Emergency Support Function 18:
Multi-Agency Coordination System
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 # 18: *Multi-Agency Coordination System*

Contents

1. Introduction

1.1 Coordinating and Supporting Departments

Lead Agency	Riverside Operational Area (OA) Emergency Operations Center Policy Group
Supporting Agencies	Riverside County Fire Department (RCFD); Emergency Management Department (EMD); County Executive Office – PIO, Riverside County Sheriff's Department (RCSD); Riverside University Health System-Public Health (RUHS-PH); County Purchasing & Fleet Services, Department of Public Social Services (DPSS), Riverside County Department of Information Technology (RCIT); other County departments as required, Operational Area members as required, California Office of Emergency Services (Cal OES);

1.2 Functional Emergency Support Function Responsibilities

Department	Responsibilities
OA EOC Policy Group	▪ Establish and clarify policy ▪ Maintain situational awareness and a common operating picture; provided by EOC Management Section ▪ Set priorities among incidents and resolve critical resource issues
Supporting Agencies	▪ Provide support and coordination to the MAC/ Policy Group ▪ Identify resource shortages and issues for your agency/discipline ▪ Gather and provide information to relay to the MAC/ Policy group ▪ Assist in implementing multiagency coordination entity decisions

1.3 Purpose

The purpose of the Multi-Agency Coordination (MAC) Emergency Support Function (ESF) to the Riverside County Operational Area (OA) Emergency Operations Plan (EOP) is to facilitate a methodology for prioritizing disaster incidents and allocating scarce resources by utilizing a standardized business process for prioritizing multiple requests of multiple resources through a standard resource designation system. The activation of a multi-agency coordination system would be necessary in an incident that is too large in scale for a single jurisdiction or grows beyond the capabilities of the local response efforts.

Preparedness is the responsibility of the County of Riverside and individual jurisdictions within the OA; this responsibility includes coordinating preparedness and response activities among all appropriate agencies within a jurisdiction, as well as across jurisdictions and with private organizations. A multi-agency coordination system would be needed in incidents in the Riverside

County OA that affect multiple jurisdictions and require higher-level resource management or information management.

1.4 Scope

The Riverside County OA is utilizing the MAC concept for facilitating policy coordination and resource allocation decisions among multiple entities from multiple jurisdictions for the rapid, safe and coordinated response to any hazard or threat type of emergency or disaster. The primary functions of a MAC system are to:

- Support incident management policies and priorities in an emergency
- Facilitate logistics support and resource tracking
- Communicate resource allocation decisions using incident management priorities
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities and strategies

Multi-agency coordination will *not* supersede the municipal, county, city, or state emergency operation plans, nor will it direct local agency efforts. Rather, this regional approach enhances response strategies by including assets from multiple municipal and institutional resources and facilities in coordinating a regional response. A MAC is distinct from an Area Command in that jurisdictional resources are *not* under the direction of the MAC but remain under the direction of the jurisdiction (i.e. the city, or county) to which they belong. Area Command oversees the management of the incident(s), while multi-agency coordination will, for the purposes of this document, coordinate and support information flow and response activities.

2. Concept of Operations (ConOps)

2.1 General Concepts

The Incident Command System (ICS) and an associated Multi-Agency Coordination (MAC) System capability were developed during the 1970s to overcome serious interagency and inter-jurisdictional coordination problems. Multi-agency coordination is currently a requirement as a condition for federal grant funding to ensure the coordination of planning and response efforts between responding agencies (state, regional, local, and tribal). This ESF describes how the Riverside County OA will coordinate and communicate with incident-related agencies and other organizations to respond to emergencies or disasters.

Multi-agency coordination takes place by bringing together representatives from various agencies and facilities, relevant to the nature of the incident, to coordinate in an inter-jurisdictional regional setting. The need for this coordination is due to the complexity, long-term nature, and potential gaps in local resources to address the needs of incidents, broader legal authorities, and the increasing number of inter-jurisdictional situations.

In a typical emergency, local governments, responding agencies, and facilities manage the response effort. The activation of a multi-agency coordination system would be necessary in an incident where the response capabilities of the OA and individual jurisdictions would likely be exceeded and resources from outside the county and region would be required. Multi-agency coordination utilizes the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) principles regarding span of control and organizational structure. Multi-agency coordination is a *system* that can be utilized as a conduit for communication and information flow between several areas or jurisdictions affected by an incident and a state's response.

A multi-agency coordination *center* denotes a place or physical location where representatives from multiple agencies and facilities gather to coordinate information, regional resource needs, and response efforts on a regional level and to relay state-supported resources and information. The primary disciplines represented in a MAC center are directly related to the type of incident that has occurred. Regardless of the incident type, MAC form or structure, MAC center representatives will be responsible for:

- Ensuring that other MAC representatives are provided with situation and resource status information from their own discipline's perspective
- Establishing incident-related priorities across jurisdictions in concerted effort with the existing Incident Command or Unified Command or the OA EOC
- Coordinating and resolving differing incident-related policy issues that may exist between agencies or facilities within a region or between regions themselves
- Providing strategic coordination of incident-related resources

The personnel staffing the MAC center will base their decision-making and coordinating strategies upon information received from local area jurisdictions' requests for needed resources and information supplied to them from the DOC, OA EOC, Region or State. MAC center personnel may also have to resolve conflicting policies among agencies, facilities, or jurisdictions within their region. MAC functions are not to be confused with command of the

incident. A MAC provides the coordination to give support to the command structure, while command is the act of directing, ordering, or controlling by explicit authority.

The Riverside OA EOC may provide guidance to the MAC center in their decision-making or may set forth countywide policy resolutions in some instances (e.g. establishing priority groups, issuing public protocol, or determining a change in agency standards).

This Concept of Operations outlines the following elements of the Multi-Agency Coordination System function:

- MAC System Elements
- MAC Operations
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

2.2 MAC System Elements

A MAC system is not a physical location or facility, rather a *coordination system* including all components involved in managing events or incidents. A multiagency coordination system may include an on-scene command structure and responders, multiagency coordination, resource coordination centers, coordination entities/groups, Emergency Operations Centers (EOCs), and Dispatch/Communications centers.

2.2.1 Agency Representatives

Multi-agency coordination typically consists of principals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities. These principals provide strategic coordination and communicate with one another to provide uniform and consistent guidance to incident management personnel.

2.2.2 Multiagency Coordination Entity

A multiagency coordination entity consists of agency policy representatives with decision-making authority who facilitate strategic coordination by providing policy direction, resolving issues, and ensuring resource allocation. Coordination entities set priorities by considering factors that include:

- Threat to life
- Real property threatened
- High damage potential
- Incident complexity
- Environmental impact
- Others, as established by the coordination entity

Examples of Coordination Entities include:

- Crisis Action Teams
- Policy Committees
- MAC Group
- Joint Field Office Coordination Group
- Interagency Incident Management Group

2.2.3 Multiagency Coordination Center

A multiagency coordination center, such as the OA EOC, consists of agency representatives who provide operational support and coordination by facilitating logistics support and resource tracking, gathering and providing information, and implementing multiagency coordination entity decisions. Examples of Coordination Centers include:

- Emergency Operations Centers
- Joint Operations Center
- Joint Field Office
- Joint Information Center
- Regional Response Coordination Center
- National Response Coordination Center
- Homeland Security Operations Center

2.3 MAC Operations

2.3.1 Personnel

The number of individuals required to staff the MAC will be incident-specific but should always consider an appropriate and manageable span of control, as is described in SEMS/ NIMS doctrine. The number of shifts per day and the duration of the MAC activation will be determined by the incident. MAC personnel consist of agency and facility representatives who are authorized or able to gain authorization to commit agency/facility resources. MAC personnel will resolve interagency and inter-facility policy and procedural conflicts, prioritize incidents, and allocate critical resources to agencies and facilities for their use in incidents. Local EOCs that are activated will provide the MAC personnel with much or all the information needed for analysis and decision-making.

At a minimum, personnel from the following disciplines may staff a MAC center: Fire and Rescue, Law Enforcement, Public Health, Emergency Medical Services, Public Works and Maintenance, and Emergency Management. Additional levels of government, tribal representatives, or incident specific agencies may be incorporated into the MAC, as needed, based on the nature and severity of the incident.

2.3.2 Facilities

The need for a location to house a MAC center will depend on the anticipated functions the MAC is expected to perform. At the county level, the MAC functions are typically part of the OA EOC's functions. At a regional level, the MAC center may be established at a predetermined

facility such as a joint communications center, or other facility within a political subdivision, such as a city in the county. The size of the facility should be determined after first identifying the functions to be performed, as well as the staffing levels, equipment needs, communications support needs, and the potential need for future expansion. Primary and secondary locations for the MAC center should be pre-determined.

2.3.3 Equipment

MAC personnel choosing to assemble at a specific location for coordination of regional response activities will need to have access and use of specific equipment. As an incident evolves and more regional, state or federal resources are needed, the MAC center should be ready to accept other agency representatives and to also meet the communication methods and needs that will be in demand to allow for a coordinated and efficient response. At a minimum, the MAC facility should have the following equipment:

- One designated incoming fax line
- One designated outgoing fax line
- One incoming phone line for general use
- One outgoing phone line for each representative in the MAC
- A computer and Internet access for each MAC representative
- A photocopier
- A printer
- A map of the region or state
- Dry erase Situation Status Board with markers and eraser
- Generator access

Other common office supplies such as information contact lists, paper, writing utensils, staplers, tape, information technology staff and administrative support staff should be added to the MAC Center when activated. It is also recommended that the following equipment be available to access in worsening scenarios and to accommodate other state and federal response partners, if necessary:

- 9-12 land phone lines
- 2 satellite phones; one designated incoming, one designated outgoing
- An external antenna for satellite phones for use in inclement weather
- Radio (800mhz and UHF and VHF)
- Amateur radio link

2.3.4 Communications

MAC Center representatives will receive incident status information from the OA EOC Director or designee. The OA EOC Director will receive his intelligence from the EOC Manager, PIO, and/or the Operations, Logistics, Finance Section Chief's.

Each agency representative in the MAC may communicate with his or her respective discipline at the DOC or EOC, if activated, to obtain information to facilitate decision-making. Information should flow from the incident level to the MAC and up to the Regional or State level as needed.

2.3.5 Procedures

The Incident Command System (ICS) will be utilized in a MAC Center setting. MAC Center Representatives will:

- Ensure that the collective situation status is provided and current, by agency
- Prioritize incidents and resource requests, if necessary
- Determine specific resource requirements, by agency or facility
- Determine resource availability by agency or facility (available for out-of-jurisdiction assignments) and the need for gathering resources in a mobilization center
- Allocate scarce or limited state resources to incidents based on priorities
- Review agency or facility policies and agreements for resource allocations
- Review the need for another agencies' involvement

- Perform other functions as needed

Each MAC center representative will implement the following procedures to fulfill their functions:

Briefing:

- Provide current situation update, probable future
- Describe current issues
- Introduce new issues
- Address questions and offer clarification

Decisions:

- Review identified and new issues
- Review criteria to establish priorities
- Prioritize incidents, if necessary
- Allocate resources, if necessary
- Discuss how to resolve media issue and VIP interface issues
- Consider implementation strategies

MAC Meeting Outputs:

- Decisions/priorities determined and communicated to affected parties
- Coordinate with OA EOC PIO to develop media strategy plan
- A Plan for implementation identified and developed

Documentation:

- Meeting notes and decisions will be recorded and communicated to appropriate internal staff and external partners

2.3.6 Recordkeeping

MAC center staff will maintain a log of communications and actions taken throughout the day that describe activities among all entities involved in the response. A morning

and afternoon MAC Center Situation Report should be written and communicated toOA EOC Sections and Branches; branches will share with their DOC's.

