST teams consist of a group of people with expertise in identifying access and functional needs. Functional service needs within a shelter may include a need for durable medical equipment, assistive listening devices, or specific support services (e.g., mental health, personal care assistance, sign language or other language interpretation). FAST teams may be requested from the State through the mutual aid request process.

2.3.2 Feeding Operations

As soon as possible, feeding programs will need to be established to serve people in shelters and to serve people in affected neighborhoods or at other congregate locations. The scope of feeding program activity is determined by the situation. If the impacts of the incident are limited in scope and the utility



systems, restaurant and retail food distribution networks are uninterrupted, the feeding program may be limited to providing meals, snacks, and beverages at shelters, or at other service delivery sites. In smaller shelter operations, the Salvation Army will typically prepare and deliver hot meals to shelter, or meals may be purchased directly from neighborhood commercial entities. In all cases, considerations are provided for those with dietary restrictions.

However, if the impacts of the disaster are widespread and include utility and private sector food distribution system disruptions, the feeding activity will be extensive and may involve fixed feeding sites, distribution of packaged food, or distribution of grocery store vouchers.

In large, widespread disasters, where the utility, transportation system and other infrastructure are disrupted, feeding programs will initially rely on pre-prepared, packaged meals that are shelf-stable, such as military meals-ready-to-eat (MREs), or commercial products such as "heater meals". As the utilities are restored, or when emergency field kitchens arrive from outside the area, the feeding program will shift from packed meals to freshly prepared hot meals. Considerations for those with dietary considerations will be a priority in all cases.

2.3.3 Bulk Distribution Operations

Bulk distribution programs are designed to provide disaster victims with access to supplies and materials that are life-sustaining or support their recovery. Distribution programs also support the ability of people to continue to shelter-in-place at home, versus, evacuating to shelter sites, for necessities. The distribution programs may be required when normal retail distribution systems have been disrupted. As noted in the Transportation ESF, considerations and feasibility of providing shelter in place services may vary depending on incident size, scope and complexity. Numerous considerations must be evaluated to determine best means for providing these services when emergency conditions exist.

The Riverside County OA bulk distribution program described within the Mass Care, Housing & Human Services Emergency Support Function will integrate the distribution programs established by agencies such as Non-profit Food Banks within the county and Salvation Army and will supplement their activities and resources, when required.

Points of Distribution

Depending on the scope of damage and the areas of the County most heavily impacted, additional fixed distribution points at strategic locations may need to be established where the public can come to receive MREs and liters of water. The Federal Emergency Management Agency (FEMA) defines the sites as Points of Distribution (POD sites). PODs will distribute the commodities that FEMA and other relief entities provide to the local jurisdiction. POD sites generally have easy access to major streets, a large open paved area to park trucks or semi-trailers and off-load supplies, traffic flow in and out of the site, and potential for indoor storage. In this case, the County will rely on a multitude of agencies, departments and non-profits to coordinate delivery to residents who do not have transportation or who are unable to leave their homes; in some cases, the County may depend on individuals self-identifying that they are in need of distribution assistance as it not possible for the County to know the location of every resident who needs transportation or delivery assistance. This will be coordinated through multiple agencies, departments, non-profits and social media, network media, etc. Mobile supply distribution- where trucks can roam the impacted area and hand out items off the truck-allows relief supplies to reach people who lack the ability to come to fixed distribution points. It provides the opportunity to exercise some control over who accesses the materials because mobile supply distribution will target the worst impacted neighborhoods. In situations where some neighborhoods are impacted by the disaster and others are not, fixed distribution sites can make it difficult to control who



accesses the supplies. The bulk distribution program should be scaled back or discontinued once access to normal retail outlets are restored (generally as soon as utilities are restored, and roads reopened), so as not to inhibit economic recovery of the private sector.

2.4 Shelter Special Conditions

2.4.1 Family Reunification

The ARC Safe and Well website is setup to handle inquiries from family members, friends, and employers who want information on the status of persons in the affected area who either cannot be located. Persons affected by the disaster may register their well-being at the Safe and Well website (<https://disastersafe.redcross.org>). People without access to a computer or without electricity or connectivity can call the Red Cross, 1-800-REDCROSS, for help registering. Family and friends can then log on and search for registered individuals to learn of their whereabouts and safety. Registration may be offered at shelters, bulk distribution sites and emergency aid stations. Various social media and other Internet-based bulletin boards can also be used to search for and find separated family members. In addition to shelter lists and as part of the reunification process.

2.4.2 Support for the Whole Community, including individuals with access and functional needs

Persons, who because of age, disability, language, or medical condition, may have access and functional needs within a shelter environment that need to be met before they can fully benefit from Care and Shelter services. The following are guidelines for meeting functional needs.



Seniors and People with Disabilities and Others with Access and Functional Needs

- Ensure the accessibility of disaster services, programs and facilities in compliance with Title II of the ADA, including accessible transportation to reach service sites.
- Support the Whole Community approach by providing equal access and services at all shelters.

People who are Medically Fragile or Dependent

- Ongoing medical supervision for medically fragile persons required to evacuate to public shelter settings.
- Support for health care facilities given the need to evacuate their medically fragile resident population (like-facility evacuation, alternate shelter facility, temporary infirmary, or medical needs shelter).

Non-English-Speaking Persons

- Provide interpretation and translation assistance at service delivery sites so that Non-English-speaking persons can convey needs and receive disaster information and services equally.

Children Separated from their Parent or Guardian

- **Children who present at a shelter who are unaccompanied, should be provided one on one supervision to ensure the safety of the minor. Guidelines for management of unaccompanied minors can be found in the Mass Care and Shelter Plan.**
- **DPSS Children's Services will assist with attempting to connect minor with parent(s) or legal guardians.**

2.4.3 Housing Assistance Operations

Riverside County Care and Shelter personnel will play a role with coordinating post-disaster housing plans and with the delivery of recovery assistance to disaster victims. Support will come from Non-Governmental Organizations and in the case of larger events, federal and state agencies will establish various assistance programs. DPSS will coordinate with the Economic Development Agency Housing Division in the event long-term housing needs are identified.

Temporary and Interim Housing

The severity of the event and the availability of other/interim housing for shelter residents will dictate when shelter operations can conclude. In most emergencies, shelters will generally not be open for more than a week. Even in longer term operations, the shelter population tends to peak by the 7th day as shelter residents who can afford other housing or have family or friends with whom they can stay, will leave the shelter as soon as those arrangements are made.

Those remaining shelter residents are frequently persons with fewer resources who need more assistance. If multiple shelters are in operation following a large event, the process of closing operations will be a function of how quickly replacement housing is found. As noted earlier in this document, when housing needs are identified, the OA EOC Mass Care and Shelter Branch will facilitate working with other EOC positions or County departments to best support the needs of the remaining individuals. Outreach to departments such as DPSS adult and/or children services, EDA Housing, Veteran's Services, Office on Aging, VOAD agencies, Homeless Solutions Office should be done to meet those needs.

2.5 Information Flow

The Mass Care, Housing & Human Services Emergency Support Function facilitates communication



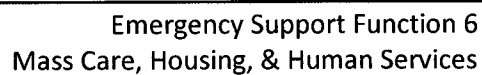
among multiple response levels during OA wide coordination of care and shelter information. The following provides an overview of the various coordination levels that maintain communication during a disaster event. The list below depicts the relationship of how information is collected and passed up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

- **Field Level - DPSS**
 - Assess and monitor the status of care and shelter systems
 - Implement resource and material assessment along with determination of facilities and necessary care
 - Submit frequent situation status reports to the OA EOC Mass Care Branch
 - Consult with Mass Care and Shelter Branch on matters that arise where further direction or guidance is required
 - Report/advise if individuals with unmet needs, access and functional needs concerns, etc. arise
- **OA EOC, Mass Care and Shelter Branch**
 - Gather information from field level ARC or DPSS shelter managers on a continual basis
 - Submit situation status reports to the Operations Section Chief
 - Disseminate cumulative EOC Situation Status reports to the field level
 - Develop objectives in the EOC Action Plan to include care and shelter assessments including expected needs of resources and appropriate facilities.
 - Coordinate with regional, state, and/or federal entities as necessary
 - Coordinate with Whole Community Coordinator and VOAD Liaison to facilitate meeting unmet needs of shelter residents
- **OA EOC Operations Section Chief**
 - Ensure EOC situational awareness of ongoing care and shelter status and issues
 - Exchange information about support operations, needed resources, and field situation status for projected multiple-operational periods

2.6 Organization and Structure

2.6.1 Organization

The Mass Care, Housing & Human Services Emergency Support Function receives support from numerous departments and agencies to ensure that OA -wide care and shelter information and activities are communicated and conducted in a coordinated manner to meet the needs of the whole community. The Mass Care and Shelter Branch of the OA EOC is the central location in which this coordination takes place during incident. The organization chart below depicts the relationship between the OA EOC Care and Shelter Branch, its' functional units, and the various involved departments, as well as its coordination within the EOC.





2.6.2 Care and Shelter Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved in the Mass Care, Housing & Human Services Emergency Support Function Entities needed to support Care and Shelter operations will vary and will be determined according to the needs of the event. Overall roles and responsibilities are as follows:

Position	Responsibility
DPSS	<ul style="list-style-type: none">▪ Develop overall Riverside Care and Shelter service delivery plan▪ Develop initial resource requirement estimates needed to implement the service plan▪ Determine resource availability among Riverside Care and Shelter supporting departments and agencies▪ Process requests for unfilled resource needs (submit to the EOC)▪ Request County support services, such as post-earthquake structural inspections, site security, transportation, or communications supplies, through the EOC Operations Section▪ Assign staff to sites; ensure that worker health, safety and security needs are met▪ Establish communication with shelter and other field sites▪ Coordinate resource requests from field sites (ARC sites may make requests thru ARC)▪ Work with partner agencies to establish feeding programs at shelter sites▪ Arrange for feeding of shelter staff and population; considerations for dietary needs must be included. At the onset of feeding, request Environmental Health to inspect to ensure safety of food service▪ Coordinate the request of nursing and behavioral health services for people in shelters.▪ Coordinate the request for opening of disaster pet shelters with RCDAS▪ Work with community and faith-based organizations that can support service delivery to meet the needs of the whole community▪ Collect and verify service delivery statistical information from field sites▪ Provide technical support and guidance to field personnel▪ Maintain communication with the field units and other OA EOC branches and units▪ Collect situation status updates and activity information from the Care and Shelter Branch▪ Keep other departments represented by liaisons at the OA EOC, updated on the status of care and shelter activities▪ Keep the Care and Shelter Unit Leaders updated with countywide situation assessments, response objectives, and other EOC reports (i.e., EOC Action Plans and policy decisions)▪ Monitor need for additional service sites



