



Department	Responsibilities
<b>RCDA</b>	<ul style="list-style-type: none"><li>▪ Assist with cybercrime investigations</li><li>▪ Help coordinate the extradition of cybercrime suspects</li><li>▪ Prosecute cybercrime cases</li></ul>
<b>County Counsel</b>	<ul style="list-style-type: none"><li>▪ Provide legal support and guidance on applicable laws, regulations, and county obligations, including the powers, duties, and functions of all officials under the California Emergency Services Act (Government Code Section 8550 et. Seq)</li><li>▪ Draft all proclamations, resolutions, orders and ordinances deemed necessary under federal, state or local law</li></ul>
<b>County Human Resources</b>	<ul style="list-style-type: none"><li>▪ Handle claims relating to cyber insurance</li><li>▪ Engage third-party service providers (i.e., call center, breach notification letters, credit monitoring and identity theft protection, incident response, ransomware negotiation and recovery)</li></ul>

### 1.3 Purpose

The Cybersecurity Emergency Support Function (ESF) identifies the countywide capability to respond effectively during an imminent or actual emergency, such as a cyber security event that necessitates expanded coordination of services. During such an event, the Cybersecurity ESF will provide guidance on management, oversight, and coordination of communications functions among the County of Riverside emergency responders, the Riverside Operational Area (OA) Emergency Operations Center (EOC), County departments, and the public.

This ESF will facilitate, coordinate, and support the following core functions:

- Coordination of information between identified responsible agencies to bolster information sharing while protecting confidential and private information
- Establish and maintain the Critical Security Incident Response Team (CSIRT) to detect, report, and respond to cyber incidents
- Document a county-wide cybersecurity strategy to advance the county's cyber capabilities
- Establish an Incident Command System Organizational Structure for the OA EOC during a critical cyber incident



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## 1.4 Scope

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In the event of a significant cybersecurity incident, this ESF provides a centralized entity for responding to cyber incidents affecting Riverside County. It defines, specifies, and maintains the functions and resources required to ensure timely and consistent actions, communications, and response efforts. Additionally, it provides appropriate coordination and inclusion of necessary state, federal, and local agencies to minimize the impact of a cybersecurity incident. Significant cybersecurity incidents may occur independently or in conjunction with disaster emergency response operations, potentially impacting public health, safety, or critical infrastructure security.

ESF-14 stakeholders coordinate in accordance with relevant statutory and regulatory authorities during all phases of emergency management. ESF-14 stakeholders coordinate with applicable state, federal and local entities during the response but do not supersede the authority of those entities or the authorities of the County Chief Information Security Officer (CISO). ESF-14 and relevant state and local entities will work together to protect life and property.

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## 1.5 Policies and Agreements

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The County of Riverside set forth policy *A-58 – Information Security*, ensuring that the CISO will maintain the County Information Security Policy and will protect county information in accordance with applicable laws, regulations, and best practices.

Below are the state and federal Statutes that are relevant to cyber and infrastructure security:

- Health Insurance Portability and Accountability Act of 1996 (HIPAA)
- Health Information Technology for Economic and Clinical Health (HITECH) Act
- California Civil Code Section 1798.29
- California Standardized Emergency Management System, November 2009
- Cybersecurity Enhancement Act of 2014 (PL 113-274, 2014)
- The Cybersecurity Information Sharing Act of 2015 (PL 114-113, 2015)
- Executive Order 13800: Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure (2017)
- U.S. Department of Homeland Security National Incident Management System, December 2008
- Criminal Justice Information System (CJIS)
- Internal Revenue Service (IRS) Publication 1075

ESF-14 will adhere to and comply with the established local, state, and federal requirements listed above.



## **1.6 Situation and Assumptions**

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The response and recovery phases of a cyber security event must consider existing challenges to effectively managing a significant cyber incident and the resulting physical effects and consequences that can stem from them. Such considerations allow resources to be appropriately targeted to resolve identified challenges in a timely manner. Assumptions and identifiable challenges include but are not limited to:

- Management of multiple cyber incidents: The occurrence or threat of multiple cyber incidents may impact the ability of responders to manage the cyber security event and the County infrastructure adequately. Strategic planning and exercises should be conducted to assist in addressing this problem.
- Availability and security of communications: A catastrophic infrastructure incident could impede communications needed for coordinating response and recovery efforts. Flexible, secure, and reliable communication systems are required to enable public sector entities to coordinate efforts if standard communication channels are inoperable.
- Availability of expertise and surge capacity: The County will ensure that sufficient technical expertise is developed and maintained to address the wide range of ongoing cyber incidents and investigations. This can also be augmented by state, federal, and local agencies as needed based on the event's severity. The ability to surge technical and analytical capabilities in response to cyber incidents that may occur over a prolonged period is planned for, exercised, and maintained by the ISO.
- Coordination with the public sector: Cyberspace is largely owned and operated by the private sector; the authority of the county to exert control over activities in cyberspace is limited.
- Depending on the event, the need to provide critical information and updates to the public is vital and requires a coordinated and consistent message from all involved in the response. Any event that impacts the public or services to the public should employ the Joint Information System (JIS) to ensure all messaging is correct, vetted, coordinated amongst involved agencies, and communication is accessible by the whole community.



## 2. Concept of Operations

### 2.1 General Concepts

The Riverside County Information Technology Department will activate the Cybersecurity ESF during an impending or actual emergency that threatens the integrity of or relies heavily on Riverside County information systems. When activated, the Cybersecurity Annex provides incident response support to the affected county department(s), applicable jurisdictions, all Riverside County Department Operation Centers (DOCs), and the OA EOC.

RCIT is responsible for collaborating with the affected department(s) on Cybersecurity ESF activities. Response resources such as equipment and personnel are drawn from the Cybersecurity ESF supporting department(s).

RCIT responsibilities will include:

- Providing indication and warning of potential threats, incidents, and attacks
- Information-sharing both inside and outside the government, including investigative information, coordination of incident response, containment, and incident mitigation
- Analysis of cyber-vulnerabilities, exploits, and attack methodologies
- Providing technical assistance and advisory support
- Conduct investigations and forensics analysis
- Defend County Networks against attacks
- Lead the County's response efforts for major cyber incidents

The listed activities above require a concerted effort by federal, state, local, and tribal governments depending on the severity determination by the County CISO. Not all cyber incidents targeting the County network may rise to the level of a statewide coordinated response effort. Statewide cyber emergencies are defined within the California Office of Emergency Services (Cal-OES) Emergency Support Function 18.

The Concept of Operations will outline the following elements of the Cybersecurity ESF:

- Cyber Incident Management Phases
- Critical Security Incident Response Team (CSIRT)
- Cyber Incident Response Lines of Effort
- Coordination with other ESFs



### 2.1.1 Cyber Incident Management Phases

Cyber incidents require the involvement of information technology experts, public safety, and emergency management partners. To provide clarity to all sides of the involved response partners, the following matrix below depicts the overlap between emergency management activities and information technology activities, using terminology familiar to each stakeholder.

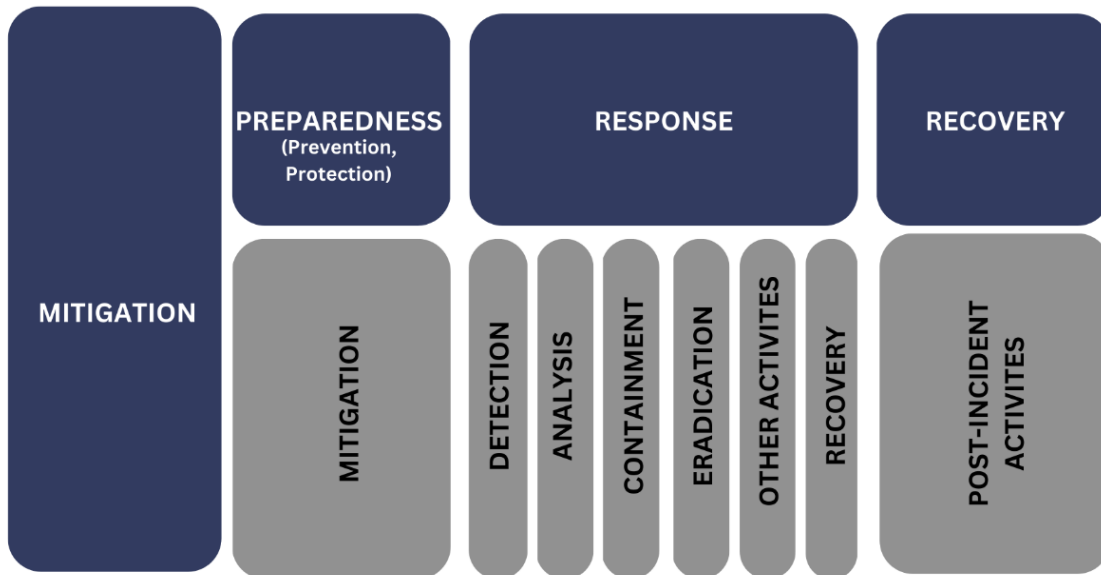


Figure: 2.1 Cyber Incident Management Process in Relation to Emergency Management Phases



### 2.1.2 Critical Security Incident Response Team

The CSIRT is established and maintained by the ISO and is led by the County CISO. During the initial response efforts, the CISO will determine and notify team members of an activation. To guide the response activation thresholds for the CSIRT, see Appendix A and B at the end of this document. Those documents reflect the Cal-OES Emergency Support Function 18 Threat Severity Matrix (*Appendix A*) and the County of Riverside Security Incident Response / Breach Notification Process Workflow Diagram (*Appendix B*).

Upon activation, the CSIRT will be responsible for the following:

- Implementation of tactical response operations to detect, analyze, contain, eradicate, and recover from an incident within their respective line(s) of effort
- Receiving strategic direction and guidance from governing authorities and aligning response actions accordingly
- Coordinating with public sector entities within the state to implement proper threat detection, reporting, and response procedures
- Established reporting procedures to update governing authorities, maintain situational awareness, and support operational coordination
- Coordinate with the Emergency Operations Center to:
  - Conduct briefing or share information EOC Operations Section and Planning Section
  - Provide reporting to federal entities using designated reporting procedures to meet regulatory requirements and create and maintain situational awareness with applicable state and federal partners
- Providing support to law enforcement agencies responsible for criminal investigation during cyber incidents and state agencies responsible for advancing information security
- Facilitating the collection and proper handling of evidence
- Providing technical support to the affected department(s) or applicable jurisdictions to contain and eradicate the threat from the county network

### 2.1.3 Cyber Incident Response Lines of Effort

Table 2.1 below lists four (4) lines of effort in a cyber incident response: Threat Response, Asset Response, Intelligence Support, and Affected Entity Response. These lines of effort provide a foundation to synchronize response efforts before, during, and after a cyber incident.

Line of Effort:	Definition:
Threat Response	Activities include the appropriate law enforcement investigative activities for: - Collecting evidence and gathering intelligence to provide attribution



	<ul style="list-style-type: none"><li>- Linking related incidents and identifying additional possible affected entities</li><li>- Identifying threat pursuit and disruption opportunities</li><li>- Mapping the Adversarial Tactics Techniques and Common Knowledge or MITRE ATT&amp;CK framework to help classify attacks, identify attack attribution and objectives, and assess an organization's risk</li><li>- Developing and executing courses of action to mitigate the immediate threat and facilitating information sharing and coordination with Asset Response efforts</li></ul>
Asset Response	<p>Activities include furnishing technical assistance to affected entities to protect their assets, mitigate vulnerabilities, and reduce the impacts of cyber incidents by:</p> <ul style="list-style-type: none"><li>- Identifying other entities possibly at risk and assessing their risk to the same or similar vulnerabilities</li><li>- Assessing potential risks to the sector or region, including potential cascading effects, and developing courses of action to mitigate these risks</li><li>- Facilitating information sharing and operational coordination with Threat Response</li><li>- Providing guidance on how best to utilize state and local resources and capabilities in a timely, effective manner to speed recovery</li></ul>
Intelligence Support	<p>Facilitates the building of situational threat awareness and sharing of related intelligence to:</p> <ul style="list-style-type: none"><li>- Create an integrated analysis of threat trends and events</li><li>- Identify and assist with the mitigation of knowledge gaps</li><li>- Suggest methods to degrade or mitigate adversary threat capabilities</li></ul>
Affected Entity Response	<p>Actions Include:</p> <ul style="list-style-type: none"><li>- Highly encouraged to share information surrounding the event with other cybersecurity specialists to assist with the investigative, analysis, response, and recovery phases of cyber incident response</li><li>- The affected entity is the data owner and retains responsibilities to ensure appropriate actions and safeguards are in place to remediate threats and secure their information</li></ul>



## **2.1.4 Coordination with Other ESFs**

The following ESFs support ESF-Cybersecurity-related activities:

- ESF 2– Communications
- ESF 12 – Utilities
- ESF 13 – Public Safety & Security

## **2.2 Notification and Activation**

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### **2.2.1 Notification**

Upon activation of the Cybersecurity ESF, the ISO will notify all necessary supporting department(s). Notification will be distributed via the most appropriate communications equipment for the event requirements and will detail event information, reporting instructions, and any relevant coordination information. Supporting department representatives involved within the ISO will be activated according to the needs and scope of the event.

### **2.2.2 Activation**

The ISO will determine the extent to which coordination activities are needed and will assist in identifying which OA EOC positions, if any, will be necessary to facilitate the best response to achieve the mission. Conditions in which the OA EOC may be activated include but are not limited to:

- The magnitude of the event (natural or human caused) is such that countywide coordination is self-evident
- Immediately following a critical cyber security incident affecting or possibly affecting Riverside County or applicable jurisdiction
- A local government within the operational area has activated its EOC and requested activation of the OA EOC to support their emergency operations
- The County and one or more cities have proclaimed a local emergency
- See Section 3.7.2 of the *Riverside County Operational Area Emergency Operations Plan* for additional details on Activation Levels
- See Appendix C for the Incident Command System (ICS) Organizational Structure for a critical cyber incident
  - The ICS structure provides an example of sections and positions that may be activated
  - The ICS structure can expand and contract positions to fit the needs to manage each incident





### **Activation Authorities**

Cybersecurity support will be coordinated through the OA EOC upon request from the CISO. The OA EOC may be activated independently or jointly depending on the situational needs.

The *EOC Director, Deputy EOC Director, and/or Operations Section Chief* will notify the ISO of OA EOC activations and request that a representative report to the OA EOC to coordinate Cybersecurity Unit activities if applicable.

## **3.1 Emergency Coordination**

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Riverside County EOP ESF-14 coordinates efforts across diverse departments, stakeholders, and entities. The Riverside County Chief Information Security Officer (CISO) serves in a role to facilitate information and resource sharing among ESF partners. The CISO facilitates cyber security efforts among state, local, and federal government partners, emergency management, and the Joint Regional Intelligence Center (JRIC). While Riverside County CISO has a formal role in coordinating with federal, state, and local partners, its coordination with the Joint Regional Intelligence Center (JRIC) is based on requests for support and information sharing.

The JRIC, a Regional Fusion Center operating within the County Operational Area, can request for state support. The JRIC can also request information from the County CISO regarding a cyber incident.

The CISO connects with diverse cyber, law enforcement, and emergency management partners. This allows the CISO to act as a conduit of needed intelligence, equipment, expertise, and staff between partners. ESF-14 is used to coordinate the Riverside County CISO as a primary resource for information and resources during cyber-incidents involving Riverside County and its partners.

## **3.2 Regional, State, and Federal Assistance**

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Successful operation of the Riverside County ESF-14 requires coordination with a diverse group of department representatives and stakeholders, including regional partners. The Joint Regional Intelligence Center (JRIC) plays a crucial role in cyber incident response at the regional level. Fusion Centers such as the JRIC provide valuable intelligence-gathering and response capabilities that can contribute to the mission of ESF-14.

### **3.2.1 Fusion Center Responsibilities**

The primary responsibility of the JRIC within ESF-14 is to provide situational awareness on incidents to the Chief Information Security Officer and the Terrorism Liaison Officer (TLO) program. The JRIC and other regional fusion centers provide situational awareness updates regardless of the response efforts or steady-state activities occurring with their partners. This direct communication allows the CISO to remain aware of ongoing threats and can provide support on information provided when requested. Fusion centers may



also request state-level incident response actions when requested. When this assistance is needed, the CISO can leverage state resources such as the California Cybersecurity Integration Center (Cal-CSIC) and regional and federal actors with cybersecurity incident response skills and equipment.

### **3.2.2 Tertiary Response Support**

If requested, the Riverside County CISO may support response efforts to cyber incidents occurring within non-county entities, and when resources are available to help. The following conditions and actions are associated with assistance to non-county entities:

- Monitor the status of a cyber incident throughout its life cycle
- Provide periodic updates on non-county cyber incidents to applicable county departments and advise whether any impacts can adversely affect the County's digital footprint, technologies, systems, or services
- Communicate and coordinate CSIRT activation with non-county entities when cyber incidents can adversely affect County Operational Area critical infrastructure or operations

## **4.1 ESF Annex Development and Maintenance**

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EMD will be responsible for coordinating regular review and maintenance of this annex. The Riverside County Information Security Office (RCIT-ISO) will approve all edits and updates. Each primary and supporting agency will be responsible for developing standard operating procedures that address assigned tasks. For more information on the maintenance of this ESF, reference the Plan Development and Maintenance Section of the Riverside County Operational Area Emergency Operations Plan.



## 5.1 Appendices

### Appendix A

This appendix identifies the California Office of Emergency Services Emergency Support Function 18 Cyber Incident Severity Matrix:

Severity	Escalation Threshold	Level of Effort – Description of Actions
<p><b>Level 0 – Steady State</b> Considered to be an unsubstantiated or inconsequential event</p>	<p><b>Escalate to Level 1 – Low if it is:</b> <b>Unlikely</b> to impact public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</p>	<p>Steady State, which includes routine watch and warning activities.</p>
<p><b>Level 1 – Low</b> <b>Unlikely to impact</b> public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</p>	<p><b>Escalate to Level 2 – Medium if it:</b> <b>May impact</b> public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</p>	<p>Requires coordination among departments due to minor to average levels and breadth of damage. Typically, this is primarily a recovery effort with minimal response requirements.</p>
<p><b>Level 2 – Medium</b> <b>It may impact</b> public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</p>	<p><b>Escalate to Level 3 – High if it is:</b> <b>Likely to result in a demonstrable impact</b> on public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</p>	<p>Requires coordination among departments and outside partner agencies due to minor to average levels and breadth of cyber-related impact or damage. Suppose agency resources are exhausted, and assistance is needed. In that case, additional partners can be contacted, including the Joint Regional Intelligence Center (JRIC), California Cyber Security Integration Center (Cal-CSIC), Federal Bureau of</p>

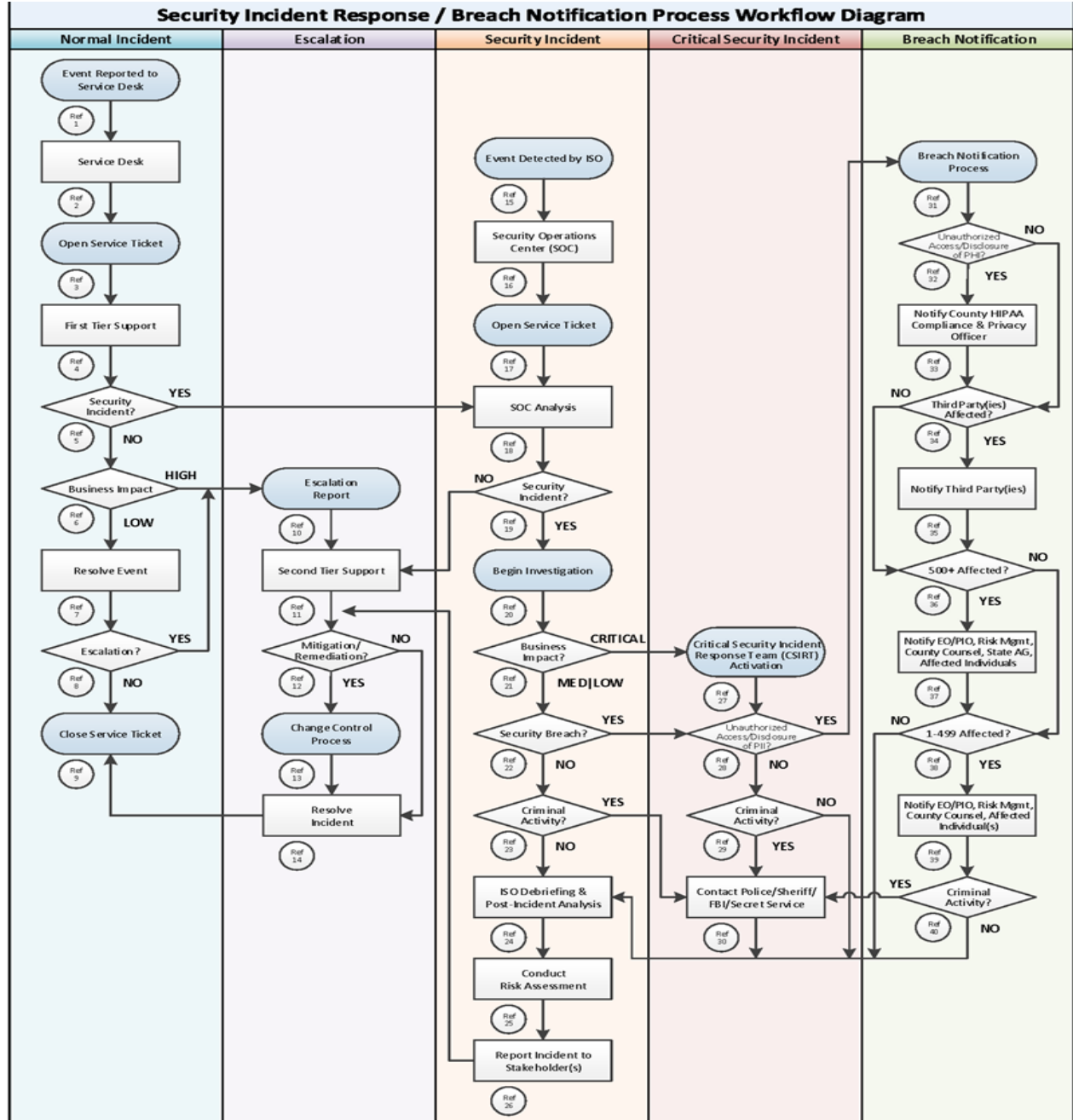


		Investigation (FBI), U.S. Secret Service (USSS), or other agencies.
<p><b>Level 3 – High</b> <b>Likely to result in a demonstrable impact</b> on public health or safety, national security, economic security, foreign relations, civil liberties, <b>or public confidence.</b></p>	<p><b>Escalate to Level 4 – Severe if it is:</b> <b>Likely to result in a significant impact</b> on public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</p>	<p>Requires elevated coordination among departments and outside partners due to moderate levels and breadth of damage. Potential involvement includes the JRIC, Cal-CSIC, the FBI, the USSS, or other agencies to support response and investigation.</p>
<p><b>Level 4 – Severe</b> <b>Likely to result in a significant impact</b> to public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</p>	<p><b>Escalate to Level 5 – Emergency if it:</b> Poses an <b>imminent threat</b> to the provision of wide-scale critical infrastructure services, agency security, or the lives of Riverside County residents.</p>	<p>Requires elevated coordination among departments and outside partners due to moderate levels and breadth of damage. Potential involvement includes the JRIC, Cal-CSIC, the FBI, the USSS, or other agencies to support response and investigation.</p>
<p><b>Level 5 – Emergency</b> Poses an imminent threat to the provision of wide-scale critical infrastructure services, State government security, or the lives of residents</p>		<p>Due to its severity, size, location, and actual or potential impacts on public health, welfare, or infrastructure, the cyber incident requires an extreme amount of outside agency assistance for incident response and recovery efforts.</p>



## Appendix B

This appendix identifies an overview of the cc





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# **Emergency Support Function 15: External Affairs**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most of this annex is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



## Riverside County EOP Emergency Support Function #15: External Affairs

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## 1. Introduction

### 1.1 Introduction

The Riverside County Operational Area External Affairs Annex provides a Joint Information System (JIS) structure and method for public information collaboration and dissemination among impacted jurisdictions during emergencies and disasters. The primary audience for the External Affairs Annex is jurisdictions within the Riverside County Operational Area (OA), affiliated public information officers (PIOs) and support staff. During emergencies and disasters, OA PIOs provide coordinated critical emergency information, protective actions and recovery details to ensure timely, accurate and actionable information is available to the community. Coordinated public information messages are approved by Incident Command (IC)/Unified Command (UC) and/or the OA Emergency Operations Center (EOC).

The structure and method for the joint information system is flexible and scalable to fit the size, severity and needs of the incident using the framework of the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS) and Incident Management System (ICS). PIOs from impacted jurisdictions immediately coordinate at the onset of an incident, and based on the size, severity and needs of the incident, the PIO response may escalate to include more support in producing and disseminating effective public information.

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Lead Agency</b>	<ul style="list-style-type: none"><li>▪ Coordinate the release of information to all affected areas</li><li>▪ Respond to all rumors and media requests with information</li><li>▪ Establish recorded messages to be broadcasted to the public</li><li>▪ Develop the format for all media releases and news conferences</li><li>▪ Release all public information through the Joint Information Center, when activated</li></ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"><li>▪ Support emergency public information activities</li><li>▪ Ensure all information and news for the media, news conferences, and telephone inquiries are coordinated with and approved by the PIO</li><li>▪ Coordinate procedures and use of designated facilities for information hotlines</li></ul>



### **1.3 Purpose**

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The appropriate coordination and timely dissemination of public information before, during and after an emergency is a critical component to an effective emergency response. Coordinated public information provides clear, actionable information that may involve protecting lives and property or addressing significant community concern.

This annex to the Riverside County Operational Area Emergency Operations Plan (EOP) establishes the system by which the OA will conduct the public information and warning capability during an emergency or disaster. This includes collaboration required by multiple organizations and jurisdictions that may be called upon to support JIS and Joint Information Center (JIC) to provide wide-reaching and clear crisis communications to the media, the community, as well as dignitaries and agency personnel. This annex provides the organizational structure and concept of operations under which the OA will coordinate and operate public information, including the responsibilities of public information personnel. The OA includes all jurisdictions within Riverside County, including cities, tribes, school districts, hospital and healthcare facilities, and special districts.

### **1.4 Scope**

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The Riverside County Operational Area is vulnerable to a variety of potential disasters including earthquakes, floods, fires, pandemic influenza, hazardous materials incidents, dam failures, civil unrest, large transportation accidents, acts of terrorism and active shooter incidents. Approximately 2.4 million people live in Riverside County from diverse communities situated across a wide geographical terrain including desert and mountain landscapes. Riverside County's diverse communities include individuals requiring public information and warning to be delivered in an accessible format. The Riverside County Operational Area consists of 28 incorporated cities, 12 tribal governments, 21 school districts, multiple large public and private colleges, and universities, as well as numerous public and private utility providers. Riverside is also home to the California School for the Deaf, a K-12 school for students who are deaf or hard of hearing. There are only two public schools for the deaf in California and only one in Southern California.

- a. Public Information and warning are a core capability for all hazards that may occur in Riverside County. It is critical to alerting and informing residents, businesses and visitors who are or may become impacted by the incident.
- b. During and after an emergency, it is essential to provide timely, accurate and easily understood information on protective measures that will save lives, protect property and the environment, as well as address community concern.
- c. The OA presumes all jurisdictions have functioning emergency public information systems, some of which are contracted with County public safety agencies. The OA provides the means for jurisdictions to better coordinate and amplify public information during an emergency incident. A well organized JIS provides a system for all impacted PIOs to work together to disseminate accurate and coordinated information and distribute individual public information messages to all PIOs working



the incident. Use of the JIS is open to all OA jurisdictions upon their request.

## 2. Training and Exercises

PIOs staffing a JIC must be familiar with and have training on this JIS Annex. The OA training coordinator maintains a calendar of training courses, including PIO training.

The following in-person training courses are recommended for PIOs working in the JIS:

- G290-291 Basic PIO Course and JIC/JIS, offered by California Specialized Training Institute (CSTI)
- All Hazards PIO Training, offered by Texas A&M Engineering Extension Service (TEEX)
- L0388 Advanced Public Information Officer Training, provided by CSTI or E388 Advanced Public Information Officer Training, offered by the Emergency Management Institute (EMI)
- Joint Information System/Joint Information Center Workshop, offered by Media Survival Group
- PER 304 Social Media for Disaster Response and Recovery, offered by the University of Hawaii National Disaster Preparedness Training Center (NDPTC)

In addition, the following independent study courses offered by the Federal Emergency Management Agency are also recommended:

- IS – 100 Introduction to the Incident Command System (ICS)
- IS – 200 ICS for Single Resources and Initial Action Incidents
- IS – 242.B Effective Communication
- IS – 247 Integrated Public Alert and Warning System (IPAWS)
- IS – 700 National Incident Management System (NIMS) An Introduction
- IS – 702 NIMS Public Information Systems

Exercises provide opportunities to test the Annex, validate policies, plans, and procedures, and clarify and familiarize personnel with roles and responsibilities. Exercises shall be conducted on a regular basis.

- Communication drills to test the OA PIO Roster will be conducted twice a year
- This annex will be exercised during discussion or operations-based exercises when the County EOC or Medical Health Department Operations Center (MHDOC) is tested
- Any jurisdiction within the Operational Area or EMD may suggest additional exercises specifically for the JIC



### 3. Concept of Operations

The Riverside County Executive Officer has the responsibility to ensure disaster information is prepared and distributed to the public before, during, and after disaster and emergency events, using all available media and communications methods. The process of Public Information will be phased in accordance with the size and scope of the emergency or disaster.

This Concept of Operations outlines the following elements of Public Information:

- Jurisdictions and response agencies are responsible for providing their respective communities with information on the incident and the immediate protective measures they must take, including but not limited to, evacuation instructions
- Public Information Officers (PIOs) from impacted jurisdictions and/or response agencies may provide support to the Incident Commander (IC) or Unified Command (UC). The Lead PIO for an incident is determined by IC or UC. The Lead PIO may be from the lead agency, one of the lead agencies or an Incident Management Team
- According to the Riverside County Emergency Operations Plan and upon activation of the OA EOC, the County PIO with the Executive Office or their designee will serve as the PIO for the OA EOC, with support from the Emergency Management Department and other response agencies as needed
- During emergencies and/or disasters involving more than one Operational Area jurisdiction, the Riverside County Operational Area Emergency Operations Center, and/or County PIO, will facilitate policy guidance among OA jurisdictions for the dissemination of all emergency public information through the use of the Joint Information System (JIS)
- The OA EOC, OA JIC, and/or County PIO will also contact appropriate state and federal emergency management and/or response agencies to include in the JIS for situational awareness or public information assistance as determined by the incident
- Emergency public information activities are structured under a JIS concept which ensures coordination of messages, whether the PIOs are located at one site, (i.e., Joint Information Center), or multiple sites, (i.e., virtual JIC)
- The JIS is designed to disseminate a variety of information and instructions to the public, elected and appointed officials, agency personnel, OA agencies, as well as the news media
- The JIS is scalable and flexible to meet the needs of the emergency incident. The number of PIOs needed to support the JIS will be based on the size, severity and needs of the emergency, as well as how many agencies have a role in the response and recovery to the incident

#### 3.1 Primary and Supporting Agency Responsibilities

##### 3.1.1 Primary Agencies

- Primary agencies are responsible for ensuring that emergency public information



is functional and operational during an incident. A primary agency follows the lead agency(ies) in IC or UC, which is typically a public safety agency, health and human services agency, or the County PIO throughout the recovery phase of an incident

- Primary agencies must also organize and coordinate the emergency public information function for their individual agency, including:
  - Conduct regular training for personnel assigned to the public information function
  - Establish public information response procedures
  - Maintain prewritten message templates. Topics for prewritten message template include evacuation instructions, public information phone line information and explanations of advisories, warnings and orders
  - Provide trained PIO staff or other appropriate individuals to support the JIC, and when needed, support other impacted organizations
  - Make appropriate staff available to coordinate and share information through various communication means, e.g., virtual JIC, if public information resources cannot be sent to a physical JIC location
  - Maintain updated public information contact names and numbers as part of a PIO Resource Directory. This directory will be maintained and regularly updated by the County of Riverside Emergency Management Department and will also include jurisdiction emergency managers. It will be found in WebEOC, which is available to the entire Riverside County Operational Area
  - Establish a public information line that is transferred among available PIOs within the primary agency

### **3.1.2 Support Agencies**

Support agencies are other jurisdictions or organizations that have a supporting role in the response and recovery to an incident, or a non-impacted agency with public information resources that can be sent to support the JIS. Support agencies:

- Conduct regular training for personnel assigned to the public information function
- Establish public information response procedures.
- Maintain prewritten message templates specific to their agency's key messages during disasters. These prewritten message templates may include public health advisories, pet and animal information, shelter information, and appropriate food and water handling instructions
- Coordinate agency's response role and respective public information/public education within the JIS. This does not involve individual agency releases, rather information to include in the OA JIS releases



- Maintain public information messages and public education specific to the agency's subject matter expertise
- Provide trained PIO representatives or other appropriate individuals to the JIC as the situation dictates and at the request of the Lead PIO, OA EOC PIO, or JIC Manager

### **3.2 Joint Information System Overview**

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The purpose of the JIS is to coordinate public information across all levels of government and functional agencies using the frameworks of the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS), and Incident Command System (ICS). The JIS provides the structure and methods for integrating public information activities to ensure coordinated and consistent information gathering, message development and dissemination. Organizations participating in the JIS retain their autonomy. Each agency contributes to the overall message but does not lose their individual identity or responsibility for their own programs or policies. The intent of the JIS is to share consistent, accurate and timely information that is also free from conflict with other agencies in the response.

The decision by the Operational Area or impacted jurisdictions to activate the JIS is based on the complexity of the situation and the need to ensure coordination and integration of public information. See 3.4 Activation Levels below.