2.4 Information Flow

MAC operations include communication across several coordination levels during a disaster. The following information provides an overview of the coordination levels that maintain communication during a MAC activation, showing the relationship between the coordination levels.

Field Operations

- Conduct necessary activities to perform operations according to direction from the Incident Commander
- Submit situation status reports to the DOC, or the OA EOC

Incident Command Post / Unified Command (ICP / UC)

- Coordinate field operations and resource utilization
- Maintain communications with DOCs

Branches (if activated)

- Maintain contact with field units

DOC

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

OA EOC

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

MAC

- Gather updated information from DOCs and the OA EOC to ensure EOC situational awareness
- Provide overall resource prioritization for the incident
- May establish incident objectives
- Facilitate the MAC decision process by obtaining, developing, and displaying situation information

Supporting Departments

- Support OA EOC, DOCs, and/or field operations as requested

- Maintain communication with appropriate department representatives by providing frequent situation status updates

EOC Deputy Director

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

Policy Group

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

2.5 MAC Organization and Structure

2.5.1 Organization

MAC systems are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.

MAC systems coordinate activities above the field level and prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field. In addition to the MAC, other command structures may be involved. This will be different in each case but will be consistent with ICS. Unified Command and Area Command are two such command structures that may be in place. Unified Command is a single integrated management organization, which involves:

- Co-located command at an Incident Command Post (ICP)
- An Operations Section Chief to direct tactical efforts
- Coordinated resource requests and coordinated approval of information releases

Area Command oversees the management of multiple incidents handled individually by separate ICS organizations or to oversee the management of a very large or evolving incident engaging multiple Incident Management Teams.

MAC center representatives coordinate information and focus primarily on logistical and planning issues related to the needs within the affected region as shown in Figure 1 on the following page:

Figure 1 MAC Center
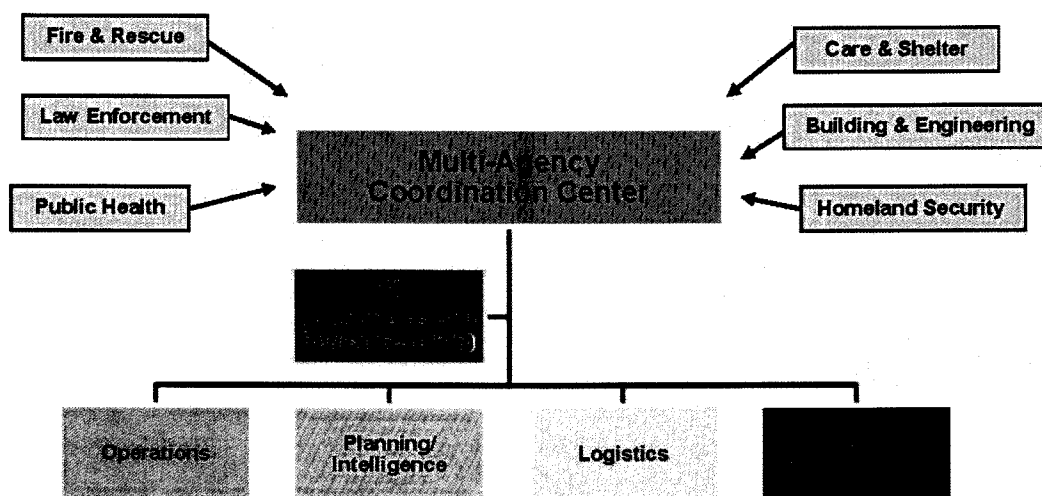
2.6 MAC Responsibilities

The following table identifies the overall responsibilities of each County of Riverside support agency that may be involved with a MAC system implementation. Departments needed to support MAC operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
County/OA Entities	
MAC / Policy Group	- Establish priorities between incidents and critical resource distribution - Prioritize, acquire, and allocate critical resources - Coordinate and resolve policy issues - Provide strategic coordination, as required Notes: - Members are agency administrators or designees from the agencies involved in providing resources to the incidents - Members do not communicate on a direct basis with Incident Commanders
MAC Manager	- Provides overall leadership for MAC - Responsible for all activities and functions until delegated and assigned to staff - Establishes incident objectives - Reports to State Operations Center - Facilitates the MAC Entity Group decision process by obtaining, developing, and displaying situation information. - Fills and supervises necessary MAC Entity Group positions - Acquires and manages the facilities and equipment necessary to carry out the MAC Entity Group functions - Implements the decisions made by the MAC Entity Group
Public Information	- Provides for effective collection, control, and dissemination of public information - Obtains information from State EOC and the Liaison Officer, and then provides information to general public, media, and partnering organizations as needed through the JIC

Entity	Responsibility
County/OA Entities	
Liaison	▪ Coordinates and communicates with other agencies and municipalities ▪ Receives incoming requests for assistance ▪ Reports to planning chief on local needs ▪ Updates and facilitates e-mail and telephone information for all relevant parties. ▪ Defines modes of communications to all parties and identifies primary communication method to be used by all
Planning	▪ Collects and analyzes critical information on emergency operations for decision-making purposes. ▪ Prepares and updates incident action plan
Logistics	▪ Secures resources for all functions, as needed. ▪ Coordinate resources and services required to support incident activities (including but not limited to supplies, equipment, personnel) ▪ Contracts for and purchases goods and services needed at the incident
Finance	▪ Tracks all expenditures and personnel hours worked of OA EOC responders and MAC participants

2.7 Activation and Notification

2.7.1 Activation

The decision to activate a MAC center will occur through the EOC Director or Deputy Director in concert with agency Chiefs when incident-related requests exceed, or will soon exceed, available critical resources and/or there is an obvious regional interagency need to coordinate incident-related policies and procedures. Typically, these agency chiefs and facility representatives will assemble at a predetermined location (or teleconference) and brief each other on their status and the current situation prior to making the decision to activate a MAC. The following is a list, though not exhaustive, of examples under which a MAC center would be needed:

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

2.7.2 Notification

Each agency representative within the region of the affected jurisdictions will initiate notifications within his/her agency that a MAC center is being activated.
If it is determined by each agency representative that a Department Operations Center (DOC) needs to be activated in support of the regional MAC opening, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation.

2.7.3 Response Actions

Step 1: Conduct Initial Assessment

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

Step 2: Activate MAC; Provide Staff

- If appropriate, activate a MAC group or center

- o If EOC is activated, determine if MAC entity will work from within the EOC or if a facility for a MAC center is needed
- Notify and request assistance from supporting departments

Step 3: Analyze Information and Determine Objectives

- Gather information from:
  - o Response personnel in the field
  - o DOCs and the EOC, if activated
  - o Media (via broadcast, web information, blogs, print)
  - o State and Federal agencies, as appropriate
- Determine incident management priorities
  - o Assess situation based on current information
  - o Determine critical resource needs
  - o Develop overall incident objectives

Step 4: Develop Incident Policies and Priorities

- Establish priorities between incidents, and critical resource distribution
- Inform resource allocation decisions using incident management priorities
- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies
- Coordinate and resolve policy issues

Step 5: Continue to Monitor, Track, and Inform

- Maintain communication between field operations, the DOC, and the EOC
  - o Provide frequent situation status reports from the DOC to EOC
  - o From the EOC to Planning Section, Situation Status Unit
- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed
- Continue to prioritize, acquire, and allocate critical resources
- Provide strategic coordination, as required
- Recommend deactivation when MAC is no longer needed

2.7.4 Deactivation/Demobilization

The Multi-Agency Coordination System ESF will be deactivated when the need for additional agency coordination has diminished or ceased. Deactivation of the MAC ESF may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the EOC Director, Deputy Director, or Policy Group, as appropriate.

It is important for all agencies involved in the MAC to follow a demobilization plan prior to the final stages of prior to demobilization:

- Prior to the close of operations, frequently notify response staff, media, and OA EOC staff of the time/date of demobilization
- Pre-assign specific response staff (usually Operations and /or Planning staff) to aid in demobilization activities
- Follow up with other local response agencies for post-incident planning and to inform these entities of your demobilization plans so they can be prepared to meet ongoing and/or future needs
- Provide the Planning Section of the OA EOC with records, situation reports, and other data collected during the response for recordkeeping and to share with appropriate response agencies for review and improvement planning
- Follow up on MAC staff needs for behavioral health services
- Each representing agency providing response services should be responsible for the removal of their own equipment and resources from the facility being used for MAC operations

3. Planning Assumptions

The following planning assumptions for the Multi-Agency Coordination System Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same;

- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use;

- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations;

- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws;

- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area;

- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance;

- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels and

- Emergency response is best coordinated at the lowest level of government involved in the emergency.

- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, efficient and professional manner to meet the needs of the whole community, including those with access and functional needs.

Emergency Support Function 19:
Debris Management
County of Riverside
Riverside County Operational Area (OA)

August 2019

Riverside County
Emergency Management Department

Riverside County EOP Emergency Support Function # 19: *Debris Management*

Contents

1. Introduction

1.1 Coordinating and Supporting Departments

Lead Agency	Riverside County Waste Management Department (RCWMD)
Supporting Agencies	Riverside County Emergency Management Department (EMD), Central Purchasing & Fleet Services, Flood Control & Water Conservation District, California Office of Emergency Services (Cal OES), California Environmental Protection Agency (CalEPA), California Highway Patrol (CHP), California Department of Transportation (CalTrans), CR&R Waste Services, Riverside County Counsel (COCO)

1.2 Functional Emergency Support Function Responsibilities

Department	Responsibilities
RCWMD	- Coordinate debris management for public and private entities - Coordinate the repair and restoration of key facilities and systems following a disaster/emergency. - Identify and pre-designate potential debris storage sites for the type and quantity of debris anticipated following a catastrophic event - Identify and coordinate with appropriate regulatory agencies regarding potential regulatory issues and emergency response needs - Develop and coordinate prescript announcements with PIO regarding debris removal process, collection times, storage sites, use of private contractors, environmental and health issues, etc. - Determine the transportation requirements necessary to conduct debris removal operations
Supporting Agencies	- Assist in obtaining transportation assistance as needed in the removal and disposal of disaster debris - Coordinate with lead agency to develop detailed information on debris removal and disposal plans and procedures - Conduct an assessment on the capability and availability of resources in the county of Riverside - Assist with the organization and removal of debris - Coordinate with all supporting agencies to ensure the adequate resources are available to conduct recovery operations

1.3 Purpose

The purpose of the Debris Management Functional Emergency Support Function (ESF) is to facilitate and coordinate the removal, collection, and disposal of debris following a disaster to mitigate against any potential threat to the health, safety, and welfare of the impacted citizens, expedite recovery efforts in the impacted area, and address any threat of significant damage to improved public or private property.

1.4 Scope

Debris Management emergency response operations are supported through the Debris Management Unit of the Riverside Operational Area Emergency Operations Center (OA EOC), which is responsible for providing county public works and debris removal services. For many emergency situations, the Debris Management Functional ESF may be activated to enhance response and recovery efforts throughout the county and with OA cities.