Position	Responsibility
	<ul style="list-style-type: none">▪ Ensure Care and Shelter Unit Leaders have a countywide operating picture of the overall response▪ Expedite requests for resources that are submitted by the field units to the Mass Care and Shelter Branch to the OA EOC Logistics Section▪ Facilitate EOC support for the Mass Care, Housing & Human Services Emergency Support Function operations▪ Submit policy level questions from the Mass Care and Shelter Branch to the Operations Section Chief▪ Act as a subject matter expert on Mass Care, Housing & Human Services Emergency Support Function related activities for the Policy Group and other EOC staff▪ Identify and provide mass care and shelter services to the whole community▪ After a moderate to severe earthquake, work with operations chief in EOC to determine need to have shelter sites inspected for inhabitance use as a shelter
RIVCO Parks and Open Space District	<ul style="list-style-type: none">▪ Determine status of Park and Open Space District facilities for shelter use▪ Identify Park and Open Space District staff to assist with shelter operations at shelter sites▪ Aid with site logistics and resources at Park and Open Space District sites▪ Provide recreation centers for use as shelter facilities when feasible▪ Locate space for outdoor sheltering
RIVCO Animal Services	<ul style="list-style-type: none">▪ Assist in the evacuation of pets and the transportation of pets to identified animal shelter sites▪ Assist in the evacuation and transportation of service dogs to shelters with their owners▪ Assist with the needs (food, water, relief area identification) of service animals at public shelters▪ Establish and operate animal shelters▪ Contact other local animal care providers to assist and leverage additional resources
Emergency Management Department	<ul style="list-style-type: none">▪ Activate the OA EOC▪ Assist in acquiring OA, Regional, State, and Federal resources, if requested
Riverside County Sheriff's Department	<ul style="list-style-type: none">▪ Coordinate evacuations of residents▪ Provide data on the number of evacuated structures and population



Position	Responsibility
Riverside University Health System	<ul style="list-style-type: none">▪ Provide basic medical screening and physical health support for people in shelters▪ Coordinate behavioral health (mental health) services for people in shelters as needed▪ Assist residents in obtaining required medications while in shelters; Coordinate or request refrigeration if necessary for such medications.▪ Leverage partner resources through coordination with Community Health Clinics▪ Activate medical mutual Aid Systems - DMAT Teams, State Disaster Healthcare Volunteers/DHV▪ Provide first aid supplies in shelters and first aid stations
Environmental Health	<ul style="list-style-type: none">▪ Conduct environmental health monitoring of conditions in shelters
CAL OES	<ul style="list-style-type: none">▪ Activate the Southern Region Emergency Operations Center (REOC) as needed▪ Receive a damage report (Situation Status Report) that includes damage, incapacitation, closure of facilities and of major roads; casualties sustained on construction and engineering systems in the Riverside County OA▪ Prepare, coordinate, and communicate regional emergency information, response activities, resources, and construction and engineering capabilities available to respond to the construction and engineering needs for the Riverside County OA
State and Federal Care and Shelter Agencies	<ul style="list-style-type: none">▪ Provide access to State and Federal resources and agencies, including The California Department of Social Services (CDSS), which has overall responsibility for coordinating state-level support for Mass Care and Shelter activities▪ Provide background, technical, and/or scientific information relative to a disaster event requiring mass care and sheltering▪ Provide federal assistance with FEMA as the coordinating agency for mass care and shelter at the federal level, to include support for emergency shelters, feeding, distribution of supplies, first-aid, welfare inquiry and interim housing



Position	Responsibility
Non-Profit Organizations and Private Sector	<ul style="list-style-type: none">▪ Work as community partners to help meet care and shelter needs▪ Provide shelter management expertise▪ Open, staff and operate emergency shelters when requested▪ Support shelters with resources as available▪ Assist with transition of residents out of shelters into interim or more permanent housing when feasible▪ Provide trained shelter management and operations personnel, including trained community volunteers to support shelter operations if requested▪ Provide basic operational supplies when requested:<ul style="list-style-type: none">○ Cots and blankets○ Comfort kits/toiletries○ Signage and forms○ Food service resources (vendor contracts)○ Bulk distribution items▪ Activate the Emergency Assistance Program (for families and individuals) – including casework, financial assistance, and/or vouchers for replacement items▪ Help fill/support resource gaps (especially housing and feeding – i.e., hotels, etc.)▪ Assist in providing facilities for shelters (hotel space, auditoriums, clubs and lodges)▪ Assist in meeting identified unmet needs of the whole community to include acquisition of durable medical equipment, access and functional needs resources, etc.

2.7 Notification and Activation

2.7.1 Notification

Given an event that requires some level of anticipated or actual care and shelter response within Riverside, the Department of Public Social Services, will determine which elements of the Mass Care, Housing & Human Services Emergency Support Function will be implemented. Notification will then be issued to all relevant supporting Care and Shelter partner organizations, and to any additional county departments, or community organizations as needed. Notification will be issued through the most appropriate communications equipment for the event requirements. Notification will detail event information, reporting instructions and any relevant coordination information. Upon notification of an event, the Department of Public Social Services will begin planning efforts to include:

- Identifying potential response/resource requirements and needs
- Placing relevant personnel on standby or mobilizing

2.7.2 Activation

The activation of the OA EOC Care and Shelter Branch and corresponding activities coincide with an activation of the OA EOC. The extent of activation and needed positions will be directly correlated



with the needs and scope of the event (e.g. during a small, uncomplicated event only certain positions may be activated, while a large-scale event may require the activation of all positions). Conditions in which the Mass Care and Shelter Branch of the OA EOC may be activated include:

- During an event (natural or manmade) of such magnitude that the need for countywide care and shelter coordination is self-evident
- During any event that requires close coordination and monitoring of Riverside County OA care and shelter systems to guarantee successful event management
- When there are unmet community needs that warrant further coordination of county departments and non-profit agencies

Step 1: Establish the Care and Shelter Branch

- Review preliminary incident data
- Notify the relevant care and shelter partner organizations
- Provide representation at the OA EOC if activated

Step 2: Gather and Analyze Information

- Based on the level of care and shelter needs involved, develop an initial plan for providing services based on the Mass Care and Shelter Plan
- Obtain from the OA EOC the:
 - Estimated number of people requiring shelter support
 - Estimated number of people requiring feeding at Mass Care sites to include staff and residents
 - General areas (neighborhoods) with significant numbers of displaced households
 - Number, location and sequence of service sites or shelters to be opened
 - Identify where residents may bring their animals
 - Designate lead agencies for each site
- Determine the availability of partner agency resources (facilities, personnel, supplies and equipment)
- Determine the number of ARC, DOPH staff and other DSWs available for assignment to support sheltering activities
- Identify expected resource shortfalls
- Discover where spontaneous shelters may have opened (sites operated independently from ARC or the Riverside County OA) and decide how to best support or transition those services to existing County-run shelters
- As residents arrive at a shelter, identify any access and functional needs, dietary considerations, medication needs, transportation requirements to ensure the needs of the whole community are met
- Provide Care and Shelter representatives in the OA EOC with regular situation status updates



Step 3: Obtain and Deploy Resources

- Begin to implement service plan
- Mobilize care and shelter personnel and resources from partner agencies or DPSS
- Work with the ARC to ensure that qualified shelter management teams are identified for each site; DPSS may also utilize their trained shelter managers if ARC is not available
- Request supplies, equipment and specialized services through the following:
 - Supporting departments, or partners (from inventory or through a vendor)
 - The OA EOC (through another Riverside County OA Dept. or through the EOC Logs Section)
 - State and federal agencies (via the EOC Logistics Section)

Step 4: Coordinate Response

- Open shelter and other service delivery sites
- Ensure that all care and shelter site managers are provided with communication equipment (cell phone or handheld radio) for required coordination with the Mass Care and Shelter Branch
- Coordinate with OA EOC Public Information to ensure incident updates are provided periodically to residents through briefings
- Get feeding and beverage services going at shelters as soon as possible and build up the provision of other basic services as needed:
 - Emergency first aid (physical health support)
 - Behavioral health support
 - Support with access and functional needs (durable medical equipment, etc.)
 - Security
 - Environmental health inspections, etc.
 - Coordinate the opening/closing of shelters with OA EOC Operations Section Chief
 - Expand current sheltering and field response capacity as needed
 - Develop feeding capacity and response
 - Based on demand, setup bulk distribution, outside of the shelter system, for potable water, food (MREs), ice, clothing, sanitary items and other basic life sustaining supplies

Step 5: Continue to Monitor, Track, and Inform

- Monitor overall implementation of the service delivery plan
- Ensure all shelter sites report current situation status on a daily basis:



- Number of beds currently occupied
- Number of beds currently available
- New registrations in the last 12 hours
- Number of meals fed in the last 12 hours.
- Receive and respond to resource or information requests from shelter and field sites
- Identify potential breakdowns in coordination and support and intervene accordingly
- Provide ongoing situation reports to the OA EOC on care and shelter status
- Conduct periodic OA EOC Mass Care and Shelter Branch briefings to identify and resolve issues
- Update situation information
- Revise service delivery plan
- Determine future needs

2.7.3 Deactivation & Demobilization

These terms deactivate and demobilize overlap in meaning and are often used interchangeably. The difference between them is, deactivate refers to stopping a function (deactivate sheltering), whereas demobilize refers to ceasing and returning resources including staffing (demobilize shelter supplies and staff).

The activities and operations described within the Mass Care, Housing, & Human Services ESF will be deactivated when the need for care and shelter response coordination has ceased. Deactivation may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the Department Operations Center, EOC Manager, or EOC Operations Section Chief, as appropriate. Staff should also decide on any triggers to deactivation or demobilization. After the decision to deactivate has been determined, the following activities may be necessary to coordinate:

- Prepare documents for financial reimbursement;
- Complete or transfer remaining Mass Care, Housing & Human Services Emergency Support Function responsibilities to the appropriate department(s)
- Provide deactivation information to all involved supporting Mass Care, Housing & Human Services Emergency Support Function departments
- Plan for resources need to demobilize assets including conduct inventory, return to owner, properly dispose of consumed supplies, and replenish resources
- Demobilize staff and their equipment
- Coordinate deactivation activities with the OA EOC
- Ensure that a debrief is held between key staff, volunteers, and involved Riverside County OA departments
- Continue ongoing efforts for reunification as necessary.