When activated, the JIS will:

- Provide a structure and system for gathering information, developing coordinated messages, and disseminating unified public information
- Create a credible, unified message among all participating response agencies
- Reduce conflicting and/or confusing information provided by separate agencies
- Support the incident by developing and executing an information strategy
- Advise incident command staff and EOC management concerning public affairs or community relations issues that could impact response or recovery efforts
- Monitor, verify, dispel rumors, and control inaccurate information that could undermine public confidence in the emergency response and recovery efforts
- Verify accuracy of information through appropriate channels, identify needed information, key messages, audience, and means of communication
- If needed, locate public information resources, including personnel, equipment, and technology, from non-impacted jurisdictions within the Operational Area. Should the public information needs be exhausted from within the Riverside County Operational Area, the Lead PIO, OA EOC PIO, or JIC Manager will request public information support using the EMMA or EMAC systems via the OA EOC
- Operate from a physical JIC or virtual JIC, if determined necessary by the IC/UC or OA EOC



### 3.3 Activation Levels

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- Level Three (Lowest level) – Two or more local jurisdictions or response agencies are activated for a minor incident. All impacted agencies will coordinate their public information through the Lead PIO designated by the IC/UC. When the OA EOC is activated to any level, the JIS function will be activated to at least Level Three

During this activation, the OA's public information function will be limited to the following responsibilities:

- Include all other agencies and jurisdictions that may be impacted by the disaster or will have a role in the response. Contact the PIOs from these agencies using the OA PIO roster as a resource if needed
- Collection and review of public information, including releases and social media posts, from OA jurisdictions
- Dissemination of public information releases received from OA jurisdictions to all other OA jurisdictions
- Identification of potential conflicts, discrepancies, or inaccuracies within or amongst OA jurisdiction releases
- Facilitation of public information conflict resolution amongst OA jurisdictions.
- Release of OA EOC-specific news releases (e.g. OA EOC activation, and county impacted area news releases)

The OA does not create or approve messages on behalf of jurisdictions. Therefore, this Annex assumes OA jurisdictions are following their own public information procedures to ensure the timely and accurate release of information. The OA's role is limited to facilitating communication among OA jurisdictions to ensure they do not contradict each other and to ensure the development of common and similar messages throughout the OA.

- Level Two (Expanding incident) – Multiple jurisdictions are impacted. Response and recovery operations are expected to last for multiple operational periods. A JIC and/or OA public information hotline may be activated. During a Level Two Activation, the OA's public information function includes all the activities described under a Level Three Activation with the additional activation of the OA's public information hotline and rumor control function. A Level Two Activation is triggered when the OA EOC is activated, multiple jurisdictions are impacted, and the need for a virtual JIC is necessary

Also, Level Two is triggered if an OA jurisdiction requests that the public information hotline be established to handle public inquiries on its behalf. The OA EOC has the capability to open an information line for members of the public. Impacted jurisdictions are expected to send personnel to the OA EOC Information





Line for surge capacity. If an agency is unable to participate by providing their public information and personnel, then a phone number must be provided for the EOC Information Line to forward calls. The Lead PIO or JIC Manager will determine an appropriate level of staffing for the hotline, depending upon the magnitude of the emergency and the anticipated call volume. Alternately, 2-1-1 may be used as a call center. In which case, the Lead PIO or JIC Manager will provide 2-1-1 with information and updates to ensure they are able to answer questions related to the incident.

- Level One (Large incident) – Multiple jurisdictions are impacted or have a role in the response and recovery efforts. The JIC could expand to include State and Federal agencies. Coordination among activated JICs at the city, tribal and/or state level is necessary. A Level Three Activation is triggered when a major incident has occurred affecting many OA jurisdictions in the same way. The types of scenarios that might result in a Level Three Activation of the OA's public information function may include, but are not limited to:
  - Major earthquake
  - Major terrorist attack (e.g., chemical, biological, radiological, nuclear, or high explosive)
  - Complex wildland fire or conflagration in which the response will last several operational periods and additional public information resources are needed
  - Large mud or debris flow incident causing significant damage to residences, businesses, and infrastructure
  - Other complex incidents requiring full coordination

Beyond the functions listed for Level Three and Level Two Activations, a Level One Activation will involve the establishment of an OA JIC. To activate the OA's public information function to a Level One there must be a consensus among involved OA jurisdictions that a co-located public information function at the OA-level is needed to effectively coordinate public information. This consensus will be facilitated by a conference call led by the County PIO, in coordination with the Lead PIO, and with all impacted OA jurisdictional PIOs. Notifications for the conference call will be made by posting the conference call information on WebEOC, PSEC radio, Disaster Net, email, and/or group messaging platforms.

The establishment of a JIC leads all activated OA jurisdictions to coordinate their messages, perform information verification, as well as issue joint releases and news conferences whenever possible. Individual jurisdictions continue to maintain their autonomy for releasing public information to their residents and businesses, however, using the JIS will ensure that information is accurate and does not conflict with other JIS



messages. See 3.8 OA and Local JIS Coordination for detailed information flow among partner agency JICs and the OA JIC.

### **3.4 Organizational Structure**

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The process of quickly disseminating information to the community and other stakeholders during an incident is an ongoing cycle that involves three key functions:

1. Information Gathering and Verification:

PIOs from activated jurisdictions must collect information and verify information from trusted, validated sources close to the response and recovery efforts. In addition, PIOs collect information from unofficial sources, including the public and news media to monitor the accuracy of information shared on traditional and social media.

- Joint Information System/Center – Compare and verify information with other PIOs supporting the JIS/JIC
- Emergency Operations Center – Collect and verify information from relevant sections within the EOC for clear communication with operations in the field
- On-scene Command – A source of ongoing, official information on the response and recovery effort
- On-scene PIOs – Report to the JIC what they are observing and hearing from IC/UC, as well as on-scene media outlets, elected officials and their staff, and community members
- Media Monitoring – Used to assess the accuracy, content, and trends of news media reports. This will assist with identifying trends and breaking news
- News Media Liaisons – A valuable source of developing information and current issues directly from reporters
- Public and Elected Officials – Inquiries from elected officials, community leaders, and the public point to the specific concerns of those in the affected areas
- Social Media Platforms – Ability to see what the community is publicly sharing about the incident

2. Information Production:

PIOs coordinate with other PIOs working within the JIS. These PIOs include both those represented in the JIC and those working from other locations that are part of the JIS. Coordinating and producing complete information involves:

- Establishing Key Messages – Based on the overall response and recovery strategy and providing an opportunity for all supporting agencies to include their role in the response/recovery efforts
- Obtaining Approval – Obtain approval from the Director of Emergency



Services (DES) if the EOC is activated or IC/UC if the EOC is not activated. Approvals will ensure that the information is consistent, accurate and coordinated

- Whole Community – Consider all means for producing information that is accessible to the whole community. This includes captions on videos, infographics, pictures, and messages available in other languages

3. Information Dissemination:

The next step in the process is to disseminate the information to the community, as well as other incident stakeholders. This step involves using all appropriate and available methods, including but not limited to news releases, social media posts, website announcements, media interviews, news conferences, community meetings, bulletin boards in shelters/care and reception centers and mobile electronic signs.

### **3.5 Joint Information Center (JIC)**

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The JIC is a central location to facilitate operation of the JIS during and after an incident. The JIC enhances information coordination, reduces misinformation, and maximizes resources by co-locating PIOs to work together to create a unified message in which all agencies have a place to communicate their role in the response.

- The JIC will be activated by the Director of Emergency Services, in coordination with the County PIO and Lead PIO designated by IC/UC. The OA EOC is responsible for announcing the opening of the JIC based on information provided by the Lead PIO in the field or the OA EOC Public Information Manager/County PIO. This will be done via a media advisory e-mailed to the media list maintained by the County PIO. Notifications to OA stakeholders that the JIC is activated will be made through established OA distribution lists and using the PIO roster in WebEOC
- The JIC will be staffed and configured to meet the needs of the incident. County EMD and the County Executive Office PIO are responsible to support the staffing of the JIC facility, including developing a staffing schedule of available PIOs from impacted and non-impacted jurisdictions. If the need for PIOs to support the JIC is greater than available PIOs, EMMA will be requested from throughout California. EMAC will be requested for resources from other states
- Due to the large geographic size of Riverside County and the need for potential JIC locations throughout the county, several locations were identified in each supervisorial district. The West County JIC location is at the Primary Emergency Operations Center/Emergency Management Department offices in Riverside. The East County JIC location is in the East County EOC in Indio



- If PIOs from impacted jurisdictions are unable to report to the OA JIC, they will participate in a virtual environment using WebEOC, e-mail, phone and/or video conferences. Current tools that may be used to support the virtual environment include Microsoft Teams, Zoom, Skype video conferences, group messaging applications and phone calls
  - It is recommended that PIOs have a generic agency email address for JIS activations to ensure continuity of communications throughout multiple operational periods across different shifts of JIC responder.
  - If internet and cell phones are unavailable, PIOs may connect through the OA EOC and jurisdiction EOCs using satellite phones, Public Safety Enterprise Communications (PSEC) radios, Disaster Net and Radio Amateur Civil Emergency Services (RACES). Note: Disaster Net and RACES may be accessed by the public listening in on amateur radio
  - The OA EOC may use the Operational Area Satellite Information System (OASIS) to request the Cal OES State Warning Center to open an internet line for use in the OA EOC
- A designated location will be identified for media briefings and news conferences near the incident. Members of the media may not be permitted access to the OA EOC, OA JIC, City EOC or City JICs during active incidents. The JIC may provide videos of JIC and OA EOC operations for the media to use as b-roll.
- The JIC will act as a liaison with all field PIOs. When requested, the JIC will set up media interviews with field PIOs to discuss and film/photograph the emergency response
- The decision to demobilize the JIC will be made by the EOC Director of Emergency Services, Deputy EOC Director, JIC Manager, and Incident Commander/Unified Command in consultation with the impacted cities or jurisdictions' PIOs. This will involve a conference call conducted by either the County PIO or JIC Manager. The decision to demobilize will be made based on the following conditions:
  - The establishment of a plan to continue sharing event related information and handling after the final media briefing/or final JIS news release
  - The collection and preservation of public information JIC documents relating to the event has occurred or a plan is established to collect related documentation from agencies participating virtually within two business days of the demobilization of the JIC
  - The deactivation will be announced both at the final media briefing and/or by a media advisory announcing the termination of JIC operations. Media should be notified that the functions of the JIC are being transferred back to regional and local PIOs
  - Notification to all OA stakeholders and OA PIOs will be made via email to established distribution lists



### **3.6 OA Roles and Responsibilities in SEMS/NIMS**

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OA jurisdictions have committed to the OA Agreement and agree to follow standard mutual aid procedures including working cooperatively as part of the JIS and assisting with staffing a JIC, if activated and if resources are available.

OA jurisdictions will:

- Review and provide input in the JIS Annex during its development and maintenance periods
- Allow identified public information personnel to attend JIS training, PIO training, and communication platform training, as needed or as they become available
- Participate in JIS Annex drills and exercises to validate training and evaluate the JIS Annex
- Provide PIO support to respond 24/7 to JIS activation requests and report availability to participate, provide mutual aid, and support JIC staffing and resources to other members under the direction of the Lead PIO or JIC Manager
- Share local incident information, media and public inquiries, media contact information, media monitoring and rumor control
- Develop and verify information, communicate news releases, media briefings, and other activities produced collaboratively by the JIS while retaining autonomy and authority over messages specific to the OA jurisdiction

### **3.7 OA, Local and State Jurisdiction JIS Coordination**

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It is assumed that impacted local jurisdictions may activate and staff a JIC within their jurisdiction for information creation and dissemination specific to the jurisdiction. For larger, catastrophic incidents, it is also assumed that Cal OES may activate a JIC. The OA JIS coordinates and amplifies information among all partners to ensure consistency and the dissemination of only approved and vetted information. To ensure city and tribal JICs and the OA JIC are regularly coordinating, the following will take place:

- Regular briefings via conference calls or video conferences will take place among all impacted jurisdictions, including state, tribal and local jurisdictions
- When impacted jurisdictions write a news release, they will notify the OA JIC by posting it on the WebEOC JIS Board. If internet is down, the news releases will be shared with the JIS via Disaster Net or RACES
- The JIC receives the news release and reviews it for content consistency and alignment with incident messaging
- The Lead PIO will present the release to the IC/UC or DES for concurrence
- Reviewed and concurred information will be posted to RivCoReady.org and disseminated to media and OA partners. OA jurisdictions and County agencies may also post the news release to their site

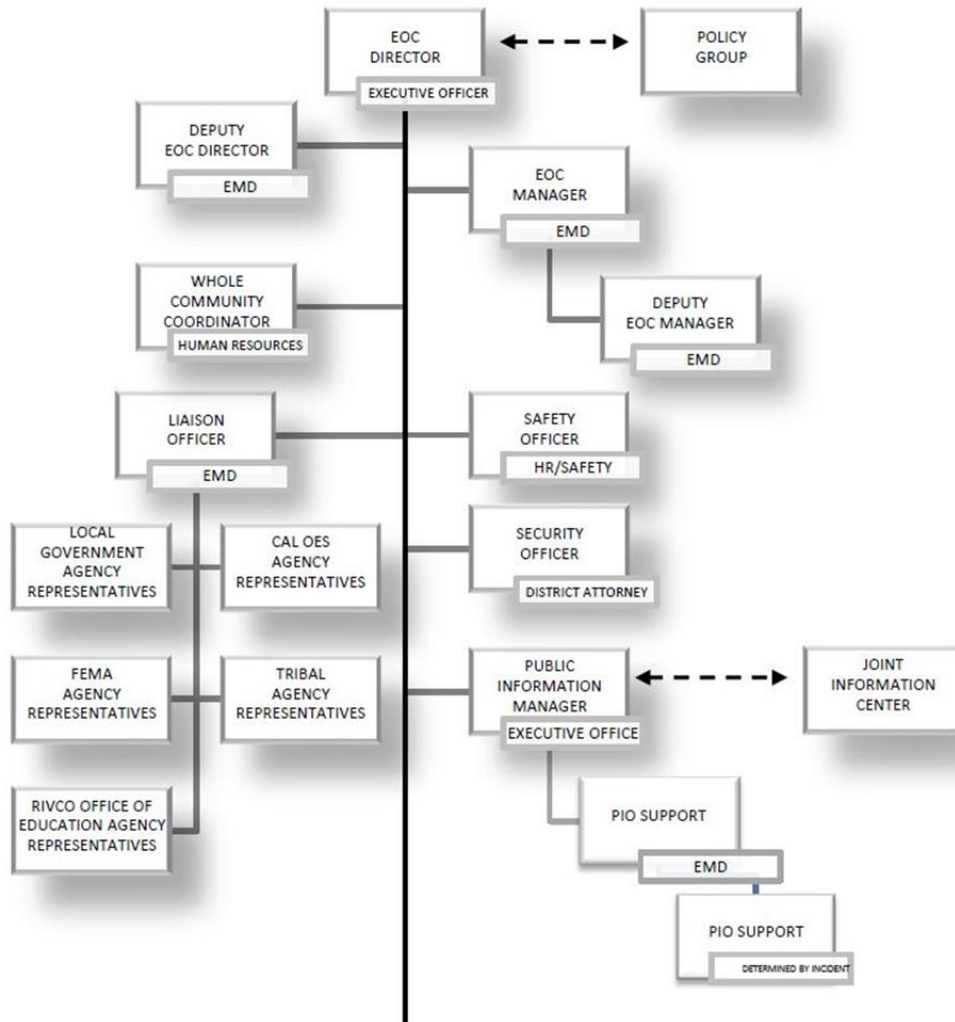


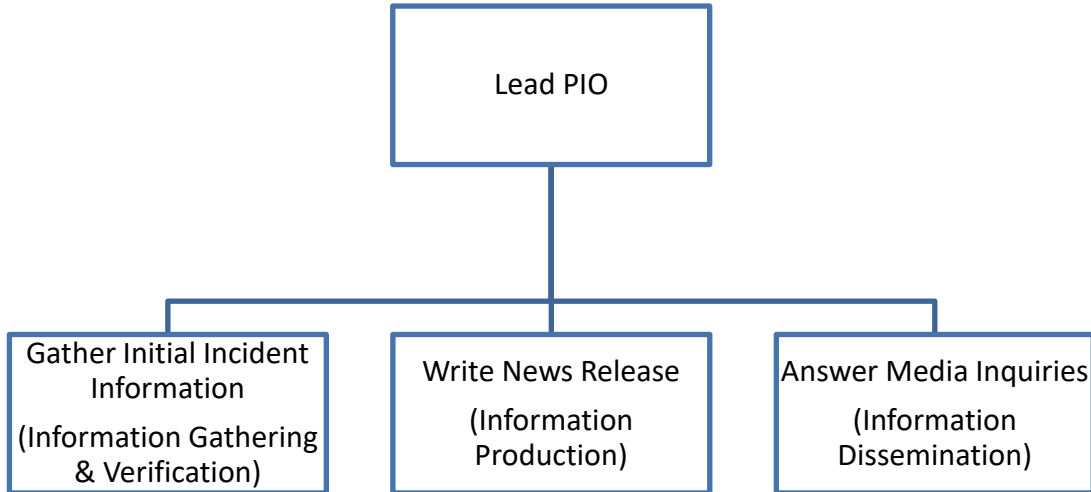
- While it is not required for non-County contract jurisdictions to receive approval from the OA JIS prior to release, however, it is encouraged to ensure all distributed information is consistent and free from inaccuracies or discrepancies

### 3.8 Organization Charts

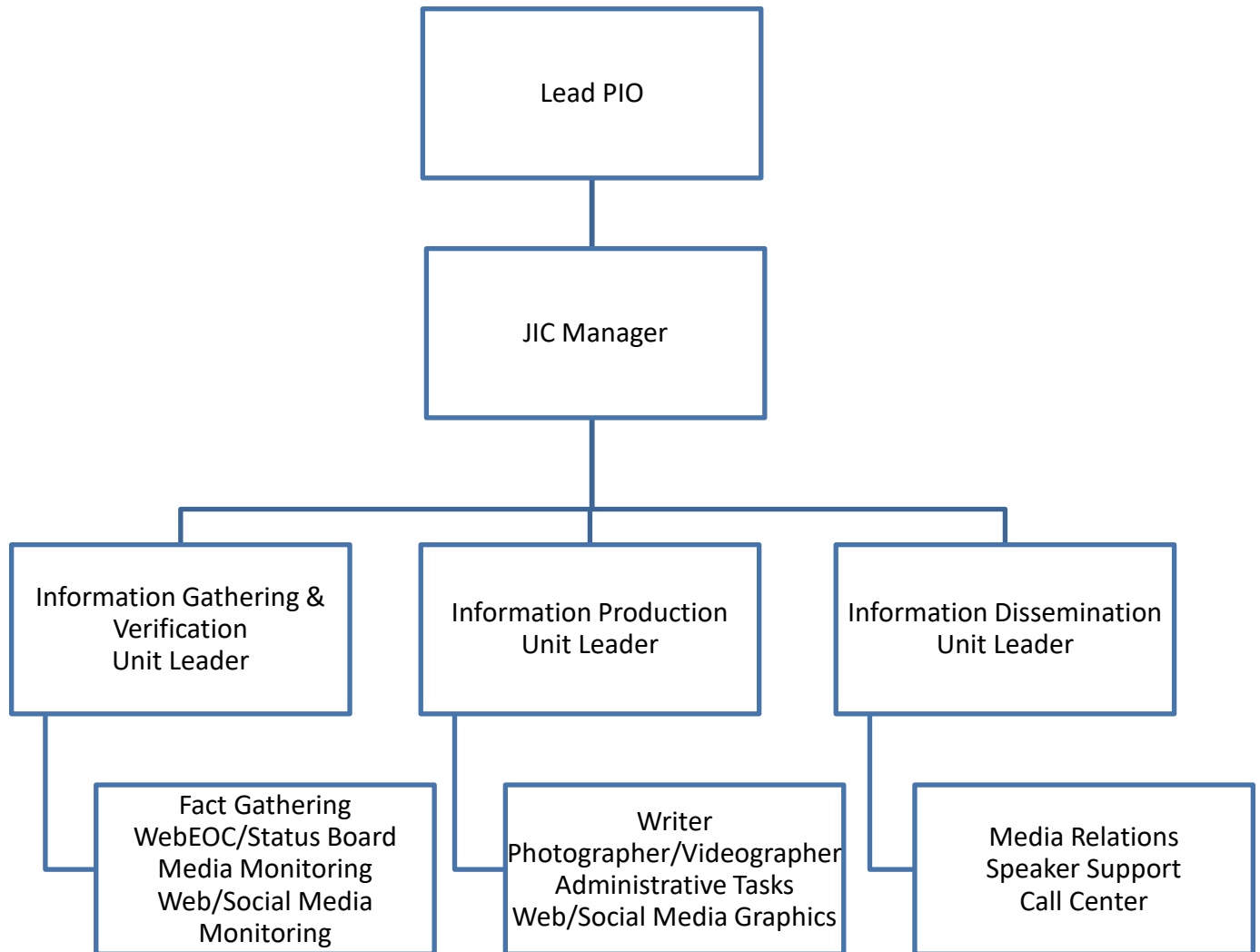
The following organizational charts depict the coordination and reporting structure of the OA JIS in relation to the OA EOC.

#### OA EOC ORGANIZATIONAL CHART



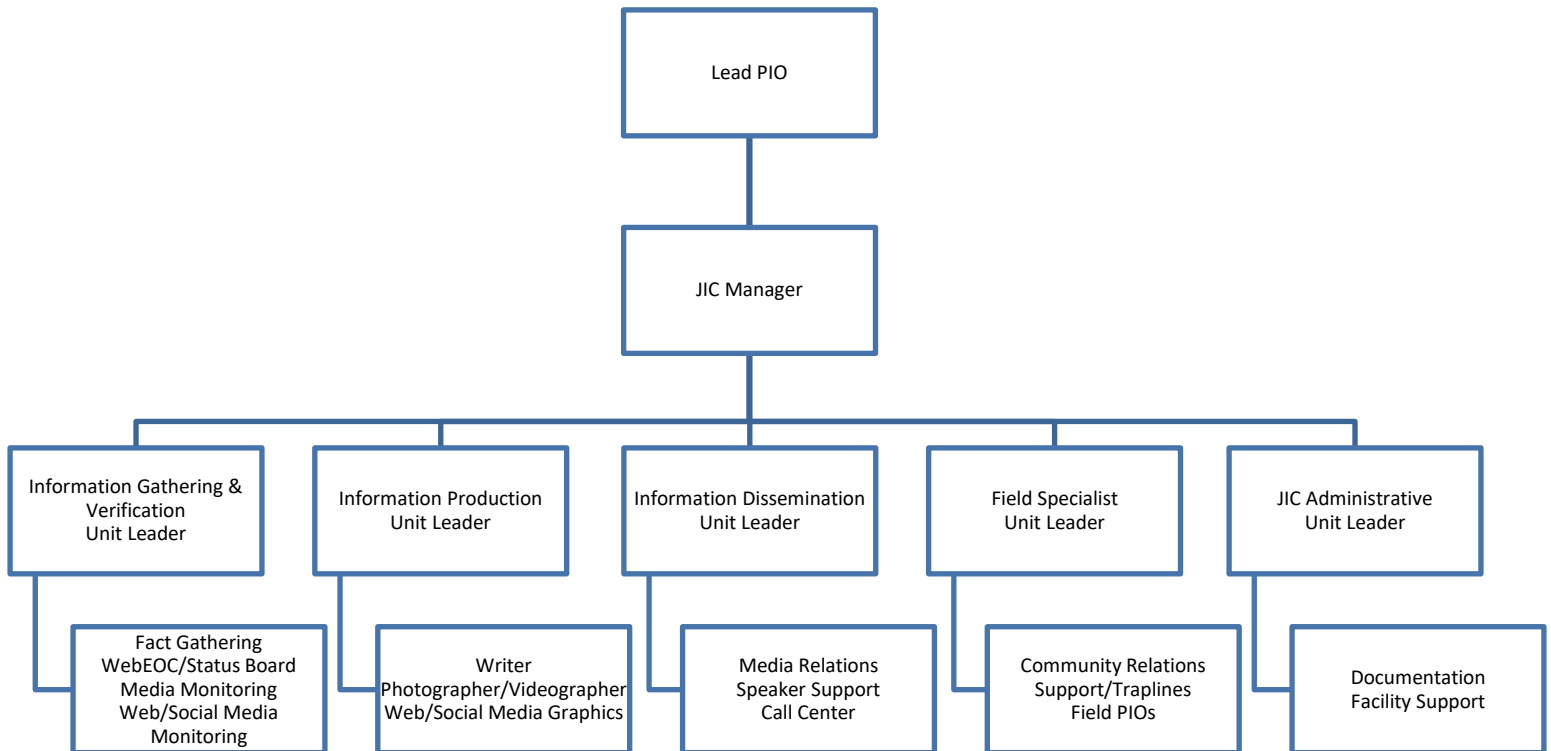


**LEVEL THREE JIS ACTIVATION** – Multiple impacted agencies coordinate public information through the lead PIO. In smaller incidents the use of the JIS may be informal and activated by any PIO requesting support to provide an effective public information response.



**LEVEL TWO JIS ACTIVATION** – Multiple jurisdictions are impacted. Response and recovery operations are expected to last for multiple operational periods. A physical JIC and/or OA public information hotline may be activated. During a Level Two Activation, the OA’s public information function also includes the activation of the OA’s public information hotline.





**LEVEL ONE JIS ACTIVATION** – Complex/Catastrophic incident involving multiple agencies and multiple operational periods. Level One establishes a physical JIC. Coordination among activated JICs at the city, tribal and/or state level is necessary.



## 4. Message Strategies

### 4.1 Public Awareness and Education

Educating the public to act prior to an event is the first step in building community resilience and increasing community preparedness efforts. Multiple agencies have public education campaigns committed to emergency preparedness outreach. Some of these campaigns include:

- RivCo Ready – Countywide, all-hazards emergency preparedness campaign, maintained by EMD. RivCo Ready educates and empowers Riverside County residents and businesses to prepare for all emergency situations, take training courses and get involved through volunteer efforts
- Ready for Wildfire – CALFIRE’s statewide campaign regarding the current, elevated wildfire risk and how to take action to reduce the risk
- See Something, Say Something campaign – National campaign maintained by the Department of Homeland Security. The campaign teaches residents about personal situational awareness and reporting suspicious activity to authorities

During times of preparedness, or pre-incident, PIOs from OA stakeholder agencies maintain and disseminate public education specific to their jurisdiction or subject matter expertise. During activation of the JIS, time-appropriate and time-sensitive public education messages should be included in news releases and news conferences to reiterate the actions the public must take to reduce their risk.

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. The checklist is updated and maintained by EMD in collaboration with other agencies.

### 4.2 Message Mapping

During activation of the JIS, the use of message mapping provides focus and discipline. Message mapping increases message comprehension – from the media and public – and can be easily adapted for print, broadcast, radio, and social media. High-stress and emotionally charged situations reduce a person’s ability to process and comprehend information.

Use the 3 – 9 – 27 Rule:

- The average number of messages conveyed by reporters in stories in print and broadcast media is three
- The average duration of a sound bite in broadcast media is nine seconds



- The average length of a quote in print media is 27 words

This does not mean the JIS will limit media briefings to 27-words or less. The rule involves fundamental messages, the **Three Most Important**, that you must convey at a given time. Ensure the first statement is one of empathy and concern. Include interagency cooperation in the response efforts. End with a call to action.

These messages might be used again or change as the situation evolves.

### **4.3 Media Relations and Coordination**

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Traditional media remains one of the key stakeholders in the JIS process. Positive working relationships with the media help tremendously during incidents. The media takes their role of disseminating emergency information seriously and they represent an important link to informing the community. On a regular basis, the County PIO will update media contact lists and share with the EMD PIO for JIS readiness. In addition, the County PIO will provide local media with a contact list with after-business hours contact information. The EMD PIO will update the OA PIO roster every six months. The PIO roster will include e-mail addresses, telephone numbers, social media accounts, websites, any available redundant communications systems, and bilingual or special skills.

To help build these relationships the JIS group will:

- Cultivate relationships through the regular response to media inquiries
- The JIS/JIC will coordinate with media outlets to ensure information provided by the JIC is presented in multiple accessible formats to ensure it reaches as many people as possible. This involves:
  - Including sign language interpreters in the frame next to spokespersons during media briefings and news conferences or utilizing Picture-in-Picture whenever available. Whenever possible, the OA will use American Sign Language interpreters who are also certified in disaster response language by the Governor's Office of Emergency Services (Cal OES)/ Office of Access and Functional Needs. This certification is only a requirement if the Governor is attending the news conference. All ASL interpreters used by the OA during news conferences or community meetings, must be trained and certified by duly verified ASL interpretation provider
  - Ensuring television stations present important information in both video and audio formats. For example, instead of just showing the hotline number on the screen, it should be read aloud as well. Also, when showing a map there should be audible descriptions of the impacted areas
  - Ensuring crawling messages that often appear in the bottom of the screen do not interfere with closed captioning messages



- Provide escorted access for filming and photographing emergency operations that does not interfere with response or recovery operations
- The following must be adhered to regarding providing media access to shelters, reception centers and local assistance centers (LAC):
  - Post signs instructing members of the media to check in
  - Notify the Shelter Manager, Reception Manager or LAC Manager of such an arrival and escort them to explain operations and answer questions
  - Provide interviews outside of the shelter, reception center or LAC to prevent any intrusion of privacy or breach of private information among displaced residents and shelter workers
  - Identify residents willing to talk about their experiences, rather than allow media to randomly interview people in the shelter, reception center or LAC
  - Require permission from the displaced resident for close-up photos and videos
  - Do not allow media to film or record in dormitories or near the registration desk where personal, private information is exchanged between displaced residents and shelter workers/reception center workers/LAC workers
  - Media may be provided access to LACs after normal operating hours when displaced residents are not present and exchanging personal information
  - In the event of a shelter, reception center or local assistance center in a geographically isolated area, media may be provided an area within the shelter/reception center for respite from extreme weather. Media should be provided a private area away from the dormitory and registration area

#### **4.4 Social Media Strategy**

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The public's reliance on smartphones, tablets and computers creates higher interconnectivity and social connectedness. Residents use social media for official sources of information and to confirm information received through other networks. In addition, social media enables community members to function as citizen reporters by commenting on their observations, as well as posting photos and videos of response and recovery activities.

Effective social media use allows for the JIS to connect directly and quickly with community members using language agreed upon from the JIS. The communication must be accurate, actionable, timely, more direct, interactive, and transparent. Social media use should also include video, audio, graphics, and hashtags agreed upon through the JIS. Whenever possible, accessibility features should be included such as closed captioning on videos, alternate text for photographs and graphics and/or American Sign Language (ASL) interpreters.

The JIS will determine which account(s) will post on the incident based on the primary



agency of the Lead PIO or IC/UC. See section 5.3.2 Social Media for more information.

## **4.5 Whole Community Strategy**

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Every effort will be made to communicate with members of the diverse segments of the community within the County. The communication needs of diverse populations are specific to the community's demographics and available support. News releases and information provided in shelters and local assistance centers will be tailored to meet the needs of individuals requiring additional or differently delivered messaging.

Many communities rely on information, or verification of information, from organizations with which they already have an affiliation. Providing appropriately tailored information through these organizations will assist with more direct messaging. This may include providing a list of open shelters with the Access and Functional Needs & Cultural Competency Committee for distribution to whole community stakeholders, The committee will disseminate information to enhance communication strategies at the request of the JIS.

Reaching all constituents requires knowing what languages are spoken in the community. PIOs can identify resources and develop policies to address the language needs of their jurisdiction.

To meet the needs of those with limited English proficiency:

- PIOs should develop language access policies and protocol guidance. The County of Riverside Human Resources Department contracts with translation services. During imminent emergency situations, such as door to door evacuations, the Public Safety Answering Points (PSAPs) have translation services that can be used over the phone.
- Documents communicating vital information to the public should be translated into the most prevalent languages spoken by the impacted community. For Riverside County these may include Spanish, Korean and Chinese, among others.
- Translations should be reviewed and validated by native language speakers to ensure cultural competency.
- Include in messaging that immigration status is not a consideration for services from emergency services.
- PIOs can pool resources and leverage assets with other agencies and services to meet translation needs.
- If the OA Joint Information Center (JIC) is activated, The JIC will request a qualified American Sign Language (ASL) interpreter to be present at all news conferences and community meetings held by public officials. In addition, members of the JIC will request that media representatives include the ASL interpreter in the video



frame. This requires the ASL interpreter positioned as close to the speaker as possible. Whenever available, Picture-in-Picture will be used.

- The JIC will also arrange for multi-lingual agency representatives to be present for foreign language media (e.g., Spanish speaking spokesperson to address the Spanish media market). Whenever possible, incorporate Spanish speaking subject matter experts to provide comments at the podium to create bilingual news conferences.
- The JIS will work with audio/visual and graphics experts to have pictographs or infographics available for news conferences with significant contrasting colors.
- Pictures, pictographs, and diagrams are easier to understand and interpret than verbal communication.
- The JIS will request television stations present important information in both video and audio formats. For example, instead of only showing the hotline number on the screen, it should be read aloud as well. Also, when showing a map there should be verbal descriptions of the impacted areas. This ensures the descriptions are included on the closed captioning services used by the deaf or hard of hearing community.
- Ensure responder agency social network accounts also convey video, audio and accessibility features whenever possible. Pictures with captions, pictographs and infographics should be disseminated on social media and posted on responder agency websites.
- Ensure that all relevant websites are compliant with ADA requirements.

Bilingual personnel will be used to conduct community outreach and build relationships between the response agencies and LEP residents. EMD, along with many other agencies in the OA, have Spanish language interpreters on staff who are available to translate written communications. In addition, the OA PIO roster will denote which PIOs also speak and write another language

#### **4.6 Intergovernmental Affairs, Elected Officials, and VIPs**

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An effective JIS requires partnerships with:

- Impacted jurisdictions
- Responding agencies
- Utility companies
- Nongovernmental Organizations (NGOs)
- Elected Officials
- Very Important Persons (VIPs)

Many private-sector organizations are responsible for operating and maintaining portions of the county's critical infrastructure, including private utility agencies. In addition, these agencies must also provide for the welfare and protection of their employees in the



workplace. Government and public affairs representatives for these impacted organizations have a role in the OA EOC. These agencies also play a role in the JIS to ensure public information specific to utility response and recovery operations is included in media releases. This may include, if available, an estimated timeframe for utility restoration.

NGOs provide shelter, emergency food supplies, counseling services, and other vital support services to support response and recovery of impacted and/or displaced residents and provide additional situational awareness from staff positioned in the field. This information will be relayed into the JIS through either the OA EOC or the Field Specialist who works with the NGOs, response partners, and private-sector organizations supporting relief efforts.

Elected officials play an important role in the JIS process by providing additional authority to the response and recovery efforts and serving as the elected official spokesperson during media interviews and news conferences. Community members look to elected officials for assurance on the response and recovery process. Elected officials selected to speak at news conferences will be the most appropriate elected official for the impacted jurisdiction(s). The number of elected officials providing comments at news conferences should be limited. Other elected officials may be present at the news conference, however, not requested to speak. Other elected officials may, however, provide one-on-one interviews at the media's request.

Visits or requests for visits from elected officials and VIPs are managed by the JIC. The JIC will ensure for the following regarding elected officials and VIPs:

- Verify identities and determine their role/s for the event
- Determine the resources needed for tours, escorts, security, or media events
- Request resources from the EOC needed for tours, escorts, security, or media events
- Inform elected officials on their role/s as appropriate for the event
- Inform VIPs on community concerns and communication matters as related to the incident and the VIP visit
- Prepare statements, arrange for news conferences, and coordinate news conference resources as appropriate for their role/s in the event/s

## **5. Message Dissemination**

During an activation of the OA EOC and/or JIS, all news releases will be emailed to a pre-established email distribution list, as well as posted to WebEOC under the Joint Information System Board. This distribution list includes all OA contacts (e.g., jurisdiction and agency emergency management contacts), the OA PIO Roster, as well as media contacts.