2. Concept of Operations (ConOps)

2.1 General Concepts

Responding to debris-generating events and the hazardous environments they create is exceedingly complex. Planning for efficient response and recovery operations places a heavy burden on emergency managers and planners because of the need to integrate resources across agencies and from every level of government. An effective plan for debris management includes the standard elements of an emergency response plan, but also focuses on addressing the impacts of and challenges associated with long term debris operations, including recovery processes that can stretch into years.

Although the Debris Management Functional ESF addresses the requirements for providing emergency management procedures and processes associated with debris created by all types of disasters, the primary debris generating disasters would be a large or catastrophic earthquake, or widespread flooding. A catastrophic earthquake along the Southern San Andreas Fault will have a calamitous effect on the Riverside County OA infrastructure and facilities throughout the region.

Depending on the size of the event, debris management response operations may last as little as a few days and a few months. Debris management response operations generally include the development of situational awareness and priorities; debris clearance; assessment of buildings and infrastructure; staging, processing, and disposing of debris; removal of debris; and demolition of unsafe buildings and infrastructure.

In the event of a major emergency requiring the activation of the Debris Management ESF, all necessary equipment and personnel will be mobilized and dispatched to the scene as part of the Operations Section. Operations begin with support to law enforcement, emergency medical and fire services, and damage assessment teams. As information comes in from damage assessments, priorities for debris clearance and restoration of critical infrastructure such as roads, bridges, potable water, and sewer systems will be developed.

In major emergency situations, the Debris Management Unit Coordinator will establish priorities for emergency debris management operations.

This Concept of Operations outlines the following elements of Debris Management:

- Debris Management Primary Roles
- Debris Management Operations
- Information Flow
- Organization and Structure
- Notification and Activation
- Deactivation

2.2 Debris Management Primary Roles

2.2.1 Riverside Operational Area Emergency Operations Center (OA EOC), Debris Management-related Positions

The Debris Management Unit is within the OA EOC Operations Section, Construction and Engineering Branch. During an activation of the Debris Management ESF, the Debris Management Unit will ensure

that information is verified and coordinated with the OA EOC Operations Section branches, other OA EOC sections, county departments, OA cities, and contracted debris management entities.

During an activation of the OA EOC, the Operations Section Debris Management Unit provides a single point within the OA wherein all damage assessment, roadway clearance, debris clearance, and demolition of damaged facilities information is developed and conveyed.

Overarching Responsibilities

- Gather situational awareness of damages to structures and local streets through formal windshield surveys conducted by field teams
- Assist in the development of debris clearance priorities
- Identify permitted active landfills and transfer-processing facilities to accept debris and confirm facility use.
- Contact landfills and transfer process facilities for additional facility information, including hours of operation, type of load accepted, amount of load accepted, and permits required
- Identify potential debris management sites
- Determine public works codes that may affect debris staging, processing, and disposal operations and modify, suspend, or waive codes, as needed and permitted
- Determine debris removal operations (e.g., curbside / right-of-way removal, bin collection sites, private property debris removal)
- Identify hazardous materials in impacted structures or facilities and in demolition debris and determine their appropriate handling and disposition
- If demolition has been approved for Public Assistance Program funding, ensure that demolition procedures are carried out according to FEMA guidelines
- Determine if RCWMD resources, other County resources, or contracted resources are sufficient, and if not request additional resources through the OA EOC
- Monitor debris management site operations and debris removal operations
- Provide debris clearance and removal services
- Demolish unsafe buildings and structures as requested by Building and Safety Unit

2.3 Debris Management Operations

2.3.1 Development of Debris Clearance Priorities

Immediately after the disaster, it will be necessary to gain situational awareness. Situational awareness during a catastrophic event is achieved by passing standard ICS forms along the SEMS levels. Situational awareness for debris management includes determining the utility of and accessibility to the roads and highway system, priority routes that are linked to critical facilities, areas with hazardous material spills, areas of large amounts of debris and/or earthen debris caused by landslides, and the names and/or locations of infrastructure, critical facilities, and large buildings that have partially or totally collapsed. In a flooding incident, the response may have to wait until the water subsides, except for life safety and evacuations.

As situational awareness is gained, priorities for the clearance of debris will be established. Because life-safety efforts take priority in a response effort, Riverside County departments and agencies debris clearance resources will first address efforts for fire response and search and rescue missions, then incorporate their capabilities to assess and repair immediate essential services to the county. Secondary

priorities, such as area damage and restoration activities, will then be addressed as resources become available or will be covered simultaneously if staffing allows.

2.3.2 Debris Clearance

Initial debris clearance activities are necessary to eliminate threats to life and safety. During these operations, debris will first need to be cleared for fire response and search and rescue missions. In Riverside County, debris clearance priorities will be based on the County's EOC Incident Action Plan (EAP), which will generally include the routes necessary for first responder activities, major infrastructure of the roads and highway system and/or memorandums of understanding in place with the California Department of Transportation (Caltrans), State highway system on- and off-ramps into and out of Riverside County, and priority routes that are linked to critical facilities.

Debris clearance operations may be revised based on changes to the operational objectives and/or when new or better routes are established. Debris clearance operations may also be expanded to include evacuation pick-up points and secondary shelters. In the interest of time, debris is generally moved from at least one travel lane, and areas of ingress/egress are cleared later. Whether RCDWD, other County departments or agencies using their own resources, or contractors perform debris clearance work - documentation is necessary for Public Assistance Program grant consideration.

2.3.3 Emergency Roadway Clearance

Following a disaster, the next priority is to clear major roads and routes to provide access to key population support facilities and allow movement of emergency vehicles and damage assessments. In initial roadway debris clearance, debris is normally pushed to the side of the road and no attempt is made to remove or dispose of it. As electrical systems are often damaged by the same hazards that create substantial debris, debris management crews may need to coordinate their efforts with utility crews.

2.3.4 Safety Assessment of Buildings and Infrastructure

The demolition of buildings and infrastructure will result in additional debris. To determine which buildings are extensively and completely damaged and therefore must be demolished, buildings and infrastructure will need to be assessed for use and occupancy. The safety assessments are not intended to identify or qualify damage but rather to categorize buildings and infrastructure for their safety and to identify immediate threats to life and public health and safety. Generally, critical facilities and infrastructure are assessed first, followed by buildings and secondary shelters for essential government services, and then other public and private buildings. Safety assessments will be conducted using local safety assessment procedures or Procedures for Post-Earthquake Safety Evaluation of Buildings (Applied Technology Council – 20) and follow guidelines that the Damage and Safety Assessment Unit establish to determine whether the building is safe for entry or occupancy. The assessment process will be re-initiated after major aftershocks, if necessary.

2.3.5 Debris Removal and Disposal

As large-scale debris removal and disposal operations can be extremely costly, it is vital to determine if federal assistance will be provided and the rules that apply to such assistance before commencing debris removal operations. If the emergency situation resulted in a Presidential Disaster Declaration,

expenses of debris removal from public property may be partially reimbursed by the federal government – if the debris must be removed to eliminate immediate threats to life or public safety, eliminate threats of significant damage to improved property, and ensure economic recovery of the affected community. Debris removal from private property is generally the responsibility of the property owner. The County normally has the responsibility for picking up and disposing of debris from private property placed at the curb and bears the cost for the effort.

2.3.6 Staging, Processing and Disposing of Debris

Debris management sites, which are locations used to temporarily store, reduce, segregate, and/or process debris, are established when it is not possible to take debris directly from the original collection point to the final disposition location. Debris management sites are frequently used to increase the operational flexibility when landfill space is limited or when the landfill is not close to the debris removal area. Debris management sites allow flexibility in operations, facilitate recycling, and expedite the debris removal process. However, often additional costs are associated with the use of these sites because debris must be handled twice. Also, usable public land may not be available and/or private land may be expensive to lease. Considerable time and effort are required to complete environmental and historic preservation compliance reviews before establishing and closing out a site. Finally, debris management sites require dedicated site management and staff for efficient operations, safety, and documentation considerations. FEMA makes the determination as to whether debris management sites are reimbursable under the Public Assistance Program.

Processing debris, such as construction and demolition debris can be done directly from the source site or from a debris management site, where the recyclable debris may be sorted and reduced first.

Processing debris has financial and environmental advantages. These operations can decrease the overall cost of a debris management operation by reducing the amount of material that is taken to a landfill and decreasing the cost of final disposition in the form of tipping fees. In processing the debris, potential end-use products for specific markets may offset the cost of operations even more.

Disposing of debris at a landfill is generally done from the source site or from a debris management site, where mixed debris is separated, and non-recyclable debris is hauled to the landfill for final disposal. The most cost-efficient measure is usually to make use of the jurisdictions own or normally used landfills. The available space and functionality of the landfill often determine the most appropriate type of reduction method to use. If local landfills are not adequate or functional, the jurisdiction may need to consider other landfills that are nearby or even landfills that are out of the region.

2.3.7 Establishing Temporary Debris Storage and Reduction (TDSR) Facilities

The effective disposal of large quantities of disaster debris requires that suitable temporary storage and volume reduction facilities are established. Such facilities hold debris until it can be sorted, reduced in volume, and dispatched to an appropriate disposal facility. TDSR facilities sort debris to separate burnable from non-burnable materials and segregate hazardous products for disposal. TDSR facilities are preferably government owned, large enough to accommodate a storage area, within reasonable proximity to disaster areas and debris disposal sites, good road access, distant from a residential area, and not located in an environmentally sensitive area.

2.3.8 Demolition of Unsafe Buildings

Buildings and infrastructure that pose an immediate threat to life and public health and safety may need to be demolished. The demolition process follows applicable procedures for condemnation, permitting, and demolition. Decisions to demolish damaged buildings and infrastructure will be affected by funding, insurance, planning, and design considerations. In some cases, it may take several years for demolition to occur. Demolition of buildings on private property may or may not be eligible for Public Assistance Program funding.

2.4 Information Flow

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

- **Field Level**
  - Assess the debris status and levels
  - Implement damage assessment, debris collection and clearance as necessary
  - Submit frequent situation status reports to the appropriate OA EOC Section or Unit
- **OA EOC, Construction and Branch**
  - Gather information from field level representatives on a continual basis
  - Submit situation status reports to the Debris Management Unit Leader
  - Disseminate cumulative EOC Situation Status reports to the field level
  - Coordinate with regional, state, and/or federal entities as necessary
- **OA EOC Operations Section Chief**
  - Ensure EOC situational awareness of ongoing debris status and issues
  - Exchange information field situation status for projected multiple-operational periods
  - Develop objectives in the EOC Action Plan to include damage assessments, debris collection and clearance, route recovery and restoration needed
- **Supporting Departments, Agencies, & Organizations**
  - Support RCWMD as the lead agency in debris management issues; support the OA EOC and field operations as requested
  - Maintain communication with appropriate departmental representatives by providing frequent situation status updates

2.5 Organization and Structure

2.5.1 Organization

The Debris Management ESF encompasses support from numerous departments and agencies to ensure that OA-wide debris management information and activities are communicated and conducted in a coordinated manner. The OA EOC Construction and Engineering Branch is the central location in which this coordination takes place during a major incident. The organization chart on the following page depicts the relationship between the OA EOC Construction and Engineering Branch, the Debris

Management Unit, which falls under the Construction and Engineering Branch, and the various involved departments, as well as its coordination within the OA EOC.