3. Planning Assumptions

The following planning assumptions for the Mass Care, Housing & Human Services Annex apply:

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



Emergency Support Function 7: Logistics

County of Riverside Riverside County Operational Area (OA)



August 2019

Riverside County
Emergency Management Department

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



Riverside County EOP Emergency Support Function # 7: *Logistics*

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1. Introduction

1.1 Coordinating and Supporting Departments

Lead Agency	Central Purchasing & Fleet Services (CP)
Supporting Agencies	Emergency Management Department (EMD), Riverside County Information Technology (RCIT), Animal Services, Department of Public Social Services (DPSS), Riverside University Health System-Public Health (RUHS-PH), Environmental Health, Transportation and Land Management Agency (TLMA), Sheriff's Department, Riverside County Regional Medical Center (RCRMC), Parks and Recreation, Flood Control, Economic Development Administration (EDA), Office on Aging, Agriculture, Commissioners, Waste Management, Veterans Affairs, California Emergency Management Agency (Cal EMA), CA Grocer's Association, Business Executives for National Security (BENS), Private Transportation Partnerships, Non-Governmental Organizations (NGOs), Businesses

1.2 Emergency Support Function Responsibilities

Department	Responsibilities
CP	<ul style="list-style-type: none">▪ Coordinate with supporting departments for resource assessments and acquisitions; maintain awareness of what resources are available within county departments▪ Review resources including personnel, supplies, and equipment allocation▪ Obtain resources that are not provided by the OA Emergency Operations Center (OA EOC) sections or other departments through procurement, contracts, Memorandums, etc.▪ Initiate mutual aid for necessary resources
Emergency Management Department	<ul style="list-style-type: none">▪ Activate the OA EOC▪ Provide direction and oversight to all OA EOC sections, branches and units▪ Establish OA EOC staffing requirements▪ Serve as EOC subject matter experts and advise departments on EOC operations



Supporting Agencies	<ul style="list-style-type: none">▪ Coordinate mutual aid resource requests and act as a main conduit for mutual aid resources▪ Coordinate provision of adequate essential facilities for the response effort▪ Coordinate and purchase needed resources that are available through their normal department processes▪ Coordinate the allocation of fuel resources, maintenance, and repair of vehicles and direct fleet management▪ Coordinate activities conducted by the Donations Management Unit for donated goods and services▪ Coordinate volunteer resources
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1.3 Purpose

The purpose of the Logistics Emergency Support Function (ESF) to the Riverside County Operational Area (OA) is to coordinate and support the resource management process and acquisition that plans, implements, and controls the efficient, effective flow of goods, services, and related information from the point of origin to the point of consumption. It does this in a unified manner to meet emergency requirements involved in emergency response and recovery phases.

1.4 Scope

The Logistics ESF primarily addresses protocols, processes, and systems for requesting resources that are outside the standard practices of pre-existing discipline-specific mutual aid agreements. For this document, a *"resource"* is defined as *"personnel, teams, equipment, facilities, and supplies needed to achieve an identified task."* The guidance provided in this ESF is based on the principles of the National Incident Management System (NIMS) Resource Management Processes and the Riverside County (OA) specific principles in the following areas:

- Identification of Resource Management Requirements
- Inventory of Resources
- Ordering and Acquiring Resources
- Resource Tracking and Reporting
- Donations Management
- Recovery and Demobilization
- Reimbursement
- Certification and Credentialing
- Training and Exercises



2. Concept of Operations (ConOps)

2.1 General Concepts

The CP and supporting departments will use the ESF to coordinate resource coordination and prioritization during an emergency incident where resource needs may exceed the capacity of the County and OA. Procedures pertaining to this function do not pre-empt or nullify existing CP functions as they operate within the ICS.

As established in the NIMS, resource management is based on four guiding principles:

- The establishment of a uniform method of identifying, acquiring, allocating, and tracking resources
- The classification of kinds and types of resources required to support incident management
- The use of a credentialing system linked to uniform training and certification standards
- The incorporation of resources from non-traditional sources, such as the private sector and nongovernmental organizations

Prior to an incident, resources are inventoried and categorized by kind and type, including their size, capacity, capability, skills, and other characteristics. Mutual aid partners exchange information about resource assets and needs. When an incident occurs, standardized procedures are used to:

- Identify resource requirements
- Order and acquire resources
- Mobilize resources

The purpose of resource tracking and reporting is accountability. Resource accountability helps ensure responder safety and effective use of incident resources. As incident objectives are reached, resources may no longer be necessary, and the recovery and demobilization process begin.

Recovery may involve the rehabilitation, replenishment, disposal, or retrograding of resources, while demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. After the incident concludes, any agreed upon reimbursement is made.

The Logistics ESF is one component of a comprehensive, countywide emergency management program. This ESF incorporates a blend of protocols to maintain compliance with Federal and State planning guidelines and local practices that follow NIMS, the Standardized Emergency Management System (SEMS), and ICS principles.

During an activation of the OA EOC, the Logistics Section will utilize the Logistics ESF in coordination with the OA EOC Operations Section and Resource Status Unit in the Planning and Intelligence Section. When the OA EOC is not activated, each Department Operations Center (DOC) Logistics Section will utilize the Logistics ESF.



When necessary, a Multi-Agency Coordination (MAC) Group will be activated and organized to support resource needs the County of Riverside has for effectively mitigating the incident. Multi-agency coordination is important for the establishment of priorities, allocating critical resources, developing strategies for response, information sharing, and facilitating communication. Response coordination and management of MAC related support functions typically occur in the OA EOC and does not require formal activation.

This Concept of Operations outlines the following elements of the Logistics ESF:

- Concept of Operations
- Resource Management Primary Roles
- Resource Management Operations
- Organization and Structure
- Notification and Activation
- Response Actions
- Deactivation Procedures

2.2 Resource Management Primary Roles

2.2.1 Incident Command Post (ICP)

At the ICP, the Incident Commander will be responsible for managing logistics operations in the field and will coordinate resource requirements and requests with the ICP Logistics Chief or DOC Logistics Sections.

2.2.2 Department Operation Center (DOC)

A DOC is an operational/logistical entity designed to serve as a departmental coordinating body in support of incident management. Its broad function is to maintain internal department operations—e.g., continuity of operations (COOP) and continuity of government (COG)—and when necessary, to contribute to countywide response through communication and coordination.

All departments participating in an emergency response, in addition to being represented in the OA EOC, may activate a DOC to facilitate the coordination of department operations and resource management. As outlined in the following sections, the resources of the department remain the asset of the department as well as a shared asset of the EOC Branch / Section where it is assigned.

Therefore, each department (or DOC, if applicable) is responsible for utilizing, acquiring, and managing their emergency resources before, during, and after an emergency. Common DOC/department resource management assets include existing supplies and equipment, facilities (including storerooms and warehouses), inventory control functions, procurement functions (staff and vendor relationships), cost accounting and accounts payable procedures and personnel. Where these resources are no longer available, a resource request can be submitted through the DOC to their OA EOC representative in the OA EOC Operations Section.



DOCs are responsible for initiating requests through their existing discipline-specific mutual aid agreements. When additional resources are needed in support of invoking mutual aid, a resource request can be submitted through the OA EOC.

2.2.3 OA EOC Logistics Section

EMD is responsible to ensure the OA EOC Logistics Section is activated when resources to support the incident are required. Because life-safety takes priority during a response effort, resources will address efforts for life-safety and evacuation first, incorporating the capabilities of supporting agencies to provide essential resources to support this function. Providing equal access to the whole community, including those with access and functional needs, is and shall remain a top priority for the County, its employees, contractors and partners.

Logistics Section Chief

Functioning within the OA EOC Logistics Section, the Logistics Section Chief will ensure the following actions:

- Acquire and deliver resources requested by any OA EOC Section
- Allocate scarce resources consistent with OA EOC Action Plans; in some cases, activation of the Policy-level Multi-Agency Coordination System (MACS) may be necessary
- Record and track the status of resource requests processed through the OA EOC Logistics Section
- Coordinate with the OA EOC Planning Section regarding resource status and requirements for the next operational period pursuant to ICS
- Coordinate with the OA EOC Planning and Finance and Administration Sections to ensure OA EOC resource acquisitions and issuance are documented for reimbursement
- Support recovery activities including demobilization, restoration of services, and Continuity of Government, as directed

Facilities Unit

- Locate and coordinate use of public facilities, private facilities, or Staging Areas required to support the disaster response
- Coordinate the relocation of work space for essential Riverside County staff displaced by the disaster, including relocating or leasing office furniture or equipment and configuring the workspace, as appropriate
- Support requests to locate and rent or lease alternate locations for the OA EOC/DOCs when they are forced to relocate due to damage or space limitations
- Coordinate pre-occupancy environmental inspections
- Locate space for feeding and housing requirements as requested
- Ensure acquired buildings are returned to their original state when no longer needed



Personnel Unit

- Coordinate the acquisition, tracking, basic orientation/training, and support of additional Disaster Service Workers (DSWs), which include Riverside County response personnel in non-DOC departments and convergent volunteers
- Identify and register convergent volunteers
- Establish a list of DSWs and convergent volunteers based on occupational skills, experience, and certification to use for response and recovery efforts
- Ensure that DSWs and convergent volunteers are provided with food and shelter and other support while in the jurisdiction on assignment
- Document any injuries, accidents, or other personnel-related incident reports

Supply Unit

- Coordinate the procurement of resources
- Oversee the procurement and allocation of supplies and materials not normally provided through discipline-specific mutual aid channels (e.g. food, water, fuel)
- Expedite delivery of supplies and materials, as required
- Maintain a system to collect, track, and provide shipment information for resource requests received by the Logistics Section
- Work with other sections and branches to forecast and identify material and equipment shortfalls and pre-identify vendors and other sources
- Coordinate with the Finance and Administration Section Chief to manage the collection and maintenance of cost and other procurement data

2.2.4 OA EOC Planning and Intelligence Section

Resource Tracking Unit Leader

- Launch the Resource Tracking Log and establish Resource Order inbox placement and files
- Ensure sufficient quantities of Resource Order Forms are available for all OA EOC sections
- Track all Resource Orders submitted to OA EOC and provide/request status reports as directed by the OA EOC Logistics Chief

2.2.5 EOC Finance and Administration Section

- **Collect copies of all documents regarding the OA EOC activation**
- **Track and report personnel costs for the OA EOC**
- **Provide incident response cost tracking codes**
- **Assist in the long-term recovery operations**

2.2.6 Supporting Roles

All county departments are responsible for emergency resource management and providing resource management support to their DOCs as required by an emergency event. Situational



updates, reports, and requests will be coordinated through the Logistics Section Chief with supporting departments so that priorities can be identified that lead to unified response efforts for restoration of Riverside County operations. Each supporting department maintains its authority and is responsible for providing resources, personnel, equipment, facilities, technical assistance, and support.