News releases and pictographs may also be distributed to service providers and community stakeholders for those requiring differently delivered messaging via the Whole Community Coordinator at the OA EOC.

## **5.1 Spokespersons**

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When possible, the lead agency for the incident will provide the spokesperson(s) for the JIS. The Information Dissemination Unit Leader will schedule and prepare lead agency spokespersons prior to any news conference. Depending upon the incident, multiple spokespersons may be required from both primary and supporting agencies to share the key messages of the JIS. Spanish-speaking spokespersons will be identified for Spanish media interviews.

The following outline is a guide for news conferences:

- Elected officials' statement
  - Offer assurance, statement of empathy
  - Collaborative response/recovery effort
- Primary agency(ies)
  - Provide public safety update (e.g., timeline, latest information on response efforts, field resources working on the incident, numbers injured/deceased, number of homes damage/destroyed)
  - Collaborative response/recovery effort
- Supporting agency(ies) statement
  - Community update (e.g., services available to impacted residents, roads closed/reopened, government services closed/reopened, schools closed/reopened)
  - Collaborative response/recovery effort

## **5.2 Media Outlets**

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A list of media outlets for Riverside County, including both the Los Angeles and Coachella Valley broadcast media markets, is maintained as a separate list by the County PIO, and shared with EMD. The JIS will disseminate information to as many media outlets as determined as needed by the incident, with specific attention to include Spanish speaking outlets. During level one or two activations of the JIS, news releases will be translated into Spanish for the Spanish media outlets.

## **5.3 Communications Systems**

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The OA has a multitude of tools available to assist in the dissemination of emergency public messages. It is the responsibility of the lead PIO to initiate the use of all applicable communication platforms to reach the intended audience for the response. The tools





listed below are intended to complement each other in distributing emergency public messaging. A consistent message should be distributed across all channels and altered to accommodate the tool being used to minimize any confusion due to conflicting information.

### **5.3.1 Websites**

The County of Riverside Emergency Management Department maintains a website, [www.RivCoReady.org](http://www.RivCoReady.org), for the general public with a response page listed under Active Events. During an activation of the OA EOC, the RivCoReady site serves as a place for news releases, fact sheets and pictographs. Additionally, OA jurisdictions maintain and update their own websites with important activation information. The Lead PIO will determine which website(s) will be included in news releases and act as the official source for all JIS information.

### **5.3.2 Social Media**

Social media is a powerful tool in timely, information dissemination. The JIS will have access to the Lead Agency(ies) social media accounts to include information for all supporting agencies. Social media posts will include information from approved news releases or information available to the established information line.

The JIS will determine which account(s) will post on the incident based on the primary agency of the Lead PIO or IC/UC. All other responding agencies will retweet information posted from the primary accounts, or post which social media accounts to follow for accurate information.

### **5.3.3 Alert RivCo**

Alert RivCo is the county's mass notification system that rapidly notifies residents and businesses in Riverside County of important protective actions. The system is maintained by EMD, in partnership with the Riverside County Sheriff's Office and CALFIRE/Riverside County Fire Department. Alert RivCo may be used to contact residents by phone or text message. Landline phone numbers are purchased from E911 database vendors, but other phone numbers, including cell phone and Voice Over Internet Protocol (VOIP) numbers must be registered using the Alert RivCo registration page at [www.RivCoReady.org/AlertRivCo](http://www.RivCoReady.org/AlertRivCo). The Alert and Warning system leverages existing technology to ensure that end users receive emergency alerts in the preferred language they choose for their mobile devices.

Several cities also use mass notification systems including: Corona, Moreno Valley, Palm Springs, Riverside and Temecula. If one of these cities is impacted, the city emergency services coordinator and county Alert & Warning Coordinator will determine if the city or the county (or both) will issue the alert through their respective systems.



See Attachment I for Alert and Warning message templates. Spanish speakers will always be made available for Alert and Warning message translation.

### **5.3.4 Emergency Alert System**

The Emergency Alert System (EAS) provides the public with immediate messages that affect life and property. This network of radio, television broadcast stations and cable television entities cooperate on a voluntary, organized basis to broadcast local and state warnings. Federal warnings are mandatory to broadcast.

Messages normally enter the system via specialized equipment at three points: (1) EMD. The EAS standard operating procedures are in the EOC, (2) the National Weather Service (NWS) office in San Diego and (3) California Highway Patrol (CHP). These messages are received by all Local Primary 1 (LP-1) stations and then relayed to all other radio, television broadcast stations and cable companies within the county. Any message transmitted from either EMD or NWS will be broadcast countywide via all the stations and cable companies within the county.

EAS should only be used in situations where other means of notification will either be too slow or not cover a broad enough area. EAS should be used for acute situations that affect, or could affect, the safety or well-being of the public. Because of the widespread coverage of this system, best judgment is required when requesting the issuance of an EAS.

### **5.3.5 Wireless Emergency Alerts**

Riverside County may also send Wireless Emergency Alerts (WEA) to all cell phones from participating cell phone carriers within a designated geographical area. Since WEA alerts are selected through affected cell phone towers, this system has the potential to reach more transient populations, including visitors and commuters. There is no registration required to receive WEA messages, however, community members can opt out directly on their cell phones under settings.

WEA messages are not affected by network congestion like phone calls and text messages; however, they are limited to 360 characters for newer phones and 90 characters for legacy cellular phones. A WEA message should show the type and time of the alert, the action required and where to get more information. WEA messages should complement Alert RivCo messages, not used in placement of Alert RivCo. Oversight of this program is performed by the Federal Communications Commission (FCC) and the FEMA.

### **5.3.6 Public Information Lines**

Constantly available, live phone service is essential to county residents in the event of a local or state emergency. The EOC, as well as the other agencies, such as the Riverside



County Fire Department, operate public information lines for residents to find out the latest information related to the disaster.

The information line activated and published for residents will be determined by the Lead PIO, with approval from the IC or UC. Impacted jurisdictions are expected to send personnel to the established information line for surge capacity.

Information Line call takers the most current information from the Information Dissemination Unit Leader. This ensures call takers relay accurate information to community members. Call takers may also forward calls back to the OA EOC or local jurisdictions' EOC if there are specific requests beyond the information available to them.

Call takers will be trained on relay services and video relay services that are primarily used for residents who are deaf or hard of hearing. There will always be a Spanish-speaking call taker available for primary Spanish-speaking callers. Call takers will be trained on how to respond to residents requesting accommodations.

### **5.3.7 Recorded Message Public Information Lines**

The OA has established public information lines that are available for media and/or community information. The recorded message line will alleviate significant call volume from the established call center from members of the public who want to listen to the latest information and do not have specific questions requiring a live person. The phone numbers and recording instructions are available from the OA EOC and/or EMD PIO.

Likewise, specific recorded message lines for the media will slightly curtail call volume into the JIS from media outlets. Non-local media outlets that are not sending representatives to Riverside County to cover the story may be sufficiently served by the recorded message line. The recorded media line is particularly beneficial during slower moving events, such as public health emergencies or sustained operations.

The Message Dissemination Unit Leader will record approved, or assign a PIO in the JIS, to record approved updates to the automated recording. The message should state information is current "as of \_\_\_\_ a.m./p.m." A schedule to update the recorded lines should be in conjunction with media briefings, news conference schedules or when evacuation status changes.

### **5.3.8 Translation Services**

Translation services are available through a language line via the public safety answering points (PSAPs) or county-contracted translation service providers. Spanish speakers will always be made available for the Alert & Warning unit and the EOC Information Line.

Foreign language media outlets covering Riverside County include Spanish-speaking



outlets. An effort will be made to disseminate news releases in Spanish to these outlets, as well as identify Spanish-speaking spokespersons. The OA PIO Roster will aid in this effort by identifying PIOs who are bilingual in other languages. Additional Spanish-speaking translators work within EMD and are available for translation upon request.

### **5.3.9 News Conference, Public Forums and Community Meetings**

News conferences are an integral part of the public information function before (when possible), during, and after an emergency. A well-crafted news conference needs to identify important facts to share with the public, such as public resources, the importance of following protective actions, and what to expect in the immediate future.

There may be multiple spokespersons participating in a news conference, public forum, or community meeting. For example: the fire spokesperson will be the expert on fire-driven incidents, the law enforcement spokesperson will be the expert regarding evacuation orders, and public works will be the expert on debris and mud flows. There may be times when one spokesperson for all aspects of the incident is sufficient. In complex incidents, a unified approach with multiple spokespersons is acceptable.

The JIS will request a qualified American Sign Language (ASL) interpreter to be at all news conferences. When possible, ASL interpreters should have credentialing in the Cal OES Disaster Response Interpreter Program, offered from the Cal OES Access and Functional Needs Office. This certification, however, is only required if the California State Governor attends an OA news conference. Should the Governor plan to attend an OA news conference, the JIS will attempt to locate this resource. If none are available, however, the resource will be filled by Cal OES. Whenever using ASL interpreters, the interpreter must be employed by a trusted and verified ASL translation service.

Including elected officials in news conferences is important to demonstrate unity and a common purpose during an emergency. Elected officials offer assurance to the community, statements of empathy and an understanding that many agencies are involved in the response efforts.

The JIS Information Production Unit Leader will provide tools or guidance for all spokespersons and elected officials with a speaking role at the news conference, such as:

- Prepare talking points and key messages
- Coordinate talking points among all speakers at the news conference
- Anticipate questions and prepare appropriate answers

Highlight public resources

### **5.3.10 Trapplines and Message Boards**



Traplines are established in Level One JIS activations. Trapline locations in high foot traffic areas where current public information is posted for impacted residents, visitors, and business owners to read. Trapline locations may be reception centers, shelters, local assistance centers, community centers, homeowners' association clubhouses, houses of worship, post offices, libraries, grocery stores, motels, and convenience stores.

Considerations to be taken into account when establishing traplines are locating areas with better air quality, areas people can access (i.e., roads are open leading in and out of the trapline), if there are any established community boards/traplines already in existence in the area.

Content posted on traplines should mirror what is posted on social media and primary agency websites. Content includes updates on the response and recovery efforts; open reception centers, shelters, and local assistance centers; road and school closures; community services available; government services available; call center phone numbers; maps with road closures and available services. If PIO resources are available, a PIO should stay at the trapline to answer community questions in person.

## **6.1 Operational Area EOC Public Information Manager**

The Operational Area EOC Public Information Manager is responsible for all the following activities (may be delegated as necessary):

- Check-in upon arrival at the EOC
- Report to EOC Director and obtain a briefing on the situation
- Coordinate public information with local primary response agencies, including clarifying authority for public safety concerns
- Establish what websites will post information
- Establish what social media accounts will be the primary agencies
- Establish uniform hashtags for social media use
- Establish a deadline for the first official news release to the public, if release has not already occurred.
- In a level one activation: Conduct conference call to determine if physical JIC location is necessary. If there is a determination to establish a JIC:
  - Determine operating location, use Attachment A as a resource for



potential locations.

- Coordinate with OA EOC Logistics for necessary equipment
- Determine required positions and make calls to staff JIC
- Establish communication plan to include:
  - Key messages
  - Target audiences
  - Methods of communication
  - Establish media briefing schedule (consider 24-hour media cycles)
- Meet with Communications Unit Leader in OA EOC to ensure logistical support:
  - Obtain briefing of communications capabilities and restrictions, including Alert RivCo, EAS messages, and IPAWS/WEA messages
  - Establish operating procedure with Communications Unit for use of telephone, computer, and radio systems. Make any priorities or special requests known
  - Establish content for Alert RivCo, EAS and IPAWS/WEA releases, coordinated with primary agencies involved in response
- Determine 24-hour staffing requirements and request additional support as required
- Coordinate with state and federal agencies on message development and dissemination
- Assist in planning with adjacent jurisdictions for media visits
- As required, periodically prepare briefings for the government liaison, jurisdiction executives or elected officials
- Ensure that a rumor control function is established, including social media monitoring
- Monitor broadcast, online, print and radio media outlets



- Ensure that file copies (e.g., hard copies with signed approvals) are maintained of all information released
- Provide copies of all releases to the EOC Director
- Keep the EOC Director advised of all unusual requests for information, rumors and trends, or politically sensitive media comments
- Conduct shift change briefings in detail. Ensure that current objectives are identified
- Ensure that all required forms or reports are completed prior to release and departure when authorized by the EOC Director
- Maintain reports and records, as needed, regarding the operation of a JIC. Such reports may be included after action reports or incident response briefings
- Provide invoices for and/or estimates of expended resources to the appropriate staff as required
- Provide input to the after action-corrective action report



## **6.2 JIC Manager**

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The JIC Manager is responsible for all the following activities (may be delegated as necessary):

- Execute plans and policies as directed by the Lead PIO and OA EOC Public Information Manager
- Supervise all operational and administrative activities, including staffing and inter-office communications
- Ensure proper set up of JIC
- Oversee all operations of the JIC
- Set staff work hours and daily operating schedule
- Develop a daily operating schedule with communication priorities and media briefing schedules
- Brief the first shift of JIC personnel
- Gather Command Message(s) from the PIO for the Production and Dissemination Sections
- Coordinate with the PIO and JIC staff on messages and strategies for researching target audiences
- Ensure preparation for news briefings and news conferences
- Debrief JIC personnel at the end of the shift
- Edit and obtain approval from the PIO for news releases and other documents
- Assume responsibilities of the Lead PIO and OA EOC Public Information Manager as directed





### **6.3 Information Gathering and Verification Unit Leader**

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The Information Gathering and Verification Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Compare and verify facts and other information with all PIOs supporting the JIS/JIC
- Collect and verify facts and other information from relevant sections within the OA EOC for clear communication with operations in the field
- Collect and verify facts and other information from on-scene command for ongoing, official information on the response and recovery effort
- Display facts on all status boards in the JIC and within WebEOC
- Monitor local television, radio stations and internet for accuracy, content, and trends regarding the incident
- Monitor social media platforms to see what the community is publicly sharing about the incident
- Gather information about the incident and display it in the JIC so that it is easily accessible.
- Collect all incident-related news and editorial items from print and electronic media
- Analyze information gathered through news clips, telephone conversations, internet, community meetings and news conferences
- Distribute incident-related news, editorial items, fact sheets, etc. to appropriate personnel



## **6.4 Information Production Unit Leader**

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The Information Production Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Produce written news releases, media advisories, public service announcements, fact sheets, briefing packets, and other publications
- Route all documents, photos, video, and other materials to PIO for approval (accurate information is essential in preventing public confusion, loss of credibility and/or adverse publicity)
- Update and manage incident website
- Update and manage incident social media sites
- Take and disseminate news photos and video of the incident
- Produce and gather graphics and logos for the incident
- Communicate with Whole Community Coordinator at the OA EOC
- Obtain approval from IC/UC or DES for all releases, advisories, and other materials



## **6.5 Information Dissemination Unit Leader**

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The Information Dissemination Unit Leader– Responsible for all the following activities (may be delegated as necessary):

- Determine primary media outlets for disseminating releases, including local and national media
- Responsible for maintaining:
  - Media lists
  - Media logs
  - Community leaders
  - Logs of all information released
- Coordinate community outreach programs
- Determine need to organize community or town hall meetings
- Prepare appropriate personnel for speaker presentations, news conferences, community meetings, single media interviews, and special events
- Schedule appropriate spokesperson necessary to conduct interviews with the media, community, and distinguished visitors
- Advise the Lead PIO and OA EOC Public Information Manager of times for news conferences and community meetings



## **6.6 Field Unit Leader**

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The Field Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Coordinate with the Safety Officer to ensure it is safe to escort others to the incident scene
- Ensure media are properly equipped and informed
- Escort media to incident scene or other field locations
- Take photos and video of incident scene and provide to Information Production Unit Leader
- Gather facts from incident scene and provide to Information Gathering and Verification Unit Leader
- Disseminate approved incident information to members of the media and public, provided by the Information Dissemination Unit Leader.
- Update and maintain approved information posted at trapline locations
- Ensure information posted in traplines is current and free from discrepancies or inaccuracies
- Ensure no conflicting information is posted on traplines from outside groups
- If possible, stay at trapline to answer community questions and concerns



## **6.7 JIC Administration Unit Leader**

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The JIC Administration Unit Leader – Responsible for all the following activities (may be delegated as necessary):

- Create and maintain JIC documentation, including daily JIC assignments, daily sign in sheets and staffing schedules
  
- Create and maintain a casebook with all public information about the incident that can be used for post-incident information requests and evaluations. The casebook should contain:
  - All news releases, fact sheets, talking points and key messages generated by the JIC, with signed approvals from the IC/UC or DES
  
  - Copies of all news clips
  
  - Copies of all JIC-produced videos, photographs, maps, and other visuals
  
  - Media contact log
  
  - Copies of legal notices
  
  - Copies of all incident-specific reports that contain daily updates, pollution reports, air quality reports, situation reports, public health report



## 7. Planning Assumptions

- Emergencies and disasters may occur anytime with little to no warning, and may result in extensive injuries, deaths, and damage
- An effective public education campaign that focuses on actions the community must take to prepare for disasters will help save lives and property
- In an emergency, there will be a high demand for timely and accurate information regarding the entire incident response and any specific protective actions the community must take for their safety and well-being
- The local media plays an essential role to broadcast, publish, and post on all available platform's disaster-related instructions for the community
- Depending on the severity of an emergency, regional and national media may also cover the story and increase substantially the demand for information and comment from local officials
- Normal means of communication in the affected areas may be extensively damaged or unavailable; therefore, limited, and incomplete information from the incident response is anticipated until redundant communication systems are established
- Information is often incomplete during a disaster. Rumors spread quickly on traditional and social media and it may be hours before officials validate complete information. The lack of information, contradictory information, or rumors may cause unnecessary fear and confusion
- Upon activation of the OA EOC, a standing objective is to establish, maintain and support the JIS. Responding agencies will provide information to the JIS to address community concern about the incident, response activities and necessary protective measures for the public. A functioning JIS ensures the same accurate information is disseminated to the public
- During a countywide or large disaster, a Joint Information Center (JIC) may be established to coordinate the dissemination of information about all city, special district, tribe, county, State and Federal disaster response and recovery programs
- An activated JIC will disseminate information to the community faster, more accurately, more thoroughly, and with less risk of conflict compared to when it is segregated among different agencies
- The JIS and OA JIC may be activated with or without the activation of the OA EOC. Cities within Riverside County may also activate city specific JICs. The State of California may also activate a JIC for state agency information
- The activation of the JIS and OA JIC, if necessary, will result in the pooling of public information resources so that each agency is coordinating together with far greater efficacy than if it was functioning alone
- Trained support personnel will be sufficiently available from both impacted and non-impacted jurisdictions to support the activities of the JIS. Should the needs of the incident be greater than the available PIOs within the OA, the OA will request Emergency Management Mutual Aid (EMMA) from throughout California, and if necessary, Emergency Management Assistance Compact (EMAC).
- The demand for information from the media will be significantly increased in a disaster, and will likely include national and international media outlets, in addition to established local media relationships



- News releases from State of California agencies shall be coordinated with the designated County PIO and/or JIS so as not to conflict with local releases originating from the IC/UC or EOC
- Rumor control procedures directed by the designated County PIO, and/or Lead PIO within the JIS, should prevent incorrect information from affecting emergency response activities
- Response agencies within the OA maintain listings of media contacts and rely on those contacts and networks for the dissemination of emergency public information. The OA EOC and JIC will have access to these media contact lists during activations
- The County of Riverside Emergency Management Department maintains multiple alerting tools to communicate directly with the public during an incident to inform them of protective actions they must take for their safety and well-being, reference ESF 2: Communications and Alert & Warning. Multiple city jurisdictions also maintain city-specific alerting tools to communicate directly with impacted community members. The JIS will have the ability to disseminate coordinated information using these alerting tools through the OA EOC and/or city EOCs
- Depending on the severity of the incident, telephone and internet communications may be sporadic, interrupted, or impossible. In addition, local radio, online media outlets and television stations without emergency power may also be off the air. During these situations, non-traditional means of communicating with the media and directly to impacted community members must be established and implemented. Non-traditional means of communicating include setting up trap lines in shelters or local assistance centers, town hall and community meetings, in addition to traditional news conferences and news releases
- The JIS will schedule regular conference calls among PIOs from impacted jurisdictions who are not able to physically collocate at the OA JIC. These conference calls will schedule news conferences and town hall meetings among all impacted jurisdictions to ensure they do not conflict with each other







Prepared by:  Position:	
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## **Attachment F – News Release Template**

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RIVERSIDE COUNTY  
**OPERATIONAL AREA**  
**NEWS RELEASE**  
IMPACTED JURISDICTIONS LOGOS

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**FOR IMMEDIATE RELEASE**

**Contact:** Media Relations Unit Leader  
phone number, email

**Title – 28 pt. font**

NAME OF CITY – Body of text.



## **Attachment G – Fact Sheet Template**

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RIVERSIDE COUNTY  
**OPERATIONAL AREA  
FACT SHEET**

IMPACTED JURISDICTIONS LOGOS

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**FOR IMMEDIATE RELEASE**

**Contact:** Media Relations Unit Leader  
phone number, email

**Title – 28 pt. font**

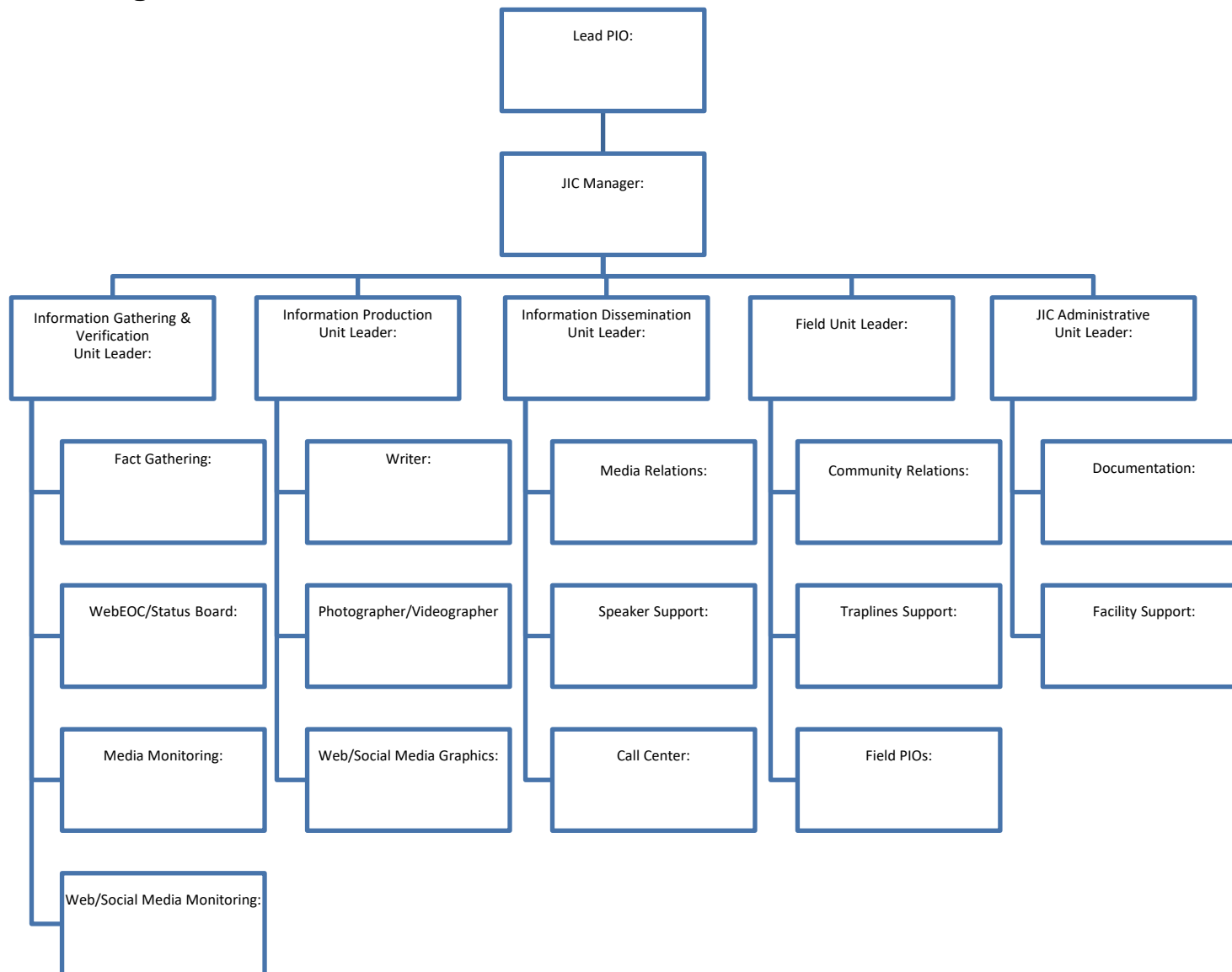
NAME OF CITY – Insert applicable facts, charts, graphs, bullet point lists.







## Attachment H – Organizational Chart





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## Attachment I – Alert and Warning Templates

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### 1. Evacuation Order - All Hazards

- a. **Voice message:** This is an alert from the [jurisdiction name]. \_\_\_\_\_ [insert hazard, e.g. a fire] is affecting the area(s) of \_\_\_\_\_. The following area is ordered to evacuate: [list streets or easily identifiable communities, e.g., west of Main St, east of A St, North of B St, South of C St]. A shelter is open at \_\_\_\_\_ [list location name]. For more information, please call (provide jurisdiction phone number) or visit (insert responding jurisdiction's website). In case of emergency, dial 911.
- b. **WEA/IPAWS text-** [Community name] is ordered to evacuate. Shelter open at [shelter location], call [phone number]
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

### 2. Evacuation Warning – All Hazards

- a. **Voice message -** This is an alert from the [jurisdiction name]. \_\_\_\_\_ [insert hazard, e.g. a fire] is affecting the area(s) of \_\_\_\_\_. The following area must prepare for evacuation: [list streets or easily identifiable communities, e.g., west of Main St, east of A St, North of B St, South of C St]. A shelter is open at \_\_\_\_\_ [list location name]. For more information, please call (provide jurisdiction phone number) or visit (insert responding jurisdiction's website). In case of emergency, dial 911.
- b. **WEA/IPAWS text-** [Community name] must prepare to evacuate. Shelter open at [shelter location], call [phone number]
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

### 3. Shelter in Place – All Hazards

- a. **Voice message -** This is an alert from the [jurisdiction name]. \_\_\_\_\_ [insert hazard, e.g. a fire] is affecting the area(s) of \_\_\_\_\_. You must stay or go inside, close all windows and doors. [If applicable, add: Turn off heating and air conditioning systems.] Wait for further instructions. For more information, please call (provide jurisdiction phone number) or visit (insert responding jurisdiction's website). In case of emergency, dial 911.
- b. **WEA/IPAWS text –** Hazardous materials by [Community name]. Stay inside close windows doors and turn off AC.
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

### 4. All Clear



- a. **Voice message** - This is an alert from the [jurisdiction name]. The evacuation orders for the following areas have been lifted: [insert areas where evacuations are lifted]. Please use caution returning home. In case of emergency, dial 911.
- b. **WEA/IPAWS text** – Evacuation orders for [Community name] are lifted. Use caution returning home.
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)

**5. Boil water advisory**

- a. **Employee call** - This is an official message from the Riverside County Public Health Department. A boil water advisory was issued. You are asked as a precaution to bring your water to a rolling boil for one minute and cool before drinking or cooking. This is a precaution and water tests are ongoing. For additional information, please call (provide phone number) or visit [www.rivcoph.org](http://www.rivcoph.org). In case of emergency, dial 911. Thank you.
- b. **WEA/IPAWS text** - Boil water advisory issued, bring water to a rolling boil for 1 min before drinking.
- c. **Approved by:** \_\_\_\_\_  
(Name, position, date, time)



## **Attachment J – Satellite Phone Directory**

[REDACTED]. Satellite Phone Directory will be available in the Emergency Operations Center for use by individuals assigned to the EOC during activations.



## **Attachment K – Translation Services**

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The County of Riverside has contracts with the following providers for American Sign Language services:

1. Western Interpreting Services
2. RISE Interpreting, Inc
3. Hanna Interpreting Services
4. Dayle McIntosh

The JIS/JIC Manager must complete a Sign Language Interpreter Request Form found on the County of Riverside’s Human Resources website. The form must be complete and signed by the EOC Director and routed to the Logistics Section for processing. For increased chances to locate two qualified ASL interpreters in time for the news conference or community meeting, provide as much notice as possible to the interpreting agencies and note the event will be broadcasted and/or livestreamed on social media channels. ASL interpreting requests that exceed 30 minutes will require two interpreters.

For Spanish translation, the EOC Alert & Warning section will staff a Spanish interpreter to translate all Alert RivCo messages and social media messages. When the EOC Information Line is active, a Spanish call taker will always be available. Spanish speaking responders to the EOC are regularly employed County of Riverside employees who receive bilingual pay.

Spanish speaking translators will also be available at all community meetings to assist with translation for Spanish-speaking residents.



# **Emergency Support Function 16: Evacuation and Re-Entry**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most of this annex is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (EMD) (951) 358-7100.



## Riverside County EOP Emergency Support Function #16: Evacuation and Re-Entry

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

<b>Lead Agency</b>	Riverside County Sheriff's Department/Riverside County Sheriff's Office (RCO)
<b>Supporting Agencies</b>	<p>Riverside Emergency County Department of Animal Services (DAS)            County of Riverside Emergency Management Department (EMD)            Riverside University Health System-Public Health (RUHS-PH)            Riverside University Health System - Behavioral Health (RUHS-BH)            Riverside County Department of Environmental Health (DEH)            Riverside County Fire Department (RCFD)            Riverside County Office on Aging            Riverside County Agricultural Commissioner's Office            California Governor's Office of Emergency Services (Cal OES) Law Enforcement Mutual Aid Region VI            American Red Cross (ARC)            Voluntary Organizations Active in Disasters (VOAD)            California Highway Patrol (CHP)            Transportation agencies</p>

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>EOC Law Branch</b>	<ul style="list-style-type: none"> <li>▪ Establish evacuation strategy for impacted area(s)</li> <li>▪ Ensure shelter locations and evacuation routes are aligned</li> <li>▪ Communicate with the Operational Area Emergency Operations Center (OA EOC) Logistics Section to obtain required supplies, equipment, and personnel for evacuation</li> <li>▪ Communicate evacuation transportation for people requiring additional or differently delivered assistance with the appropriate stakeholders</li> <li>▪ Communicate with local transportation systems to provide assets for transportation</li> <li>▪ Communicate the location for evacuation assembly points</li> <li>▪ Ensure communications are available between key evacuation locations and evacuation vehicles</li> </ul>





Department	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Communicate animal evacuation resources</li> <li>▪ Communicate with Hazardous Materials Team to determine evacuation versus shelter-in-place criteria</li> <li>▪ Communicate with other local authorities, and the Regional Emergency Operations Center (REOC) as necessary, to ensure that the public is aware of the timeline, stages, and major routes and means of evacuation</li> <li>▪ Communicate public safety and security resources required to support the evacuation</li> <li>▪ Communicate with specialty vehicles (e.g., Para-transit like vehicles) that will be required to support the evacuation</li> <li>▪ Support evacuee re-entry strategy, which includes all tasks listed above</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide direct support for the Riverside County Sheriff's Office field level and OA EOC evacuation response and re-entry operations</li> <li>▪ Maintain communication with Riverside County Sheriff's Office representatives</li> <li>▪ Provide regular situation status updates</li> <li>▪ Provide transportation vehicles for evacuations</li> <li>▪ Staff agency DOC and/or the OA EOC as required</li> <li>▪ Activate and operate a shelter</li> </ul>

### **1.3 Purpose**

The Evacuation and Re-Entry Functional Emergency Support Function (ESF) provides an overview of evacuation functions, agency roles and responsibilities, and overall guidelines for the evacuation of people and animals from hazardous areas to areas of safety in incidents with and without warning. It describes the coordination of participating organizations and how the Riverside County Operational Area (OA) will manage the evacuation process before, during, and after the emergency. It is intended to be used as a template for the development of other jurisdictional evacuation plans and will support or supplement the evacuation plans prepared and maintained by each local jurisdiction.

### **1.4 Scope**

This ESF applies to the OA, including all jurisdictions and special districts. It is intended to address the evacuation needs of the whole community. It is not intended to address the evacuation of any specific facility, such as a hospital,



school, or assisted living center. Such facilities are required to have their own evacuation strategies. This ESF provides the following information:

- Criteria under which the County will support the evacuation process
- Agencies and organizations involved in supporting the evacuation function
- Roles and responsibilities of agencies in preparing for and conducting evacuations
- Concept of operations for carrying out an evacuation
- Guidelines to improve coordination when an evacuation is required

## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

This ESF provides strategies to move large numbers of people out of harm's way in time to avoid being negatively impacted by an emergency. For most people, this will entail guidance to support their self-evacuation. For others who require additional or differently delivered response assistance the Riverside Operational Area Emergency Operations Center (EOC) will need to coordinate or support local jurisdictional plans for the mass transportation assets needed to assist in evacuations.

This Concept of Operations will outline the following elements of the evacuation and re-entry function:

- Evacuation and Re-Entry Primary Roles
- Evacuation Planning Considerations
- Law Mutual Aid
- Information Flow
- Organization and Structure
- Notification and Activation Procedures
- Designated Response Actions
- Deactivation Procedures

### 2.2 Overview

The ESF will follow basic protocols set forth in the OA Emergency Operations Plan (EOP) and the California Master Mutual Aid Agreement, which dictate who is responsible for an evacuation effort and how regional resources will be requested and coordinated. The overall objectives of emergency evacuation operations and notifications are to:

- Expedite the movement of persons from hazardous areas
- Institute access control measures to prevent unauthorized persons from entering vacated, or partially vacated areas. The Riverside County Sheriff's Office (RSO) or jurisdictional law enforcement agency may use



- discretion in allowing access for caregivers, personal care assistants, or other support personnel on a case-by-case basis as determined by the Incident Commander
- Provide for evacuation to appropriate transportation points, evacuation points, and shelters
  - Provide adequate means of transportation for individuals who require additional or differently delivered transportation assistance Procure, and allocate, needed transportation and law enforcement resources by means of mutual aid or other agreements
  - Control evacuation traffic
  - Account for the needs of individuals with household pets and service animals prior to, during, and following a major disaster or emergency
  - Provide initial notification, ongoing, and re-entry communications to the public through the Joint Information Center (JIC)
  - Assure the safe re-entry of the evacuated persons

The Riverside County Sheriff's Office (RSO) is the lead agency for executing evacuations of the unincorporated areas of Riverside County. In the incorporated cities, local law enforcement (or the Sheriff in contracted cities) will be the lead agency for executing evacuations. The RSO, as part of Unified Command (UC), assesses and evaluates the need for evacuations, and orders evacuations according to established procedures, which are outlined in this annex. Additionally, as a member of Unified Command, the RSO will identify available and appropriate evacuation routes and coordinate evacuation traffic management with the California Department of Transportation (Caltrans), the California Highway Patrol (CHP), other supporting agencies, and other jurisdictions.