2.5.2 Debris Management Responsibilities

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

Entity	Responsibility
County/OA Entities	
RCWMD	▪ Provide situational updates to the Construction and Engineering Branch Coordinator regarding debris management ▪ Relay EOC Action Plan priorities to field units for the coordination of resources and staffing to support debris removal, staging, holding and storage areas, sorting, and recycling ▪ Coordinate the receipt of street, property, and infrastructure debris reports ▪ Prioritize resources through the EOC to assist with expediting the collection, transport, storage, recovery, recycling, and disposal of debris ▪ Coordinate resources to support temporary public and private debris holding locations ▪ Maintain the activity status of temporary sorting, chipping, and recycling sites throughout the affected area to facilitate debris management ▪ Provide information regarding enforcement efforts for illegal dumpsites or dumping ▪ Relay public information to EOC Joint Information Center (JIC) to issue press releases on recycling ordinances, debris collection, recovery, recycling, reuse, and disposal ▪ Coordinate a debris collection strategy with relevant agencies that includes response and recovery operations, curbside collection, collection centers, hazardous wastes, and recyclables ▪ Fire and waste disposal companies dispose of and remove hazardous waste ▪ Identification and establishment of recycle and reuse sites ▪ Coordinate disposal of agricultural or biohazard debris with agricultural and public health agencies ▪ Establishment of temporary storage sites on private property ▪ Debris recovery processors and facilities
PIO	▪ Coordinate with Debris Management Unit Leader on developing detailed information on debris removal and disposal plans and procedures

Entity	Responsibility
County/OA Entities	
	■ Use multiple media sources such as Public Service Announcements, flyers, and press releases ■ Develop and coordinate announcements on debris removal process, collection times, storage sites, use of private contractors, and environmental and health issues
Cal OES	■ Coordinate and organize debris removal processes and plans
CalEPA	■ Assess of environmental issues resulting from the disaster ■ Coordinates debris removal and restoration of environmental facilities
CHP	■ Responsible for evacuation and traffic control
CalTrans	■ Assist in obtaining transportation assistance as needed in the removal and disposal of disaster debris ■ Determine the priority for clearing the road system in the county
CR&R	■ Assist with debris removal and disposal
COCO	■ Provide legal advice and counsel to the Board of Supervisors, the Executive Office, and the other county departments, including the EMD.

2.7 Notification and Activation

2.5.1 Notification

In the event of an incident requiring OA-wide debris removal and restoration coordination, RCWMD in coordination with the Riverside County Emergency Management Department will determine the implementation needs of the Debris Management Functional ESF. Notification will then be issued to relevant supporting entities, and to any additional departments or agencies as required. Notification will be distributed via the most appropriate communications equipment for the event requirements, and will detail incident information, reporting instructions, and any relevant coordination information.

2.5.2 Activation

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

- During any event where debris management operations exceed the capabilities of normal operations
- During regional activities that require activation of multiple debris management units
- The magnitude of the event requires mutual aid

- Response and recovery operations will involve multiple county departments
- Response and/or recovery efforts are expected to last an extended period of time

Step 1: Initial Assessment

- Field units conduct initial damage assessments and determinations of needs and relay information to the Debris Management Unit
- Identify potential major problems that may impact debris management operations; report to department supervisors

Step 2: Verify and Organize Information

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

Step 3: Coordinate and Analyze Information (Initial Actions)

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

Step 4: Obtain Resources, Release Public Information

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

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

- Serve as the point of contact for post-event damage reports
- Conduct and participate in planning meetings; provide situation updates, as necessary

- Notify and consult with subject matter experts from Federal, State, regional, and local authorities via the EOC on priorities for storage and elimination of debris
- Secure resources (e.g., fuel for transportation, generators, technical support, and communications) for requested emergency operations
- Recommend actions regarding debris management
- Coordinate the collection and reporting of debris

Step 6: Resources and Assets (External)

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

Step 7: Continue to Monitor, Track, and Inform

- Monitor and report the status of and damage to public and private entities
- Receive and respond to requests for information
- Provide situation updates, as necessary
- Obtain continual situational awareness of the entire debris management operation for specific impacts from the incident

2.5.3 Deactivation/Demobilization

Debris Management support will be deactivated when the need for additional debris management and elimination coordination has diminished, ceased, or returned to normal operations. Deactivation of debris management support may occur incrementally according to the need or lack of need for specific debris management functions. The Debris Management ESF may be deactivated or scaled back at the discretion of RCWMD, the OA EOC Director, Deputy EOC Director, or the Operations Section Chief once a plan for demobilization has been coordinated.

3. Planning Assumptions

The following planning assumptions for the Debris Management Annex apply:

- County of Riverside government is an OA Member and a separate entity from the OA. Although County of Riverside personnel conduct the operations of the OA, the roles and responsibilities of those individuals may be different whether they are acting under the auspices of the OA or the County of Riverside. For the sake of emergency planning and coordination at the OA Member-level, OA Members may consider the OA and County/OA EOCs as one in the same;

- All OA agencies should develop their emergency plans and/or operating procedures in accordance with this plan and should train appropriate staff in their contents and use;

- All OA Members and political subdivisions of the County of Riverside will utilize SEMS and NIMS, as identified in this plan, during response and recovery operations;

- The County Director of Emergency Management/Operational Area Coordinator (DEM/OAC) will coordinate the OA 's response in conformance with all applicable ordinances and laws;

- The resources of the County of Riverside will be made available to the OA and to all OA Members to help mitigate the effects of disasters and emergencies in the area;

- Mutual Aid Agreements and Systems exist to support emergency response agencies of the OA. OA Members must exhaust their capabilities before requesting mutual aid assistance;

- The OA will commit the resources of OA Members to a reasonable degree before requesting mutual aid assistance from the regional or state levels 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.

Emergency Support Function 20:
Animal and Livestock Care
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 #20:
Animal and Livestock Care

Contents

1. Introduction

1.1 Coordinating and Supporting Departments

Coordinating Departments	Riverside County Department of Animal Services; Riverside County Sheriff's Department; Riverside County Fire Department
Supporting Departments	Riverside County Department of Public Social Services; Riverside University Health System-Public Health (RUHS-PH); Department of Behavioral Health; Department of Environmental Health; CA Department of Food and Agriculture; CA Environmental Protection Agency; United States Department of Agriculture; CARE; City's Animal Control/Services

1.2 Overview of Department Responsibilities

Department	Responsibilities
Department of Animal Services	- Assess animal care needs - Identify animal response requirements to include provision for service animals at shelter sites - Develop and provide PIOs with information to disseminate to the public through the JIC - Coordinate the field response - Coordinate rescue and transport of animals from distressed areas - Coordinate the search of affected areas for animals - Coordinate the animal sheltering response - Staff the Animal Care Unit Leader position in the Riverside County EOC
Supporting Departments	- Support animal response operations as needed - Identify zoonotic where public health may be at risk - Provide transport vehicles and personnel; assist with the staging of animal shelters - Provide space in open land areas for spontaneous shelter-in- place for animal shelters and livestock - Support search and rescue of abandoned, lost, injured, or sick domestic animals - Communicate necessary animal care and shelter information to the public

1.3 Purpose

The Animal and Livestock Care Emergency Support Function (ESF) provides guidance on the effective conduct of animal care responsibilities prior to, during, and immediately following a significant, large-scale incident in Riverside County. The purpose of this function is to adequately respond to and recover from emergencies involving service animals, domestic animals, livestock, and wildlife, when feasible, within Riverside County.

1.4 Scope

The Animal and Livestock Care Emergency Support Function supports Riverside County Animal Services personnel by providing a structure in which to effectively direct, manage, and control animal response and recovery operations. This ESF details the procedures, responsibilities, and concept of operations during a potential, imminent, or declared emergency. Specific objectives are as follows:

- Coordinate domestic animal response and recovery activities, to include rescue, triage, medical treatment, transport, care, shelter, and domestic animal reunification
- Coordinate for the feeding, watering and relief areas for service animals at shelter sites
- Coordinate livestock response and recovery activities, mitigating loss of life whenever possible
  - There are currently 36 dairy farms in Riverside County, primarily in the San Jacinto area, with 47,516 cows (*Source: California Department of Food and Agriculture, California Dairy Statistics 2012*)
- Coordinate the identification and documentation of animals for effective reunification

2. Concept of Operations

2.1 General Concepts

The Animal and Livestock Care function is tasked with coordinating the control and maintenance of companion animals, livestock, wild animals, and potential environmental risks as it relates to animals.

This Concept of Operations outlines the following elements of the Animal and Livestock Care function:

- Public Information
- Field Response
- Animal Sheltering
- Animal Intake
- Reunification of Domestic Animals with Owner/Guardian
- Coordinate with livestock owners during an emergency or disaster
- Rescue and capture of animals that have escaped
- Coordination with other Agencies and Departments
- Organization and Structure
- Notification and Activation
- Deactivation Procedures

2.1.1 Public Information

Public Information is an essential response component during any type of an incident in which domestic animals or livestock may be impacted. During an Animal and Livestock Care ESF activation, the Department of Animal Services will coordinate with the Public Information Officer (PIO) and/or the Public Information ESF and Joint Information System (if activated) to provide public information regarding the following:

Pre-Event	- Evacuation directions and supplies - Sheltering locations - Information regarding reunification - Survival information
Post-Event	- Animal care and medical treatment information - Volunteer opportunities - Lost animals - Reunification procedures - Unclaimed animal policies

There will be an ongoing need to provide the public with updated information as the incident progresses. For further details about public information dissemination, refer to the Public Information Emergency Support Function.

2.1.2 Field Response

Overview

This ESF is organized to ensure rapid response to animal and livestock needs in a disaster situation. During an event in which animal rescue, triage, and/or transport is needed, Animal Services field units

will be deployed to the appropriate area to coordinate with supporting agencies, including the Riverside County Sheriff's Department, Riverside County Fire Department, and local police and fire departments. Field response will be organized according to the National Incident Management System (NIMS) and the Incident Command System (ICS) to ensure a coordinated response. Animal Services field units will work with supporting agencies to conduct the following:

- Assess overall animal response needs
- Assess the safety of deploying units to rescue domestic animals
- Deploy units to rescue domestic animals from affected, evacuated, and/or otherwise unsafe areas
- Assist in coordinating the on-site sheltering or relocation of livestock by their owners in the event of an evacuation
- Set up staging areas, field/mobile incident command, and support units deployed to rescue domestic animals
- Determine resource needs and submit resource requests, as appropriate
- Screen and triage animals
- Provide and/or coordinate basic emergency medical care for injured animals
- Arrange transportation to an appropriate facility for domestic animals needing advanced medical care, sheltering, and boarding
- Assist with containment and surveillance efforts
- Provide food, water and relief areas and other necessities as required for service animals at shelters

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

Triage

Triage is the process of sorting animals for emergency care, transportation, impoundment, euthanasia, and disposal. Animals may be triaged in the field to determine which animals must be evacuated to secondary triage areas. Animals may then be triaged a second time in a triage treatment area where a veterinarian and/or a registered veterinary technician is available. If not possible to triage injured and sick animals will be transported for further treatment as soon as possible. An animal's primary triage category may change at any time. Stabilizing treatment may be initiated while awaiting transportation; however, transport should not be delayed for treatment. When veterinary medical staff or Animal Services staff deems euthanasia necessary and humane, appropriate actions will be taken.