2.2.7 State and Federal Assistance

The following is a description of the flow of requests and assistance from state or federal agencies:

- The Incident Command/Unified Command identifies resource requirements and communicates needs through the Area Command (if established) to the OA EOC for resources outside of their normal ordering process. The OA EOC fulfills the need or requests assistance through assistance agreements with private sector and nongovernmental organizations.
- In most incidents, local resources and local mutual aid agreements and assistance agreements will provide the first line of emergency response and incident management. If the State cannot meet the needs, they may arrange support from another State through an agreement, such as the Emergency Management Assistance Compact (EMAC), or through assistance agreements with nongovernmental organizations.
- If additional resources and/or capabilities are required beyond those available through interstate agreements, the Governor may ask the President for Federal assistance. Some Federal agencies (Environmental Protection Agency, etc.) have statutory responsibility for response and may coordinate and/or integrate directly with affected jurisdictions.
- Federal assistance may be provided under various Federal authorities. If a Governor requests a disaster declaration, the President will consider the entirety of the situation including damage assessments and needs. The President may declare a major disaster (section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act).
- The Joint Field Office is used to manage Federal assistance (technical specialists, funding, and resources/equipment) that is made available based on the specifics and magnitude of the incident. In instances when an incident is projected to have catastrophic implications (e.g., a major hurricane or flooding), States and/or the Federal Government may position resources in the anticipated incident area.
- In cases where there is time to assess the requirements and plan for a catastrophic incident, the Federal response will be coordinated with State, tribal, and local jurisdictions, and the pre-positioning of Federal assets will be tailored to address the specific situation.

2.3 Resource Management Operations

2.3.1 Management Operations

The Incident Commander (IC) is responsible for managing emergency resources at the incident site and shall be assisted by a staff skilled in the tasks to be performed and resources committed to the operation. The ICS structure includes a Logistics Section, which is responsible for



obtaining and maintaining personnel, facilities, equipment, and supplies committed to the emergency operation. The IC will determine the need to establish a Logistics Section. The IC assumes responsibility for related position specific operations until ICS position(s) is filled. This decision to expand and fill ICS specific positions is usually based on the size, anticipated duration, and complexity needed to support the incident.

If the OA EOC is activated, the IC shall continue to manage emergency resources committed at the incident site. The OA EOC shall monitor the state of all resources, manage uncommitted resources, and coordinate with the IC to determine requirements for additional resources at the incident site. Departments and agencies involved in emergency operations that require additional resources should use the resource request form to communicate their requirements to the OA EOC. Departments requiring additional resources should record expenditures of goods, services and personnel per the procedures of the appropriate Finance Department.

If additional resources are required, the IC should coordinate with the OA EOC to:

- Activate and direct deployment of resources to the incident site
- Purchase, rent, or lease supplies and equipment
- Contract for necessary services to support emergency operations
- Commit such resources to the IC to manage

If the County resources above are inadequate or inappropriate for the tasks to be performed and regional resources have been depleted, the EOC Deputy Director or designee shall prepare a request for state assistance to be forwarded to the California Office of Emergency Services (Cal OES) Southern Region Emergency Operation Center (REOC).

2.3.2 Returning Resources

When resources are utilized for an incident, it is incumbent upon the requesting agency to return that resource to its full capability before returning it. In the case of disposable items, the requesting agency shall ensure such commodities are disposed of in accordance with all local, state and federal laws.

2.3.3 Expendable Resources

Resources such as water, food, fuel, and other one-time-use supplies must be fully accounted for. Restocking occurs at the point from which a resource was issued. Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization. Waste management is of special note in the process of recovering resources, as resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.



2.3.4 Recovery

Recovery involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, disposed of, and/or retrograded.

2.3.5 Demobilization

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. As stated earlier, demobilization planning should begin as soon as possible to facilitate accountability of the resources. During demobilization, the Incident Command and MAC elements coordinate to prioritize critical resource needs and reassign resources (if necessary).

2.4 Organization and Structure

2.4.1 Organization

The Logistics ESF is supported by all levels of the emergency response starting with the Incident Command Post (ICP) to DOCs, to the OA EOC Logistics and Planning and Intelligence Sections.

2.4.2 Resource Management Responsibilities

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

Entity	Responsibility
County/OA Entities	
Central Purchasing	<ul style="list-style-type: none">Receive, review and track resources requests in the OA EOCObtain resources that cannot be provided by OA EOC Operation Sections or other departments through county departments, contractors, memorandums or other meansCollect projected resource needs from the OA EOC sections to develop pro-active resource ordering strategiesCoordinate with the OA EOC Finance and Administration Sections to ensure OA EOC resource acquisition and issuance are documented for reimbursementInitiate non-discipline-specific mutual aid to



Entity	Responsibility
County/OA Entities	
	supplement resource as requested
Incident Command	<ul style="list-style-type: none">▪ Managing resource management operations in the field▪ Coordinate resource requirements and requests with the Resource Status Unit Leader
Resource Status Unit Leader	<ul style="list-style-type: none">▪ Acquire and deliver resources requested by the OA EOC Planning and Intelligence Section▪ Record and track the status of resource requests processed through the OA EOC Planning and Intelligence Section
Logistics Section Chief	<ul style="list-style-type: none">▪ Managing all radio, data and telephone needs of the OA EOC▪ Obtaining all materials, equipment and supplies to support emergency operations▪ Coordinating management of facilities used during disaster response and recovery▪ Coordinate the provision of logistical support for the OA EOC
Facilities Unit	<ul style="list-style-type: none">▪ Coordinate and oversee the management of and support to the OA EOC and other essential facilities and sites used▪ Coordinate with other OA EOC Units for support required for facilities▪ Support activities for restoration of disrupted services and utilities to County facilities▪ Close out each facility when no longer needed
Personnel Unit	<ul style="list-style-type: none">▪ Coordinate DSW and volunteer resources from departments that do not have a DOC
Procurement Unit	<ul style="list-style-type: none">▪ Coordinate and purchase needed resources
Non-Profit Organizations and Private Sector	<ul style="list-style-type: none">▪ Provide basic operational supplies to support the incident▪ Work as community partners to help meet resource needs▪ Provide in-kind support (donations) for the benefit of affected residents



2.5 Notification and Activation

2.5.1 Notification

Initially, the OA EOC Deputy Director will notify departments of an event and an activation of the OA EOC. Notification to support agencies can be communicated via phone, e-mail, and will provide a situation update and reporting instructions for reporting to the EOC.

2.5.2 Activation

The Riverside County Emergency Management Department Duty Officer (EMD) or OA EOC Deputy Director may implement this ESF when an event is anticipated or has occurred within Riverside County OA. The scope and type of the emergency and the associated response will be determined at the time of activation.

Elements of the Logistics Emergency Support Function implementation may begin prior to an official notification from the Riverside County EMD Duty Officer or OA EOC Deputy Director when the EMD is alerted to a planned or unplanned event through a department that requests resource management support. If this occurs, notification to the EMD Duty Officer should be timely to provide situational awareness and to determine the need activate the OA EOC.

Step 1: Identify Resource Requirements

The need for resources may be identified at any ICS level and will filter up the chain of command, from ICPs to DOCs. DOCs may allocate available resources in coordination with the ICP Logistics Section Chief. DOCs unable to fill department resource requests may call the term contract vendor or a non-term contract vendor if no term contract exists, to acquire resources. DOCs that cannot find a vendor to provide the needed item may submit a resource request to the OA EOC Operations Section for fulfillment of that request. When the OA EOC has not been activated, DOCs may request resources from another DOC, department, Mutual Aid Agreement, or countywide contract.

Departments that require additional resources but do not have representation through an ICP or DOC may submit resource requests directly to the appropriate branch in the OA EOC Operations Section.

Step 2: Requesting Resources

Resources acquired through a DOC are deployed to the designated area, without going through the OA EOC Logistics Section. Resources that cannot be acquired in this manner may be acquired through the OA EOC Logistics Section:

- The Incident Commander assesses and identifies needs that cannot be filled by and makes a request through the DOC
- The DOC contacts their department representative in the OA EOC Operations Section
- The OA EOC Operations Section coordinates resource acquisition and deployment to the staging area (or designated delivery location), prioritizes resource requests, and tracks resources.



- If the OA EOC Operations Section cannot fill the request and follows the resource request ordering process, then the request is sent to the OA EOC Logistics Section, which conducts the following:
 - Identifies methods to fulfill request
 - Addresses conflicts in resource deployment
 - Reports the status of the request and/or the status of resource acquisition if a resource is unavailable

Resource requests must be submitted to the OA EOC Logistics Section on a completed Resource Order Form. Completed Resource Orders must have as much information as possible to ensure the appropriate resource is obtained and delivered to the designated location.

The EOC Logistics Section reserves the right to reject any incomplete or unclear Resource Order Form and will return the form to the originator for proper documentation. All Resource Order Forms submitted to the EOC Logistics Section must be specific resource requests that cannot be filled by other operations branches or DOCs. The EOC Logistics Section does not fill Mission Tasks.

Step 3: Ordering and Acquiring Resource

Resource Orders that reach the EOC Logistics Section will be filled through the following methods:

- Locating inventories from known sources
- Acquisition through purchasing
- Acquisition from alternate vendors
- Non-discipline-specific mutual aid requests
- VOAD organizations, non-profits or other community organizations

Step 4: Resource Allocation and Prioritization

Resources can quickly go from plentiful to scarce during emergencies. Reactive allocation and prioritization of resources becomes increasingly difficult as this occurs. When a resource is scarce and/or when departments cannot agree on proper allocation, the OA EOC Management Section, in collaboration with the Policy Group, if necessary, will coordinate the priority and assist with allocation and distribution of resources.

Monitoring Resources

The OA EOC Logistics Section will collaborate with the OA EOC Planning and Intelligence Section to monitor resource levels and demands through the Operations Section branches and by using resource request tracking and standard ICS forms. Through monitoring, the OA EOC Planning and Intelligence will work with the OA EOC branches to mitigate resource scarcity. Common scarce resources may include fuel, batteries, radios, paper, and sanitation supplies as well as food, water, and shelter for DSWs.



Scarce Resource Allocation

When a resource becomes scarce such that requests must be prioritized, or when a resource is in high demand because it is deemed critical to resolving the emergency, the OA EOC Section Chiefs and EOC Deputy Director will meet to establish priorities or a Multi-Agency Coordination group (MAC) may be established at the Policy-level within the EOC. The OA EOC Deputy Director is responsible for determining whether the prioritization and distribution issues need to be elevated to the Riverside County OA Policy Group. Once prioritization and distribution instructions are established, the OA EOC Logistics Section will ensure requests are filled/delivered in conjunction with those established priorities.