### **The Decision to Evacuate**

The decision whether to evacuate or shelter-in-place must be carefully considered with the timing and nature of the incident. This decision is made by first responders in the field by the established Incident Command (IC) or Unified Command (UC). An evacuation effort involves an organized and supervised effort to relocate people from an area of danger to a safe location. Tactical decisions, such as detailed evacuation areas, specific routes, road closures and temporary evacuation points are decided in the field by IC or UC based upon the dynamics of the incident.

### **Coordination of the Evacuation Process**

If the emergency only impacts a local jurisdiction, the decision to evacuate will be made at the local jurisdiction level with regional collaboration.



- Based on the information gathered, local jurisdictions will make the determination on whether to evacuate communities as the need arises, on a case-by-case basis
- The decision to evacuate will depend entirely upon the nature, scope, and severity of the emergency, the number of people affected, and what actions are necessary to protect the public
- Local jurisdictions may activate their EOC and conduct evacuations according to procedures outlined in their EOP
- The OA EOC will support evacuation efforts
- The Evacuation Annex is automatically activated when an incident occurs requiring an evacuation effort that impacts two or more jurisdictions within the OA or when there is an evacuation in the unincorporated area necessitating response from the County

If the emergency impacts multiple jurisdictions within the OA:

- All impacted jurisdictions may activate their EOCs and the OA EOC will be activated, including the OA EOC JIC
- The OA EOC will begin obtaining situational awareness, understanding the severity of the incident
- The OA EOC will coordinate with fire, law enforcement, public health, and other relevant support agencies to obtain recommendations on protective actions
- The OA EOC will coordinate with jurisdictional EOCs, emergency management personnel and other public safety personnel; the Policy Group within the EOC will coordinate with jurisdictional leaders across the OA to identify command decisions, including:
  - Gaining regional situational awareness
  - Determining response status
  - Reviewing status of initial protective actions
  - Considering additional protective actions
  - Evaluating public information needs
  - Determining next steps
  - Establishing a schedule for internal and external updates
- The OA EOC JIC will coordinate emergency public information to citizens in accordance with procedures established in ESF 15: External Affairs
- The OA EOC may support coordinating the evacuation response according to the OA EOP, including:
  - Providing transportation for those who need assistance through the



- activation of emergency transportation services agreements
- Provide support for individuals requiring additional or differently delivered response assistance during the evacuation process, which may include, but is not limited to, helping with wayfinding, supervision, and language interpretation
- Coordinate and communicate with the private sector, community-based organizations, and faith-based organizations to utilize services and resources available to support the response
- Coordinate the provision of accessible care and shelter services

### **Evacuation Nomenclature**

Evacuation orders should be issued when there is a clear and immediate threat to the health and safety of the population and it is determined that evacuation is the best option for protection. The County of Riverside will utilize nomenclature contained in FireScope, to communicate evacuations:

**Evacuation Warning:** Alerts people in an affected area(s) of potential threat to life and property. An Evacuation Warning considers the probability that an area will be affected within a given time frame and prepares people for a potential evacuation order. Evacuation Warnings are particularly necessary when dealing with a variety of time dependent issues such as persons requiring additional time to evacuate themselves and/or large animals.

**Evacuation Order:** Requires the immediate movement of people out of an affected area due to an imminent threat to life.

**Shelter-In-Place:** Advises people to stay secure at their current location. This tactic shall only be used if an evacuation will cause a higher potential for loss of life. Consideration should be given to assigning incident personnel to monitor the safety of citizens remaining in place. The concept of shelter-in-place is an available option in those instances where physical evacuation is impractical. This procedure may be effective for residential dwellings in the immediately impacted areas, or for large facilities that house a high percentage of non-ambulatory persons (e.g., hospitals and skilled nursing facilities). Sheltering-in-place attempts to provide a safe place within the impacted area.

## **2.2 Evacuation Primary Roles**

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All agencies and organizations that will support the OA EOC Evacuation Re-Entry Unit are responsible for designating and training representatives of their agency and ensuring that appropriate agency specific standard operating procedures are developed and maintained. Agencies must also identify staff and maintain notification procedures to ensure appropriately trained agency personnel are available for extended emergency duty in the County EOC, agency DOC, or field command posts, as needed.



### **2.2.1 Riverside County Sheriff's Office Operations Center (OOC)**

During any evacuation event that exceeds normal Riverside County Sheriff's Office capacity, the Riverside County Sheriff's Office Operations Center (OOC) will be activated. While the OOC is a specific location, elements of the OOC are performed concurrently by the Sheriff's Emergency Response Team regardless of the location. The law enforcement function, within Unified Command and supported by the Sheriff's OOC, will coordinate evacuation and re-population activities. In the event the OA EOC is activated, the EOC Law Enforcement Branch will activate to support the countywide evacuation and re-entry functions. The Law Branch will be staffed through the Sheriff's OOC. Incident information and resource needs will be communicated from the Sheriff's OOC to the OA EOC Law Enforcement Branch.

#### **The following functions will take place at the Sheriff's OOC:**

- Provide staff to fulfill the EOC Law Branch assignment
- Utilize the five (5) functions of the Incident Command System (ICS) and filling Planning, Logistics, and Finance sections; the Operations section will be under the direction of the IC
- Support Incident Command/Unified Command and identify ground transportation corridors in the Riverside County OA to use as primary evacuation routes during an evacuation
- Initiation of off-duty personnel recall
- Request and coordinate regional law enforcement resources under the California Master Mutual Aid Agreement
- Request mutual aid through the Operational Area Law Enforcement Mutual Aid Coordinator
- Staff resource staging areas
- Support the OA Law Enforcement Mutual Aid Coordinator in acquiring mutual aid resources, as necessary
- Complete and maintain status reports for major incidents requiring or potentially requiring OA, Federal, and/or State response
- Maintain the status of unassigned law enforcement resources
- Maintain expenditure records to facilitate reimbursement

### **2.2.2 Riverside Operational Area EOC (OA EOC) Law Enforcement Branch**

During an activation of the OA EOC, evacuation and re-entry law enforcement functions will be performed by Unified Command and supported by the EOC Law Enforcement Branch. The evacuation mission of the OA EOC Law Enforcement Branch is to obtain Sheriff's OOC situation reports and requests, and coordinate requests for resource support that fall outside of the Law Enforcement and Fire and Rescue Mutual Aid Systems. Law enforcement mutual aid requests will be coordinated through the Sheriff's OOC. The branch will supply the Sheriff's OOC with information, situational awareness and countywide objectives developed in



the OA EOC. The EOC Law Branch may expand, or contract based on the needs of the situation. The Law Enforcement Branch will link the OA EOC to the following:

- Sheriff's OOC
- Incident Command for incidents under the management of law enforcement services, as appropriate
- Evacuation teams
- Supporting law enforcement agencies

**Overarching Responsibilities:**

- Support law enforcement functions locally and regionally for evacuation and re-entry activities
- Base evacuation decisions on the specifics of the incident; factors such as characteristics of the populations affected, capacity to move or shelter people, roadway conditions, health and safety issues, and the duration of sheltering will be instrumental in making the decision to evacuate or to shelter-in-place
- Communicate and support regional evacuation efforts through the OA EOC
- Assist people at risk in evacuating when officials recommend evacuating
- Identify issues causing individuals to decide against evacuations and attempt to overcome barriers to promote protective actions by the whole community
- Arrange transportation to evacuees without access to personal vehicles through the EOC's support
- Consider evacuation complexities related to the following:
  - Evacuating individuals requiring additional or differently delivered transportation assistance by providing accessible transportation
  - Ensure any durable medical equipment is transported with the person
  - Evacuate service animals with their owner

**2.3 Evacuation and Re-Entry Planning Considerations**

Evacuation is a process by which people are moved from a place where there is immediate or anticipated danger to a place of safety, offered appropriate temporary shelter facilities, and when the threat to safety is gone, enabled to re-enter the evacuated area to return to their normal activities, or to make suitable alternative arrangements.

**2.3.1 Evacuation Operations**

An evacuation of any area requires significant coordination among public, private, and community/non-profit organizations. The event may or may not allow time for responders to conduct evacuation notification in advance of immediate threat to life safety. Incidents may occur with little, or no notice and certain evacuation response operations will not be feasible. Every attempt will be made



to assist residents with safe evacuation and risks to first responders is an additional important consideration. Residents are encouraged to help their neighbors, friends, and family to evacuate if doing so will not cause danger to themselves or others.

The County will coordinate with cities in the OA, the region, and the state concerning the destinations for evacuees and the flow of transportation assets. Coordination will ensure the jurisdictions receiving evacuees from an impacted area agree to accept these individuals prior to evacuation. Local jurisdictions will work with law enforcement agencies to identify and establish evacuation points. These evacuation points will serve as temporary safe zones for evacuees and will provide basic needs such as food, water, and restrooms. Some evacuation points may be converted into shelter locations if necessary. Coordination with any state and Federal support will be through the Operational Area.

If an action to evacuate is decided by Cal Fire and Law Enforcement Incident Commanders to preserve life, appropriate lead time must be figured into the planning. It may be necessary to activate evacuation plans as much as 72 hours prior to the time an evacuation is likely to be ordered. Resources may need to be mobilized as much as 48 hours prior to the start of evacuations to have sufficient capacity in place once the evacuation order is given.

There are limits in weather forecasting, including the variables in the track, intensity, and forward speed of weather systems. This makes it difficult for decision makers to commit costly resources in a timely manner.

There are interdependencies between shelters and transportation, such as the transportation assets needed to carry out evacuations are based on the number of people needing to be evacuated, the availability of privately-owned transportation vehicles, the number of evacuees with specific mobility and medical needs, the time available to conduct evacuation operations, and the distance to and the availability of shelters. If shelters are located too far away, transportation assets may be able to only make a singular trip. It is critical to identify shelters for the general population that are as close to these communities as safely possible. The designation and distance to shelters for household pets or shelters that will accommodate pets is also important.

The needs of children must be recognized and considered during evacuations. In a spontaneous evacuation, large numbers of children could be located away from their parents or guardians, in schools, childcare facilities, or other locations. Reunification of children separated from their parents will be a concern during evacuations, and planning must be given to accomplish this.





### **2.3.2 Law Enforcement Mutual Aid**

The Riverside County Sheriff's Office is located within Mutual Aid Region VI and the Southern Administrative Region. The Riverside Sheriff serves as the OA Law Enforcement Mutual Aid Coordinator and is responsible for the overall coordination of law enforcement mutual aid in the Riverside County OA. If an evacuation response exceeds normal Riverside County Sheriff's Office capacity, a request for mutual aid assistance will be made through the Law Enforcement Mutual Aid System. When local law enforcement resources have been exhausted within the OA, the OA Law Enforcement Mutual Aid Coordinator, or an alternate, will submit resource requests to the Region VI Law Enforcement Mutual Aid Coordinator. If the Regional Law Enforcement Mutual Aid Coordinator determines resources are insufficient within the region, he/she will then contact the Cal OES Law Enforcement Mutual Aid Coordinator who will contact all necessary regions within the state. The Cal OES Law Enforcement Branch Chief serves as the State Law Enforcement Mutual Aid Coordinator and manages the statewide response. The Cal OES Law Enforcement Branch can also assist a local agency in seeking the assistance of federal law enforcement agencies or resources, e.g., the Federal Emergency Management Agency (FEMA), the US Department of Justice, or other agencies.

### **2.3.3 Evacuation and Care of Animals**

The Pets Evacuation and Transportation Standards Act of 2006 amends the Stafford Act, and requires evacuation plans to consider the needs of individuals with household pets and service animals, prior to, during, and following a major disaster or emergency. The Riverside County Department of Animal Services has plans in place to transport and shelter pets in a disaster. Supporting organizations, such as the Riverside Emergency Animal Rescue System (REARS) and the Riverside Humane Society, and private animal care shelters will assist in the rescue, transport, and sheltering of small and large animals. MOUs need to be formalized with other agencies/organizations, especially for the transportation of large animals, such as horses. Owners of livestock are responsible to transport their own farm animals, however the Riverside County OA will assist in identifying locations to house the evacuated stock. Only non-emergency resources and personnel, such as public and private animal services agencies, will be used to rescue and transport animals during an evacuation effort.

It is assumed that residents that have their own means of transportation will evacuate with their small household pets. Residents that do not have access to vehicles will need to secure their pets in cages or carriers as they arrive at the transportation points. Animal Control Officers will work with animal services agencies and volunteers to develop an animal tracking methodology. If these residents do not have the required cages or carriers, they will be asked to secure their animals in their homes. This strategy places responsibility upon individual owners and will require a public education component that informs the public that carriers or cages will be required for pet evacuations and recommends that pet



owners microchip their animals for identification purposes. It is recognized that owners may refuse to evacuate their homes if they are required to leave their pets behind. Individual jurisdictions will need to identify strategies to address pet evacuations.

### **2.3.4 Sheltering of Evacuees**

The decision on whether to evacuate or shelter-in-place must be carefully considered with the timing and nature of the incident. An evacuation effort involves an organized and supervised effort to relocate people from an area of danger to a safe location. Although evacuation is an effective means of moving people out of a dangerous area, due to its complexity and the stress it puts upon the population, it is considered as a last resort option. Sheltering-in-place is the practice of going or remaining indoors during or following an emergency event. This procedure is recommended if there is little time for the public to react to an incident and it is safer for the public to stay indoors for a short time-period rather than travel outdoors. Sheltering-in-place may be a more effective protection measure than an evacuation, especially following a chemical, radiological, or biological incident. Sheltering-in-place also has many advantages because it can be implemented immediately, allows people to remain in their familiar surroundings, and provides individuals with everyday necessities such as the telephone, radio, television, food, and clothing. However, the amount of time people can stay sheltered-in-place is dependent upon availability of food, water, medical care, utilities, and access to accurate and reliable information.

Sheltering-in-place is the preferred method of protection for people that are not directly impacted or in the direct path of a hazard. This will reduce congestion and transportation demand on the major transportation routes for those that have been directed to evacuate by police or fire personnel.

When it is not possible to have citizens shelter in place, the population will need to be evacuated and transported, as necessary, to shelters. The County of Riverside has planned for shelters in collaboration with the American Red Cross (ARC). The ARC approved shelter sites only represent potential sites that may be activated during an evacuation. During an emergency, shelters are activated once an initial safety assessment is conducted to determine which sites are not in an unsafe location. It is probable that other unofficial shelters will be activated by faith-based organizations and other public and private agencies. Jurisdictions should recommend that residents work with authorities to identify shelter locations.

In a large event, spontaneous or non-traditional shelters are likely to appear in the OA. Spontaneous shelters are sites that are not requested or physically supported by the ARC, OA, or local jurisdictions. Moreover, the OA may not be aware that these shelters are in operation. The spontaneous shelters may be operated by volunteer organizations that may not be known to response agencies or formally established.



The shelter organizations can manage and equip the shelter on their own or may request support from the OA and the ARC. When a spontaneous shelter receives operational support from the ARC or the OA, it becomes a government-sanctioned shelter. As such, it must follow the guidance and information needs of the OA, including adherence to operating policies and procedures, providing standardized services, and submitting daily status reports.

### **2.3.5 Special Evacuation Considerations**

It is essential that accurate and timely information is provided to evacuees during an evacuation effort. Evacuees must be provided real-time and accessible information updates regarding road conditions, evacuation routes, and availability of shelters, evacuation times, and other vital information. Travel and evacuation information can be provided through the Emergency Alert System (EAS) or the Alert Rivco, portable electronic messaging signs.

It is recommended that local jurisdictions consider posting signs along major evacuation transportation corridors that provide information about emergency numbers or radio stations that can be used during an emergency.

Evacuees may need practical and/or functional assistance in communication, mobility, maintaining independence, transportation and medical care. Individuals may require additional or differently delivered support or assistance during an evacuation.

The tracking, embarkation, transportation, care, feeding, and sheltering of household pets can significantly impact the ability to safely evacuate the general population. The County will consider alternative methods for owner and pet evacuation, such as identifying and providing locations to which household pets may be evacuated; providing logistical support for the care, immunization, and quarantine of household pets; providing specifications for vehicles that can be used to evacuate household pets; coordinating with private industry for household pet evacuations; and, planning for the co-location of pet shelters near general populations when possible. Service animals will be evacuated with their owners.

If evacuation of public schools is required, students will normally be transported on school buses to other schools outside the risk area. It is essential that the public is provided timely information on where parents or guardians can pick up their children and the security procedures that are in place to ensure their protection. In addition, it is assumed that transportation arrangements can be made with hotels/motels for the evacuation of tourists.

Evacuation efforts may be impacted when they are done in response to a large-scale hazardous materials (HazMat) incident. Evacuation decision makers will consult with available local HazMat officials as appropriate regarding the location of embarkation sites and evacuation routes. Riverside County will retain primary responsibility for victim screening and decontamination operations in response to



HazMat incidents when necessary. Appropriate personnel and equipment must be available.

An evacuation could present a range of implications for many of the critical infrastructure and key resources (CIKR) sectors within the impacted area. The evacuation could directly affect CIKR operations, supply lines, and/or distribution systems.

### **2.3.6 Access and Control Security**

Once an area is evacuated, it needs to be kept clear for security reasons, the safety of responders, and to keep individuals out of hazardous areas. Perimeter control is normally accomplished by establishing Access Control Points, roadblocks, or road closures supplemented by suitably equipped mobile patrols.

After people have been evacuated, access back into the damaged areas will be controlled to secure the area and protect public safety. Access Control Points will be established through staffed checkpoints, roadblocks, or road closures and can be used to establish outer and inner perimeter controls. The outer perimeter control will be used to provide information and reduce sightseeing traffic. The inner perimeter control will function to restrict traffic to emergency response vehicles and personnel only. When possible, law enforcement personnel will also conduct periodic patrols within the secured areas, to deter theft and looting of abandoned residences. Access back into the evacuated areas should initially be limited to:

- Emergency service and public works personnel
- Utility companies engaged in restoring utility services
- Contractors restoring damaged buildings, clearing roads, and removing debris
- Commercial vehicles delivering food, essential supplies, life support equipment, construction supplies, and other related materials
- Media representatives

Law enforcement will be present at designated evacuation and transportation points and shelter sites for security, crowd control, and to deter criminal activity. Local law enforcement agencies can request mutual aid from the Riverside County Sheriff who serves as the OA Law Enforcement Coordinator.

Law enforcement personnel should establish protocols for allowing critical employees, including essential medical and volunteer staff, through roadblocks. Law enforcement should also consider making allowances at blockades, shelters, and other impacted areas for attendants, home health aides, visiting nurses, guide animals, and other individuals that are crucial to the immediate health care needs of evacuees.



### **2.3.7 Re-Entry Planning Considerations**

Evacuation coordination will include considerations to facilitate return of evacuated residents. Unified Command will initiate re-population activities, based on clearance from the Incident Commander, in consultation with the Operations Section Chief at the OA EOC. The Law Branch will communicate the re-entry procedures with all involved agencies and ensuring effective collaboration. In the event the OA EOC has been deactivated, the Incident Commander will initiate re-entry procedures. Priorities for re-entry include:

- Safety
- Security
- Damage Assessment
- Restoration of Services
- Communication of Information

The impacted areas must be thoroughly investigated to ensure it is safe for residents to return and normal operations have been restored. This assessment will include verification that:

- Structures and trees are deemed safe
- Damage and safety assessment have been completed
- There are no leaking or ruptured gas lines or downed power lines
- Water and sewer lines have been repaired
- Search and rescue operations have been completed
- There are no hazardous materials that can threaten public safety or appropriate warnings have been issued
- Water has been deemed safe or appropriate warnings have been issued
- Major transportation routes are passable, and debris has been removed from public right-of-way
- There is no threat to public safety and other significant hazards have been eliminated

The public will be notified of the re-entry status through emergency broadcast radio, television, press releases, internet, 211, Alert RivCo, community briefings, and informational updates at shelters. Once evacuees are permitted to return, it is important that procedures are established to properly identify residents and critical support personnel as well as ensure the legitimacy of contractors, insurance adjustors, and other personnel. Law enforcement personnel should staff re-entry points.

Transportation resources will have to be coordinated to return evacuees that require transportation assistance from evacuation points or shelters back to their communities. Traffic management plans will need to be established for the return of evacuees, which include the identification of preferred travel routes. Relief agencies such as the American Red Cross and the Riverside University Health System-Public Health will also need to work closely with residents to provide information material and assistance.



When permitted to leave the shelters and return to their homes, there is a potential that people may not be able to enter their dwellings, especially if required ramps or other means of access have been destroyed. Due to these considerations, short-term accessible housing must be identified. Potential sites could be hotels or motels, apartment buildings, or portable trailers with ramps. It is also important that these temporary housing sites are in proximity to necessary support networks.

Each local jurisdiction EOC will be responsible for making the determination that re-entry has been completed for its jurisdiction, and promptly informing the OA EOC. Following confirmation from all affected jurisdictions that the re-entry process is complete, the OA EOC will notify every local EOC in the affected area of the date and time of completion.

## 2.4 Information Flow

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Evacuation and Re-Entry ESF operations include communication across several coordination levels during an incident requiring evacuations. The following information provides an overview of the coordination levels that maintain communication during a law enforcement event, showing the relationship between the coordination levels.

### Field Operations

- Conduct necessary activities to evacuate the population from a hazardous area and secure the area until the evacuation order is cancelled, and re-entry of the population is complete
- Submit situation status reports to the Sheriff's OOC or OA EOC

### Incident Command Post/Unified Command (ICP/UC)

- Coordinate field operations and resource utilization
- Maintain communications with Sheriff's DOC (SDOC)

### Branches (if activated)

- Maintain contact with field divisions

### Sheriff's 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
- Provide situation status reports to the OA EOC Evacuation and Re-Entry Unit in the Law Enforcement Branch



## OA EOC Law Enforcement Branch

- Gather information from field and/or Sheriff's OOC representatives on a continual basis
- Submit frequent situation status reports to the OA EOC Planning Section
- Coordinate with regional, state, or federal entities as necessary
- Submit information about support operations, needed resources, and field situation status to the Operations Section Chief

## 2.5 Organization and Structure

The Operational Area Emergency Operations Center is organized for SEMS and NIMS compliance as outlined below.

### 2.5.1 Organization

The organization chart in the base plan depicts the relationship between the OA EOC Fire and Rescue Branch, its functional units, and the various involved departments, as well as its coordination within the OA EOC. Reference the EOC organizational Chart in the EOP base plan for any questions.

### 2.5.2 Roles and Responsibilities

The following table identifies the overall roles and responsibilities of each entity that may be involved with Evacuation and Re-Entry ESF implementation. Entities needed to support evacuation and re-entry operations will vary and will be determined according to the needs of the incident.

Entity	Responsibility
<b>County/OA Entities</b>	
<b>OA EOC Law Enforcement Branch Coordinator</b>	<ul style="list-style-type: none"><li>▪ Identify and communicate evacuation efforts with local jurisdictions that may be affected by the evacuation</li><li>▪ Report situation and damage assessments to the EOC</li><li>▪ Support and maintain files of all initial assessment reports</li><li>▪ Communicate and support the development of after-action reports</li><li>▪ Provide initial field situation reports and updates from field units and Aerial Support to Regional Enforcement Agencies</li><li>▪ Communicate with the EOC to request the American Red Cross for potential and</li></ul>



Entity	Responsibility
	<p>confirmed evacuation and shelter needs of displaced population</p> <ul style="list-style-type: none"> <li>▪ Coordinate the provision of transportation resources to evacuees requiring transportation assistance</li> <li>▪ Participate in OA EOC briefings</li> <li>▪ Contribute to the EOC Action Plan</li> <li>▪ Collect Situation Reports from the Sheriff's DOC to support the OA EOC</li> <li>▪ Communicate response activities with supporting agencies and other ESFs</li> <li>▪ Establishing and maintaining communications with law enforcement branches at local EOCs and the Cal OES Regional EOC (REOC)</li> <li>▪ Coordinating and tracking the use and availability of local jurisdiction and field law enforcement resources from the OA EOC</li> <li>▪ Receiving requests for non-law-enforcement resources from the Operational Area Law Enforcement Mutual Aid Coordinator and transmitting those requests to the appropriate Operational Area EOC personnel</li> <li>▪ Facilitate Sheriff's OOC to OA EOC communications</li> <li>▪ Provide frequent situation status updates to the OA EOC Planning Section</li> <li>▪ Coordinate law enforcement activities with other departments represented in the OA EOC</li> </ul>
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Provide support to the OA EOC during any large-scale incident in the Riverside County OA involving law enforcement response activities</li> <li>▪ Assist in acquiring mutual aid resources, if needed</li> <li>▪ Assist in acquiring regional, State, and Federal resources, as needed</li> <li>▪ Coordinate evacuation efforts with local jurisdictions that may be affected by the evacuation</li> </ul>





Entity	Responsibility
	<ul style="list-style-type: none"> <li>▪ Direct and coordinate resources in support of evacuation efforts</li> <li>▪ Approve release of warnings, instructions, and other emergency public information related to the evacuation effort</li> <li>▪ Report situation and damage assessments</li> <li>▪ Maintain expenditure records to facilitate reimbursement</li> <li>▪ Coordinate and maintain files of all initial assessment reports</li> <li>▪ Coordinate the development of after-action reports</li> </ul>
<b>Mutual Aid Law Enforcement Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide resource and/or staffing support to law enforcement operations during events that exceed Riverside County Sheriff's Office personnel or equipment capabilities</li> </ul>
<b>Riverside County Fire Department</b>	<ul style="list-style-type: none"> <li>▪ Assist with evacuations and medical response</li> <li>▪ Coordinate urban search and rescue operations</li> <li>▪ Provide fire protection and search and rescue in the vacated areas</li> <li>▪ Support public safety in the evacuation execution</li> </ul>
<b>OA Law Enforcement Mutual Aid Coordinator</b>	<ul style="list-style-type: none"> <li>▪ Confirm an emergency or anticipated emergency exists</li> <li>▪ Establish that the involved local agency's resources are inadequate to meet the demands of the incident (and meet the criteria for a mutual aid request)</li> <li>▪ Obtain the mission(s) for responding personnel</li> <li>▪ Through coordination with the Incident Commander, determine the quantity and type of resources needed to accomplish the mission(s)</li> <li>▪ Determine where to stage the incoming mutual aid resources</li> <li>▪ Identify the Liaison Officer of the requesting agency who will serve as the point of contact</li> </ul>



Entity	Responsibility
	<ul style="list-style-type: none"> <li>▪ Ensure all agencies establish appropriate documentation procedures</li> <li>▪ Ensure responding resources are demobilized as soon as they are no longer needed</li> </ul>
<b>Animal Services</b>	<ul style="list-style-type: none"> <li>▪ Direct emergency animal control operations during a disaster within the unincorporated areas and contracted jurisdictions</li> <li>▪ Coordinate emergency animal control operations during a disaster if more than one jurisdiction is impacted</li> <li>▪ Develop and implement a system to identify and track animals received during a disaster</li> <li>▪ Coordinate the transportation of animals to animal care facilities as requested</li> <li>▪ Request REARS to assist in animal evacuations as needed</li> </ul>
<b>Regional/State/Federal Entities</b>	
<b>Cal OES</b>	<ul style="list-style-type: none"> <li>▪ Coordinate state and federal resources to aid in disaster recovery for individuals, families, certain private nonprofit organizations, local and state government</li> <li>▪ Coordinate requests for state and federal emergency declarations</li> <li>▪ Participate in damage assessments</li> <li>▪ Provide environmental/historical, engineering and technical assistance</li> <li>▪ Administer State and Federal Public Assistance and hazard mitigation grants, including payment and processing</li> <li>▪ Provide program oversight of other state-administered disaster recovery</li> <li>▪ Lead community relations elements in times of disaster</li> <li>▪ Coordinate the establishment of Joint Field Offices, Disaster Resource Centers, and Local Assistance Centers</li> </ul>
<b>CHP</b>	<ul style="list-style-type: none"> <li>▪ Provide initial reports on damage to roads, highways and freeways</li> </ul>



Entity	Responsibility
	<ul style="list-style-type: none"> <li>▪ Coordinate with Caltrans and local jurisdictions as applicable to barricade or secure unsafe sections of roadway</li> <li>▪ Assist emergency vehicles and equipment in entering or leaving hazardous areas</li> <li>▪ Monitor truck traffic to ensure safe transport of debris during debris removal and demolition operations</li> <li>▪ Coordinate the Interstate traffic during the evacuation</li> <li>▪ Coordinate re-entry of displaced populations per the County's Re-Entry Protocol</li> </ul>

## **2.6 Notification and Activation**

### **2.6.1 Notification**

In the event of a large-scale incident with the potential for evacuations, the Riverside County Sheriff's Office Incident Commander(s) and the OA EOC Director will assess the situation and determine the activation of the Evacuation and Re-Entry ESF. If it is necessary to activate the Sheriff's DOC and/or the OA EOC, notification will be issued to the EOC Deputy Director and all relevant supporting departments. Notification will be distributed via the most appropriate communications method for the event requirements, and will detail event information, reporting instructions, and any relevant coordination information.

### **2.6.2 Activation**

The Riverside County Sheriff's Office or the OA EOC Director may implement the Evacuation and Re-Entry Functional ESF when an incident has occurred requiring evacuation of the population. The level and area of evacuation will be determined according to damage assessment and the dangers within the community.

#### ***Step 1: Conduct Initial Assessment***

- Determine if event requires an evacuation:
  - Conduct initial damage assessments and potential for further hazards
  - Determine the evacuation and boundaries of the evacuation area and the resources needed to conduct the evacuation

#### ***Step 2: Activate Sheriff's OOC; Provide Staff to the OA EOC***

- If appropriate, activate Sheriff's OOC



- If EOC is activated, designate department representatives to staff the Evacuation and Re-Entry Unit and the following OA EOC Law Enforcement Branch positions:
  - Law Enforcement Branch Coordinator
  - Traffic Management Unit
  - Fatalities Management Unit
  - Facilities Security Unit
- Notify and request assistance from supporting departments

**Step 3: Analyze Information and Coordinate Response**

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

**Step 4: Obtain Resources, Release Public Information**

- Coordinate resource requests through the Sheriff's DOC Logistics Section and the OA EOC Logistics Section
  - Determine transportation needs
  - Assess the need for shelters
  - Release alert and warning information and notice of evacuations through the Public Information Officer (PIO) and the JIC
  - Request mutual aid, if needed, through the OA Law Enforcement Mutual Aid Coordinator; if additional mutual aid is necessary, notify Law Enforcement Region VI Mutual Aid Coordinator of requests
- Disseminate accessible emergency information and guidance to public, private, and government organizations
- Ensure emergency information is coordinated with other responding departments and the JIC
- Notify and request assistance from supporting departments
- Initial public information includes, but is not limited to, the following:
  - Damage assessment and estimated/anticipated duration



- Evacuation routes, streets and road corridors
- Actions that businesses, industries, and residents should take
- Notification of the cancellation of the evacuation order when appropriate
- Instructions to evacuees regarding re-entry and transportation assistance
- Information to people that need long term sheltering due to damage at the home or place of residence
- Overall steps to be taken by the government and citizens to return to normal operation after the event

**Step 5: Continue to Monitor, Track, and Inform**

- Maintain communication between field operations, the Sheriff's OOC, and the OA EOC
  - Provide frequent situation status reports from the Sheriff's OOC to OA EOC Law Enforcement Branch, and
  - From the OA EOC Law Enforcement Branch to Planning Section, Situation Status Unit
- Ensure that resources are appropriately accounted for and tracked
- Implement Law Enforcement ESF priorities of the EOC Action Plan assigned to the Law Enforcement Branch
- Notify and consult with subject matter experts from federal, state, regional, and local authorities as needed
- Continue the coordination, collection, and reporting of event information through JIC

**2.6.3 Deactivation/Demobilization**

The Evacuation and Re-Entry ESF will be deactivated when the need for evacuations has diminished or ceased. Deactivation of the Evacuation and Re-Entry 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 Sheriff's DOC, OA EOC Director, and/or Operations Section Chief, as appropriate.

**3. Hazards Potentially Requiring Evacuations and Cross References**

Evacuations are anticipated by Riverside County jurisdictions as indicated in the 2023 Local Hazard Mitigation Plan. The table below outlines the most common hazards with the most potential to cause an evacuation in the OA and the jurisdictions which are most likely to be affected by these hazards.



<b>Major Hazards in the OA Potentially Requiring an Evacuation</b>					
<b>Jurisdiction</b>	<b>Earthquake / Power Failure</b>	<b>Wildfire / Structure Fire</b>	<b>Flood</b>	<b>Dam Failure</b>	<b>Terrorism</b>
Banning	X	X	X		X
Beaumont	X	X	X		X
Blythe	X		X		X
Calimesa	X	X	X		X
Canyon Lake	X	X	X		X
Cathedral City	X		X		X
Coachella	X				X
Corona	X	X	X	X	X
Desert Hot Springs	X	X	X		X
Eastvale	X	X	X	X	X
Hemet	X	X	X	X	X
Indian Wells	X		X		X
Indio	X				X
Jurupa Valley	X	X		X	X
La Quinta	X	X	X		X
Lake Elsinore	X	X	X	X	X
Menifee	X	X	X	X	X



**Riverside County**  
*Emergency Operations Plan*

Moreno Valley	X	X	X	X	X
Murrieta	X	X	X	X	X
Norco	X	X	X	X	X
Palm Desert	X	X	X		X
Palm Springs	X	X			X
Perris	X	X	X	X	X
Rancho Mirage	X	X	X		X
Riverside	X	X	X	X	X
San Jacinto	X		X	X	X
Temecula	X	X	X	X	X
Wildomar	X	X	X	X	X
County Unincorporated Areas	X	X	X	X	X

\*\*Please refer to individual annexes for additional hazard priorities for participating jurisdictions.

County of Riverside Emergency Operations Plan /Annex Cross Reference.

During a response, the following functional support documents shall be used as deemed necessary:

- Hazard Specific Concept of Operations (ConOps) or plans including but not limited to the following:
- Riverside County Evacuation, Safety Assessment and Re-Entry ConOps
- County of Riverside Dam & Levee Failure Plan
- Catastrophic Earthquake Plan



- Civil Unrest ConOps
- Where County departments have tasks assigned relative to this Annex, please refer to that specific department's SOP





# **Emergency Support Function 17: Volunteer and Donations Management**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most of this annex is available for public review. Refer any request for a copy of this document to the County of Riverside Emergency Management Department at (951) 358-7100.



## Riverside County EOP Functional Emergency Support Function #17: *Volunteer and Donations Management*

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

<b>Lead Agency (Donations Management)</b>	The County of Riverside Emergency Management Department (EMD) provides oversight to Riverside County Voluntary Organizations Active in Disaster (VOAD), a collaboration of nonprofit entities who serve the needs of the whole community before, during and after disasters. VOAD can accept, track, manage and distribute donations.
<b>Supporting Agencies</b>	Riverside County Counsel (COCO); Riverside County Office on Aging (OOA); Riverside County Department of Public Social Services (DPSS); Riverside County Sheriff’s Office (RSO); Riverside County Transportation Land Management Agency (TLMA); Riverside County Veterans Services; Riverside University Health System-Public Health (RUHS-PH); California Governor’s Office of Emergency Services (Cal OES); California Volunteers (CalVolunteers); Inland SoCal 211.
<b>Lead Agency (Volunteer Management)</b>	Riverside County Human Resources (HR).