Transport

Animal Services and supporting departments will coordinate transportation of animals from the field to triage areas, field hospitals, and/or operational animal facilities. Ongoing assessment will be made to determine the type and number of transportation vehicles needed. This information will be relayed to the Animal Care Unit representative in the Emergency Operations Center, as appropriate.

Medical Treatment

Medical treatment of animals will be supported by the Animal Services appointed veterinarian with the aid of the Humane Society, SPCA, and local volunteer veterinarians. The Animal Services Department will coordinate triage, staging, and transport needs of sick and injured animals; medical supplies and equipment will be acquired through the Logistics Branch with cooperation from Riverside County EOC, if necessary.

Deceased Animals – Mass Fatality

Follow current procedures to the available capacity for the documentation and storage of deceased animals and the rendering of animal remains. Consultation of Environmental Health, Public Health and other agencies, in coordination with Dept. of Animal Services may be required.

2.1.3 Animal Sheltering

Initially, domestic animals in need of housing will be accepted at and/or transported to animal shelters used by Animal Services; these may include County animal shelters and/or partner agency shelters, such as Animal Friends of the Valley, etc. Dept. of Animal Services will provide provisions for service animals at human shelters to include food, water, relief area identification and any other provisions needed to support the animal. Depending on the severity of the imminent or actual event, it may be necessary to prepare for and operate additional animal shelters. Once it is determined that temporary animal shelters are needed, the following actions will apply:

Shelter Location	▪ Animal shelter sites will be determined by existing locations Dept. of Animal Services currently runs, manages or owns. In some cases, Dept. of Animal Services may utilize existing shelter sites of partner agencies. Inspect shelter facilities and grounds for feasibility, size of animal containment areas, safety, and security.
Supplies	▪ Ensure adequate supplies are available to support the shelters. ▪ Obtain appropriate intake forms and office supplies.
Staffing	▪ Identify, orient, and assign shelter staff to work in 12-hour shifts. ▪ Identify shelter manager and assign shelter positions to staff and credentialed volunteers. ▪ Create work and rest schedules for staff and credentialed volunteers. ▪ Create ongoing task lists.
Service Animals	▪ In accordance with legal directives, service animals must be housed with their owners/guardians in human shelters. Support for these owners and animals may be requested through the Animal Services Department or the Animal Care Unit Leader in the EOC. Support and provision of service animals include but is not limited to: food, water, relief areas and other provisions as required.

If American Red Cross (ARC) shelters are open for human evacuees, a determination will be made regarding the feasibility of co-locating animals at shelters. In most cases, humans and animals (not including service animals) cannot be co-located at the same shelter site due to concerns with allergies, bites, etc. Service animals are permitted at human shelters at all times and in every circumstance. If co-location is an option, animal response teams will be dispatched to ARC shelter sites and arrangements will be made to obtain emergency supplies and any specialized equipment needed to care for the animals.

If co-location is not an option, or if the animal is not a service animal, existing animal shelter sites will be utilized as noted above. Dept. of Animal Services will provide for the pick-up and transport of animals from human shelter sites to animal shelter sites. Animals at shelter sites will be provided for with shelter, food, water and other necessary provisions. Dept. of Animal Services has a professional system they use to identify and re-unify animals with their owners.

Partner agencies with animal sheltering capabilities.

Shelter Name	Areas Served
Animal Friends of the Valleys	Canyon Lake, City of Lake Elsinore, City of Temecula, City of Murrieta
Beaumont Animal Control	City of Beaumont
Corona Animal Shelter	City of Corona
Indio Animal Shelter	Cities of Indio, Salton Sea, La Quinta
Moreno Valley Animal Shelter	City of Moreno Valley
Norco Animal Shelter	City of Norco
Palm Springs Animal Shelter	City of Palm Springs
Perris Animal Control	City of Perris
Rancho Mirage Animal Control	City of Rancho Mirage

2.1.4 Animal Intake

As animals are received in sheltering or medical facilities, pet owners must fill out appropriate paperwork detailing pet and owner information. The following must be identified:

- Owner/guardian contact information
- Alternative contact individuals
- Animal description
- Digital photograph of the animal (if available)
- Vaccination information
- Special needs information
- Bite information
- Microchip/tattoo information
- Signed agreement and waiver

2.1.5 Reunification of Pets with Owners

An identification and tracking process will be used during the animal's stay in the emergency shelter. When the animal has been treated or no longer has sheltering needs, owners will be contacted to reunite them with their pets. Upon arrival at the facility, owners/guardians will be required to present proper personal identification and affirmatively identify their animal by providing an accurate description of their pet, viewing and identifying their pet in photos, or by being escorted through existing shelter areas to identify their pet. If an owner is unable to provide the primary identification needed to claim his or her pet, a secondary means of identification—such as vet records, photos of owners with the pet, microchip information, or a letter from a veterinarian with a description of the

animal—is acceptable. If the owner is unable to find his or her pet, a lost animal report will be filed with Animal Services detailing the description of the animal, its last known location, and the owner's current contact information. In the case where Dept. of Animal Services will return the animal to the human shelter location, animal owners will work directly with staff to identify/retrieve their animals.

- For owners or pets needing reunification after temporary shelters have been closed, the following policies apply:
- Those looking for lost animals will fill out a detailed lost animal report prior to viewing stray animals.
- Owned and stray animals not reclaimed within a reasonable period time will be considered abandoned and may be placed for foster care or adoption. Depending on the nature of the event, this period may range from 30 – 180 days.
- An alternate process for proving ownership will be developed for those instances when personal identification and animal intake forms may have been lost during a disaster, or when owners had to evacuate without the necessary documentation.
- If possible, deceased or euthanized animals will be photographed for discreet viewing by persons looking for their lost animals.

2.1.6 Coordination with Other Agencies and Departments

EOC Coordination

During an event requiring an activation of the Riverside County EOC, Animal and Livestock Care responsibilities will be coordinated by the Animal Care Unit Leader within the Riverside County EOC, Operations Section, Mass Care and Shelter Branch. The Animal Care Unit Leader will maintain communication and coordination with all departments relevant to the situation and will be the primary conduit of information between the Animal Services DOC and the Riverside County EOC. Within the EOC, the Animal Care Unit Leader will ensure that any activities potentially impacting domestic animals, such as human evacuation and sheltering, are taken into consideration and properly coordinated and that provisions for service animals are made timely and efficiently.

It is particularly imperative that lines of communication exist among fire, law enforcement, and Animal Services involving search, rescue, and evacuation related to domestic animals and livestock. There are numerous volunteer groups in the County that are committed to domestic animal issues and will assist animal owners in relocating their animals during an evacuation. Dept. of Animal Services attempts to coordinate with as many of these groups in advance to educate them on how animal sheltering operates during a disaster, but it is known, that despite those efforts, there are and will be volunteer groups or individuals in the community who will begin conducting animal "sheltering" on their own during a disaster. In some cases, Dept. of Animal Services will attempt to intercept or in some cases, support those individuals in order to maintain the integrity of the disaster animal sheltering program.

Mutual Aid Coordination

Due to the limited number of resources that exist within any single department or agency in the County, volunteer animal-related rescue, shelter, and clinic organizations will serve during an event impacting animals within Riverside County. There may be a need to obtain additional resources, supplies and/or personnel, from other agencies outside the County through the execution of mutual aid agreements.

2.1.7 Volunteer / Donations Management

During a large-scale event or disaster affecting Riverside County, volunteer interest will be high.

Dept. of Animal Services has a process in place for the acceptance of donations during times of disaster. The County nor Dept. of Animal Services benefit directly from these types of donations, rather, they are directly for the benefit of the animals and the individuals affected by the disaster. Donations during times of disaster typically include: blankets for animal shelters, food, water, and toys. Dept. of Animal Services adheres to existing practices and protocols with regard to the acceptance of such donations.

The following are categories of volunteers that may be available to assist with Animal and Livestock Care operations:

- **Trained Volunteers:** Several animal-focused organizations either have members or have access to individuals who are skilled in veterinary services and are familiar with appropriate animal handling methods. During an emergency, these volunteers may be called upon to assist with animal response operations by their respective organizations.

- **Disaster Service Workers:** All Riverside County employees are designated as Disaster Service Workers (DSWs). In the event of an emergency, public employees may be assigned to serve as DSWs to perform activities that promote the protection of public health and safety or the preservation of lives and property.

- **Convergent Volunteers:** It is anticipated that concerned citizens will spontaneously volunteer to assist with animal care services. For these volunteers to be utilized, they must be registered as convergent volunteers through a County process. In the event unregistered volunteers arrive at Animal Services, a shelter site, or any other such area, they will be directed to a site designated for the registration process. If such a site has not yet been established, convergent volunteers will be tracked through the Riverside County EOC and sent to other agencies in need of volunteers.

2.2 Animal Response Organization and Structure

2.2.1 Organization

The Animal and Livestock Care function encompasses support from a variety of Riverside County departments and outside agencies to ensure that animal needs are addressed in a coordinated manner. The Animal Care Unit is part of the Mass Care and Shelter Branch in the Riverside County EOC Operations Section, as shown in the following organization chart:
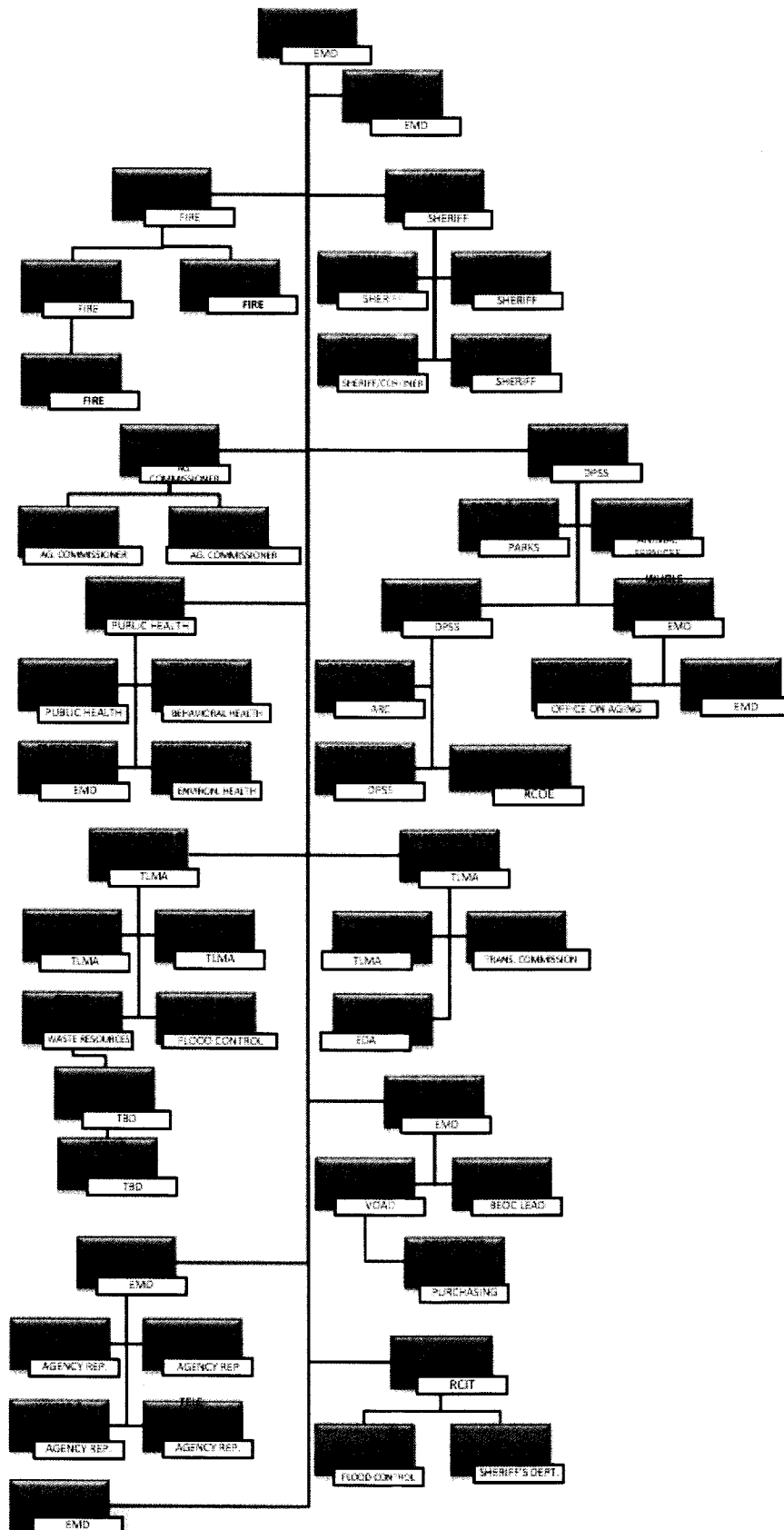
2.2.2 Animal Response Roles and Responsibilities

The following table details the overall roles and responsibilities of each entity involved with the Animal and Livestock Care ESF.