Step 5: Requesting Resources from Federal and State Agencies

When an EOC Resource Order cannot be filled locally or when the resource becomes increasingly difficult to obtain, the OA EOC Logistics Section or Operations Section Chief will develop a formal REOC Mission Request using information on a Resource Order Form. The REOC Mission Request will be submitted electronically to the REOC. The REOC then assigns a Mission Coordinator to manage the request. If the REOC cannot fill the request, the REOC Coordinator may elevate the request to the State Operations Center (SOC) with approval of the REOC Director. The SOC will coordinate resources from unaffected regions within the State and will prioritize resource requests based on overall State and regional objectives and strategies. The SOC may use the Emergency Management Assistance Compact (EMAC) to put a request out to other states. If a Federal declaration is in place, the SOC may also send requests through Federal channels.

Step 6: Tracking, Reporting and Documentation

The OA EOC Logistics Section will only track resource requests submitted directly to the OA EOC Logistics Section on a Resource Order Form. All other ICS-Resource Order Forms not submitted to the OA EOC Logistics Section must be submitted to the Riverside County OA Planning Section for tracking. Completed copies of Resource Order Forms must be provided to the OA EOC Logistics, Planning, and Finance and Administration Sections pursuant to instructions on the Resource Order Form.

Received Resource Orders will be tracked on a master tracking log spreadsheet managed by the OA EOC Logistics Section. Resource Order Form requests will be tracked from order to fulfillment, primarily focusing on exception tracking when the requestor notifies the Logistics Section that a Resource Order has not arrived as planned. The OA EOC Logistics Section will not track resources at the Field Level, or ICP level. The Resource Staging Area Manager will track resources from arrival to departure at the Staging Area.

Staging 7: Mobilization and Pre-Staging

Pre-Staging Supplies and Equipment

The OA EOC Logistics Section will contact vendor partners according to event needs to establish communication lines and share information regarding the emergency response requirements. These vendors may include, but are not limited to, the following:



- Fuel Suppliers
- Food/Water/Catering
- Supplies and Equipment
- Rental Companies
- Service providers

2.5.3 Deactivation Procedures

Deactivation of the Logistics ESF may extend deep into the recovery phase. Deactivation of the Logistics ESF will be determined by OA EOC Management Section.

Once deactivation is announced, EMD/CP will conduct the following activities:

- The OA EOC Planning Section will manage the Demobilization Plan
- Coordinate deactivation steps with supporting departments
 - Resources on scene will be demobilized at the discretion of the Incident Commander

Once notified that a resource is no longer needed, OA EOC Logistics Section will coordinate the demobilization of all resources.



3. Planning Assumptions

The following planning assumptions for the Logistics Annex apply:

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



Emergency Support Function 8: Public Health and Medical

County of Riverside Riverside County Operational Area (OA)



August 2019

Riverside County
Emergency Management Department

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



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1. Introduction

1.1 Coordinating and Supporting Departments

Lead Agency	Riverside University Health System-Public Health (RUHS-PH); Riverside County Emergency Management Department (EMD); Department of Environmental Health; Riverside University Health System-Behavioral Health (RUHS-BH)
Supporting Agencies	Riverside County Fire Department; Riverside County Sheriff's Department; Riverside University Health System-Medical Center; Department of Public Social Services (DPSS); Regional Disaster Medical Health Coordinator Region VI; California Department of Public Health (CDPH); ESF #8 Public Health and Medical Services; hospitals and medical centers; public and private medical facilities

1.2 Emergency Support Function Responsibilities

Department	Responsibilities
RUHS-PH/ RUHS-BH/ EMD – REMSA Division Dept. of Environmental Health/	<ul style="list-style-type: none">▪ Assessment of immediate medical needs.▪ Coordination of disaster medical and health resources.▪ Coordination of patient distribution and medical evaluation.▪ Coordination with inpatient and emergency care providers.▪ Coordination of out-of-hospital medical care providers.▪ Coordination and integration with fire agency personnel, resources, and emergency fire pre-hospital medical services.▪ Coordination of providers of non-fire-based pre-hospital emergency medical services.▪ Coordination of the establishment of temporary field treatment sites.▪ Health surveillance and epidemiological analyses of community health status.▪ Assurance of food safety.▪ Management of exposure to hazardous agents.▪ Provision or coordination of nursing and/or behavioral health services for the whole community at shelter or other service sites



Department	Responsibilities
	<ul style="list-style-type: none">▪ Provision of medical and health public information protective action recommendations.▪ Provision or coordination of vector control services.▪ Assurance of drinking water safety.▪ Assurance of the safe management of liquid, solid, and hazardous wastes.▪ Investigation and control of communicable disease.
Supporting Agencies	<ul style="list-style-type: none">▪ Coordinate provision of necessary medical services at shelter or other service sites▪ Provide direct support for field response and recovery operations▪ Maintain communication with department lead representatives;▪ Provide regular situation status updates▪ Staff MH DOC and/or the OA EOC as required▪ Respond to the MH DOC or the Riverside County EOC as requested to serve as an Agency Representative

1.3 Purpose

The Public Health and Medical Emergency Support Function (ESF) provides support for the effective coordination of emergency response entities mobilized by RUHS-PH, EMD-REMSA Division, Environmental Health and RUHS-BH, OA cities, and public and private-sector medical and health agencies. The Public Health and Medical Emergency Support Function describes the basic concepts, policies and procedures for providing public health services in support of local jurisdiction resource needs in the event of any emergency or disaster. The departments and agencies who lead or support this ESF, do so with the whole community, including those with access and functional needs in mind.

1.4 Scope

This ESF supports public health and medical response activities within the Riverside County OA by detailing the actions that primary agencies and staff at various medical and health agencies and facilities take during an emergency response. Such agencies and staff include:

- RUHS-PH, EMD, Environmental Health, RUHS-BH, and the Public Health Officer
- Riverside Emergency Medical Services Agency and the REMSA Agency Medical Director
- Medical Health Operational Area Coordinator (MHOAC)
- Public and private pre-hospital medical care providers, including Emergency Medical Technicians (EMT), paramedics and ambulance providers



- Public and private hospitals and medical centers
- Other health care providers, including skilled nursing facilities, clinics, surgery centers, and assisted living centers
- Regional Disaster Medical Health System
- California Department of Public Health and the Emergency Medical Services Authority
- Emergency Support Function #8



2. Concept of Operations (ConOps)

2.1 General Concepts

For the purposes of the Riverside County OA Emergency Operations Plan and this Emergency Support Function, public health emergency/disaster events are those incidents that may pose a threat of disease or loss of optimum health to the citizens in Riverside County. Refer to the RUHS-PH Emergency Operations Plan.

During a large-scale public health incident within the county of Riverside, the response capabilities of individual jurisdictions will likely be exceeded and resources from within and outside the county will be required. Jurisdictions in the OA will exhaust their local resources within reason before requesting mutual aid for outside assistance. Public health and emergency medical service entities will render the maximum practical assistance to communities under provisions of the Master Mutual Aid Agreement.

Previous incidents of regional and statewide health and medical operations indicate that significant numbers of individuals with medical or health needs will require assistance following a large-scale incident. County plans have been developed in accordance with state guidance to prioritize local response activities, such as isolation and quarantine, disease investigation, field treatment sites, casualty collection points, and mass prophylaxis and dispensing operations. Cities primarily rely on the County and medical agencies to plan for and provide these services within their jurisdictions. Each county has an appointed Medical Health Operational Area Coordinator (MHOAC) who coordinates and prioritizes resources available within, or provided to, the Operational Areas in accordance with the Medical Health Mutual Aid System.

Delivery of certain pre-positioned state and Federal supply caches, such as material from the Strategic National Stockpile or mobile field hospitals, may be expected within predetermined timeframes when resource-requesting procedures are followed. During an emergency with regional or statewide impacts, the availability of hospital supplies will be limited due to the lack of medical supply caches and the time factor in ordering supplies. Hospital response will be greatly affected by patient surge.

This Concept of Operations outlines the following elements of the Public Health and Medical function:

- Public Health and Medical Primary Roles
- Disaster/Medical Health Mutual Aid System
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures



2.2 Public Health and Medical Primary Roles

2.2.1 Hospitals and Medical Centers

Hospitals and medical centers include public, private non-profit, and private for-profit organizations. Hospital and out-of-hospital provider capacity in the region includes acute care facilities, trauma centers, teaching/research medical centers, community hospitals, surgical centers, clinics, pediatric centers, and skilled nursing facilities. County hospitals and medical centers are responsible for:

- Activating individual disaster plans, including planning for the transfer or evacuation of patients to similar facilities, spontaneous volunteers, and staff credentialing
- Establishing extended emergency department capacity at or near the facility
- Providing medical surge capacity
- Providing patient tracking within the hospital and during patient forwarding activities
- Establishing decontamination corridors for spontaneous arrivals
- Providing situation status reports
- Coordinating with other providers and public health departments regarding treatment protocols for unusual incidents or agents
- Maintaining hospital infrastructure utilities for sustained function during emergencies
- Establishing alternate care sites with CDPH and other stakeholders and providing support for staffing, transportation, and other requirements
- Performing disease surveillance and reporting

Other health care providers in Riverside County include public and private clinics, surgery centers, urgent care centers, pediatric centers, skilled nursing facilities, and assisted living centers, which are responsible for:

- Maintaining disaster plans and reciprocal agreements with similar facilities
- Reporting on the incidence of disease
- Reporting on status
- Possible assistance with the treatment of casualties, prophylaxis, and isolation or quarantine

2.2.2 MHOAC Leads (RUHS-PH, EMD, Environmental Health, RUHS-BH)

The MHOAC Program is based on the functional activities described in Health and Safety Code §1797.153. Within the Operational Area, the Health and Safety Code authorizes the Riverside Health Officer and Riverside Emergency Medical Services Administrator to jointly act as the MHOAC or appoint another individual to fulfill the responsibilities. Within Riverside County, the RUHS-Public Health Officer and the REMSA Director (or their designees) jointly function as the MHOAC. This function is implemented through EMD and REMSA Duty Officers allowing 24/7 response capabilities. The REMSA Duty Officer is the primary point of entry into the MHOAC Program; the EMD Duty Officer is the secondary point of contact and entry.