### 1.2 Emergency Support Function Responsibilities

Agencies	Responsibilities
<b>EMD</b>	<ul style="list-style-type: none"> <li>▪ Based on the situation and identified needs, activate the VOAD Liaison position within the Operational Area Emergency Operations Center (OA EOC) to assess the situation and recommend volunteer and donations management actions.</li> <li>▪ Serve as oversight coordinator of the volunteer and donations management system.</li> <li>▪ Assign a VOAD representative to serve as the VOAD Liaison.</li> <li>▪ Provide coordination through the Whole Community Assessment Unit Leader and VOAD Liaison to the Joint Information Center (JIC) to notify the contributing public of specific goods and materials that are needed to directly support the affected residents.</li> <li>▪ Activate the OA EOC Logistics position to support and manage volunteers. Depending on incident size and complexity, spontaneous volunteers may be</li> </ul>



	coordinated through the VOAD Liaison.
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<b>Supporting Agencies</b>	<ul style="list-style-type: none"><li>▪ Support the storage and allocation of donated goods and materials and support the movement of these items to identified sites.</li><li>▪ Provide local governmental and non-governmental organization staffing to serve as managers and distributors of donated funds, goods, materials, and services.</li><li>▪ Activate volunteer groups and available resources within each agency/department to coordinate volunteers and receive monetary and in-kind donations.</li><li>▪ Outline the roles and responsibilities of key partners for coordinating volunteers, monetary, and in-kind donations.</li></ul>
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### 1.3 Purpose

The Volunteer and Donations Management Emergency Support Function (ESF) to the Riverside County Operational Area (OA) Emergency Operations Plan (EOP) provides a system for the operation of a flexible OA-level volunteer and donations management system. This system is designed to receive, process, and distribute various donated goods, materials, and services that are given or sought to assist disaster survivors. Cash donors are directed to charitable organizations. This ESF will provide the capability for the OA to effectively activate the organizations that can efficiently get resources to organizations providing goods, materials, and services to people adversely affected by disaster. In most cases, the OA EOC will rely on nonprofits (VOAD) to collect and distribute such goods, materials, and funds directly to the affected residents. Typically, spontaneous volunteers are not managed by the County; instead, such volunteers are referred to agencies such as the American Red Cross (ARC), which could immediately accept such volunteers.



## 1.4 Scope

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This ESF is designed for use by all jurisdictions within the Riverside County OA. It outlines coordination at the OA level for managing volunteers and donations during a disaster's response, relief, and recovery phases.

## 1.5 Definitions

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### Monetary Donations

Monetary donations are financial contributions from donors designated for disaster response, relief, and recovery. This is the preferred method of contribution by most local and national organizations providing disaster relief and recovery services. The County does not request monetary donations on behalf of residents; however, in some cases, non-profits may make such requests to continue to aid them.

### In-Kind Donations

In-kind donations are the contributions of goods and materials, both new and used, in a disaster. Most organizations only want new in-kind donations that are requested (e.g., baby formula, water, etc.) and can be provided in large quantities because of limited abilities to sort, organize and disperse items. The County does not generally have the ability or intent to accept such donations. Generally, VOAD organizations or other community nonprofits or faith-based organizations will receive such donations and immediately distribute them to affected residents. In some limited cases, the County may accept in-kind donations for things like water when residents arrive at a site and drop it off unannounced. These donations are directed immediately to the affected residents, and the County does not benefit from them.

## 2. Concept Of Operations (ConOps)

### 2.1 General Concepts

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As the lead agencies, EMD and HR will coordinate with support agencies to evaluate the needs of disaster survivors and determine if all or portions of this ESF will be implemented:

- Activation is dependent on the type and level of assistance needed. In many cases the level of assistance needed will not necessitate activation, since some volunteer and donation requirements during disasters can be handled by organizations as part of normal disaster operations.
- Any time the ESF is activated, in whole or part, close coordination with the JIC is essential to ensure donation needs, information on the availability of donated goods and materials, and pertinent information on the volunteer and donations management program is provided to the media for accessible dissemination to the public.
- When cash donations are offered or solicited, donors are encouraged to



contribute to a charitable organization. Cash donations are not accepted through EMD or the OA EOC.

## **2.2 Basic Functions**

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There are four basic functions of Volunteer and Donations Management:

### **2.2.1 Volunteer and Donations Hotline**

Inland SoCal 211 will serve as the dedicated Volunteer and Donations Hotline. The Hotline will receive, and process offers of donations and volunteer services. The Hotline will also provide information on acceptable donations and disaster relief organizations accepting various donations.

### **2.2.2 Donation Warehouse and Resource Staging Area**

In cooperation with the ESF lead agencies, the County Chief Executive Officer, OA EOC Director, and Logistics Section Chief will determine the activation and deactivation of an OA Donation Warehouse. The decision will be based on the probability and volume of needs during the emergency event.

- VOAD organizations will be engaged to provide management and staffing for the warehouse during the event. County and OA member agency staff may be required to provide temporary supervision and staff dependent upon volunteer availability.
- The primary Donations Warehouse is to be in a facility away from the disaster area but centrally located. There should be parking areas adjacent to the warehouse to be used as a staging area to manage traffic of inbound loads coming to the warehouse and any unsolicited or unexpected donations.
- The HR Safety Officer may be requested to inspect warehouses planned for use.
- The Donations Warehouse can receive solicited and unsolicited donations. Unsolicited shipments will be directed to the staging area adjacent to the Warehouse for inspection, inventory, acceptance, and delayed unloading so as not to interrupt scheduled donations.
- Warehouse operations shall include, but are not limited to, receiving, sorting, processing, recording, inventorying, and distributing donated goods and materials to disaster survivors. Sorting will determine whether items are usable or not. Unusable and/or unsanitary items will be discarded.
- The warehouse will remain active until deactivated by the Donations Coordination Team.
- The OA EOC may coordinate for security at such sites if determined to be necessary.

### **2.2.3 Unmet Needs Committee**

- During the demobilization of the Donations Warehouse, operations will shift to OA-level Long Term Recovery committees and related activities. The Unmet



Needs Committee will support disaster survivors who need assistance beyond the scope of this ESF.

- The term “unmet needs” refers to unmet individual and family needs that could not be met by government agencies or volunteer organizations during the response phase. In a continued attempt to meet these needs, a team approach can be implemented to ensure every effort has been made to connect disaster survivors to appropriate care and/or resources. A case worker from DPSS, OOA, Veterans Services, or another agency may be assigned to the Unmet Needs Committee. Various organizations can combine resources and talents to provide support. Once unmet needs have been met and/or all available resources have been exhausted, the case(s) will be closed.

#### **2.2.4 Volunteer Processing Center**

A Volunteer Processing Center (Center) serves as a location to process and register unaffiliated and trained medical volunteers and match their skills to agencies needing assistance responding to a disaster effectively and efficiently. A Center may be an American Red Cross Volunteer Processing Center, an OA Volunteer Reception Center, or a center of any other design or origin that provides for the effective and efficient processing of unaffiliated and trained medical volunteers.

Affiliated and trained volunteers are those individuals associated or identified with a service agency or disaster relief organization. Unaffiliated or spontaneous volunteers are not associated with a specific disaster relief organization. Trained medical volunteers are associated with the Riverside County Medical Reserve Corps, a function of EMD. The Center provides an efficient way to document volunteer registration, requests for volunteers, volunteer service hours, staffing costs, and incurred expenses.

- EMD and HR may determine the need to activate an OA-level Volunteer Processing Center.
- The Center will work with other agencies to process and refer spontaneous volunteers and may serve as the check-in site for trained medical volunteers.
- Depending on the situation and need, a Center may be activated to process and screen trained medical volunteers through the Riverside County Medical Reserve Corps.
- If EMD determines there is a need for a Center to be activated but there is no local capability to establish a Center, the OA EOC Director will notify Cal OES to request that state-level assistance be provided to the OA to enable a Center to be opened. Cal OES will then notify the Volunteer Coordination Team of the need for a Center. The Volunteer Coordination Team member agencies will partner with EMD to establish and operate a center.





## **2.3 Volunteer and Donations Management Activities by Phase**

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Volunteer and Donations management primarily occurs during a disaster's response phase; however, some activities may occur during the recovery phase.

### **2.3.1 Preparedness**

- Review and update this ESF annually.
- Coordinate with VOAD to aid in operating jurisdictions' volunteer and donation management programs.
- Brief media representatives to provide information on volunteer and donations management processes.
- Conduct donations management-related training and involve volunteer and donations management in exercises.

### **2.3.2 Response**

- Assemble members of the Donations Coordination Team to make recommendations regarding the appropriate activation level.
- Activate the program based on available information and anticipated needs.
- Through the JIC, provide the media with information regarding donation needs and procedures, and provide regular updates.

### **2.3.3 Recovery**

- The Volunteer and Donations Coordination Team will determine which volunteer and donations management facilities should open.
- Staff donations management facilities.
- Continually assess volunteer and donations management operations.
- Through the JIC, provide regular updates to the media regarding volunteer and donation procedures, progress, and status.
- Assess volunteer and donations management operations to determine when the donations management facilities and programs should be consolidated and terminated. These determinations are coordinated with the Unmet Needs Committee and the OA EOC.
- The Donations Management Coordinator will participate with the Unmet Needs Committee as needed to provide continuing assistance to affected populations.

## **2.4 Responsibilities by Level of Government**

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### **2.4.1 Federal**

The federal government may provide technical, logistical, managerial, resource, and workforce support for state volunteer and donations management.

### **2.4.2 State**

The state may provide technical, logistical, managerial, resource, and manpower support for OA volunteer and donations management.



### 2.4.3 Local

Local jurisdictions will activate this ESF and request, activate, and oversee the management of volunteer and donations management operations within their jurisdictions with the assistance and support of VOAD agencies.

### 2.4.4 Non-governmental Organizations

VOAD does not deliver services to the emergency site, but individual member organizations may do so. Member organizations provide a wide variety of emergency assistance. VOAD provides the overall coordination necessary to ensure that redundant or conflicting services are avoided, that needed volunteer resources are located, and that offers of donated goods, materials, services, and financial resources are handled expeditiously.

## 2.5 Organization and Structure

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### 2.5.1 Organization

The Riverside County OA Logistics Section is where the Spontaneous Volunteer Unit Leader is assigned. The VOAD Liaison is situated within the Operations Section.

### 2.5.2 Volunteer and Donations Management ESF Responsibilities

The following organizations are designated to assist the primary agencies with available resources, capabilities, and expertise in support of response and recovery operations under the Volunteer and Donation Management ESF entities needed to support Volunteer and Donations Management ESF operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>Emergency Management Department</b>	<ul style="list-style-type: none"><li>▪ Provide operational support.</li><li>▪ Assist VOAD and other nonprofits with establishing and operating volunteer processing centers.</li></ul>
<b>Riverside County Department of Human Resources</b>	<ul style="list-style-type: none"><li>▪ Serve on the Volunteer Coordination Team and provide policy guidance and general direction for the volunteer program.</li><li>▪ Inspect warehouses intended for donations management.</li></ul>



<b>Riverside County Department of Public Social Services</b>	<ul style="list-style-type: none"> <li>▪ Serve on the Donations Coordination Team and provide policy guidance and general direction for the donations program.</li> <li>▪ Serve on the Unmet Needs Committee.</li> <li>▪ Determine areas of greatest need and specific resources that are needed.</li> <li>▪ Coordinate with Voluntary Organizations.</li> <li>▪ Determine if donations given can be used for Mass Care and Shelter responsibilities for the direct benefit of residents.</li> </ul>
<b>Riverside County Sheriff's Department</b>	<ul style="list-style-type: none"> <li>▪ Coordinate security for the Donations Warehouse through the Law Enforcement ESF.</li> </ul>
<b>Riverside University Health System-Public Health</b>	<ul style="list-style-type: none"> <li>▪ Provide resources to coordinate the activities of local health departments.</li> <li>▪ Assist in the determination of volunteer needs.</li> <li>▪ Serve as a member agency of the Donations Coordination Team.</li> </ul>
<b>Office on Aging</b>	<ul style="list-style-type: none"> <li>▪ Determine areas of greatest need and specific resources that are needed for older adults and persons with disabilities.</li> </ul>
<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>▪ Advise the public of specific needs and locations for donations of goods and nonprofit organizations for monetary donations.</li> </ul>
<b>Riverside County VOAD</b>	<ul style="list-style-type: none"> <li>▪ Activate and staff the warehouse and provide additional OA support as needed.</li> <li>▪ Notify member organizations when activated by EMD during emergencies.</li> <li>▪ Keep the OA EOC notified of member organization activities throughout an emergency.</li> <li>▪ Facilitate resolution for areas of responsibility between member organizations during emergencies.</li> <li>▪ Tracks donated goods in the Donations Database.</li> </ul>



<b>Riverside County Counsel</b>	<ul style="list-style-type: none"><li>▪ Provide legal advice and counsel to the Board of Supervisors, the Executive office, and other county departments, including EMD.</li></ul>
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## 2.6 Notification and Activation

### 2.6.1 Notification

In the event of an incident requiring activation of the Volunteer and Donations Management ESF, notification will 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.

### 2.6.2 Activation

Activation will be concurrent with any incident that would prompt the public to make in-kind and/or monetary donations and/or generate volunteers to respond to the disaster area. The activation level will be determined according to the needs and magnitude of the event. Coordination between the Donations Warehouse, the Volunteer Processing Center, the PIO, and the OA EOC Spontaneous Volunteer Unit and Donations Management Unit may be necessary throughout the incident.

#### **Step 1: Initial Assessment**

- EMD will assess the need for activation of the Volunteer and Donations Management ESF.

#### **Step 2: Provide EOC Staff**

- If the OA EOC is activated, departmental representatives should be sent to staff the Spontaneous Volunteer Unit Leader and Whole Community Assessment Unit Leader positions as requested.
- Notifications will be made to affected agencies and departments.

#### **Step 3: Gather Information**

Obtain continual situational awareness regarding the need for volunteers and donations for the incident. Information will be gathered from the following sources:

- County and OA law enforcement and fire-rescue personnel in the field.
- Other responding departments.



- Public Social Service and Public Health agencies; DPSS shelter staff.
- State and federal agencies, as appropriate.
- Media (via broadcast, web information, blogs, print, social media).

**Step 4: Coordinate Response Activities**

- Identify potential personnel, facilities, and resources shortages leading to the need to activate the Volunteer and Donations Management ESF.
- Identify temporary facilities to serve as the Donations Warehouse and Volunteer Processing Center:
  - Alert supporting agencies of intent to activate the ESF.
  - Notify supporting agencies of the need to commit personnel and resources to the activation of the ESF.

**Step 5: Coordinate/Obtain Resources**

- Arrange and acquire needed resources such as cargo vehicles, vehicle operators, and support personnel.
- Notify and request assistance from supporting departments as needed.
- Determine additional resource needs and request mutual aid assistance as necessary.
- Track all costs, including personnel time, lease agreements, fuel, repairs, and resources for reimbursement and cost expenditure records.

**Step 6: Release Public Information**

- Any information or instructions released to the public regarding volunteers and donations will be by a Public Information Officer(s) through the JIC.
- Disseminate accessible emergency information and guidance to the public, private, and government organizations.
- Initial public information includes, but not be limited to, the following:
  - Damage assessment and estimated/anticipated duration.
  - Specific volunteer and donated items in need.
  - Collaborative community efforts from businesses, industries, and residents.

**Step 7: Continue to Monitor, Track, and Inform**

- Monitor and report the status of volunteer resources and donated goods, materials, and monetary resources to the OA EOC.
- Receive and respond to requests for information.
- Provide situation updates as necessary.
- Obtain continual situational awareness of the entire volunteer and donations system for specific impacts on the incident.



## 2.7 Demobilization

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- Demobilization begins when the flow of goods and services slows. Goods and materials in the donations pipeline are directed to volunteer agencies with existing warehouse facilities and personnel.
- The Volunteer and Donations Coordination Teams will make a joint decision regarding when closeout activities, downsizing of government involvement in facilities, coordination, and operations, transitioning to voluntary agency activities, and transition of remaining goods and services to traditional charitable organizations should occur.

## 3. Planning Assumptions

This ESF is based on the following assumptions:

- People inside and outside the devastated area will want to donate goods, materials, and money to local response, relief, and recovery efforts.
- The need for monetary donations will exist well into the long-term recovery phase as unmet needs are identified after other resources are exhausted.
- Media coverage will affect the outpouring of aid to a devastated community and can be used to provide messaging to the public.
- After a large-scale emergency, individuals and relief organizations outside the disaster area will begin collecting materials and supplies to assist the impacted areas.
- The preferred method for donating money is through a non-profit organization set up to receive monetary donations for the disaster.
- Donations management should coordinate closely with the private sector and business community.
- There is a well-known phenomenon of unsolicited and often unusable donations, which pour into a community and overwhelm the recovery effort.
- Warehousing, inventorying, tracking, and dispersing donations may be needed.
- FEMA, National Voluntary Organizations in Disaster (NVOAD), and state efforts will support local programs and policies.
- 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 18: Animal and Livestock Care**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most of this plan is available for public review. Refer any request for a copy of this document to the County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



## Riverside County EOP Emergency Support Function #18:

### *Animal and Livestock Care*

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## 1. Introduction

### 1.1 Coordinating and Supporting Departments

<b>Coordinating Departments</b>	Riverside County Department of Animal Services (Animal Services); Riverside County Sheriff’s Office; Riverside County Fire Department; County of Riverside Emergency Management Department
<b>Supporting Departments</b>	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; Cal-Animals; City’s Animal Control/Services

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Department of Animal Services</b>	<ul style="list-style-type: none"> <li>▪ Assess animal care needs</li> <li>▪ Identify animal response requirements to include provision for service animals at shelter sites</li> <li>▪ Develop and provide Public Information Officers (PIOs) with information to disseminate to the public through the Joint Information Center (JIC)</li> <li>▪ Coordinate the field response</li> <li>▪ Coordinate rescue and transport of animals from distressed areas</li> <li>▪ Coordinate the search of affected areas for animals</li> <li>▪ Coordinate the animal sheltering response</li> <li>▪ Deploy and oversee Riverside Emergency Animal Rescue System (REARS)</li> <li>▪ Staff the Animal Care Unit Leader position in the County of Riverside Operational Area (OA) Emergency Operations Center (EOC)</li> </ul>



<p><b>Supporting Departments</b></p>	<ul style="list-style-type: none"><li>▪ Support animal response operations as needed</li><li>▪ Identify zoonotic diseases where public health may be at risk</li><li>▪ Provide transport vehicles and personnel; assist with the staging of animal shelters</li><li>▪ Provide space in open land areas for spontaneous shelter-in-place for animal shelters and livestock</li><li>▪ Support search and rescue of abandoned, lost, injured, or sick domestic animals</li><li>▪ Communicate necessary animal care and shelter information to the public</li></ul>
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### 1.3 Purpose

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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

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The Animal and Livestock Care Emergency Support Function supports Riverside County Department of 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 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 66,000 cattle in the County (*Source: California Department of Food and Agriculture, California Dairy Statistics 2020*)
- 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 accessible public information regarding the following:

<b>Pre-Event</b>	<ul style="list-style-type: none"><li>▪ Evacuation directions and supplies</li><li>▪ Sheltering locations</li><li>▪ Information regarding reunification</li><li>▪ Survival information</li></ul>
<b>Post-Event</b>	<ul style="list-style-type: none"><li>▪ Animal care and medical treatment information</li><li>▪ Volunteer opportunities</li><li>▪ Lost animals</li><li>▪ Reunification procedures</li><li>▪ Unclaimed animal policies</li></ul>

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 External Affairs 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 where 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 and/or large animals 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 disease containment and surveillance efforts
- Provide food, water relief areas, and other necessities as required for service animals at shelters

### **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 it is not possible to triage injured and sick animals, they 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, treatment should not be delayed. 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 the 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, Society for the Prevention of Cruelty to Animals (SPCA), and local volunteer veterinarians. The Department of Animal Services 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 the EOC, if necessary.

### **Deceased Animals – Mass Fatality**

Procedures regarding the available capacity, documentation, storage and rendering of deceased animals will be followed. Consultation of Environmental Health, Public Health and other agencies, in coordination with the Department 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. The Department of Animal Services will provide provisions for service animals at human shelters to include food, water, defecation locations 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:

<b>Shelter Location</b>	<ul style="list-style-type: none"><li>▪ Animal shelter sites will be determined by priority given to existing locations owned, ran, or managed by the Department of Animal Services. In some cases, the Department 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.</li></ul>
<b>Supplies</b>	<ul style="list-style-type: none"><li>▪ Ensure adequate supplies are available to support the shelters.</li><li>▪ Obtain appropriate intake forms and office supplies.</li></ul>



<b>Staffing</b>	<ul style="list-style-type: none"> <li>▪ Identify, orient, and assign shelter staff to work in shifts.</li> <li>▪ Identify shelter manager and assign shelter positions to staff and credentialed volunteers.</li> <li>▪ Create work and rest schedules for staff and credentialed volunteers.</li> <li>▪ Create ongoing task lists.</li> </ul>
<b>Service Animals</b>	<ul style="list-style-type: none"> <li>▪ 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 Department of Animal Services 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.</li> </ul>

If Riverside County Department of Public Social Services (DPSS) shelters are open for human evacuees, a determination will be made regarding the feasibility of co-locating animals at shelters. The County of Riverside will provide at least one human shelter that can accommodate pets. Service animals are always permitted at human shelters and in every circumstance. When co-location is an option, animal response teams will be dispatched to human shelter sites, and arrangements will be made to obtain emergency supplies and any specialized equipment needed to care for the animals.

Animals not co-located will be transported to existing animal shelter sites. The Department of Animal Services will provide for the pick-up and transport of animals from human shelter sites to animal shelter sites. They will also determine a suitable location for the sheltering of large animals. Animals at shelter sites will be provided shelter, food, water, and other necessary provisions or special considerations. The Department of Animal Services has professional systems and processes they use to identify and re-unify animals with their owners.

Partner agencies with animal sheltering capabilities.

Shelter Name	Areas Served
<b>Animal Friends of the Valleys</b>	City of Canyon Lake, City of Lake Elsinore, City of Wildomar, City of Temecula, and City of Murrieta
<b>Banning Animal Control</b>	City of Banning
<b>Beaumont Animal Control</b>	City of Beaumont



<b>Corona Animal Shelter</b>	City of Corona
<b>Desert Hot Springs</b>	City of Desert Hot Springs
<b>Moreno Valley Animal Shelter</b>	City of Moreno Valley
<b>Norco Animal Shelter</b>	City of Norco
<b>Palm Springs Animal Shelter</b>	City of Palm Springs

#### 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 vaccine 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 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, identifying their pet in photos, or by being escorted through the shelter 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 can be used such as veterinarian records, photos of owners with their pet, microchip information, or a letter from a veterinarian with a description of the animal. 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. Animal owners will work directly with Animal Services staff to identify/retrieve their animals when animals are returned to the human shelter locations,

- 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 10 days after evacuation orders are lifted without making arrangements with Animal Services will be considered abandoned and may be placed for foster care, adoption, transferred to a rescue partner, or euthanized
- 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

### **2.1.6 Coordination with Other Agencies and Departments**

#### ***EOC Coordination***

During an event requiring an activation of the EOC, Animal and Livestock Care responsibilities will be coordinated by the Animal Care Unit Leader within the EOC, Operations Section, Mass Care and Shelter Branch. The Animal Care Unit Leader will maintain communication and coordination with all relevant departments and will be the primary conduit of information between Animal Services and the 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. The Department 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 volunteer groups or individuals will conduct animal “sheltering” on their own during a disaster. In these circumstances the Department of Animal Services may intercept or support these volunteer groups or individuals in an effort 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. The Department of Animal Services has a process in place for accepting





donations during times of disaster. Neither the County nor the Department of Animal Services benefits 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. The Department of Animal Services adheres to existing practices, protocols and the Volunteer and Donation Management ESF regarding accepting 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**

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### **2.2.1 Organization**

The Animal and Livestock Care ESF 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 EOC Operations Section, as shown in the organization chart in the Emergency Operations Plan (EOP) base plan.

### **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
<b>Animal Services</b>	<ul style="list-style-type: none"> <li>▪ Coordinate the response to animal-related issues</li> <li>▪ Communicate response status updates and needs to the EOC</li> <li>▪ Provide information to the public through the PIO</li> <li>▪ Ensure the non-governmental organization (NGO) involvement follows FEMA guidelines</li> <li>▪ Expand animal sheltering capacity, as needed</li> <li>▪ Expand field search and rescue, as needed</li> <li>▪ Provide provisions for the care and support of service animals</li> </ul>
<b>Animal Response Unit Leader</b>	<ul style="list-style-type: none"> <li>▪ Lead representative for Animal and Livestock Care in the EOC</li> <li>▪ Coordinating and communicating with Animal Services and providing information to the Operations Section Chief regarding animal related issues</li> <li>▪ Coordinating with the Joint Information Center (JIC) and providing public information needs</li> <li>▪ Coordinating with the Logistics Section regarding needed resources</li> <li>▪ Coordinating with the Planning Section to obtain the overall situation status</li> <li>▪ Providing situation status reports to the Care and Shelter Branch Coordinator</li> </ul>
<b>American Red Cross</b>	<ul style="list-style-type: none"> <li>▪ Request support from Animal Services when pet sheltering needs arise</li> </ul>



<b>Cities Animal Control/ Services</b>	<ul style="list-style-type: none"> <li>▪ Support Animal Services efforts in responding to animal needs</li> <li>▪ Communicate the availability of resources for animal efforts</li> <li>▪ Assist with the identification of storage for spontaneous donations</li> <li>▪ Provide community situation status information</li> </ul>
<b>Riverside University Health System-Public Health</b>	<ul style="list-style-type: none"> <li>▪ Determine the impact of animal issues on public health</li> <li>▪ Communicate concerns to Animal Services</li> <li>▪ Plan a unified response to public health concerns</li> </ul>
<b>Department of Public Social Services</b>	<ul style="list-style-type: none"> <li>▪ Communicate needs for animal shelters to Animal Services or the EOC Mass Care and Shelter Branch</li> <li>▪ Coordinate accessible public messaging with EOC PIO and the Department of Animal Services PIO to ensure shelter residents know what services are available, where, etc.</li> <li>▪ Ensure shelter residents with service animals are provided access to the Department of Animal Services as soon as possible so that they can be provided with appropriate provisions for the animal, relief area, etc.</li> </ul>
<b>Law Enforcement</b>	<ul style="list-style-type: none"> <li>▪ Assist with identification, when applicable, of locations with known animals requiring evacuation or assistance. See Evacuation and Re-Entry ESF</li> </ul>
<b>Animal Shelters</b>	<ul style="list-style-type: none"> <li>▪ Communicate situation status and resource requests through Animal Services to the EOC</li> </ul>
<b>Mutual Aid from Neighboring Communities</b>	<ul style="list-style-type: none"> <li>▪ Respond with trained personnel, vehicles, and equipment as needed</li> <li>▪ Transport supplies and equipment from outside the area</li> <li>▪ Transport domestic animals to neighboring communities for sheltering following established protocols</li> </ul>



<b>Care and Shelter Branch Coordinator</b>	<ul style="list-style-type: none"><li>▪ Coordinate food and water to personnel, staff, and volunteers</li><li>▪ Coordinate communication between human and animal shelters</li></ul>
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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 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 Department Operations Center (DOC) activation and staffing requirements

**2.3.2 Activation**

The Riverside County Fire Department, EMD, Animal Services, or the 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 activation level will be determined according to the event's requirements. 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 Behavioral Health
- Department of Environmental Health
- CA Department of Food and Agriculture
- CA Environmental Protection Agency
- United States Department of Agriculture
- Cal-Animals
- 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	Response Level	Coordinating Department
<b>Simple Planned Event</b>	Notification of a potential impact to the Riverside County animal population	<ul style="list-style-type: none"> <li>▪ Field</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> </ul>
<b>Complex Planned Event</b>	Notification of a potential large-scale event requiring Animal Services resources and personnel, involving support agencies and EOC activation	<ul style="list-style-type: none"> <li>▪ Field</li> <li>▪ EOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> <li>▪ EMD</li> <li>▪ County Chief Executive Officer</li> </ul>



<b>Simple Unplanned Event</b>	Notification of an actual event requiring Animal Services coordination	<ul style="list-style-type: none"> <li>▪ Field</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> </ul>
<b>Complex Unplanned Event</b>	Notification of a large-scale event requiring Animal Services resources and personnel involving support agencies and EOC activation	<ul style="list-style-type: none"> <li>▪ Field</li> <li>▪ EOC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal Services</li> <li>▪ EMD</li> <li>▪ County Chief Executive Officer</li> </ul>

### 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 (ARC) shelters once activated
- Determine animal species likely to be located in the area
- 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 manage 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 County of Riverside departments
- Continue ongoing efforts for reunification as necessary





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# Emergency Support Function 19: Debris Management

## County of Riverside

### Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most 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 #19: Debris Management

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**1. Introduction**

**1.1 Lead and Supporting Agencies**

<b>Lead Agency</b>	Riverside County Department of Waste Resources (RCDWR)
<b>Supporting Agencies</b>	County of Riverside Emergency Management Department (EMD), Central Purchasing & Fleet Services, Riverside County Flood Control & Water Conservation District (RCFC&WCD), County of Riverside Transportation and Land Management Agency (TLMA), County of Riverside Department of Environmental Health (DEH), California Office of Emergency Services (Cal OES), California Environmental Protection Agency (CalEPA), California Highway Patrol (CHP), California Department of Transportation (Caltrans), Waste Franchise Haulers, Riverside County Counsel (COCO)

**1.2 Functional Emergency Support Function Responsibilities**

<b>Department</b>	<b>Responsibilities</b>
<b>RCDWR</b>	<ul style="list-style-type: none"> <li>▪ Coordinate debris management for public and private entities</li> <li>▪ Coordinate the repair and restoration of key county solid waste facilities and systems following a disaster/emergency</li> <li>▪ Identify and pre-designate potential debris storage sites for the type and quantity of debris anticipated following a catastrophic event</li> <li>▪ Identify and coordinate with appropriate regulatory agencies regarding potential regulatory issues and emergency response needs</li> <li>▪ Develop and coordinate prescript announcements with PIO regarding debris removal process, collection times, storage sites, use of private contractors, environmental and health issues, etc.</li> <li>▪ Determine the transportation requirements necessary to conduct debris removal operations</li> </ul>



Department	Responsibilities
<b>Supporting Agencies</b>	<ul style="list-style-type: none"><li>▪ Assist in obtaining transportation assistance as needed in the removal and disposal of disaster debris</li><li>▪ Coordinate with lead agency to develop detailed information on debris removal and disposal plans and procedures</li><li>▪ Conduct an assessment on the capability and availability of resources in the county of Riverside</li><li>▪ Assist with the organization and removal of debris</li><li>▪ Coordinate with all supporting agencies to ensure the adequate resources are available to conduct recovery operations</li></ul>

### 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 hazardous waste abatement and 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, widespread flooding, or large wildfires. 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 or take months. Debris management response operations generally include the development of situational awareness and priorities; debris clearance; hazardous waste abatement; assessment of buildings and infrastructure; regulatory approvals; 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 for this Debris Management ESF:

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



## **2.2 Debris Management Primary Roles**

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### **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 roads and 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 (PA) Program funding, ensure that demolition procedures are carried out according to Federal Emergency Management Agency (FEMA) guidelines
- Determine if RCDWR 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**

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### **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 Incident Command System (ICS) forms along the Standardized Emergency Management System (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 concerns, 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 debris clearance resources agencies will first address efforts for fire department 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 department 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 RCDWR, other County departments or agencies using their own resources, or contractors perform debris clearance work - documentation is necessary for Public Assistance (PA) 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 PA 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, hazardous materials abatement, 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 PA Program funding.

## 2.4 Information Flow

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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 RCDWR 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 in the base plan 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. Reference the EOC organizational chart in the EOP for any questions.

### 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
<b>County/OA Entities</b>	
<b>RCDWR</b>	<ul style="list-style-type: none"> <li>▪ Provide situational updates to the Construction and Engineering Branch Coordinator regarding debris management</li> <li>▪ Relay EOC Action Plan priorities to teams for the coordination of resources and staffing to support debris removal, staging, holding and storage areas, sorting, hazardous materials abatement and recycling</li> <li>▪ Coordinate the receipt of street, property, and infrastructure debris reports</li> <li>▪ Prioritize resources through the EOC to assist with expediting the collection, transport, storage, recovery, recycling, hazardous materials abatement, and disposal of debris</li> <li>▪ Coordinate resources to support temporary public and private debris holding locations</li> <li>▪ Maintain the activity status of temporary sorting, chipping, and recycling sites throughout the affected area to facilitate debris management</li> <li>▪ Provide information on illegal dumpsites or dumping for enforcement efforts</li> <li>▪ Relay public information to EOC Joint Information Center (JIC) to issue press</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	<p>releases on recycling ordinances, debris collection, recovery, recycling, reuse, and disposal</p> <ul style="list-style-type: none"> <li>▪ Coordinate a debris collection strategy with relevant agencies that includes response and recovery operations, curbside collection, collection centers, hazardous wastes, and recycling</li> <li>▪ Fire and waste disposal companies dispose of and remove hazardous waste materials</li> <li>▪ Identification and establishment of recycle and reuse sites</li> <li>▪ Coordinate disposal of agricultural or biohazard debris with agricultural and public health agencies</li> <li>▪ Establishment of temporary storage sites on private property</li> <li>▪ Debris recovery processors and facilities</li> </ul>
<b>PIO</b>	<ul style="list-style-type: none"> <li>▪ Coordinate with Debris Management Unit Leader on developing detailed information on debris removal and disposal plans and procedures</li> <li>▪ Use multiple media sources such as Public Service Announcements, flyers, press releases, and other accessible modes of communication</li> <li>▪ Develop and coordinate announcements on debris removal process, collection times, storage sites, use of private contractors, and environmental and health issues</li> </ul>
<b>Cal OES</b>	<ul style="list-style-type: none"> <li>▪ Coordinate and organize debris removal processes and plans</li> </ul>
<b>DEH and CalEPA</b>	<ul style="list-style-type: none"> <li>▪ Process emergency permitting documents for the processing, storage, and disposal of disaster debris</li> <li>▪ Assist with hazardous materials identification, handling, and proper disposal.</li> <li>▪ Assess of environmental issues resulting from the disaster</li> <li>▪ Coordinates debris removal and restoration of environmental facilities</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
<b>CHP</b>	<ul style="list-style-type: none"> <li>▪ Responsible for evacuation and traffic control</li> </ul>
<b>TLMA, RCFC&amp;WCD, and CalTRANS</b>	<ul style="list-style-type: none"> <li>▪ Assist in clearance, loading, and transportation for the removal and disposal of disaster debris</li> <li>▪ Determine the priority for clearing the road system in the county</li> <li>▪ Building &amp; Safety to assess safety of damaged buildings.</li> <li>▪ Enforce illegal dumping and operation of illegal disposal sites.</li> </ul>
<b>Franchise Waste Haulers</b>	<ul style="list-style-type: none"> <li>▪ Assist with debris removal and disposal</li> </ul>
<b>COCO</b>	<ul style="list-style-type: none"> <li>▪ Provide legal advice and counsel to the Board of Supervisors, the Executive Office, and the other county departments, including the EMD.</li> </ul>

## 2.6 Notification and Activation

### 2.6.1 Notification

In the event of an incident requiring OA-wide debris removal and restoration coordination, RCDWR in coordination with the County of Riverside 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.