Entity	Roles and Responsibilities
Animal Services	▪ Coordinate the response to animal-related issues ▪ Communicate response status updates and needs to the EOC ▪ Provide information to the public through the PIO ▪ Ensure the NGO involvement follows FEMA guidelines ▪ Expand animal sheltering capacity, as needed ▪ Expand field search and rescue, as needed ▪ Provide provisions for the care and support of service animals
Animal Response Unit Leader	▪ Lead representative for Animal and Livestock Care in the Riverside County EOC ▪ Coordinating and communicating with Animal Services DOC and providing information to the Operations Section Chief regarding animal related issues ▪ Coordinating with the Joint Information Center (JIC) and providing public information needs ▪ Coordinating with Logistics Section regarding needed resources ▪ Coordinating with Planning Section to obtain overall situation status ▪ Providing situation status reports to the Care and Shelter Branch Coordinator
American Red Cross	▪ Request support from Animal Services when pet sheltering needs arise
Cities Animal Control/ Services	▪ Support Animal Services efforts in responding to animal needs ▪ Communicate the availability of resources toward animal efforts ▪ Assist with identification of storage for spontaneous donations ▪ Provide community situation status information

Riverside University Health System-Public Health	▪ Determine the impact of animal issues on public health ▪ Communicate concerns to Animal Services ▪ Plan a unified response to public health concerns
Department of Public Social Services	▪ Communicate needs for animal shelters to Animal Services or the Riverside County EOC Mass Care and Shelter Branch ▪ Coordinate public messaging with EOC PIO and Dept. of Animal Services PIO to ensure shelter residents are aware of what services are available, where, etc. ▪ Ensure shelter residents with service animals are provided access to Dept. of Animal Services as soon as possible so that they can be provided with appropriate provisions for the animal, relief area, etc.
Law Enforcement	▪ Assist with identification, when applicable, of locations with known animals requiring evacuation or assistance
Animal Shelters	▪ Communicate situation status and resource requests through the Animal Services DOC to the Riverside County EOC
Mutual Aid from Neighboring Communities	▪ Respond with trained personnel, vehicles, and equipment, as needed ▪ Transport supplies and equipment from outside the area ▪ Transport domestic animals to neighboring communities for sheltering following established protocols ▪ Provide leadership relief, if necessary
Care and Shelter Branch Coordinator	▪ Coordinate food and water to personnel, staff, and volunteers ▪ Coordinate communication between human and animal shelters

Animal shelters, rescue centers, and clinics will provide for the following Animal and Livestock Care responsibilities:

▪ Bring State resources to the event
▪ Activate the California Department of Fish and Game, if needed
▪ Coordinate the use of trained volunteers during animal response operations
▪ Provide emergency medical care, hospitalization, and medical sheltering
▪ Provide veterinary medical personnel, equipment, supplies, and the use of private practice veterinary hospitals, if necessary, for housing animals impacted by an event

- Provide emergency shelter, as needed
- Provide emergency veterinary care
- Identify, train, and issue credentials to spontaneous volunteers
- Participate in the ICS command structure and leadership during an event
- Assist with animal rescue, feeding and veterinary care during animal response operations
- Assist Animal Services in the coordination of veterinary triage teams
- Coordinate the use of trained volunteers and/or highly skilled veterinary medical volunteers
- Provide provisions for service animals at human shelters to include: food, water, shelter, relief areas and other identified provisions requested

2.3 Notification and Activation

2.3.1 Notification

In the event of an impending or actual event impacting animals within the Riverside County, Animal Services in coordination with EMD will determine the activation needs of this ESF. Notification will then be issued to all relevant supporting departments, and to any additional departments or agencies as required. Notification will be issued through the most appropriate communications equipment for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information. Upon notification of an event, Animal Services will begin planning efforts, to include:

- Defining impacted animals
- Identifying potential response requirements and needs
- Placing all Animal Services personnel on standby and/or staffing appropriate positions, as necessary
- Determining Animal Services DOC activation and staffing requirements

2.3.2 Activation

The Riverside County Fire Department, EMD, Animal Services, or the Riverside County EOC Director may implement this ESF, when a large-scale event or disaster affecting the Riverside County animal population is anticipated or has occurred. The level of activation will be determined according to the requirements of the event. If the determination is made to activate Animal Services, the following departments and agencies should be notified:

- Department of Public Social Services
- Riverside University Health System-Public Health
- Department of Mental Health
- Department of Environmental Health
- CA Department of Food and Agriculture
- CA Environmental Protection Agency
- United States Department of Agriculture
- CARE
- Cities Animal Control/Services

Scalable Activation

Animal and Livestock Care operations will increase or decrease based on the type and nature of the emergency and the magnitude of the event. The type and level of activation is generally based on an event's resource or staffing requirements and the impact on the community. The table below illustrates a scalable emergency response activation according to event type.

Situation	Examples	Operational Level	Coordinating Department
Simple Planned Event	Notification of a potential impact to the Riverside County animal population	• Field • DOC	• Animal Services
Complex Planned Event	Notification of a potential large-scale event requiring Animal Services resources and personnel, involving support agencies and EOC activation	• Field • DOC • EOC	• Animal Services • EMD • County Chief Executive Officer
Simple Unplanned Event	Notification of an actual event requiring Animal Services coordination	• Field • DOC	• Animal Services
Complex Unplanned Event	Notification of a large-scale event requiring Animal Services resources and personnel, involving support agencies and EOC activation	• Field • DOC • EOC	• Animal Services • EMD • County Chief Executive Officer

2.3.3 Response Actions

Step 1: Secure Incident Site

When notified of an event affecting the Riverside County animal population, Animal Services will perform the following actions:

- Assess and determine impacted animals
- Identify animal response staffing and resource requirements
- Alert and deploy appropriate field units as necessary

Step 2: Activate; Alert EOC (as Necessary)

Activation of this ESF and/or the EOC involves, but is not limited to, the following:

- If activated, send departmental representatives to EOC
- Assign Animal Care Unit Leader responsibilities to the most appropriate personnel

- Determine mutual aid needs

- Notify and request assistance from supporting departments, NGOs and other agencies

- Notify community shelters, rescue centers, and clinics of activation

Step 3: Gather Information

- Determine the condition and capacity of primary Animal Services and community partner animal shelters

- Determine whether rescue, triage, and transport requirements are needed

- Determine animal sheltering needs

- Determine whether animals will be co-located in American Red Cross shelters once activated

- Divide animals into dog or cat categories

- Dispatch a team to the ARC shelter sites

- Determine transportation needs and capabilities

Step 4: Analyze Information and Coordinate Response

- Take action to expand current animal sheltering and field response capacity, if needed

- Mobilize animal care personnel and augment staff, as needed (contact neighboring jurisdictions)

- Prepare to receive unsolicited donations and volunteers

- Deploy a representative from the veterinary medical team to assist with triage of pets at shelter sites

Step 5: Obtain Resources, Release Public Information

- Request emergency supplies and specialized equipment through the EOC, and/or supporting departments as necessary

- Identify animal shelter sites and assign animals to shelters to make the best use of facilities (e.g., Animal Services, SPCA)

- Disseminate emergency information and guidance to the public, private, and government organizations

Step 6: Continue to Monitor, Track, and Inform

- Receive and respond to requests for information

- Provide situation updates, as necessary

- Re-evaluate the current situation status

- Determine future needs, as appropriate

2.3.4 Deactivation

This ESF will be deactivated when the need for advanced animal response coordination has either diminished or ceased. Animal and Livestock Care functions may be deactivated or scaled back at the discretion of the EOC Director, or Operations Section Chief, as appropriate. After the decision to

deactivate has been determined, the following activities may be necessary:

- Complete or transfer remaining Animal and Livestock Care responsibilities to the appropriate department(s)

- Provide deactivation information to all involved supporting departments

- Inventory, return to owner, or properly dispose of remaining supplies

- Issue a final status report to the Operations Section Chief

- Coordinate deactivation with the Operations Section Chief, to include staff release, equipment returns, and inventory

- Coordinate deactivation with Animal Services

- Ensure that a debrief is held between key staff, volunteers, and involved Riverside County departments

- Continue ongoing efforts for reunification as necessary

3. Planning Assumptions

The following planning assumptions apply to the Animal and Livestock Care Emergency Support Function:

- For the purposes of responding to animal issues during disasters, Riverside County defines animals as, "affected commercial livestock, companion animals, exhibition animals, captive wildlife, and exotic pets." This definition excludes non-captive wildlife.

- All appropriate Riverside County agencies and departments will be involved in emergency operations consistent with their functions and responsibilities with respect to emergency/disaster domestic animal and livestock issues.

- Coordination with Riverside County departments, supporting departments, outside agencies and/or volunteers, will be critical to successfully meet emergency needs of domestic animals and livestock.

- Because shelters do not allow pets in facilities, pet owners that must evacuate will not desert their pets, and refuse to evacuate, or evacuate their animals to a pre-determined site.

- There is a public (and in some cases, legal) expectation that the local governments in the Riverside County will provide care, shelter, and treatment for domestic animals and service animals impacted by an emergency event.

- Farmers and ranchers who depend upon animals for their livelihood are often unwilling to leave their animals unsupervised in the event of a disaster.

- Animals/livestock that are not cared for by their owners during a disaster may become a public health and safety risk.

- Large amounts of convergent volunteers and donations will be expected during a major event in the Riverside County which may provide resources for the Animal and Livestock Care ESF. Detailed volunteer and donations management procedures may be found in the Volunteer and Donations Management ESF.

- It is the intent of the County, its employees, contractors and partners to ensure a whole community response and recovery operation in a timely, professional and efficient manner.