The MHOAC Program includes 17 functions as specified in Health and Safety Code §1797.153. The Health and Safety Code states "the MHOAC shall recommend to the Operational Area Coordinator of the Office of Emergency Services a medical and health disaster plan for the provision of medical and health mutual aid within the Operational Area." In addition, "The medical and health disaster plan shall include preparedness, response, recovery and mitigation functions in accordance with the State Emergency Plan, as established under Sections 8559 and 8560 of the Government Code, and at a minimum, the medical and health disaster plan, policies and procedures shall include" all activities identified in the list below as adapted from the California MHOAC Program Manual:

- Assessment of immediate medical needs.
- Coordination of disaster medical and health resources.
- Coordination of patient distribution and medical evaluation.
- Coordination with inpatient and emergency care providers.
- Coordination of out-of-hospital medical care providers.
- Coordination and integration with fire agency personnel, resources, and emergency fire pre-hospital medical services.
- Coordination of providers of non-fire-based pre-hospital emergency medical services.
- Coordination of the establishment of temporary field treatment sites.
- Health surveillance and epidemiological analyses of community health status.
- Assurance of food safety.
- Management of exposure to hazardous agents.
- Provision or coordination of mental health services.
- Provision of medical and health public information protective action recommendations.
- Provision or coordination of vector control services.
- Assurance of drinking water safety.
- Assurance of the safe management of liquid, solid, and hazardous wastes.
- Investigation and control of communicable disease.

Additional responsibilities include:

- Coordination with the OA EOC
- Epidemiological investigation and disease control in the general or specific populations
- Long-term health surveillance for communicable disease and disease secondary to an incident involving bioterrorism
- Laboratory testing and referral for confirmation through the Laboratory Response Network



- Dispensing and administration of mass prophylaxis antibiotics and vaccines
- Activation of alternate care sites in coordination with the Emergency Medical Services Agency (EMSA) and hospitals
- Isolation and quarantine activities
- Implementing social distancing measures
- Decisions to protect the general population, such as whether to evacuate or shelter in-place, and regarding first responders sent to an incident that might have involved the use of harmful biological incidents
- Health alerts, warnings, and the dissemination of information to the public and health care providers
- Coordination with EMS providers and hospitals regarding treatment protocols for unusual agents or events
- Coordination with the medical examiner/coroner for burial permits and safe handling of the deceased following exposure to hazardous materials

2.2.3 Medical and Health Department Operations Center

The Medical Health Department Operations Center (MH DOC) is to function as the operational arm of the Medical/Health Branch of the OA EOC when activated. If the OA EOC is not activated, the MH DOC may still be activated to coordinate public health and medical activities. The MH DOC provides a central location for coordinating information, resource requests and Public Health and Medical field operations (e.g. PODs, ACS, FTS, Medical Shelters, case investigation, specific laboratory testing, issuing water notices, etc.) for the Public Health and Medical System in the Riverside County. It is also the conduit between field level providers in the system and the OA EOC, Region, and State. Staff at the MH DOC has health and medical subject matter expertise and provide support for discipline-specific emergent decisions. The MH DOC provides support for field level emergency responders and maintains awareness of the emergency for decision makers. As outlined by the OA EOC, in California, and at the federal level, public health and medical activities include public health, medical, environmental health, Veterinary health, and mental health functions. The level of MH DOC staffing will vary with the specific emergency.

The following functions are performed in the MH DOC:

- Support and coordinate all Public Health and Medical functions for the OA EOC, if activated
- Coordinate field response activities
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies
- Fulfill the Medical Health Operational Area Coordination (MHOAC) function as the central point for support and coordination
- Collect, analyze, and disseminate intelligence to/from Public Health and Medical system stakeholders
- Coordinate resource management activities



- Obtain/maintain comprehensive Public Health and Medical system status
- Obtain/maintain a common operating picture and real-time situational awareness of Public Health and Medical system for all MH DOC/EOC staff and system stakeholders
- Develop and distribute the MH DOC Coordination Plan based on objectives developed by the Operational Area EOC. If the Riverside County EOC is not activated, the MH DOC develops Medical Health objectives
- Maintain emergency support information (e.g. Riverside County maps, information display boards, contact lists and other data pertaining to emergency operations)
- Coordinate risk communication activities through the MH DOC Public Information Officer (PIO) and/or the Joint Information Center (JIC), when activated
- Provide Public Health and Medical disaster related instructions for employees and their families
- Provide situational awareness to senior leadership and policy-makers in the OA EOC during emergencies
- Manage all documentation relative to the incident
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies

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

2.2.4 Types of Incidents

The following three descriptive conditions, as identified within the California Public Health and Medical Emergency Operations Manual include Day-to-Day Activities, Unusual Events, and Emergency System Activation.

2.2.4.1 Day-to-Day Activities

Daily, the MHOAC leads conduct a myriad of activities that may be described as "routine business" related to their statutory and regulatory authorities and responsibilities. First responders and EMSA providers respond to 911 calls, which typically do not impact the overall capacity of the OA. RUHS-PH, EMD, environmental health, and RUHS-BH personnel conduct other activities routinely. There are four 24/7/365 Duty Officer Programs: RUHS-PH, EMD, Environmental Health and RUHS-BH. The Duty Officers will follow standard operating procedures as outlined by their respective Branch/ Department.

2.2.4.2 Unusual Event



An unusual event is defined as an incident that significantly impacts or threatens public health, environmental health or emergency medical services. The specific criteria for an unusual event include any of the following:

- The incident significantly impacts or is anticipated to impact public health or safety
- The incident disrupts or is anticipated to disrupt the Public Health and Medical System
- Resources are needed or anticipated to be needed beyond the capabilities of the Operational Area, including those resources available through existing agreements (day-to-day agreements, memoranda of understanding, or other emergency assistance agreements)
- The incident produces media attention or is politically sensitive
- The incident leads to a Regional or State request for information; and/or
- Whenever increased information flow from the Operational Area to the State will assist in the management or mitigation of the incident's impact

When an unusual event occurs, the MHOAC/EMD Duty Officer will be notified. An Internal Situation Report will be developed by the lead SME and then disseminated to members of the Rapid Response Team (RRT) via traditional communication pathways (i.e., e-mail or fax). The Rapid Response Team may be activated for an unusual event.

2.2.4.3 Emergency System Activation

Public Health and Medical emergency system activation occurs when the MH DOC or the Medical/Health Branch of the OA EOC is activated. When an emergency incident occurs, notifications are made to the MHOAC Program, other Public Health Duty Officer programs and to the DEH, DAS, MH and EMD Duty Officer Programs. The RRT will likely be activated during an emergency system activation to reinforce response coordination by gathering subject matter experts that represent each of the functions of the MHOAC Program. The RRT will ensure that decision-making is considerate of life saving measures, and to identify all potential implications to the public health and medical system. In an emergency system activation, the MHOAC Program must complete a State Medical and Health Situation Report (SITREP), which must be sent to the Regional Disaster Medical Health Specialist (RDMHS) for Region VI; the Riverside County Emergency Management Department (EMD); and to the California Emergency Medical Services Authority (EMSA) and California Department of Public Health (CDPH) Duty Officers. The SITREP is also sent to all recipients of the Internal Situation Report.

2.2.5 Public Health and Medical Incident Activation and Escalation Pathway

If a public health or medical incident requires the activation of multiple departments/agencies or has the potential to escalate into a larger incident, the Rapid Response Team (RRT) may be activated (see Riverside University Health System-Public Health Policy RUHS A-30, *Public Health and Medical Incident Escalation Pathway*).

The RRT will collectively determine the need to activate the MH DOC and centralize the response operations, coordinated through the MH DOC Director. When activated, the MH DOC also assumes the Medical Health Operational Area Coordinator (MHOAC) role. The MH DOC



Director will communicate incident information and coordinate response activities with the Medical/Health Branch of the OA EOC. The Health Officer or the Director of Public Health, who are both part of the RRT, will communicate incident information and response activities with the Riverside County Board of Supervisors and the County Executive Officer (if the OA EOC is not activated).



The RRT is composed of the following representatives:

RUHS-PH:

- Public Health Administration
- Public Health Officer
- Public Health Public Information Officer (RUHS-PH PIO)
- Public Health Nursing
- Epidemiology and Program Evaluation (EPE)
- Disease Control (DC)
- Public Health Laboratory
- Immunizations and Staff Development
- Information Technology (IT)
- Fiscal Services

EMD:

- EMD Administration
- REMSA
- Duty Chief and Officer
- Sr. Public Information Specialist

Environmental Health:

- Director
- Deputy Directors
- Duty Officer

Animal Services:

- Director
- Deputy Directors
- Chief Veterinarian

RUHS-BH

- Director
- Deputy Directors

RUHS-Community Clinics

- Director
- Medical Director of Ambulatory Care Services
- Assistant Medical Director of Ambulatory Care Services

2.2.6. OA EOC Public Health and Medical Branch Positions

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



- Public Health Unit Leader: The Public Health Unit Leader is responsible for coordinating disaster public health operations throughout the OA during an activation of the OA EOC.
- EMS Unit Leader: The EMS Unit Leader is responsible for coordinating emergency medical services operations throughout the County during an activation of the OA EOC.
- Behavioral Health Unit Leader: The Behavioral Health Unit Leader is responsible for the safety and wellbeing of Behavioral Health clients and the provision of critical incident stress de-briefing and crisis intervention services to emergency workers, OA EOC staff and the general public during and after an emergency.
- Environmental Health Unit Leader: The Environmental Health Unit Leader is responsible for ensuring the provision of environmental health needs for residents and visitors within the OA during an activation of the OA EOC.

Overarching Responsibilities

- Support and coordinate all Public Health and Medical functions for the OA EOC, if activated
- Coordinate field response activities
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies
- Fulfill the Medical Health Operational Area Coordination (MHOAC) function as the central point for support and coordination
- Collect, analyze, and disseminate intelligence to/from Public Health and Medical system stakeholders
- Coordinate resource management activities
- Obtain/maintain comprehensive Public Health and Medical system status
- Obtain/maintain a common operating picture and real-time situational awareness of Public Health and Medical system for all MH DOC/EOC staff and system stakeholders
- Develop and distribute the MH DOC Coordination Plan based on objectives developed by the Operational Area EOC. If the OA EOC is not activated, the MH DOC develops Medical Health objectives
- Maintain emergency support information (e.g. Riverside County maps, information display boards, contact lists and other data pertaining to emergency operations)
- Coordinate risk communication activities through the MH DOC Public Information Officer (PIO) and/or the Joint Information Center (JIC), when activated
- Provide Public Health and Medical disaster related instructions for employees and their families
- Provide situational awareness to senior leadership and policy-makers in the OA EOC during emergencies
- Manage all documentation relative to the incident
- Provide effective command and control for the deployment and receipt of medical mutual aid resources during emergencies



2.2.7 Regional Emergency Operations Center Medical Health Branch

In general, the position of Medical Health Branch Director at the Cal OES REOC is staffed in situations that involve mass casualties and injuries; EMSA staffs this position. A CDPH representative may be assigned as the Deputy Medical Health Branch Director to coordinate public health support. In situations that involve an outbreak of disease, a pandemic, or bioterrorism, CDPH staffs this position; in such cases, an EMSA representative may be assigned as the Deputy Medical Health Branch Director to coordinate emergency medical support.