### 2.6.2 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 time

#### **Step 1: Initial Assessment**

- Teams 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 through accessible modes of communication
- 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

**2.6.3 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 RCDWR, the OA EOC Director, Deputy EOC Director, or the Operations Section Chief once a plan for demobilization has been coordinated.



# **Emergency Support Function 20: Commodities Point of Distribution (CPOD)**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most of this annex is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (951) 358-7100.





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**Riverside County Emergency Operations Plan Emergency Support  
Function #20:  
Commodities Point of Distribution**

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## 1. Introduction

Large-scale disasters can trigger the need for Commodity Points of Distribution (C-PODs), as supply chains are often disrupted following major incidents. C-PODs provide emergency supplies to the public in areas that cannot be serviced through regular channels such as grocery stores and food banks. This annex provides an overview of C-POD logistics planning in the Riverside County Operational Area (OA).

County of Riverside Emergency Operations Plan Emergency Support Function (ESF) #20 is responsible for ensuring that the distribution of emergency supplies is coordinated and adequate to support the needs of disaster survivors. Distribution of emergency supplies refers to the acquisition and delivery of life-sustaining resources, hygiene items, and cleanup items to meet the immediate needs of disaster survivors. Examples include potable water (usually bottled), packaged ice, shelf-stable meals, and, in some cases, tarps and other supplies.

Acquisition of available resources to enable ESF #20 activation and sustainment shall be through available County resources, or through resource requests from the OA Emergency Operations Center (EOC). Procurement is made in accordance with current local, state, and federal laws and regulations, including emergency procedures under California Statute and County of Riverside policies and ordinances. These commodities could be supplied by state and adjacent local governments, donations from industry, volunteer agencies, and, in larger disasters, through the Federal Emergency Management Agency (FEMA).

### 1.1 Purpose

SF #20 provides a structure for managing and coordinating the complex operations involved in distributing commodities in the County post-disaster. Operational coordination includes roles and responsibilities for local agencies, community-based organizations (CBOs), nongovernmental organizations (NGOs), and the Riverside County (RivCo) Voluntary Organizations Active in Disaster (VOAD).

The C-POD operations in this annex are identified as general public access C-PODs, which are typically at public locations, such as stadiums, community centers, and schools. These locations will be operated by the ESF #20 Lead Agency with supporting agency assistance. Limited public access C-PODs are sites staffed and managed by organizations and agencies (both public and private) to dispense commodities only to their own populations during response or recovery after a disaster or emergency. General or limited public access C-PODs can and should be used simultaneously to enable rapid delivery of commodities to the largest number of community members as possible.

It is the County's intent to provide equal access to C-PODs to all impacted residents, visitors, businesses, and tourists during a disaster and, to the best of its ability, when needs are identified, or accommodations requested to facilitate meeting such needs.



## 1.2 Lead and Supporting Agencies

Table 1 lists the lead agency and supporting agencies for ESF #20 in Riverside County.

***Table 1: Lead and Supporting Agencies***

Role	Agency
Lead Agency	<ul style="list-style-type: none"> <li>▪ County of Riverside Emergency Management Department (EMD)</li> </ul>
Supporting Agencies	<ul style="list-style-type: none"> <li>▪ American Red Cross (ARC)</li> <li>▪ CAL FIRE/Riverside County Fire Department</li> <li>▪ Meals on Wheels</li> <li>▪ Riverside County Executive Office</li> <li>▪ Riverside County Volunteers</li> <li>▪ Riverside County Facilities Management</li> <li>▪ Riverside County Human Resources</li> <li>▪ Riverside County Information Technology (RCIT)</li> <li>▪ Riverside County Office of Education (RCOE)</li> <li>▪ Riverside County Purchasing and Fleet</li> <li>▪ Riverside County Sheriff's Office (RSO)</li> <li>▪ Riverside County Transportation and Land Management Agency (TLMA)</li> <li>▪ Riverside University Health System – Public Health (RUHS-PH)</li> <li>▪ Team Rubicon</li> <li>▪ The Salvation Army</li> <li>▪ Riverside County Voluntary Organizations Active in Disaster (VOAD)</li> </ul>



### 1.3 Emergency Support Function Responsibilities

Table 2 provides an overview of the roles the lead and supporting agencies may be tasked with. A more detailed list of lead and supporting agencies and their responsibilities is included in Section 3: Roles and Responsibilities.

**Table 2: Agency Roles by Type**

Type	Role
Lead Agency	<ul style="list-style-type: none"> <li>▪ Coordinate pre-planning and updating of C-PODs</li> <li>▪ Coordinate C-POD preparedness, response, and recovery activities and operations</li> <li>▪ Maintain contact with field personnel and/or Department Operations Centers (DOCs) involved with response operations</li> <li>▪ Request mutual aid when needed</li> <li>▪ Coordinate with ESF #1 to provide transportation resources</li> <li>▪ Ensure accurate daily recordkeeping and reporting</li> </ul>
Supporting Agencies	<ul style="list-style-type: none"> <li>▪ Send a representative to the EOC and/or DOC to assist with C-POD activities</li> <li>▪ Provide status updates to the EOC and/or appropriate DOC</li> <li>▪ Provide intelligence about individuals who may or do require transportation assistance, the type of assistance required, the duration of need, and the accommodations required</li> <li>▪ Coordinate with appropriate providers to ensure timely and efficient transportation for the whole community</li> <li>▪ Perform other emergency responsibilities as assigned</li> </ul>

### 1.4 Planning Assumptions

The following assumptions were used when developing this annex:

- Most survivors of catastrophic events will likely remain in their homes or seek shelter with friends or family rather than at a congregant care facility.
- The region’s critical infrastructure (e.g., food distribution, water supply, electric grid, natural gas supply, wastewater, and telecommunication) may be significantly disrupted.
- Local and regional supply chains and infrastructure may be significantly disrupted, overextended, or destroyed.



- ESF #20 lead and support agencies will coordinate commodities distribution with businesses that are open or intend to reopen. C-PODs will be established in areas that cannot be serviced by the private sector or community-based service provider supply chains.
- Some designated C-PODs may not be accessible or useable because of damage.
- A NGOs' ability to provide services may be initially impacted by the event; they may require assistance acquiring commodities for distribution.
- Multiple jurisdictions will likely have to work together to share emergency commodities.
- Normal communications may be severely interrupted or destroyed, during the early phases of a disaster.
- It is highly likely that local public safety personnel who normally respond to such situations may be among those affected and unable to perform their duties.
- An incident might cause severe damage to a jurisdiction's infrastructure that requires mandatory evacuation. The distribution of commodities will need to adjust with population shifts because of mandatory evacuation.
- The OA and local governments must be prepared to coordinate the receipt and distribution of massive aid packages, coordinated by the federal government, and to obtain supplemental aid from other sources using the Standardized Emergency Management System (SEMS).
- The population that may be served by C-PODs includes the residential—both housed and unhoused—general population and stranded visitors, tourists, or commuters.
- Additional mass feeding strategies (such as mobile feeding) and partner agencies to provide meal deliveries to homebound population may have to be used in addition to C-PODs.

## 2. Concept of Operations (ConOps)

The Concept of Operations explains how ESF #20 will implement C-POD logistics operations phases:

- a. Activation
- b. Direction Control and Coordination
- c. Define Requirements
- d. Order Resources
- e. Distribution
- f. Staging



g. Demobilization

## 2.5 Activation

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Immediately after an incident occurs, EMD will begin collecting information to gain situational awareness about the incident and the potential need for C-PODs. When determining the need to activate a C-POD, EMD, in coordination with partner agencies and organizations through the OA, will first determine whether any of the activation triggers listed below have been met.

- The incident significantly impedes or disrupts (or is expected to disrupt) normal access to life-sustaining commodities for the local population for at least 48 hours.
- Existing mass feeding strategies cannot meet the needs of the population or are not appropriate.
- A need for non-life-sustaining or life-sustaining commodities arises in the population, and this need cannot be met through existing mechanisms in the private or public sector.
- There is a sudden decrease or expected decrease in the public's ability to access or purchase food and water.
- The scale, duration, and context of power outages are impacting refrigeration and potable water distribution systems.
- The potability or integrity of the water supply is disrupted.
- There is widespread damage to infrastructure and individual property.
- There is a sudden decrease or expected decrease in the ability of public and nonprofit support mechanisms for public access to food and water.
- There is an impending hazard that is expected to cause or exacerbate infrastructure damage or otherwise worsen already austere conditions.

EMD will evaluate the situation and respond accordingly to determine the need to activate ESF #20. EMD, in coordination with the OA EOC, is expected to determine the availability of existing resources based on the emergency that prevails and to work closely with supporting agencies to evaluate existing resources, future incident expectations, and resource constraints to determine and prioritize resource requests for effective incident management. ESF #20 is part of the Operations Section (Mass Care and Shelter Branch) when the OA EOC is activated.

Absent an EOC activation, ESF #20 will be coordinated and managed through EMD. When the annex is activated, all departments and agencies with ESF #20 responsibilities will be notified. To ensure an effective response, each department or agency with ESF #20 responsibilities will communicate the activation to its personnel as needed.





## 2.6 Direction, Control, and Coordination

During a large-scale disaster, EMD maintains responsibility for coordinating jurisdiction-wide emergency response activities, including C-POD and EOC activation and operations, requesting mutual aid, and acquiring resources. ESF #20, as part of the Operations Section, Mass Care and Shelter Branch, will coordinate County bulk commodities distribution with other jurisdictions. ESF #20 will be used to interface with other ESFs as necessary to coordinate resource needs for a given incident.

ESF #20 topics and procedures are consistent with the direction found in the FEMA Distribution Management Plan Guide-2.0, January 2022.

## 2.7 Define Requirements

EMD and support agencies using ESF #20 will consider a range of planning factors, including the incident type, severity, scope, and expected cascading impacts. Some commodities and supplies, such as food and water, are relatively standard for emergency response. Other types of supplies are incident- or situation-dependent, and not every community impacted will require the same types of supplies. Figure 1 displays the general categories of emergency supplies and triggers for distribution.

PRIORITY	CATEGORY	EXAMPLES OF ITEMS FOR DISTRIBUTION	TRIGGERS
1 <sup>st</sup>	Life-Sustaining	Food (shelf stable) and water (for both humans and household pets and service/assistance animals), information, nonprescription medicine, baby formula, and first aid kits.	Within 12 hours after the initial impact of a disaster or when it is safe for vehicles and crews.
2 <sup>nd</sup>	Comfort	Hygiene kits including items such as toothpaste, towels, wash cloth, soap, toothbrush, lip balm, baby wipes, bathroom tissue, diapers/briefs (baby/adult), and other Consumable Medical Supplies (CMS).	If possible, distribute with Life-Sustaining. If not, once distribution capacity is increased.
3 <sup>rd</sup>	Clean-Up	Shovels, rakes, bleach, gloves, cleaning detergents, buckets, mops, trash bags, chlorine bleach, garden hose/nozzle, and hand sanitizer.	Begun in conjunction with individual community re-entry timelines.
4 <sup>th</sup>	Other Essential Supplies	Masks, flashlights, batteries, tents, tarps or plastic sheeting, sleeping bags, cooking kits, household pets and service/assistance animal supplies, trash bags, duct tape, and nylon rope.	When operational strategies to meet survivor individual and health needs are developed.

Figure 1: Emergency Supplies and Triggers

The initial distribution network should effectively support and distribute resources to survivors based on demographics and impacted populations. The County of Riverside will develop initial distribution network requirements using its pre-planning data and incident-specific analysis. When defining resource requirements, the County will rely on the following premises and adjust its pre-planning estimates as needed:

- Resources will be ordered in amounts that do not exceed the jurisdiction’s capability to manage, store, and distribute.



- Resource requirements will be determined based on private sector capacity and capabilities to ensure that response efforts do not duplicate private sector commodities sales or impede rapid recovery.
- Resource requirements will be determined based on anticipated demand for meals, water, and mass care supplies and transporting resources.

Before deploying or requesting emergency supplies, local jurisdictions must assess the extent of the disaster, the immediate needs of those affected, and the quantity of supplies that may be required to fulfill these needs. The County of Riverside must define the scale of the disaster to understand its risks and impact. While preparing an initial estimate, multiple agencies must work together to determine the kinds and quantities of human and material resources required for an effective response.

Factors to consider during the initial estimate include the following:

- Information from multiple sources;
- Affected population (i.e., number of people affected);
- Incident intensity (i.e., level of destruction in the affected area); and
- Geography of the event (i.e., which jurisdictions are affected).

Although a local jurisdiction can use various methods to calculate or estimate the human and material resources required for an effective distribution operation, a detailed process for preparing an initial estimate with disaster-specific examples can be found on the National Mass Care Strategy website. Based on FEMA and American Red Cross guidance, the per-person ration numbers in Table 3 are suggested for distribution management purposes.

**Table 3: Commodity Per-person Ration Guidance**

Item	Ration	Distribution Guidelines
Water	4 liters or 1 gallon	This is standard regardless of the container used. <ul style="list-style-type: none"> <li>▪ Four 16-ounce bottles = 1 gallon</li> <li>▪ Eight 8-ounce bottles = 1 gallon</li> </ul>
Shelf-stable meal	2 meals	Consider all special dietary, health, and cultural restrictions.
Ice	1 bag (8 pounds)	Ice distribution is incident-dependent
Baby formula	48 ounces	For infants under 1 year of age

## 2.8 Order Resources

Resources are typically requested through the OA EOC, through either the Mass Care and Shelter Branch or the Medical and Health Branch, with the support of the Logistics



Section. In the County, resources may be sourced through government entities, existing internal capabilities and stocks, local partnerships, and contracting. Leveraging partnerships creates an informed and shared understanding of community needs and capabilities, greater empowerment and integration of resources from across the community, the establishment of relationships that facilitate more effective response and recovery activities, and stronger and greater resiliency at the community level.

### **2.8.1 Government Entities**

EMD will allocate and coordinate countywide resources committed to ESF #20 through the OA EOC. The primary source of equipment, supplies, and personnel shall support department resources and local sources outside the impacted area requested in accordance with SEMS.

### **2.8.2 Government Entities**

Purchasing commodities and supplies from outside vendors is a common way to supplement government stockpiles after a disaster. Service contracts and MOUs may be maintained to make the procurement process as efficient as possible during a crisis.

### **2.8.3 Volunteer, Faith-Based, and Community Organizations**

Faith-based and community organizations offer a wide variety of human and material resources that can prove invaluable during and after a disaster. These organizations can be points of distribution for emergency commodities and supplies, provide staging areas and reception sites for emergency services, and/or support mobile feeding and transportation services. Volunteer management is facilitated through EMD, which provides oversight to RivCo VOAD and is addressed in ESF #17: Volunteer and Donation Management Annex.

### **2.8.4 Donations**

After an incident, commodities may be donated by businesses, individuals, volunteer organizations, and other NGOs, such as faith-based or community organizations. The County recognizes that in-kind and monetary donation offers from the public and private sectors are important resources in response and recovery efforts and must be effectively coordinated. The County will integrate donated commodities into its larger distribution management system. Donations management is facilitated through EMD, which provides oversight to RivCo VOAD and is addressed in ESF #17: Volunteer and Donation Management Annex.

### **2.8.5 Resource Request Process**

Resource requests must be submitted to the OA EOC Logistics Section on a Resource Request Form. If County resources are inadequate or inappropriate for the tasks to be performed and regional resources have been depleted, the EOC Director or designee shall prepare a request for state assistance to be forwarded to the California Governor's Office of Emergency Services (Cal OES) Emergency Operation Center. Requests for assistance may be generated in one of two ways:



2.8.5.1 Requests should be forwarded to the OA EOC

2.8.5.2 Requests should be made using Master Mutual Aid Agreements

## 2.9 Distribution

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Methods of distribution describe how commodities are provided directly to impacted communities. The planned distribution includes scalable methods to accommodate any level of disaster and to support the characteristics of the affected communities. Two standard methods can be used:

- Direct distribution: Supplies are moved to a central location for staff to collect and redistribute through “door-to-door” residential delivery.
- Commodity Points of Distribution (C-POD): Initial point(s) where survivors can obtain emergency relief supplies are opened. C-PODs can be in public areas or existing community infrastructures (e.g., schools, athletic facilities, community centers) or mass care facilities (e.g., shelters, food banks, cooling/warming stations, feeding kitchens).
- stations, feeding kitchens).

Information to help identify which method is best and for choosing C-POD locations is included in **Error! Reference source not found.**

### 2.9.1 Direct Distribution

After a catastrophic incident, there may be communities and individuals who cannot travel to a C-POD for various reasons. They may include the homebound population, those with access and functional needs, including those residential care facilities, communities with security issues, and those living in areas lacking appropriate sites to support a C-POD, such as areas with highly dispersed populations. For these reasons, resources may be initially delivered to a central location for personnel to provide “door-to-door” residential delivery.

Mobile delivery requires vehicles to drive into an affected area and provide commodities at different drop locations where needs are identified. The key to route planning is prioritizing needs and balancing them with available resources. Mobile delivery routes should be planned with the following considerations:

- 2.9.1.1 Population density
- 2.9.1.2 Geography
- 2.9.1.3 Distance between affected populations
- 2.9.1.4 Roadway conditions
- 2.9.1.5 Delivery vehicle availability
- 2.9.1.6 Worker availability



## 2.9.2 Commodity Points of Distribution (C-PODs)

C-PODs are established for the public to obtain life-sustaining emergency relief supplies until they are available through other means. This may be indicated when power is restored, traditional facilities (e.g., retail establishments) reopen, fixed and mobile feeding sites and routes are established, or social service relief programs are in place.

Based on the number of people who need to be served at the site, there are three types of C-PODs.

- a. Type III: The smallest of the three types, Type III serves 5,000 people per day based on one vehicle representing a household of three people. There is one vehicle lane with three loading points. A pedestrian lane is also included. Type III sites require a staff of 10 per day and 4 per night.
- b. Type II: It serves 10,000 people per day and requires 34 staff per day and 6 per night. There are two vehicle lanes, six loading points, and a pedestrian lane.
- c. Type I: The largest C-POD, Type I serves 20,000 people per day and requires 78 staff per day and 10 per night. There are four vehicle lanes and twelve loading points. Due to size, Type I C-PODs are only used in large metropolitan areas.

Potential C-POD sites have been pre-identified by the County. When choosing which C-POD locations to activate, EMD will consider the following:

- The population in need of commodities in the impacted area.
- The desired or needed layout of each C-POD, whether to use a vehicular or pedestrian distribution model.
- Site safety or accessibility, including incident-specific conditions, such as debris and air quality issues.
- Communications support and viability.
- Coordinating with appropriate local officials prior to establishing the C-POD site to avoid duplication of effort and conflicting with other regular or disaster functions at the same location.
- Choosing locations that are well-known, safe, and easily accessible to the local population.
- Ensuring adequate space for vehicles and/or individuals to line up without obstructing local traffic and to provide good traffic flow and control.
- Whether there is sufficient room for distribution tables, parking supply trucks, staff and client parking, forklift and hand-jack operation, staging of supplies, greeting and entry and exit locations, and portable toilets.
- Whether the distribution layout includes a single, client-specific entrance and a single, client-specific exit that can be controlled.
- Whether the site has concrete or asphalt to provide smooth, stable surfaces for pedestrian traffic, tables, and tents.
- Locating areas for rest and refreshments for staff away from heavy traffic areas



### 2.9.3 General Operations

The operation of C-PODs will be guided by the location's C-POD site plan, which contains information about equipment, staff, contracts, and other support needs. C-PODs may expand or contract, based on the type of C-POD. Site plans indicate staffing needs. Prior to selecting a specific site for a C-POD, EMD will consider the following tasks:

- 2.9.3.1 Determine hours of operation
- 2.9.3.2 Determine reporting requirements, time, and forms
- 2.9.3.3 Designate safety officer and protocols
- 2.9.3.4 Establish accountability
- 2.9.3.5 Determine the basis of the issue and the commodities to be dispersed
- 2.9.3.6 Establish security
- 2.9.3.7 Prepare a demobilization plan
- 2.9.3.8 Maintain accountability and management of empty trailers
- 2.9.3.9 Establish C-POD wraparound support contracts (e.g., portable toilets, light tower maintenance and fueling, security, and solid waste removal)

### 2.9.4 Staffing

Once C-PODs are activated, on-site operations management oversees C-POD operations and coordinates with the EOC through the Mass Care and Shelter Branch. Agencies and departments with ESF #20 responsibilities shall provide personnel for field operations and report to the lead agency at designated field incident command posts, staging areas, DOCs, shelters, C-PODs, or the OA EOC.

## 2.10 Staging

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A staging area is a temporary site established in the community to receive emergency relief supplies for C-POD distribution following an incident. A staging area consolidates commodities and resources to a location suitable for supporting disaster response, enabling the following:

- Accountability of all government resources
- Proximity placement for fast and efficient service to survivors
- Better coordinated planning and management of the response effort

Immediately after a catastrophic incident or significant disaster, the State of California will submit a request for shipments of commodities to be supplied by FEMA. FEMA will initially move commodities to federal mobilization centers and staging areas near the affected area. Supplies are then transferred to the control of the state and local jurisdictions and delivered to Logistical Staging Areas (LSAs) or warehouses for storage via receiving or debarkation points.



It is EMD’s responsibility to coordinate with Cal OES and local agencies to establish mechanisms for receiving, managing, and distributing commodities at LSAs. Cal OES has developed a Logistical Staging Areas Plan (January 2020) and has pre-identified potential staging areas for California counties.

## 2.11 Demobilization

Demobilization occurs when resources are retrieved, rehabilitated, replenished, disposed of, and/or returned. The OA EOC continually monitors resource needs and the availability of critical commodities, supplies, and equipment. When EMD, in coordination with the OA EOC, determines that existing supply chains and public access to life-sustaining commodities have been sufficiently restored, they order the deactivation and demobilization of C-PODs in the jurisdiction.

As recovery begins, the OA EOC evaluates C-PODs in the operational area and adjusts the quantity, location, and size of C-PODs based on changing needs. Potential demobilization triggers and indicators include the following:

- Restoration of the power grid
- Reopening of retail stores
- Operable point-of-sale systems
- Restoration of traditional transportation systems (e.g., seaport, airport, or rail stations)
- Diminishing population in shelters
- Decreased demand for resources at C-PODs

## 3. Roles and Responsibilities

Table 4 lists the departments and agencies that support C-POD logistics in the County of Riverside Operational Area.

**Table 4: Agency Responsibilities**

Agency/Department	Responsibilities
EMD	<ul style="list-style-type: none"> <li>▪ Coordinate pre-planning and updating of C-POD</li> <li>▪ Coordinate C-POD preparedness, response, and recovery activities and operations               <ul style="list-style-type: none"> <li>○ Determine which sites will be activated for C-POD operations (e.g., C-PODs and DSW C-PODs)</li> <li>○ OA EOC will verify that site use is de-conflicted and viable for use</li> <li>○ Ensure sufficient staff are available to support site</li> </ul> </li> </ul>



Agency/Department	Responsibilities
	<p>size</p> <ul style="list-style-type: none"> <li>○ Advise EOC on the time required for the site to be operational</li> <li>○ Activate agreements (e.g., MOUs, facility use agreements and lease agreements)</li> <li>▪ Maintain contact with field personnel and/or Department Operations Centers (DOCs) involved in response operations</li> <li>▪ Request mutual aid when needed</li> <li>▪ Coordinate support with all transportation systems</li> <li>▪ Maintain communication with supporting agency representatives and provide status updates</li> <li>▪ Provide road condition status to Riverside County Department of Public Social Services (DPSS) and other agencies involved in the movement of residents</li> <li>▪ Coordinate with Mass Care and Shelter Branch to ensure that ESF #6 – Mass Care, Sheltering, and Human Services has adequate commodity supplies at shelters</li> <li>▪ Coordinate with ESF #1 to provide transportation resources</li> <li>▪ Ensure accurate daily recordkeeping and reporting regarding the following:               <ul style="list-style-type: none"> <li>○ Number of vehicles and pedestrians processed through C-POD facilities</li> <li>○ Number of supplies distributed, quantity of supplies on hand, costs, and expenditures</li> </ul> </li> <li>▪ Assist with transportation of individuals to C-POD sites</li> </ul>
<b>American Red Cross</b>	<ul style="list-style-type: none"> <li>▪ Assist with sheltering operations and other mass care needs</li> </ul>
<b>Cal FIRE/Riverside County Fire Department</b>	<ul style="list-style-type: none"> <li>▪ Provide fire, rescue, and emergency medical support</li> </ul>
<b>Meals on Wheels</b>	<ul style="list-style-type: none"> <li>▪ Assist with mobile commodities distribution to homebound, as directed</li> </ul>
<b>RivCo VOAD</b>	<ul style="list-style-type: none"> <li>▪ Coordinate with nonprofits (e.g., American Red Cross, Meals on Wheels, The Salvation Army, etc.) to ensure that they have adequate supplies to continue serving meals to the homebound</li> </ul>





Agency/Department	Responsibilities
<b>Riverside County Executive Office</b>	<ul style="list-style-type: none"> <li>▪ County Executive Officer, as Director of Emergency Services, may issue a proclamation of local emergency</li> <li>▪ Disseminate public information about C-POD locations</li> <li>▪ Participate in the Joint Information Center if activated</li> </ul>
<b>Riverside County Employee Volunteers</b>	<ul style="list-style-type: none"> <li>▪ Assist with staffing C-POD sites</li> <li>▪ Mobilize Radio Amateur Civil Emergency Service (RACES) Communications Reserve to assist with communications</li> </ul>
Riverside County Facilities Management	<ul style="list-style-type: none"> <li>▪ Riverside County Building &amp; Safety Department               <ul style="list-style-type: none"> <li>○ Inspect sites to ensure that facilities can safely perform C-POD operations</li> </ul> </li> <li>▪ Riverside County Planning Department               <ul style="list-style-type: none"> <li>○ Provide planning and technical support (e.g., Americans with Disabilities [ADA] compliance and traffic planning)</li> </ul> </li> </ul>
<b>Riverside County Human Resources</b>	<ul style="list-style-type: none"> <li>▪ Locate and provide available staff to assist with C-POD operations</li> </ul>
<b>Riverside County Information Technology</b>	<ul style="list-style-type: none"> <li>▪ Provide information technology support</li> <li>▪ Provide telecommunications support</li> </ul>
<b>Riverside County Office of Education</b>	<ul style="list-style-type: none"> <li>▪ Provide facilities to be used as possible C-PODs</li> <li>▪ Provide C-POD staff</li> <li>▪ Assist law enforcement with site security and traffic control at C-PODs on campus</li> </ul>
<b>Riverside County Purchasing and Fleet</b>	<ul style="list-style-type: none"> <li>▪ Provide additional utility services if necessary (e.g., generators, lighting)</li> <li>▪ Provide logistical and resource support to C-POD as Lead Agency for ESF #7 – Resources Support</li> </ul>
<b>Riverside County Sheriff’s Office</b>	<ul style="list-style-type: none"> <li>▪ Maintain law and order at C-PODs</li> <li>▪ Establish and secure perimeters around C-PODs</li> <li>▪ Coordinate public alerts, notifications, and warnings</li> <li>▪ Coordinate with Public Works for traffic control around C-PODs</li> <li>▪ Provide communications (e.g., two-way radios) to support disaster response personnel</li> </ul>
<b>Riverside County Transportation and</b>	<ul style="list-style-type: none"> <li>▪ Coordinate bulk commodities transportation support to and from C-POD sites as Lead Agency for ESF #1 –</li> </ul>



Agency/Department	Responsibilities
<b>Land Management Agency</b>	Transportation <ul style="list-style-type: none"> <li>▪ Coordinate with law enforcement to establish and secure perimeters</li> <li>▪ Clear and maintain ingress and egress routes to C-PODs</li> <li>▪ Assist law enforcement with traffic control</li> <li>▪ Assist with and provide equipment for the offloading and loading of materials at C-PODs</li> </ul>
<b>Riverside University Health System – Public Health</b>	<ul style="list-style-type: none"> <li>▪ Ensure public health safety</li> </ul>
<b>Team Rubicon</b>	<ul style="list-style-type: none"> <li>▪ May assist with mobile commodities distribution, as directed</li> </ul>
<b>The Salvation Army</b>	<ul style="list-style-type: none"> <li>▪ May assist with mobile commodities distribution, as directed</li> </ul>

### 3.1 ESF #20 Actions

ESF #20 lead and support agencies are responsible for ensuring that the following items are fully addressed.

#### 3.1.1 Preparedness

- a. Review and revise Standard Operating Guidelines (SOGs)/Standard Operating Procedures (SOPs) annually
- b. Establish an alerting roster and procedure to notify their own personnel and other key employees of an incident or emergency
- c. Develop and revise agreements as needed (e.g., MOUs, facility use agreements and lease agreements)
- d. Train employees on specific ESF functions
- e. Participate in exercises to evaluate the County’s emergency response capability
- f. Update equipment and resource listings in the County of Riverside and surrounding jurisdictions that may be available for response on an annual or more frequent basis and distribute accordingly
- g. Develop a list of sites that have been surveyed, assessed, and de-conflicted for use in C-POD operations
- h. Evaluate each site’s compliance with the Americans with Disabilities Act (ADA) requirements



- i. Ensure that C-POD site plans, staffing plans, and layouts are scalable in design
- j. Review and analyze lessons learned in emergency/disaster incidents that have occurred elsewhere and make appropriate corrections/additions to their respective SOPs/SOGs and this ESF

### **3.1.2 Response**

- a. Establish and maintain contact with the Incident Commander, DOCs, and/or EOC for instructions
- b. Identify lead and supporting agencies that provide support to County departments engaged in the response
- c. Maintain complete and accurate documentation of all emergency incident-related costs, actions, and communications

### **3.1.3 Recovery**

- a. Maintain adequate resources to support local operations and plan for a reduction in resources
- b. Consult with ESF #5 – Management Command and Control and Support Annex (SA) #5 – Private Sector Coordination responsible agencies about the resources needed for the recovery strategy
- c. Assess losses of equipment and personnel, develop estimates of monetary loss, and identify possible funding sources
- d. Demobilize resources (e.g., equipment and staff)
- e. Coordinate the cleanup of C-POD sites
- f. Review and process damage claims resulting from C-POD operations
- g. File documentation of all emergency incident-related costs, actions, and communications with the EOC and assist in financial/cost recovery
- h. Conduct an After-Action Review (AAR) of incident actions to improve the response of future operations
- i. Assess the need for critical incident stress management for personnel

### **3.1.4 Mitigation**

- 1. Review and analyze lessons learned in the AAR and assist in implementing corrective actions
- j. Support and plan for mitigation measures
- k. Document matters that may be needed for inclusion in briefings, situation reports, and action plans



## 3.2 Training, Authorities, and References

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C-POD-related plans and training are listed below for partners to review for further information related to emergency activations or C-POD operations. The lead and supporting agencies are responsible for maintaining their own guidelines and procedures, along with the necessary training to conduct their assigned ESF #20 responsibilities.

### 3.2.1 Local

- Emergency Operations Plan, Riverside County Operational Area, 2024
- 2023 County of Riverside Operational Area Multi-Jurisdictional Local Hazard Mitigation Plan

### 3.2.2 State

- California Governor's Office of Emergency Services, Logistical Staging Areas, January 2020
- State of California, Distribution Management Plan, 2021
- California Governor's Office of Emergency Services, Southern California Catastrophic Earthquake Plan (SCCEP), October 2022

### 3.2.3 Federal

- Federal Emergency Management Agency (FEMA), National Response Framework (October 18, 2019)
- Federal Emergency Management Agency (FEMA), National Disaster Recovery Framework (NDRF) (July 2016)
- Federal Emergency Management Agency (FEMA) Distribution Management Plan Guide 2.0 (January 2022)
- Federal Emergency Management Agency (FEMA) Engaging Faith-Based and Community Organizations: Planning Considerations for Emergency Managers Guide, June 2018
- Federal Emergency Management Agency (FEMA) Independent Study Course 26: Guide to Points of Distribution, August 2010



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## Appendix A – Population Metrics

This appendix contains information regarding various County population statistics. Many of these can be used to help develop population targets for the number of people who may need assistance post-disaster when activating ESF #20. The metrics below include the Social Vulnerability Index (SVI), transit fare information provided by local transit authorities and free and reduced lunch data from the County of Riverside Office of Education.

### A.1. Social Vulnerability Index

Population statistics can be used as indicators to determine where populations have increased exposure to hazards and threats, defined as vulnerability. The social and economic diversity of the County affects its vulnerability to threats and hazards. The Centers for Disease Control and Prevention (CDC) offers tools to assess risk, vulnerability, and resilience to hazards using U.S. Census data. The CDC SVI provides a view of the relative vulnerability of each census tract, ranked based on 15 social factors. These factors are grouped into four themes: 1) socioeconomic factors, 2) household composition and disability status, 3) minority status, and 4) housing type and transportation. **Figure 2** shows which factors apply to each theme.