Emergency Support Function 21:
Continuity of Operations and Government
County of Riverside
Riverside County Operational Area (OA)

August 2019

Riverside County
Emergency Management Department

Riverside County EOP Emergency Support Function # 21: *Continuity of Operations/Continuity of Government*

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1. Introduction

1.1 Coordinating and Supporting Departments

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1.2 Emergency Support Function Responsibilities

Department	Responsibilities
Riverside County Executive Office	▪ Establish and clarify policy ▪ Implement COOP/COG for the County of Riverside affected departments and agencies ▪ Ensure the OA EOC Director assigns a COOP/COG Manager to lead the COOP/COG implementation ▪ Continually receive situational awareness and a common operating picture of the incident ▪ Set priorities among incidents and resolve critical resource issues ▪ Facilitate logistics support and resource tracking ▪ Ensure interagency coordination
Supporting Agencies	▪ Provide support and coordination to the COOP/COG function in the OA EOC ▪ Continually provide situation information and resource status regarding your agency/department to the COOP/COG Manager and OA EOC ▪ Identify resource shortages and issues for your agency/department ▪ Gather and provide information from supporting agencies to the OA EOC Deputy Director ▪ Assist in implementing COOP/COG elements involving support agencies ▪ Facilitate supporting agencies decisions

1.3 Purpose

This Continuity of Operations/Continuity of Government (COOP/COG) Emergency Support Function (ESF) describes the coordinating framework used to ensure the survivability of county-level government and essential governmental functions, including essential emergency management program functions, and the preservation of essential personnel, records, systems, facilities and equipment during an emergency or disruption.

This ESF provides guidance for elected officials and county staff in the event an emergency that interferes with County functions. The Continuity of Operations / Continuity of Government (COOP/COG) ESF incorporates procedures for disasters and emergencies that may affect a single County department or the entire County government organization.

1.4 Scope

This ESF provides guidance on COOP/COG preparedness, activation and restoration responsibilities for policy level and executive officers of the county and is directly supported by department COOP plans.

Department-level COOP plans are all-hazards plans that address a department's ability to continue its Essential Functions in support of government operations and services during a disruption. COOP plans include procedures for the restoration of essential functions, including those that are critical to emergency response and recovery operations. They also include the identification of essential records, systems, and equipment, orders of succession, and delegations of authority.

2. Concept of Operations (ConOps)

2.1 General Concepts

All government agencies must plan to preserve day-to-day operations during and in the aftermath of a destructive natural or human caused disaster, in which its facilities, systems, or personnel are partially or totally compromised. It is therefore important that the Riverside County Operational Area (OA) have a COOP/COG plan to implement in the event of a disaster affecting the resources, facilities, and personnel of the County, that enable it to continue operations and services of the government, even in the most trying times.

Continuity of operations is often confused with emergency operations:

- COOP is the activities of individual departments and agencies to ensure continuance of government business and operations, performance of essential functions, and resume normal operations as soon as possible.

- Emergency operations are the response actions taken during the emergency period to protect life and property, care for the people affected, and temporarily restore infrastructure and vital services to the community prior to long term recovery activities.

2.1.1 Continuity of Operations (COOP)

COOP is the ability to continue providing essential day-to-day business operations and services during a period of time when normal facilities and infrastructure have been compromised and are, therefore, not available.

Business operations and services encompass such things as providing day-to-day law enforcement and fire services, ensuring solid waste and sewage operations, maintaining roads, collecting taxes, and paying governmental bills, etc., but not the actions of responding to the emergency or disaster causing the implementation of the COOP plan. All of these things must be accomplished whether from the regular place of business or a temporary designated facility, or by alternate work arrangements.

2.1.2 Continuity of Government (COG)

COG is the principle of establishing defined procedures that allow a government to continue its essential operations in case of a catastrophic event.

COG ensures continuance of the full range of governance, which in turn reassures a populace, which may be affected by the event and concerned about the stability of the government's ability to exist and function. COG is addressed by a variety of state and federal laws, plans, and emergency and administrative procedures. COG is critical to providing rapid and effective response in a truly catastrophic disaster and is identified as an element of the California Emergency Plan by the Emergency Services Act. COG normally focuses on governance items such as enacting laws, ordinances, or codes, convening of boards or legislatures, etc., the totality of which provides authority for the continuity of operations.

This concept of operations outlines the following elements of both COOP and COG including:

- Identification and prioritization of essential functions

- Lines of succession for essential positions required in an emergency
- Delegation of authority to key officials
- Emergency operations centers, alternate work sites facilities and alternate emergency operations centers identified and prepared
- Interoperable communications
- Protection of governmental resources, facilities and personnel
- Safeguarding of vital records and databases
- Testing, training, and exercises

The most critical objective of COOP/COG is the continuation of essential governmental operations and services during any prolonged period of disruption of normal operations due to loss of facilities or infrastructure.

This Concept of Operations outlines the following elements of the COOP/COG function:

- Primary Roles and Responsibilities
- Elements of COOP/COG
- COOP/COG Implementation
- Information Flow
- Roles and Responsibilities
- Notification and Activation Procedures
- Deactivation Procedures

2.2 Primary Roles and Responsibilities

In time of natural or human-caused disasters, the County Chief Executive Officer (CEO), who serves as the Director of Emergency Services, assumes additional powers as specified by Riverside County Ordinance 533, as amended. The Riverside County Emergency Management Department, who coordinates emergency management in the County and activates the Riverside County OA Emergency Operations Center (EOC), assists the CEO. The CEO serves as the EOC Director. The County Executive Office will oversee continuity of government activities.

2.3 COOP and COG Elements

An incident can occur at any time, with or without warning, and may disrupt the ability of county government to provide critical services to the citizens of Riverside County. An emergency may result in the incapacitation of government leadership thereby requiring the need for succession. Acts of terrorism, natural, and human-caused disasters may threaten the functional capability of county government through the potential destruction of or harm to government personnel, facilities, or essential records, systems, and equipment. In order to ensure continuity of government and the uninterrupted provision of essential governmental functions, contingency plans must be developed that will provide for the continued protection and safety of the population and bring about the prompt and orderly restoration and recovery of public and private property and services.

Each county department with responsibilities in this COOP/COG ESF has developed an executable all hazards Continuity of Operations Plan. Each department has also been assigned responsibilities to maintain the necessary plans, standard operating procedures, mutual aid agreements, and model contracts to successfully accomplish their tasks of the COOP/COG function. Alternate facilities for continuity of government plan activation have been identified.

2.3.1 Essential Functions

Essential functions are described as the critical government functions and services that must be performed without interruption or with minimal interruption within the first 12 hours and up to 30 days. The functions of every department or agency, in one way or another are essential to the population of Riverside County. As a result, steps must be in place for both the survivability and the continuance of functioning in the immediate aftermath of natural disasters or catastrophes affecting physical infrastructure.

2.3.2 Alternate Facilities

Alternate facilities for continuity of operations and government focus on facilities that enable the immediate resumption of essential government functions. Alternate facility locations to support agency Essential Functions are addressed in each department's continuity of operations plan. Although agencies are responsible for identifying continuity of operations alternate facilities, the Riverside County CEO may designate different alternate facilities at the time of the event due to the specific nature of the event or its impact.

2.3.3 Essential Records, Systems, and Equipment

All departments are required to address the protection of essential records, systems, and equipment in their department continuity of operations plans. Departments, working through the IT department, are responsible for the restoration of electronic records. Departments are also responsible for coordinating the restoration of essential equipment necessary for the performance of their Essential Functions. Each department is responsible for the emergency recovery operations when public records are affected.

2.3.4 Lines of Succession

The line of succession for key personnel of the government of the county is specified in the County Emergency Operations Plan. Succession of governmental authority is an essential element to the continuity of government.

In the absence of the Chair of the Board of Supervisors, or upon inability to act, the following officials in the order named shall automatically succeed the Chair of the Board:

- Vice-chairman of the board of supervisors
- The remaining county supervisors followed consecutively in the sequence of the numbers of their respective supervisorial districts
- Standby officers are excluded from the line of succession for the chairman of the board of supervisors

- For other elected officials, in order of descending authority among existing subordinates, and thereafter as provided by the board of supervisors

Standby Officers

- Each member of the board of supervisors, pursuant to Section 8638 of the Government Code, has the authority to appoint one to three standby officers to act as a successor for that member of the board
- Standby officers shall be appointed yearly
- If more than one standby officer is appointed by a board member, the standby officers shall be designated as successor 1, 2, and 3
- Standby officers shall succeed their board member based on their designation
- In accordance with Section 8640 of the Government Code, each standby officer shall take an oath of office required for the position they have been selected for as a successor

Each Department has identified succession of leadership within the department, which is identified in the COOP plans and the Riverside County OA Emergency Operations Plan.

2.3.5 Delegation of Authority

To ensure rapid response to any emergency situation requiring COOP plan implementation, departments have delegated authorities for making policy determinations and decisions at headquarters, field levels, and other organizational locations, as appropriate. These delegations of authority identify the programs and administrative authorities needed for effective operations at all organizational levels having emergency responsibilities. The delegations of authority are included in each Departmental COOP plan. Generally, pre-determined delegations of authority would take effect when normal channels of direction are disrupted and would terminate when these channels have resumed;
Ensure that officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties.

2.3.6 Interoperable Communications

The success of agency operations at an alternate facility is dependent upon the availability and redundancy of critical communications systems to support connectivity to internal organizations, other agencies, critical customers, and the public. When identifying communications requirements, agencies, agencies should take maximum advantage of the entire spectrum of communications media likely to be available in any emergency situation. These services may include but are not limited to: secure and/or non-secure voice, fax, and data connectivity; Internet access; and email.

2.3.7 Vital Records and Databases

The protection and ready availability of electronic and hardcopy documents, references, records, and information systems needed to support essential functions under the full spectrum of emergencies is another critical element of a successful COOP plan. Agency personnel must have access to and be able to use these records and systems in conducting their essential functions. Categories of these types' records may include:

2.3.7.1 Emergency Operating Records

Vital records, regardless of media, essential to the continued functioning or reconstitution of an organization during and after an emergency. Included are emergency plans and directives; orders of succession; delegations of authority; staffing assignments; and related records of a policy or procedural nature that provide agency staff with guidance and information resources necessary for conducting operations during an emergency, and for resuming formal operations at its conclusion.

2.3.7.2 Legal and Financial Records

Vital records, regardless of media, critical to carrying out an organization's essential legal and financial functions and activities and protecting the legal and financial rights of individuals directly affected by its activities. Included are records having such value that their loss would significantly impair the conduct of essential agency functions, to the detriment of the legal or financial rights or entitlements of the organization or the affected individuals. Examples of this category of vital records are accounts receivable; contracting and acquisition files; official personnel files; Social Security, payroll, retirement, and insurance records; and property management and inventory records.

Plans should account for identification and protection of the vital records, systems, and data management software and equipment, to include classified or sensitive data as applicable, necessary to perform essential functions and activities, and to reconstitute normal agency operations after the emergency. To the extent possible, agencies should be pre-positioned and update on a regular basis duplicate records or back-up electronic files.

2.3.8 Testing, Training and Exercises

Testing, training, and exercising the COOP capabilities are essential to demonstrating and improving the ability of agencies to execute their COOP plans. Training familiarizes contingency staff members with the essential functions they may have to perform in an emergency. Tests and exercises serve to validate, or identify for subsequent correction, specific aspects of COOP plans, policies, procedures, systems, and facilities used in response to an emergency situation. Periodic testing also ensures that equipment and procedures are maintained in a constant state of readiness. All agencies should plan and conduct tests and training to demonstrate viability and interoperability of COOP plans.