2.2.8 State Operations Center (SOC)

The SOC Medical Health Branch is staffed by representatives of EMSA and CDPH in a manner similar to the REOC, as previously described. The SOC coordinates resource requests that cannot be met at the regional level and prioritizes scarce resources. In response to resource requests, the SOC will coordinate requests for medical and health resources with EMSA and the CDPH at the JEOC to obtain resources from other, unaffected regions of the state. Additional functions at the SOC include:

- Mission tasks state agencies to provide support
- Coordinates requests for non-medical and health resources with other branches within the Operations Section of the SOC
- Obtains out-of-state resources through the Emergency Management Assistance Compact and other mechanisms
- Coordinates requests for assistance with the Federal Government, if the President has declared an emergency or disaster

EMSA and the CDPH jointly staff the Medical Health Coordination Center (MHCCC) to coordinate state-level support for medical and public health response. In coordination with the SOC Medical Health Branch, the MHCC:

- Provides policy and program direction for medical and health response
- Leads state efforts to locate, acquire, and arrange delivery of state-owned and controlled disaster medical and health supplies, equipment, and personnel
- Assists with the coordination of resources from unaffected areas of the state

2.3 Disaster Medical/Health Mutual Aid System – Region VI

When disaster strikes, local medical and health resources may be inadequate to meet the demand. The Medical/Health Mutual Aid System is designed to address this issue by facilitating the distribution of regional, state, and/or federal resources to the area(s) in need.

The State of California is divided into six mutual aid regions. The Riverside Operational Area is in Region VI, which also includes the Counties of Mono, Inyo, San Bernardino, Riverside, and Imperial. Within a region, if disaster strikes, resources are distributed from the unaffected Operational Areas to the affected one. Assistance is requested through the Regional Disaster Medical Health Coordinator (RDMHC) through the Cal OES REOC. If a state response is indicated, the Regional Disaster Medical/Health Coordinator functions are subsumed under the overall

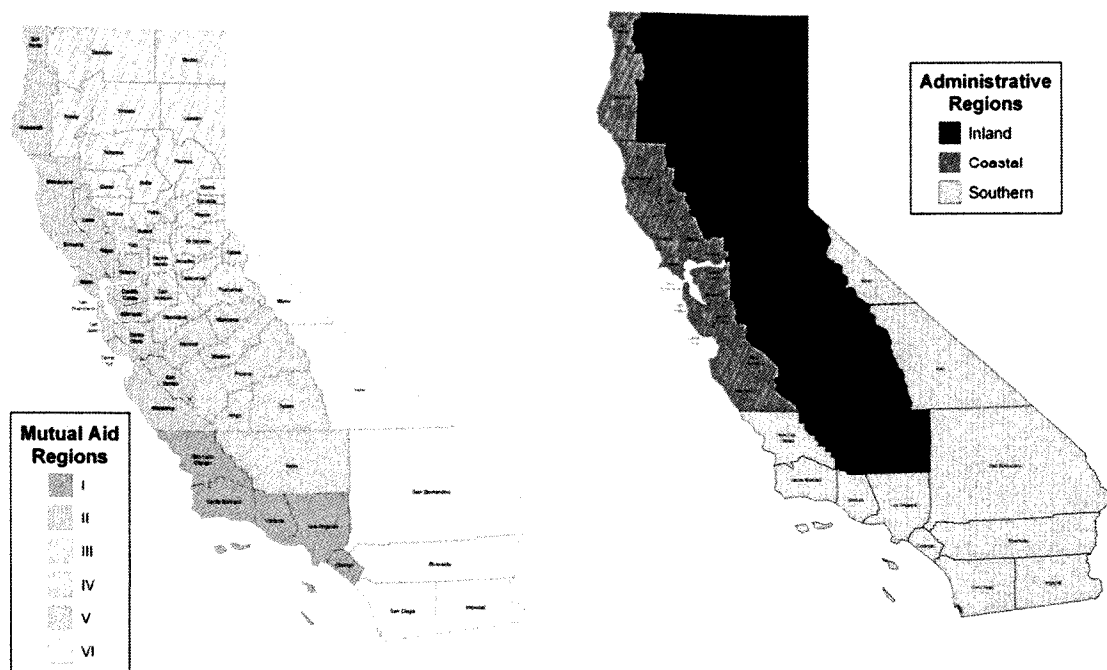


State medical and health response. Emergency/disaster public health requests are consolidated at the Operational Area and provided to the Regional Coordinator who transmits it to the State Operations Center (SOC).

Under the terms of California's Disaster and Civil Defense Master Mutual Aid Agreement, statewide emergency mutual aid assistance is provided on a voluntary basis from one jurisdiction to another at no cost to the receiving jurisdiction. Mutual aid is intended to ensure that adequate resources, facilities, and other emergency support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

If the RUHS-PH has activated its resources as part of a mutual aid response, the Riverside MHOAC may also report to a designated location such as the MH DOC or to the OA EOC, depending on the needs of the event.

The Disaster Medical Health Mutual Aid System is managed through six mutual aid regions and three administrative regions throughout California as shown in the figures on the following page.



The Riverside County Operational Area is located within Mutual Aid Region VI and the Southern Administrative Region.



The Disaster Medical/Health Mutual Aid System is one of four mutual aid systems within the Cal OES regions:

Coordinated by Cal OES			Coordinated by EMSA/CDPH
Fire Service and Rescue	Law Enforcement	Emergency Services	Medical Health
Fire Service and Rescue Mutual Aid	Law Enforcement Mutual Aid	All other emergency services mutual aid not included in other systems	Disaster Medical/Health Mutual Aid
	Coroner/Medical Examiner Mutual Aid	Volunteer Engineers Mutual Aid System	
Urban Search and Rescue Mutual Aid	Search and Rescue Mutual Aid (non- urban)	Emergency Managers Mutual Aid	
	Special Resources for Mutual Aid	Public Works Mutual Aid	

2.4 Information Flow

Public Health and Medical operations include communication across several coordination levels during a public health or medical incident. The following information provides an overview of the coordination levels that maintain communication during a public health / medical event, showing the relationship between the coordination levels.

Field Operations

- Conduct necessary activities to public health and medical services and perform operations according to direction from the Incident Commander
- Submit situation status reports to the MH DOC

Incident Command Post / Unified Command (ICP / UC)

- Coordinate field operations and resource utilization
- Maintain communications with MH DOC

Branches (if activated)

- Maintain contact with field units

MH DOC

- Maintain constant communication with Incident Commander and/or branches regarding the status of field operations
- Receive requests for resources from the field; fulfill requests internally or coordinate requests with EOC or mutual aid as necessary



OA EOC Medical and Health Branch

- Gather information from field and/or MH DOC representatives on a continual basis
- Submit frequent situation status reports to the EOC Planning Section
- Coordinate with regional, State, or Federal entities as necessary
- Submit information about support operations, needed resources, and field situation status to the Operations Section Chief

OA EOC Operations Section Chief

- Gather updated information from the OA EOC Medical and Health Branch to ensure EOC situational awareness

Supporting Departments

- Support the OA EOC, MH DOC, and/or field operations as requested
- Maintain communication with appropriate department representatives by providing frequent situation status updates

EOC Deputy Director

- Maintain communication with EOC Section Chiefs
- Coordinate with the EOC Director, Policy Group, Regional Emergency Operations Center (REOC), State Operations Center (SOC), and other outside assisting organizations

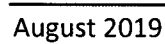
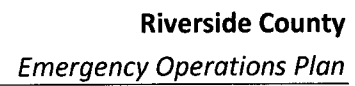
Policy Group

- Receive situation status updates from the EOC Director / EOC Deputy Director
- Issue directives or priorities

2.5 Organization and Structure

2.5.1 Organization

The organization chart on the following page depicts the relationship between the OA EOC Medical and Health Branch and the various involved departments, as well as its coordination within the EOC:





2.5.2 Roles and Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with a Public Health and Medical activation. Entities needed to support public health and medical operations will vary and will be determined according to the needs of the event.

Entity		Responsibility
County/OA Entities		
RUHS-PH/REMSA		<ul style="list-style-type: none">Minimize loss of life and human sufferingPrevent disease and promote optimum health for the population by controlling public health factors that affect human healthProvide leadership and guidance in all emergency/disaster public health-related activitiesProvide preventive health services and control disease outbreaksConduct rapid disease surveillance activitiesIssue public health advisoriesRespond to public health eventsCoordinate health-related activities among other local public and private response agencies or groups
Emergency Management Department		<ul style="list-style-type: none">Provide support to the OA EOC during any large-scale incident in the County of Riverside involving public health and medical responseCoordinate logistical support for mutual aid resources ordered through the Disaster Medical/Health Mutual Aid SystemAssist in acquiring mutual aid resources, if neededAssist in acquiring regional, State, and Federal resources, as needed
Riverside County OA Medical Health Branch		<ul style="list-style-type: none">Provides overall coordination of incident response and medical and health resources within the Operational AreaCoordinates the operations of teams investigating disease outbreaksCoordinates mass dispensing operationsCoordinates isolation and quarantine operationsCoordinates the allocation of medical and health resources within the Operational AreaReceives information regarding hospitals, medical transport agencies, clinics, and skilled nursing facilities about bed capacity and functional status, and determines strategies to manage shortfallsNotifies health care providers and hospitals of treatment protocols, surveillance, case definitions, and disease reporting guidelinesAssists the health officer with the preparation of health officer orders, health alerts, and other public information



Entity	Responsibility
Public Health Unit	<ul style="list-style-type: none">▪ Ensure protective measures for sanitary food and potable water supplies, adequate sanitary systems, vector control issues, pestilent issues, and control of communicable disease▪ With the Care and Shelter Branch, develop a distribution system for drinking water as required▪ Ensure the planning and coordination of public health issues related to people with disabilities and others with access and functional needs▪ Establish availability of Public Health Field Staff for possible deployment to shelters▪ With the Logistics Section, obtain chemical (portable) toilets and other temporary facilities for the disposal of human waste and other infected waste▪ Coordinate with the PIO to inform the public of preventive measures to take, potable water issues, and how to get assistance▪ Establish communication links with Special Districts, Hospitals, and volunteer organizations▪ If systems are damaged, request assistance from Environmental Health Unit Leader to assess drinking water quality and potential health risks from ruptured sewer/sanitation systems▪ Coordinate with the Utilities Unit to determine current status of water and sanitation systems
EMS Unit	<ul style="list-style-type: none">▪ Provide accurate information on issues of field medical care, triage, treatment and transportation activities; and organization of all hospital care and emergency medical personnel pools during a disaster▪ Ensure the planning and coordination of the transport and medical care of people with disabilities and others with access and functional needs▪ Evaluate EMS System capacity by periodic monitoring of Health Care Facilities and capacities▪ Coordinate EMS status checks, availability and condition of field staff, ambulances, etc.▪ Establish radio or telephone communication with area hospitals and other medical facilities to determine their capability to treat disaster victims▪ Determine status and availability of specialized treatment such as burn centers, disaster medical teams, disaster hospitals, etc.▪ Work closely with all Operations Section Branch Coordinators to determine the scope of emergency medical assistance required▪ Assist the Fire and Rescue Branch in providing triage and treatment for extricated victims▪ Coordinate with the Logistics Section to acquire suitable transportation for injured victims as required or requested