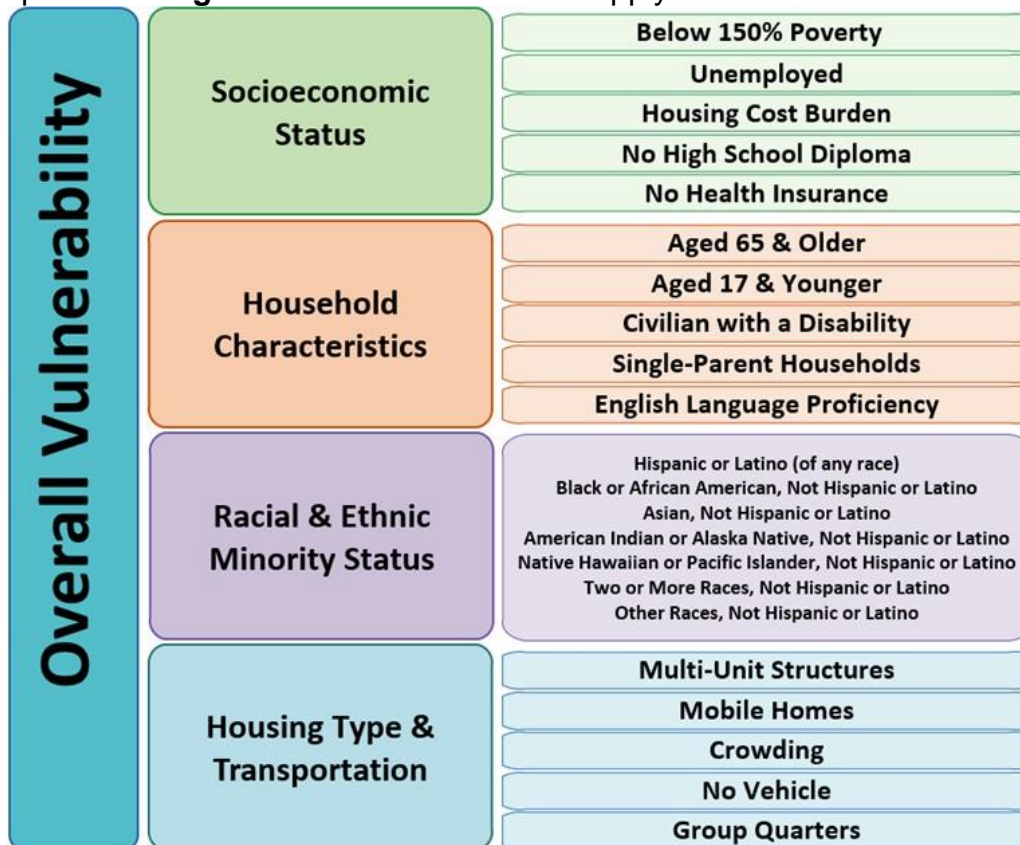


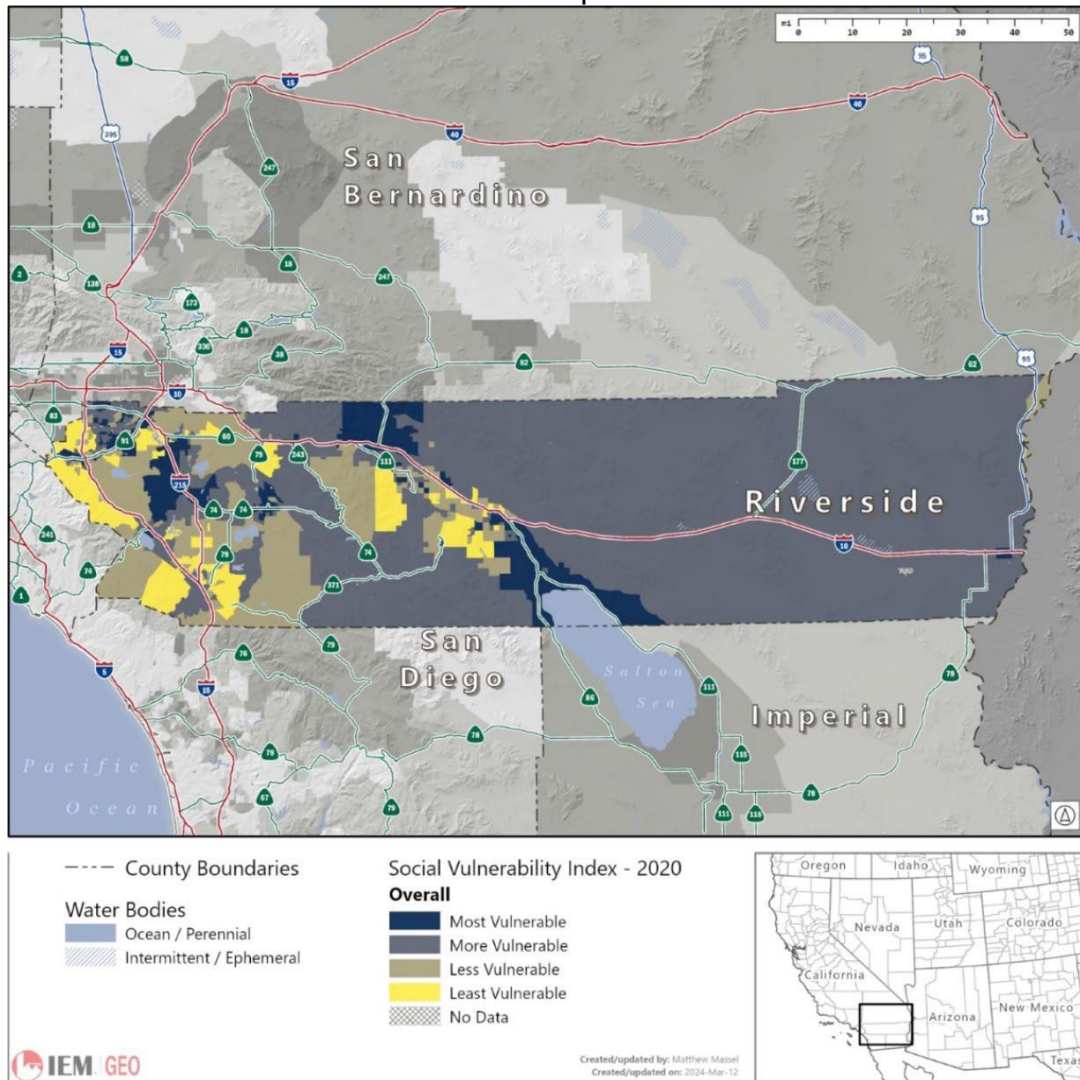
Figure 2: Themes and Factors of the Social Vulnerability Index (SVI)



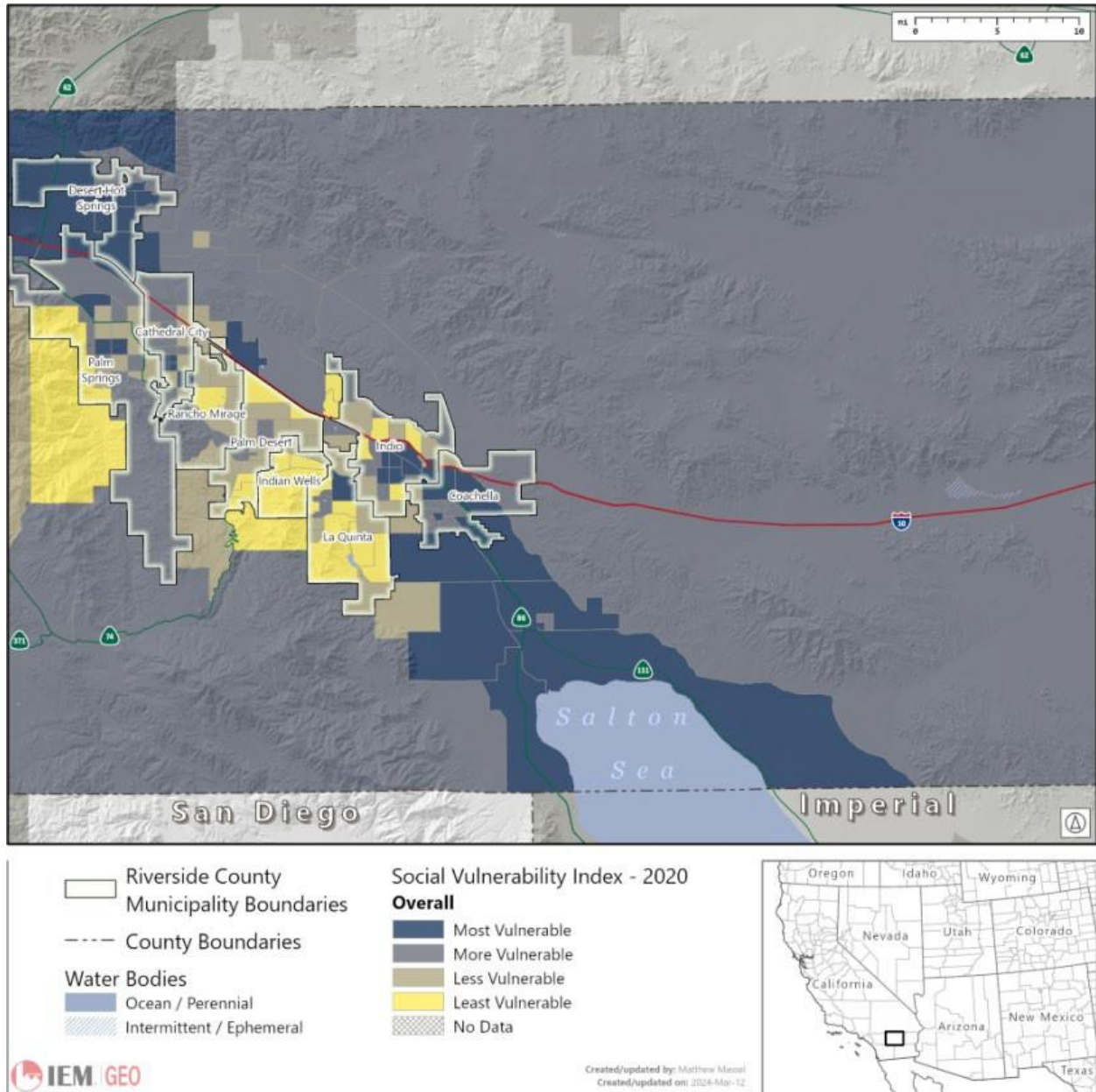
Each theme is summed, and then an overall percentile ranking is created for each census tract. The scores are between 0 (lowest vulnerability) and 1 (highest vulnerability). The SVI can be used to estimate needed supplies like food and water, identify areas in need of emergency shelters, and plan the best way to evacuate people. The SVI can also help identify which communities will need continued support for recovery post-disaster. Maps depicting the overall vulnerability of the county and the four themes are included below for use when determining appropriate commodity distribution methods and selecting locations for C-PODs.

### Overall SVI

**Figure 3, Figure 4, and Figure 5** show the overall vulnerability of the County of Riverside. The most vulnerable census tracts are depicted by the deep blue color. Most of the vulnerable census tracts are located within the western and mid portions of the County. Prioritizing these census tracts when identifying needed resources and locating C-PODs will ensure that affected residents are provided for.



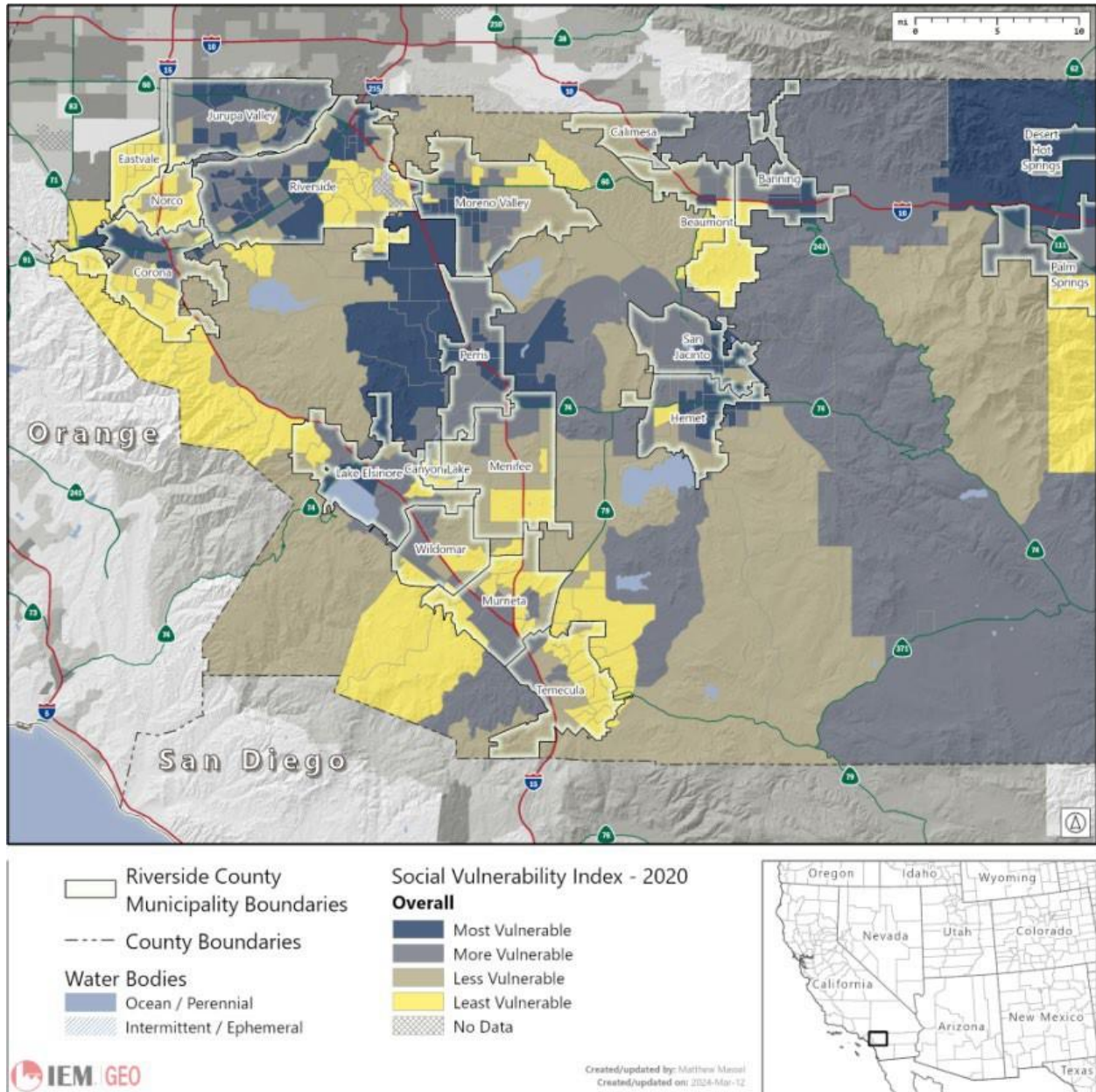
**Figure 3: County of Riverside SVI – Overall**



**Figure 4: Central Riverside County SVI – Overall**

The most vulnerable census tracts in the central portion of the County are within and surrounding Desert Hot Springs, Indio, Coachella, and south of Coachella to the border with Imperial County.





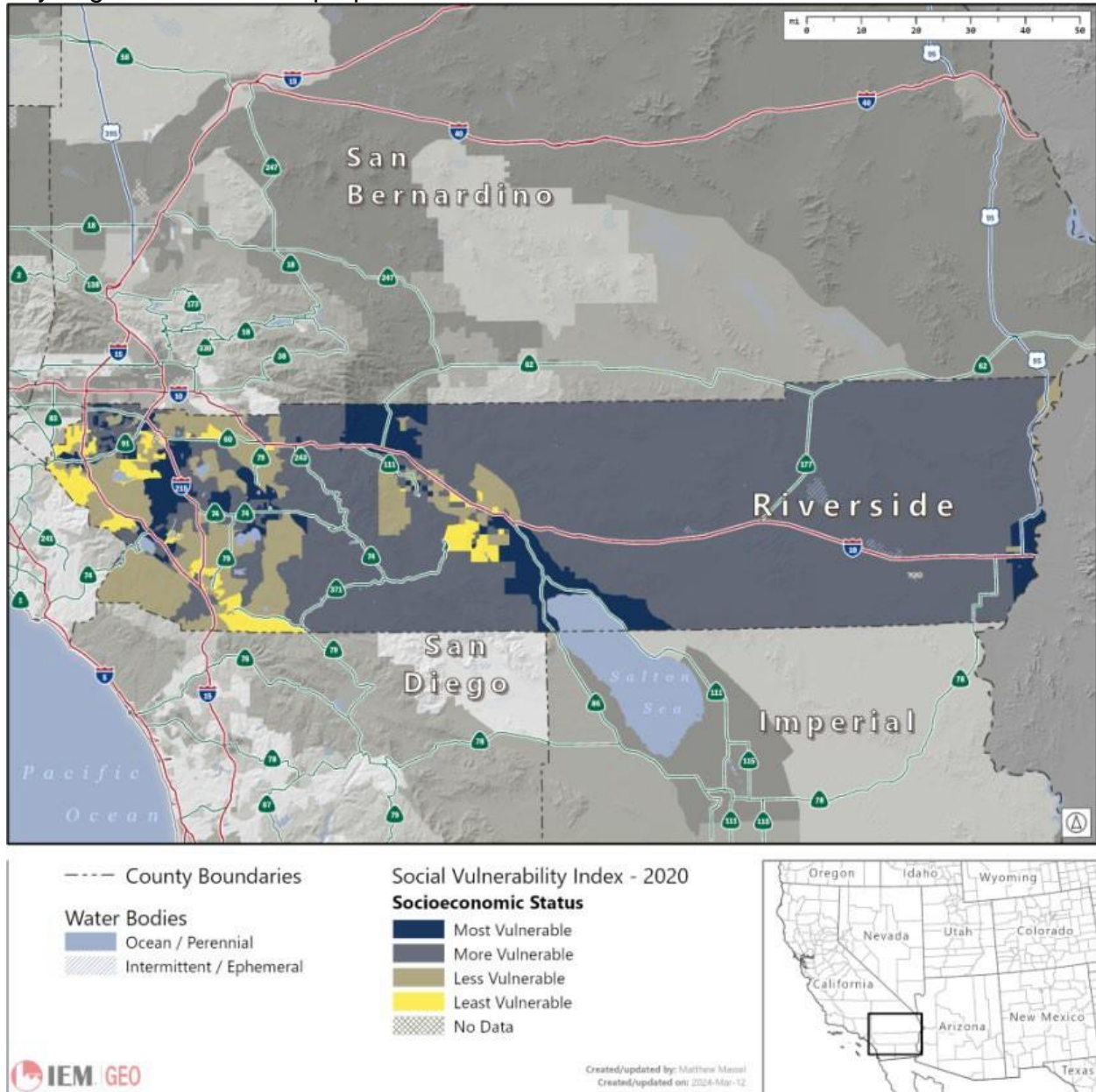
**Figure 5: Western Riverside County SVI - Overall**

Jurupa Valley and the City of Riverside also include a large portion of the most vulnerable census tracts. Additionally, attention should be paid to the census tracts located outside the boundaries of Moreno Valley and Perris, along and southwest of Interstate 215, as many of these also have a high social vulnerability index.

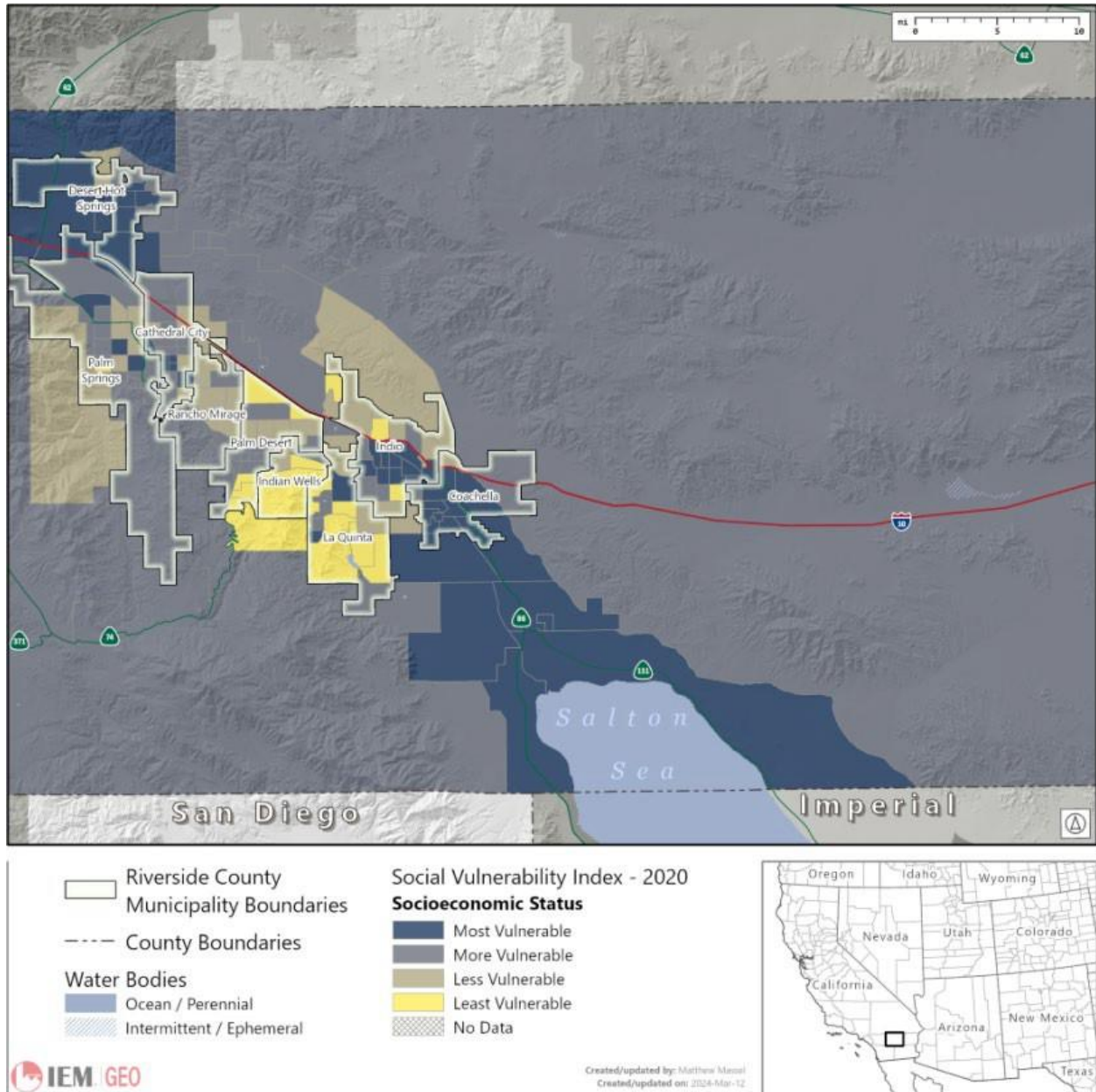


### Socioeconomic SVI

Socioeconomic status includes the number of people in poverty, the number of unemployed, the housing cost burden, and those with no high school diploma. The dark blue tracts in **Figure 6**, **Figure 7**, and **Figure 8** indicate areas with high poverty rates and low incomes. The population in these tracts is likely to need more assistance, as they might not be able to prepare their households before a disaster.

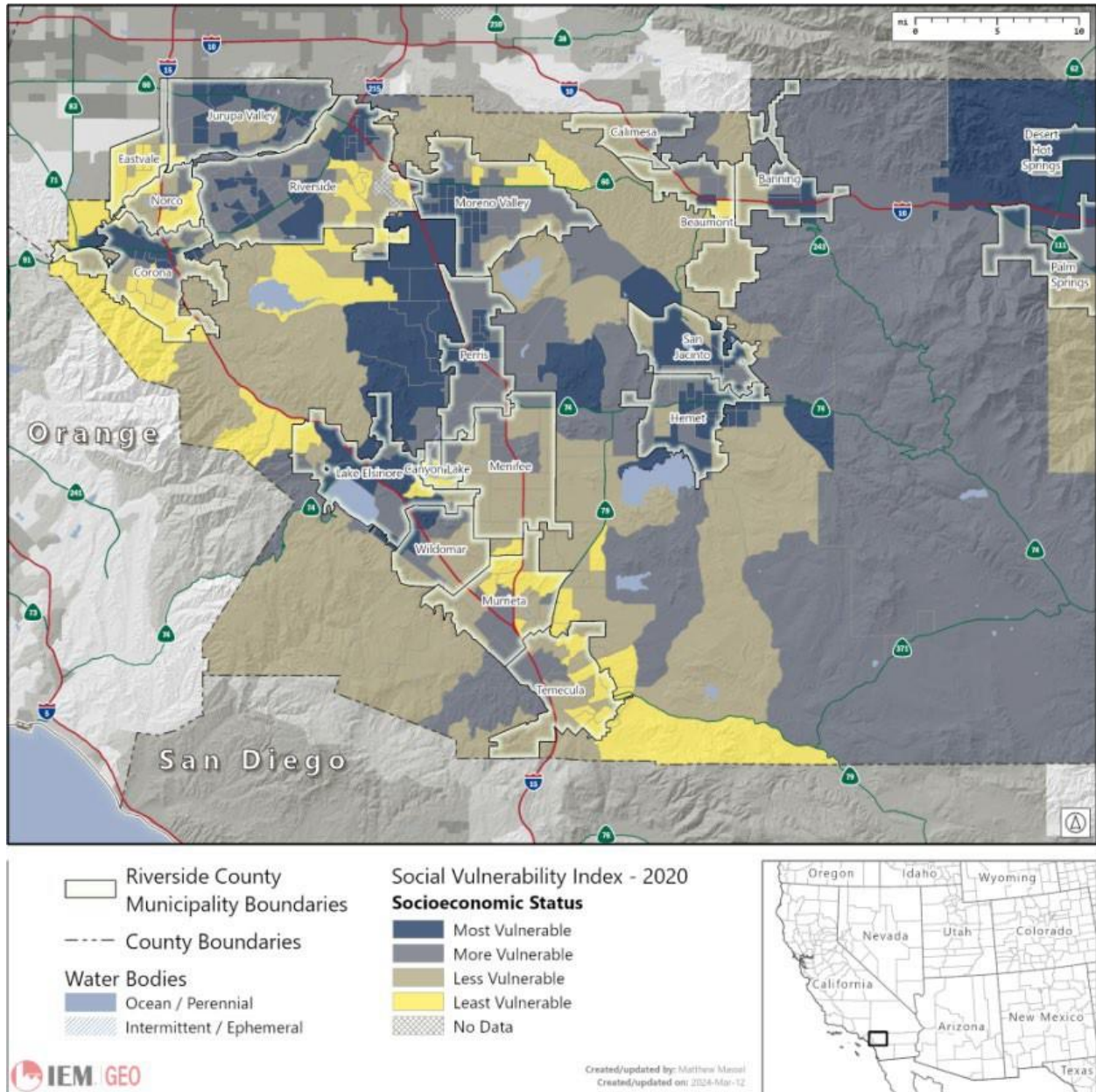


**Figure 6: County of Riverside SVI – Socioeconomic**



**Figure 7: Central County of Riverside SVI – Socioeconomic**

Desert Hot Springs, Indio, Coachella, and the southern portion of the County from outside the Coachella boundaries to the Imperial County border are all areas experiencing higher levels of poverty than elsewhere in the County.



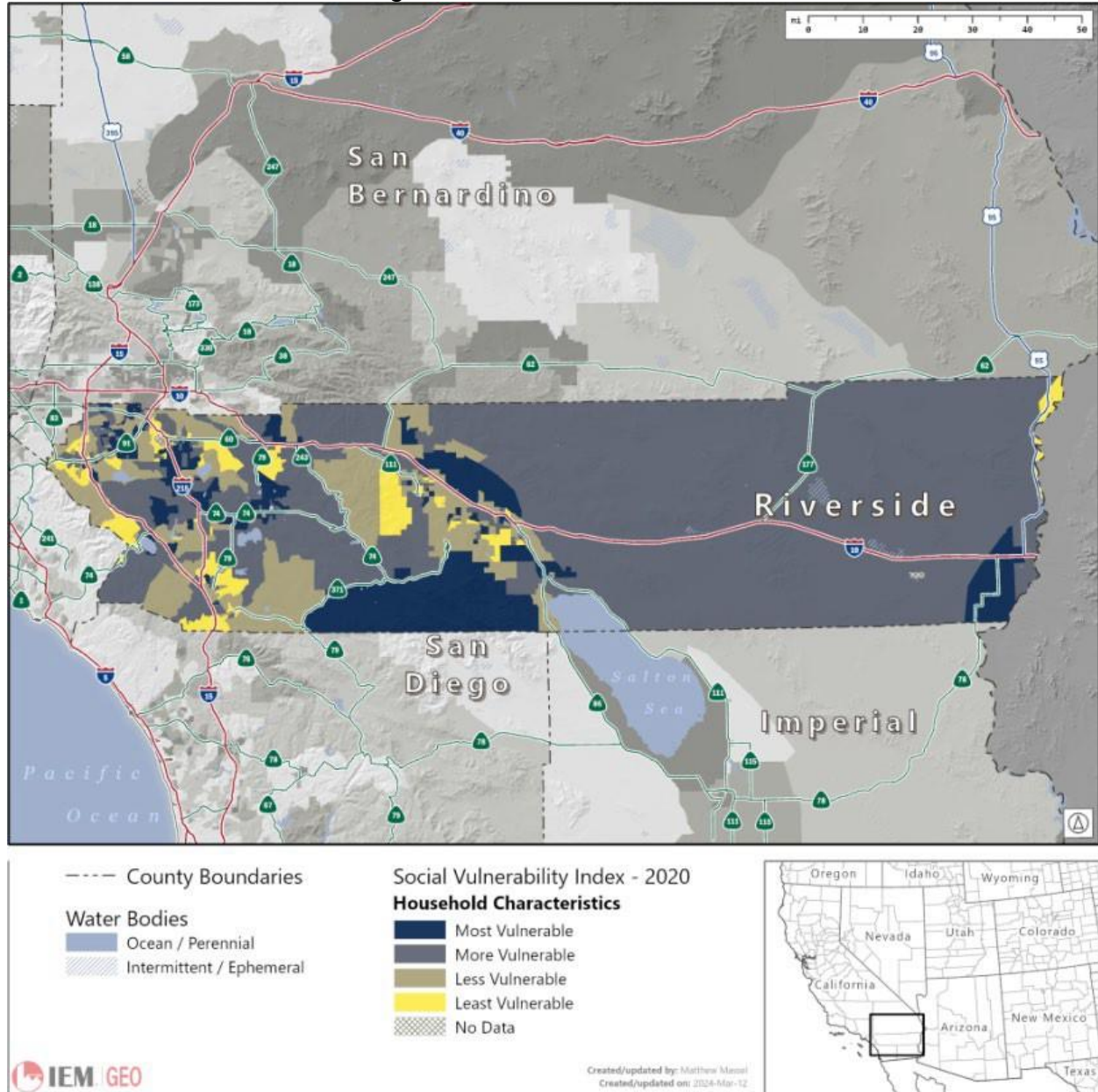
**Figure 8: Western County of Riverside SVI - Socioeconomic**

Like the overall SVI maps above, most of the vulnerable census tracts in the western portion of the County are in Jurupa Valley, Riverside, and along Interstate 215.

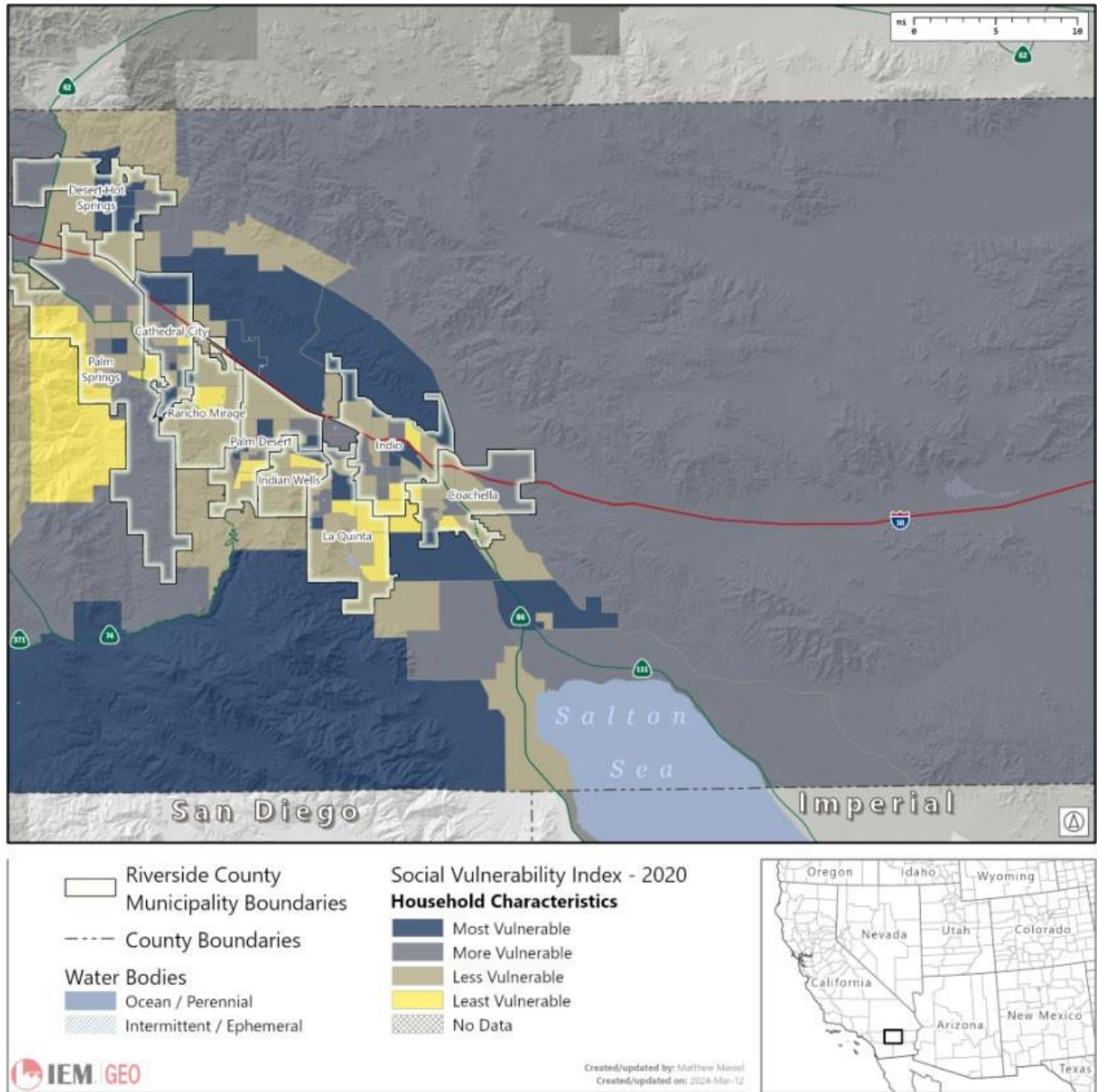


### Household Characteristics SVI

The household characteristics theme includes the numbers of individuals aged 65 and older and 17 and younger, civilians with a disability, and single-parent households, as well as English language proficiency. This theme can help the County identify areas where translated materials may be needed and where transportation assistance assets can be focused. The dark blue areas in **Figure 9**, **Figure 10**, and **Figure 11** indicate the most vulnerable areas according to household characteristics factors.