2.4 COOP/COG Implementation

COOP/COG is not implemented simply because of the unavailability of a facility. The distinction must be made between a situation requiring evacuation only and one dictating the need to implement COOP plans. A COOP plan includes the deliberate and pre-planned movement of selected key principals and supporting staff to a relocation facility. As an example, a sudden emergency, such as a fire or hazardous materials incident, may require the evacuation of an agency building with little or no advanced notice, but for only a short duration. Alternatively, an emergency so severe that an agency facility is rendered unusable and likely will be for a period long enough to significantly impact normal operations, may require COOP plan implementation. Agencies should develop an executive decision process that would allow for a review of the

emergency and determination of the best course of action for response and recovery. This will preclude premature or inappropriate activation of an agency COOP plan.

Preparedness

During preparedness, departments and agencies should plan for continuity through identifying alternate work location space requirements and communications, finalizing procedures, etc. Departments should, for example, establish limits of authority for personnel actions and document purchasing procedures. Lines of succession should also be promulgated throughout the department to ensure and ease transition after a COOP inducing incident. Department and Agency derived essential tasks should be studied to help determine how those functions and services will continue to be provided in the aftermath of a physically disruptive incident. Agreed alternate work locations are prepared as much as possible, within budgetary limits, and procedures for movement of both personnel and essential office equipment to that location is coordinated. Should occupation and use of the alternate site force a change in daily operations, then those changes are to be incorporated into internal procedures and plans. Stand-by/on-call contracts or Blanket Purchase Orders necessary to enable movement to and operations from an alternate site are prepared and promulgated to staff. Finally, departmental plans should be exercised, even at the most basic level, to ensure efficacy and comprehensiveness.

Response and Extended Response

Once the incident or disaster has occurred, the CEO will designate a COOP Manager to implement the COOP/COG ESF and affected department COOP plans. Departments verify the location and well-being of all employees and prepare to transfer to alternate locations as directed.

The COOP Manager begins the process of coordinating the relocation (providing transport, equipment, and perhaps even temporary shelter and food, if necessary) of affected staff to new/alternate locations. In addition, any requests for additional assistance or mutual aid will be collected by the COOP Manager and, if possible, filled from internal County assets.

Should those not be available, mutual aid requests will be forwarded by the COOP Manager to the Southern Regional Emergency Operations Center (REOC), which is located in Los Alamitos. However, in recognition that the incident is most likely not restricted solely to Riverside County and that widespread confusion and chaos may be present, the County should not expect rapid relief or fulfillment of mutual aid requests, especially for certain low-density critical items, e.g., heavy Urban Search and Rescue (USAR) teams, equipment or search dogs.

Departments secure any damaged property and equipment, account for personnel, ascertain whether or not equipment needed for essential functions is adequate, and begin coordinated movement to alternate locations. If possible, the County Website is used to notify the public of new locations, hours and procedures, and the PIO will coordinate with local media to disseminate information to the Public. Once a new location has been established, even for a temporary, finite period of time, departments return to normal operations as much as possible and continue service to that portion of the population unaffected by the incident.

Recovery

In order to ensure the continuance of essential functions, the COOP Manager will phase the return to normal operations at regular facilities. Infrastructure that has been damaged or destroyed will be repaired or replaced as quickly as possible in consideration of all other factors affecting the County. Long term displacement due to total destruction of facilities and the need to rebuild is managed as a separate activity, either by the COOP Manager or County staff, whichever is most appropriate based on facility and staff availability.

2.5 Information Flow

COOP/COG operations include communication across several coordination levels during an emergency or disaster. The following information provides an overview of the coordination levels that maintain communication during COOP/COG operations, showing the relationship between the coordination levels.

County Departments

- Conduct necessary activities to maintain operations according to direction from the COOP Manager
- Submit situation status reports to the OA EOC

OA EOC

- Gather information from county departments and/or COOP Manager on a continual basis
- Coordinate with regional, State, or Federal entities as necessary
- Coordinate information about support operations, needed resources, and field situation status with the Operations Section Chief

Supporting Departments

- Support COOP/COG operations as requested
- Maintain communication with appropriate department representatives

OA EOC Director

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

County Executive Office

- Implement the COOP/COG ESF when needed
- Receive situation status updates from the EOC Director / EOC Deputy Director
- Issue directives or priorities

2.6 Roles and Responsibilities

The following table identifies the overall responsibilities of each County of Riverside support agency that may be involved with the COOP/COG function. Departments needed to support COOP/COG operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
County/OA Entities	
County Executive Office	▪ Implement the COOP/COG ESF as needed to ensure the continuance of essential functions and the return to normal operations for County departments from an emergency situation that is occurring or has occurred ▪ Ensure all COOP/COG functions are conducted by affected departments ▪ Continually receive information on the situation status and resource status as a basis for decision making ▪ Analyze problems and formulate options for solving them ▪ Develop and disseminate warnings and emergency public information ▪ Prepare and disseminate periodic reports ▪ Coordinate damage assessments activities and assess the health, public safety, local facilities, and the local economy ▪ Request external assistance from other jurisdictions, volunteer organizations, businesses, or from the State
County Departments	▪ Train and test all continuity plans, procedures and protocols developed for department use ▪ Update and maintain current all essential functions and prioritize functions in order to respond as quickly as possible in the immediate aftermath of a disaster or incident ▪ Prepare and promulgate lines of succession for management/supervision and document all delegated authorities and limits in such areas as purchasing, hiring of personnel, etc. ▪ Determine minimum space requirements for all essential functions and staff including any unique requirements such as availability of secured storage, minimum numbers of phone lines, etc. for alternate work sites ▪ Ensure procedures for protecting all government resources, facilities and personnel in the aftermath of a disaster or emergency incident are in place and staff is knowledgeable on both the procedures and any individual requirements

Entity	Responsibility
County/OA Entities	
	▪ Prepare procedures for protection and disposition of vital records
OA EOC Director	▪ Activate the OA EOC at a level necessary to carry out the tasks that must be performed ▪ Manage OA EOC resources and 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 ▪ Coordinate requests with state/federal agencies for resources not available from jurisdictions that the County has inter-local agreements ▪ Continually report information to the OA EOC Director ▪ Prepare briefings for senior officials ▪ Ensure liaisons(s) report to the OA EOC ▪ Ensure outgoing messages and reports for release are approved by the OA EOC Director ▪ Conduct periodic update briefings for the OA EOC staff and elected officials ▪ When directed, or when appropriate, terminates operations and closes OA EOC
Public Information Staff	▪ Develop and disseminate appropriate emergency public information through news releases, briefings, and, where appropriate emergency information systems ▪ Manage media inquiries ▪ Integrate coordination and management of emergency public information with JIC if established

2.7 Activation and Notification

2.7.1 Activation

Once an incident occurs requiring activation of the COOP/COG function for affected departments, the OA EOC Director, or Deputy Director, will determine the need to activate the OA EOC. The OA EOC Director or Deputy Director in concert with agency Incident Commanders and Chiefs will determine the need for activation of department operation centers or a MAC-G to coordinate information at the field level. The COOP/COG ESF will be implemented until the

incident concludes or centralized COOP/COG is no longer necessary. The following is a list, though not exhaustive, of examples under which the COOP/COG ESF would be implemented:

- A natural disaster such as widespread flooding or a catastrophic earthquake affecting County facilities
- A biological attack, e.g. anthrax dispersion, in or near County facilities
- A large hazardous materials spill (e.g. train derailment that forces community evacuations) causing the evacuation of County facilities
- A disease outbreak (e.g. pandemic influenza) affecting a great number of employees
- Incidents that evolve over long time periods (days to weeks) that involve multiple communities and have similar implications (e.g. flooding with water supply contamination issues across a large region)

2.7.2 Notification

Once appointed, the COOP/COG Manager will initiate notifications to the affected department's representatives that the COOP/COG ESF is being implemented.

If it is determined by each department representative that a Department Operations Center (DOC) needs to be activated in support of the field operations, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation. If it is determined that the OA EOC needs to be activated the Deputy Director will initiate activation procedures.

2.7.3 Response Actions

Step 1: Conduct Initial Assessment

- Determine magnitude of event
- If event is large in scale:
  - Assess the situational impact and need for resources
  - Estimate the amount of resources available vs. the amount needed to manage event
  - Determine the need to implement the COOP/COG ESF for affected departments

Step 2: Activate EOC; Provide Staff

- If appropriate, request the EOC be activated through the EOC Director for incident objective and resource allocation and prioritization
  - If EOC is activated, determine if COOP/COG will function within the EOC level or if a MAC center is needed
- Notify and request assistance from supporting departments

Step 3: Analyze Information and Determine Objectives

- Gather information from:
  - Response personnel in the field

- o DOCs and the OA EOC, if activated

- o Media (via broadcast, web information, blogs, print)

- o State and Federal agencies, as appropriate

- Determine incident management priorities

  - o Assess situation based on current information

  - o Determine critical resource needs

  - o Develop overall incident objectives

Step 4: Develop and Coordinate Incident Priorities

- Establish incident priorities and critical resource distribution

- Facilitate logistical support and resource tracking

- Inform resource allocation decisions using incident management priorities

- Coordinate incident-related information

- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

Step 5: Continue to Monitor, Track, and Inform

- Maintain communication between field operations, the DOC, and the OA EOC, if activated

  - o Provide frequent situation status reports from the COOP/COG affected departments, to the DOC, and the OA EOC

- Notify and consult with subject matter experts from Federal, State, regional, and local authorities as needed

- Continue to prioritize, acquire, and allocate critical resources

- Provide strategic coordination, as required

- Recommend deactivation of the COOP/COG ESF and the EOC when no longer needed

2.7.4 Deactivation/Demobilization

COOP/COG ESF activities will be deactivated when the need for COOP elements, such as alternate facilities and prioritization of essential functions has diminished or ceased. Deactivation of COOP/COG ESF activities may occur incrementally according to the need or lack of need for specific functions and may be deactivated or scaled back at the discretion of the OA EOC Director, Deputy Director, or County Executive Office, as appropriate.

3. Planning Assumptions

The following planning assumptions apply to the Continuity of Operations and Government Emergency Support Function:

- Emergencies may adversely affect the County's ability to continue internal operations and to provide services to community members.
- Personnel and other resources from the County and other organizations outside of the area will be made available, upon request, to continue essential services.
- In an emergency, outside assistance may be interrupted or unavailable. The County should be prepared to operate without outside assistance for at least 72 hours.
- Emergencies and emerging threats differ in severity and length of impact. These factors will guide the decision-making process to activate the Base Plan and supporting agency/department annexes.
- The following individuals have the authority to activate the Base Plan and supporting annexes, as the situation warrants:
  - Agency/Department Head or designee
  - County of Riverside Executive Officer or designee
  - County of Riverside Board of Supervisors
  - California State Governor
- The County will be able to provide operational capability within 12 hours of the event and continue essential operations up to 30 days, until termination of the event.
- Officials are aware of their responsibilities and respond as directed in the State of California and County of Riverside EOPs.
- Personnel within the County of Riverside understand their role as Disaster Service Workers (DSW).
- Personnel listed within department specific annexes understand their role in a continuity event.