Entity	Responsibility
Behavioral Health Unit	<ul style="list-style-type: none">▪ Monitor incident operations to identify current or potential organizational problems including stress levels of OA EOC staff and participants▪ Establish and maintain a cadre of behavioral health professionals available for dispatch to areas of need▪ Ensure the planning and coordination of behavioral health issues for people with disabilities and others with access and functional needs▪ Establish contact with Operations Chief to monitor behavioral health stress reactions of field personnel▪ Through the DOC, request status regarding the availability of behavioral healthcare resources▪ Establish contact with Care and Shelter Branch Director to monitor behavioral health needs within shelters▪ Assist in the provision of behavioral health care needs for residents, employees, and visitors of the Riverside County Operational Area
Environmental Health Unit	<ul style="list-style-type: none">▪ Provide accurate information on feeding sites, hazardous materials problems and waste, vector control issues, emergency response to sanitation and sewage problems, animal control issues, potable Water, and other related issues▪ Assist in the implementation of any environmental health actions to be ordered▪ Coordinate inspections of shelters, feeding sites, and distribution systems (food, water, etc.) to maintain the health and safety of all jurisdictions▪ Coordinate and ensure an effective response to environmental health issues by departments▪ Ensure the planning and coordination of the environmental health issues for people with disabilities and others with access and functional needs▪ Assist the Debris Management Unit Leader in the development of the Debris Removal Plan to ensure that all Environmental and Public Health issues are addressed, i.e. sanitation, sewage, etc.
Regional Disaster Medical Health Coordinator (RDMHC)	<ul style="list-style-type: none">▪ Develop plans for the provision of medical or public health mutual aid among the counties within the region▪ Coordinate with the MHOACs from the affected Operational Areas to manage sharing of mutual aid resources▪ Coordinate medical mutual aid operations with the REOC▪ Manage and communicates information about the availability of medical resources▪ For disasters outside the region, coordinate the acquisition of requested medical, public, and environmental health resources from Operational Areas within the region to send to the affected region



Entity	Responsibility
Medical Health Operational Area Coordinator (MHOAC)	<ul style="list-style-type: none"> ▪ Coordinate medical and health resources within the Operational Area ▪ Evaluate the availability of resources within the Operational Area and identifies medical health resource requirements as the status of an incident changes ▪ Coordinate the dispatch of requested resources available within the Operational Area ▪ Report to the RDMHC on the situation and resource status of the Operational Area ▪ Serve as the point of contact in the Operational Area for coordination with the RDMHC, the REOC, and the CDPH and EMSA at the JEOC ▪ Assess hospital and patient transportation status, resource requests, and resource availability information ▪ Coordinate medical and health mutual aid requests within the Operational Area ▪ Prioritize available resources within the Operational Area in accordance with the Incident Action Plan, and assists with the prioritization and assignment of incoming resources and identifies shortfalls ▪ Request mutual aid resources from the RDMHC to fulfill requests initiated by local jurisdictions in the Operational Area and to reinforce depleted resources in the Operational Area
Regional/State/Federal Entities	
CA Department of Public Health Services	<ul style="list-style-type: none"> ▪ Assure availability of safe drinking water ▪ Prevent and control communicable disease ▪ Provide technical assistance in the safe operation of sewage collection, treatment, and disposal systems ▪ Assure prevention and control of vectors, including flies, mosquitoes, and rodents ▪ Assure observance of health aspects in management of solid waste disposal, including proper disposal of dead animals and human remains ▪ Assure safe management of hazardous wastes, including handling, transportation, and disposal ▪ Ensure safety of emergency supplies of food, drugs, medical devices, and other products ▪ Ensure rapid restoration or replacement of facilities for processing, storing, and distributing food, drugs, medical devices, cosmetics, and other products ▪ Rapidly establish measures to mitigate damage to public health from radiological accidents, including safety criteria for recovery, re-occupancy, and rehabilitation of contaminated areas ▪ Provide support to the California Air Resources Board in carrying out the public health aspects of the California Air Pollution Emergency Plan



Entity	Responsibility
Federal ESF #8 Public Health and Medical Services	<ul style="list-style-type: none">▪ Assessment of public medical, health, and behavioral needs▪ Health surveillance▪ Medical care personnel through Disaster Medical Assistance Teams (DMATs) and the Public Health Service Commissioned Corps▪ Medical and health equipment and supplies (such as the Strategic National Stockpile, diagnostic equipment, and restocking of supplies)▪ Patient evacuation and forward movement of patients through the National Disaster Medical System▪ Patient tracking through the National Disaster Medical System▪ Patient care▪ Safety and security of human and veterinary drugs, biologics, and medical devices▪ Distribution of mass prophylaxis▪ Blood and blood products▪ Food safety and security▪ Agriculture safety and security▪ Worker health and safety▪ All-hazard public medical and health consultation, technical assistance, and support▪ Assessment of exposure (including exposure to humans, animals, the environment, and agriculture)▪ Behavioral health care▪ Public medical and health information▪ Vector control▪ Potable water/wastewater and disposal of solid waste▪ Enforcement of international quarantines▪ Management of mass fatalities, identification of victims, and decontamination of remains, including deployment of Disaster Mortuary Operational Response Teams▪ Veterinary medical support



2.6 Notification and Activation

2.6.1 Notification

In the event of a public health or medical emergency or disaster, RUHS-PH, EMD, Environmental Health and RUHS-BH will jointly coordinate to determine the implementation needs of the Public Health and Medical Emergency Support Function. If it is necessary to activate the MH DOC and/or the OA EOC, notification will be issued to the OA EOC Deputy Director and all relevant supporting departments. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

2.6.2 Activation

The Public Health and Medical Emergency Support Function may be implemented by RUHS-PH or EMSA or the Riverside EOC Deputy Director when an event is imminent, or has occurred, in a populated area such that extensive casualties are inevitable, (e.g. structure collapse, major transportation emergency, hazardous materials release, or another public health emergency such as an infectious/communicable diseases outbreak, or when the County is notified from an authority that a significant number of casualties from outside the Operational Area are expected to be brought into the Operational Area via the State Mutual Aid System or the National Disaster Medical System (e.g., casualties from domestic or international war).

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

Step 1: Conduct Initial Assessment

- Determine magnitude of event
- If event is small in scale:
 - Deploy units to incident site
 - Set up ICS structure in field
 - Conduct initial incident assessment and develop a Coordination Plan
 - Prepare site safety plan
- If event is large in scale:
 - Estimate the amount of resources available versus the amount needed to manage event
 - Determine the need to activate the RRT for command and control operations



Step 2: Activate MH DOC; Provide Staff to the OA EOC

- If appropriate, activate MH DOC
- If the OA EOC is activated, designate department representatives to staff the following EOC Medical and Health Branch positions:
 - Public Health and Medical Branch Coordinator
 - Public Health Unit Leader
 - EMS Unit Leader
 - Behavioral Health Unit Leader
 - Environmental Health Unit Leader
- Notify and request assistance from supporting departments

Step 3: Analyze Information and Coordinate Response

- Gather information from:
 - Response personnel in the field
 - Other responding departments
 - Media (via broadcast, web information, blogs, print)
 - State and Federal agencies, as appropriate
- Assess situation based on current information
 - Determine tactical requirements
 - Prioritize response actions and resource allocation
 - Dispatch units

Step 4: Obtain Resources, Release Public Information

- Coordinate resource requests through the MH DOC Logistics Section and the OA EOC Logistics Section
 - Determine mutual aid needs
 - Mutual Aid Coordinator will submit requests to neighboring counties (Mono, Inyo, Los Angeles, Orange, San Bernardino, San Diego, and Imperial)
 - If neighboring counties are unable to fulfill requests, notify Regional Disaster Medical Health Coordinator of requests
- Disseminate emergency information and guidance to public, private, and government organizations
- Ensure emergency information is coordinated with other responding departments, EMD, or the Joint Information Center (JIC)
- Notify and request assistance from supporting departments
- Initial public information includes, but is not limited to, the following:



- Damage assessment and estimated/anticipated duration
- Actions RUHS-PH, EMD, Environmental Health and/or RUHS/BH is taking
- Actions that businesses, industries, and residents should take
- A summary of the event
- Overall steps to be taken by the government and citizens to return to normal operation after the event



Step 5: Continue to Monitor, Track, and Inform

- Maintain communication between field operations, the MH DOC, and the OA EOC
 - Provide frequent situation status reports from the MH DOC to the OA EOC Medical and Health Branch
 - From the OA EOC Medical and Health Branch to the OA EOC Planning Section, Situation Status Unit
- Ensure that resources are appropriately accounted for and tracked
- Implement public health and medical priorities of the EOC Action Plan assigned to the Medical and Health Branch
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue the coordination, collection and reporting of event information and to the public through the Public Information Officer (PIO), EMD, through the JIC

2.6.3 Deactivation & Demobilization

Public Health and Medical Emergency Support Function activities will be deactivated when the need for additional public health and medical coordination has diminished or ceased.

Deactivation may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the MH DOC, OA EOC Deputy Director, or EOC Operations Section Chief, as appropriate. Staff should also decide on any triggers to deactivation or demobilization. After the decision to deactivate has been determined, the following activities may be necessary to coordinate:

- Prepare documents for financial reimbursement;
- Complete or transfer remaining responsibilities to the appropriate department(s)
- Provide deactivation information to all involved organizations
- Plan for resources need to demobilize assets including conduct inventory, return to owner, properly dispose of consumed supplies, and replenish resources
- Demobilize staff and their equipment
- Ensure that a debrief is held between key staff, volunteers, and involved Riverside County OA organizations
- Continue ongoing efforts for reunification as necessary.



3. Planning Assumptions

The following planning assumptions for the Public Health and Medical Annex apply:

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