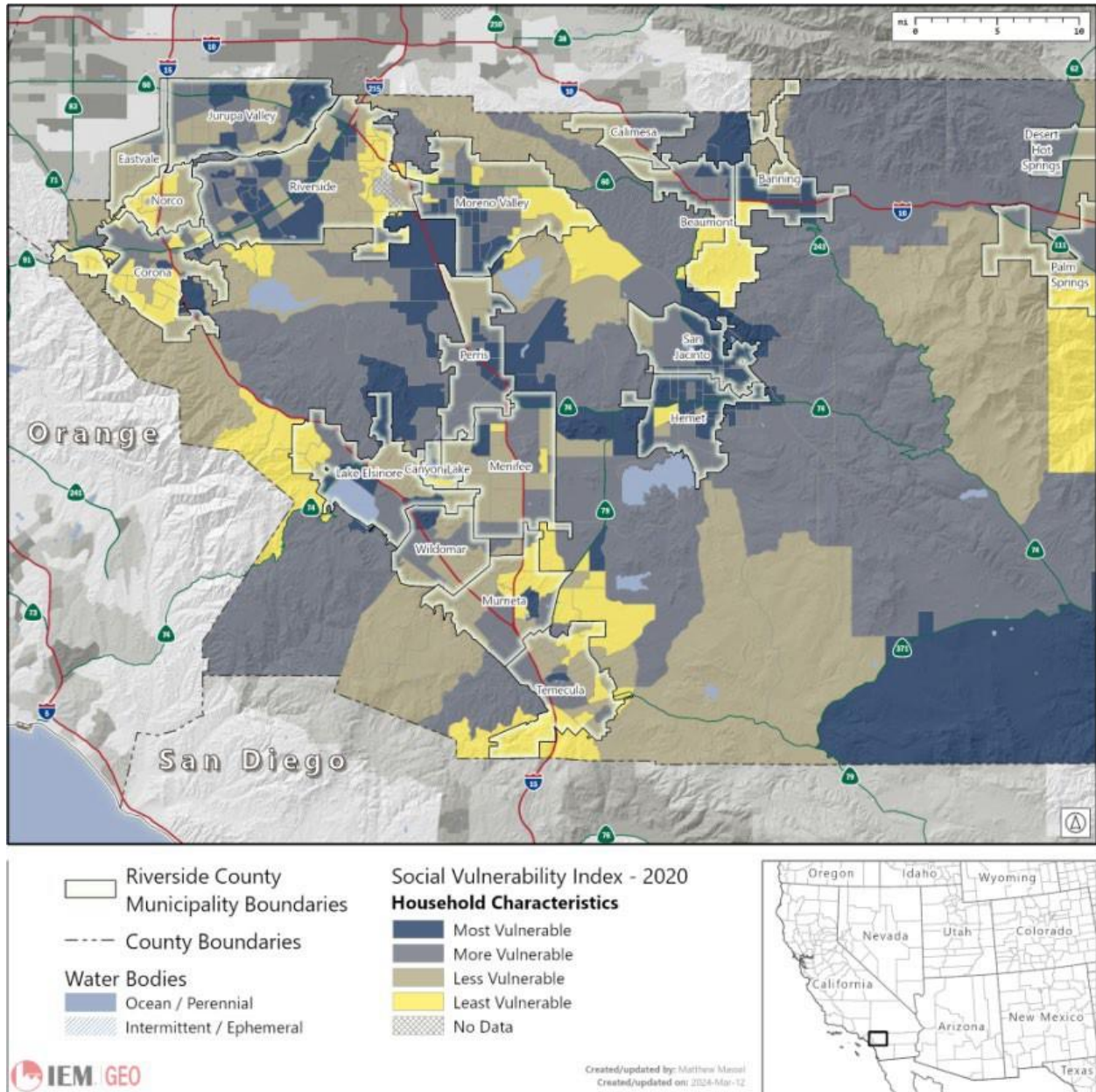


**Figure 9: County of Riverside SVI – Household Characteristics**



**Figure 10: Central County of Riverside SVI – Household Characteristics**

Different census tracts than in the previous maps are considered most vulnerable by looking at household characteristics. Particularly vulnerable census tracts are to the north of Interstate 10 in the central portion of the county and south of Route 371 in the south-central portion of the County.



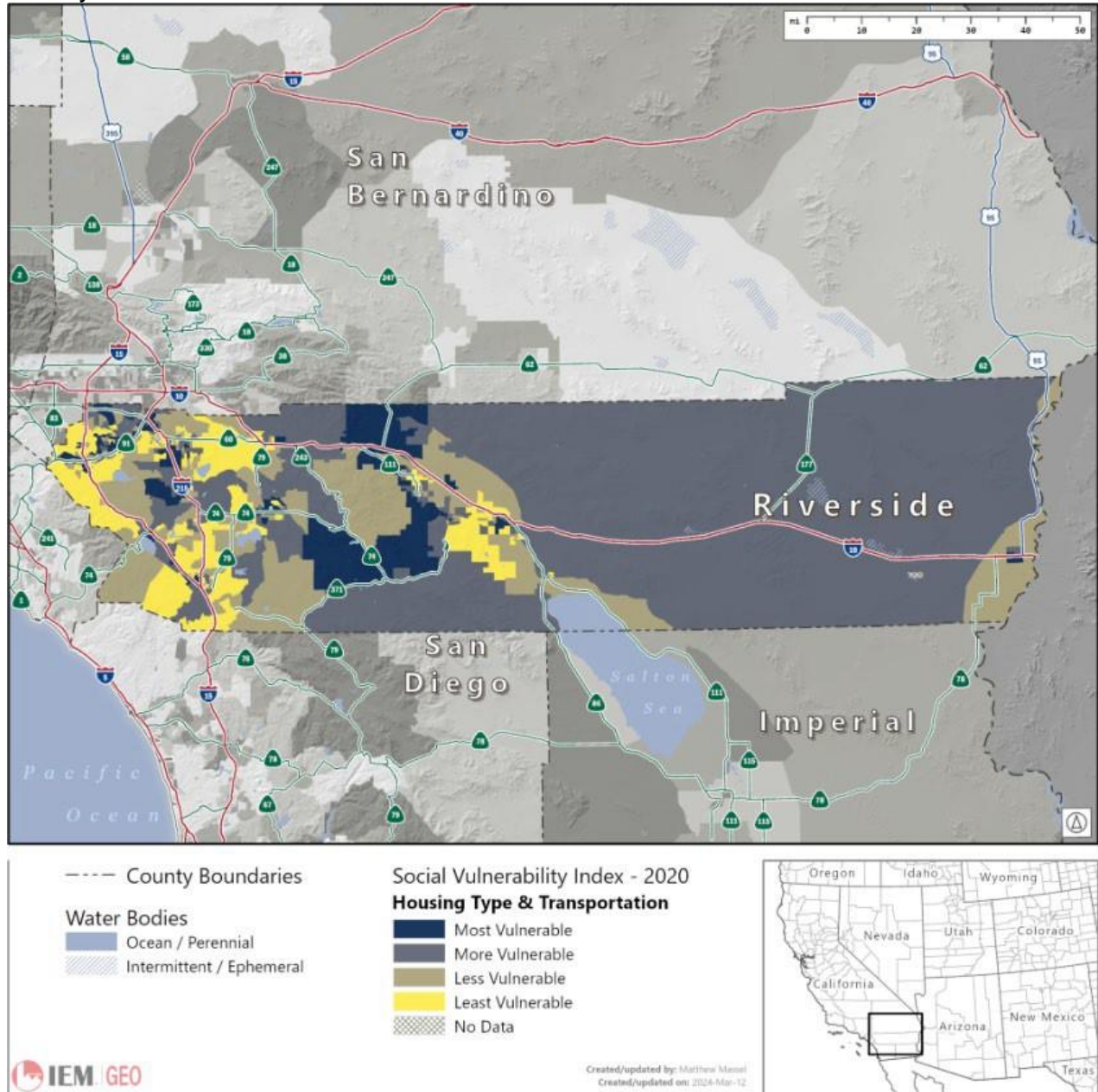
**Figure 11: Western County of Riverside SVI – Household Characteristics**

The western portion of the County has vulnerable census tracts in the City of Riverside, on both sides of Interstate 215, and the west of Perris.



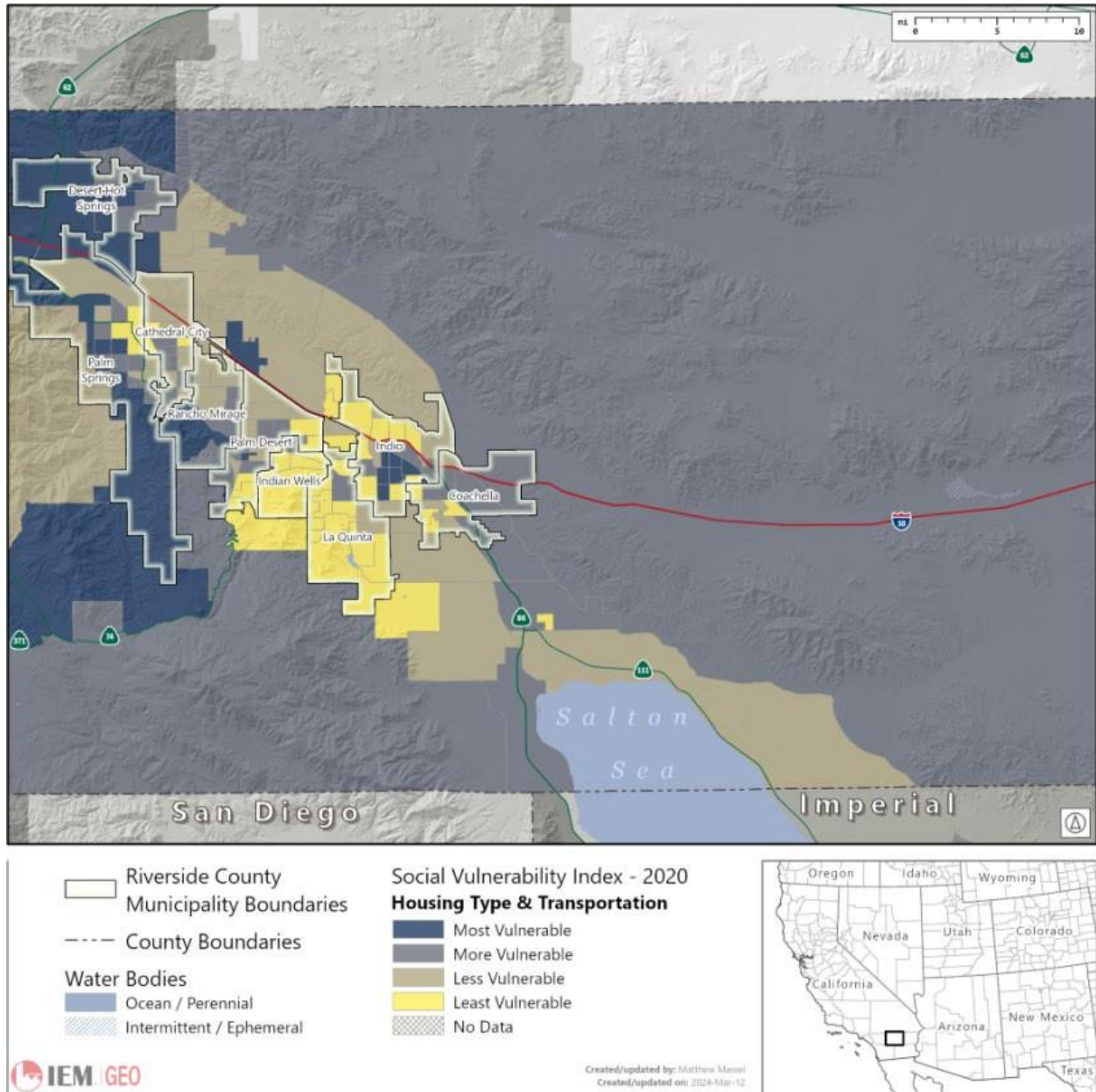
### Housing Type SVI

Housing type data includes the population without a vehicle, group quarters, mobile homes, and multi-unit structures. These census tracts may need additional transportation resources and possibly delivery of commodities post-disaster. The dark blue areas of **Figure 12**, **Figure 13**, and **Figure 14** are the most vulnerable in the County.



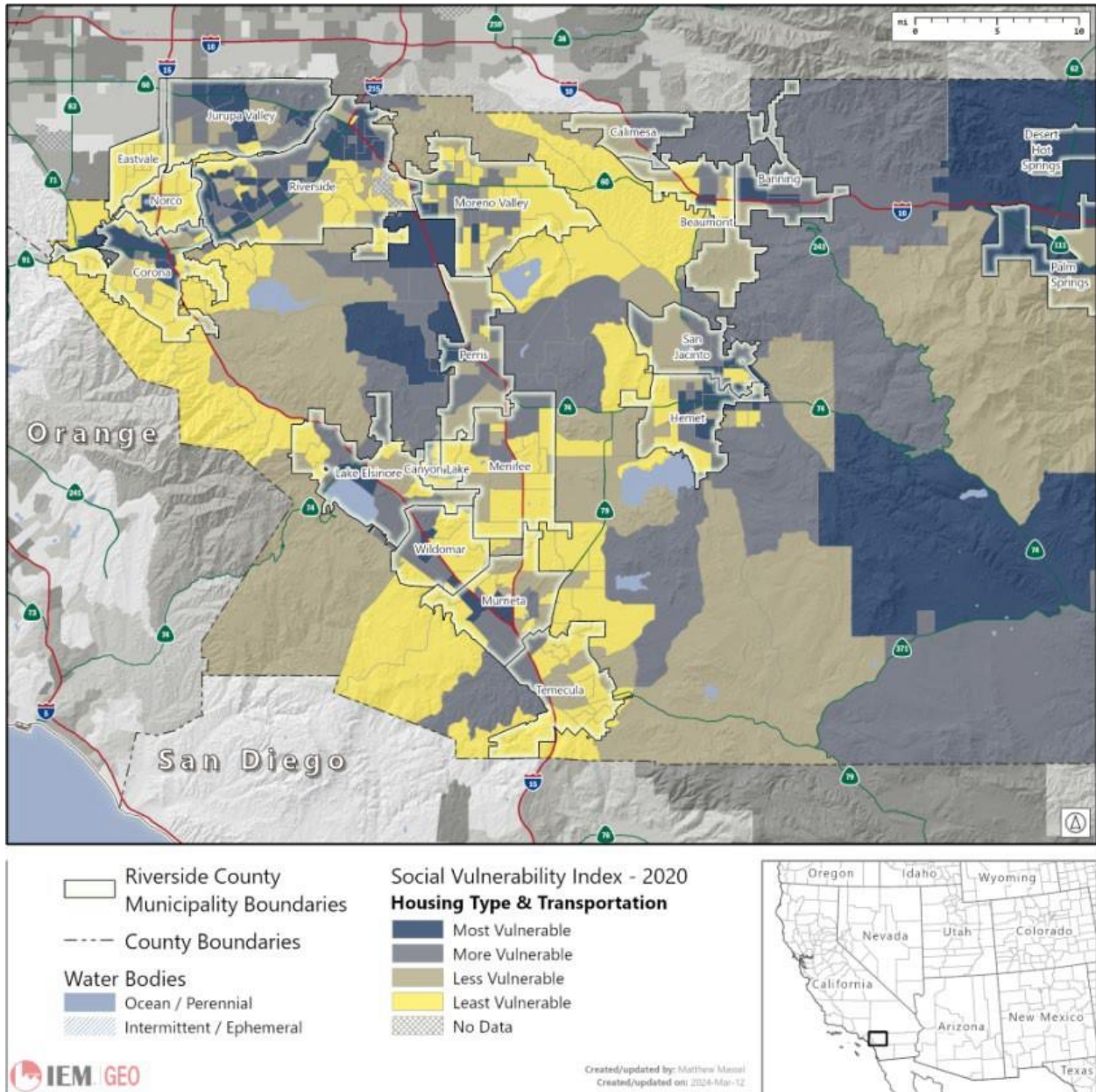
**Figure 12: County of Riverside SVI – Housing Type & Transportation**





**Figure 13: Central County of Riverside SVI – Housing Type & Transportation Characteristics**

Most vulnerable census tracts in the central portion of the County are located in the area surrounding Desert Hot Springs and north of Route 74. A handful of vulnerable census tracts are also located within Indio.



**Figure 14: Western County of Riverside SVI – Housing Type & Transportation**

Vulnerable census tracts in the western portion of the County are located along Route 91 in the City of Riverside and west of Perris. Jurupa Valley also contains vulnerable census tracts, as does the areas east and west of Interstate 215.



## **A.2. Transit Fares**

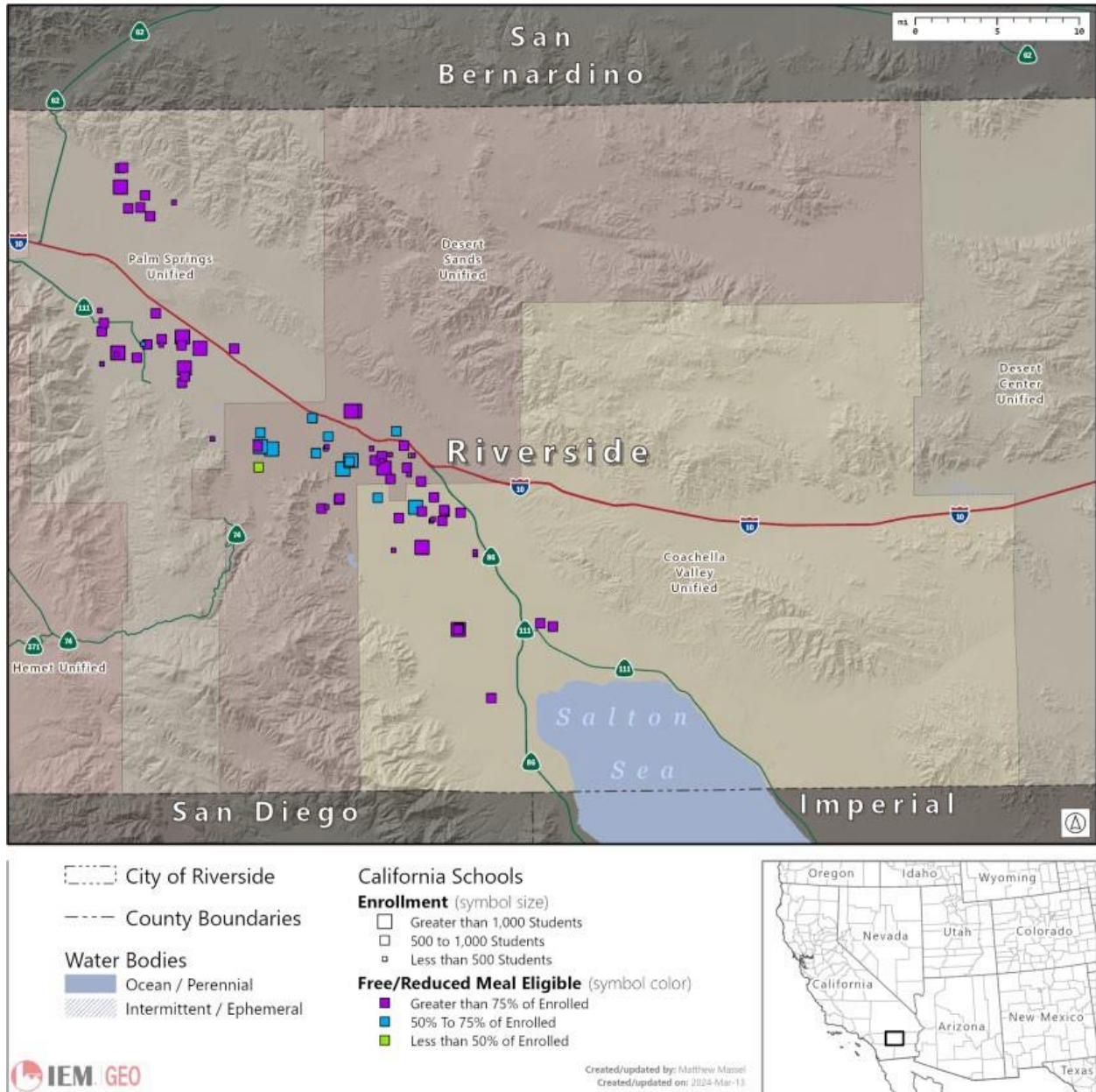
The Riverside Transit Agency (RTA) and the SunLine Transit Agency are the two transit providers in the County. Both offer discounts for seniors, youth, students, and persons with disabilities. Their data provides approximate numbers of individuals who may be transit-dependent and may need transportation assistance to a C-POD or could benefit from delivery.

RTA surveyed riders in November and December 2021 and found ridership to be 32 percent students and 52 percent employed, with a median age of 35 and a median household income of \$16,000.

In 2022–2023, the SunLine Transit Agency reported an average of 1,686 senior users, 993 youth riders, 167 paratransit users, and 135,575 adult riders. In addition, approximately 199,000 students rode transit—fewer than half the current enrollment of 422,000 students.

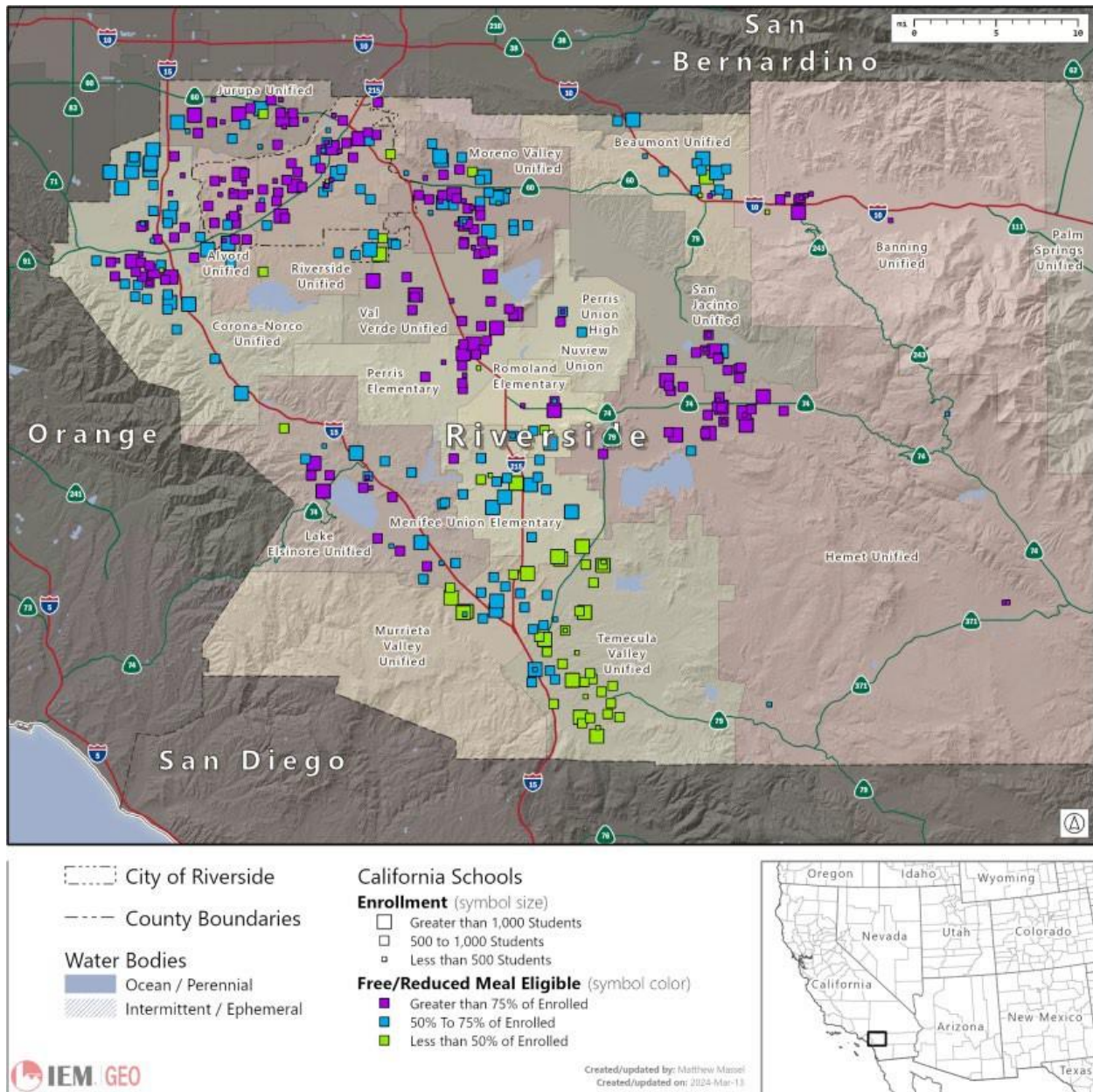
## **A.3. Free and Reduced Lunch**

The County of Riverside Office of Education provided its free and reduced lunch data for review. This data helps identify areas where students may disproportionately rely on free and reduced lunch, as their households might not be able to steadily supply meals. Identifying school locations with the highest percentage of students eligible for free and reduced meals will help identify those most in need. Due to the high number of schools located within the County, a map showing the entire County is not provided as it is unreadable. Instead, maps showing the central and western portions are included below as **Figure 15** and **Figure 16**. All of the schools located in Blythe have an eligibility of greater than 75 percent enrolled in free/reduced meals.



**Figure 15: Central County of Riverside Free and Reduced Lunch Eligibility**

All the schools within Palm Springs Unified have greater than 75 percent of the student population enrolled in the free and reduced lunch programs. Desert Sands Unified has a mix, with one school having less than 50 percent of students enrolled. These households may rely heavily on school feeding programs and could be significantly impacted if schools are unable to provide meals post-disaster.



**Figure 16: Western County of Riverside Free and Reduced Lunch Eligibility**

The school districts in the southwestern portion of the county, Murrieta Valley Unified and Temecula Valley Unified, have a majority of schools with less than 50 percent of students enrolled in free and reduced lunch. Some schools have a student population between 50 percent and 75 percent enrolled, but no school is over 75 percent eligible. This changes, however, in the central to northern portions of the County where many schools have greater than 75 percent of students eligible for the program. Schools located along Route 91 in the City of Riverside have especially vulnerable student populations should schools close post-disaster.



# **Support Annex 1: Recovery / Disaster Recovery Plan**

## **County of Riverside Riverside County Operational Area (OA)**



2024 Update

County of Riverside  
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. Most of this annex is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



# Riverside County EOP Support Annex # 1: Recovery / Disaster Recovery Plan

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

<b>Lead Agency</b>	County of Riverside Emergency Management Department (EMD)
<b>Supporting Agencies</b>	Riverside County Executive Office, all County Departments and Special Districts, California Office of Emergency Services (Cal OES), Federal Emergency Management Agency (FEMA), Small Business Association (SBA), Natural Resource Conservation Service (NRCS), American Red Cross (ARC), Volunteer Organizations Active in Disaster (VOAD), and other agencies.

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Determine when the Operational Area (OA) transition from response to recovery should occur</li> <li>▪ Recommend and oversee the proclamation process</li> <li>▪ Initiate recovery planning meetings with appropriate individuals and agencies</li> <li>▪ Determine impacts of the emergency requiring recovery efforts</li> <li>▪ Coordinate state briefing meetings with all eligible agencies</li> <li>▪ Assist local agencies with ongoing recovery efforts as necessary</li> <li>▪ Collect initial damage estimates from all levels in the Operational Area and compile for analysis; distribute to necessary state agencies</li> <li>▪ Assist in the coordination of preliminary damage assessments</li> <li>▪ If required, EMD, in conjunction with other agencies, may establish an unmet needs committee to assist residents and businesses with their recovery in addition to normal recovery programs that may be available</li> </ul>
<b>Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Assist with assessment teams to document or verify public and private damage relating to recovery restoration and mitigation</li> <li>▪ Provide shelters, food, volunteers, and other resources</li> <li>▪ Complete and submit required project worksheets for financial reimbursement when requested</li> <li>▪ Attend applicant briefing workshops, as scheduled</li> <li>▪ Participate and host preliminary damage assessment teams as necessary</li> </ul>





	<ul style="list-style-type: none"><li>▪ Assess damage of jurisdictional owned resources and infrastructure and report and update damages and values to the OA EOC</li><li>▪ Provide technical assistance and advice on recovery and mitigation activities, to both citizens and public agencies, as appropriate</li></ul>
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### 1.3 Purpose

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Administrative components of this Support Annex (SA) / Disaster Recovery Plan (e.g., authorities and references, identification of hazards, record of changes, situation, plan evaluation and maintenance, glossary, and appendices) are addressed in the Emergency Operations Plan (EOP) Base Plan. Disaster recovery support functions can be found within the EOP and its annexes.

The Recovery SA / Disaster Recovery Plan is intended to provide guidance to officials in the Riverside County OA to organize and manage the short and recovery processes to guide and assist the County in becoming more resilient to impacts from future disasters. It should be used as a guide for a coordinated and community wide system to facilitate recovery for the OA, and the whole community. It provides guidance for County departments, as well as agencies, businesses, non-governmental organizations and citizens in the OA to assist in disaster recovery and to return the whole community to previous conditions in restoring critical infrastructure, ongoing programs, and vital services.

### 1.4 Scope

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This SA / Disaster Recovery Plan has been developed to address the needs of the OA, addressing the issues of recovery from a major disaster event. It addresses both short and long-term needs and issues in repairing infrastructure and helping families, individuals, and businesses, acknowledging that not all recovery issues can be anticipated. Subsequently, it sets up a scalable and flexible recovery organization that can provide a basis to respond to emergent needs of the community to restore services, facilities, and infrastructure.

This SA / Disaster Recovery Plan provides the following information:

- Concept of operations for disaster recovery
- Agencies and organizations involved in disaster recovery
- Roles and responsibilities of jurisdictions and agencies regarding recovery
- Guidance to provide a coordinated recovery organization

### 1.5 Goals and Objectives

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Recovery goals include the coordinated gathering and evaluation of damage assessment information; accurate estimation of the financial value of losses and recovery costs; engagement of Whole Community regarding impacts, needs and resources; quick application for state and federal disaster relief funds; timely



restoration of community services and infrastructure to pre-disaster condition; and implementation of cost-effective and practicable mitigation measures.

Recovery objectives include the following:

- Initiate damage assessment procedures within the operational period that damages are first reported. This includes activation of trained and equipped all-hazard damage assessment teams, for the assessment of private property, as well as coordination with County departments and external jurisdictions for consolidation at the OA level of public and private property damage assessments
- Within the first operational period of the OA Emergency Operations Center activation, begin the documentation and compilation of known and estimated costs related to response and recovery within the unincorporated area. As the Operational Area, begin the compilation of countywide initial damage estimates from all impacted jurisdictions
- Within the first operational period, engage the Whole Community, including those with disabilities and others with access and functional needs as well as stakeholders to identify impacts, unmet needs, and potential recovery resources within the community
- Meet Cal OES deadlines for requesting California Disaster Assistance Act funding within the first 72 hours, and no later than 10 calendar days after the start of the incident. Determine if the incident's impacts, damages, and costs are beyond the County's capability and, if so, decide if a Proclamation of Local Emergency with a request for Individual and/or Public Assistance is necessary
- Upon receipt, relay to Cal OES Southern Region Staff Duty Officer all local Proclamations of Emergency, requests to the State for response and recovery resources, and submission of initial damage estimates received from impacted jurisdictions, per SEMS guidelines
- As the Operational Area, during all recovery phases coordinate with County departments leading recovery efforts in the unincorporated area, incorporated jurisdictions, and Whole Community partners, including those with disabilities and others with access and functional needs and those stakeholders involved with implementing recovery efforts; to identify, monitor, and support restoration of community services and infrastructure
- During response and recovery, identify potential mitigation actions for inclusion in After Action Reports/Improvement Plans, updates to the Multi-Jurisdictional Hazard Mitigation Plan, and possible requests for mitigation funding



## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

Immediately following any emergency/disaster, response activities to save lives and protect property should have the highest priority. However, recovery activities can be conducted concurrently with response and should commence as soon as possible. Gradually, as the requirement for emergency response diminishes, the need for recovery activities should become the focal point.

Recovery and restoration actions following any emergency or disaster should be determined by the specific event. Recovery plans should be based on the damage assessment; an awareness of what shape the recovery should take in the rebuilding of infrastructure, the environment and the economy; and the resources available for that rebuilding. Several federal, state, and local jurisdictions may be involved depending on the hazard and scope of the situation. The OA leads the recovery activities for their respective jurisdictions.

The recovery process can be split into long-term and short-term activities, but some activities can occur in both. Also, there is no clear distinction of when short-term recovery activities and long-term begins.

- Short-term recovery efforts typically focus on restarting critical community elements such as utility, economic, and social systems to meet people's immediate needs.
- Long-term recovery efforts include resumption of full services; large-scale repair and replacement work; economic and resource re-stabilization; organizations' re-adaptation; and assessment of the event. Hazard mitigation is often part of the long-term recovery effort. Hazard mitigation actions are those taken to permanently eliminate or reduce the long-term vulnerability to human life and property from hazards. Long-term recovery may go on for years until the entire disaster area is completely redeveloped, either as it was before the disaster or for entirely new purposes.

This SA outlines the following elements of the Long-Term Recovery function:

- Recovery Functions
- Long-Term Recovery Actions
- Information Flow
- Organization and Structure
- Responsibilities
- Notification and Activation Procedures
- Deactivation Procedures

### 2.2 Recovery Functions



The following functions should be addressed as part of the Recovery process:

- **Animal and Human Sheltering:** Respond to the identified needs of the community in order to provide a safe haven to evacuated or affected residents following a disaster. The Mass Care and Shelter Plan outlines how the County intends to respond to care and shelter needs of the whole community. Considerations will be made for those who may require additional or differently delivered shelter services. In a catastrophic disaster when individuals have lost their homes or have no home to return to recovery operations can begin by connecting affected residents with available resources while the disaster may still be occurring
- **Business Resumption:** Facilitates the re-establishment of normal commercial business activities following a disaster. Includes possible deferral of taxes and fees, availability and use of grants, disaster assistance applications and relocation guidance. If this is required, the County Business Emergency Operations Center (BEOC) and/or the appropriate county departments can be utilized to develop a business resumption plan
- **Continuity of Government:** Provides for the preservation, maintenance, and/or reconstitution of the government's ability to carry out its executive, legislative, and judicial processes. Includes preservation of lawful leadership and authority, prevention of unlawful assumption of authority, and prioritization and maintenance of essential services. The County Continuity of Operations (COOP)/Continuity of Government (COG) Plan should be referenced as each department has an individual COOP/COG annex based on their individual needs
- **Damage Assessment:** Ensures the procedures/guidelines and expertise are available to assess the safety and serviceability of essential government facilities, commercial buildings, and residential occupancies. Establishes building/structure accessibility/usability. Damage assessment should begin as the event is occurring and afterwards, until the full scope of the damage is known. County resources as well as outside mutual aid resources will likely be required
- **Debris Management:** Provides for the removal, temporary storage, and disposal of disaster-related debris including hazardous and other contaminated materials. Coordinates with waste haulers, transfer stations, landfill sites and other disposal facilities. County Purchasing oversees the Debris Management and Debris Monitoring contracts for the County
- **Demolition:** Ensures that appropriate policies, agreements, and procedures/guidelines are in place to facilitate the demolition of public and private structures considered unsafe for habitation or declared an imminent hazard



- **Disaster Assistance:** Provides policies and procedures/guidelines for, and information concerning, federal, state, local, private, and nonprofit disaster assistance programs
- **Documentation and Record Keeping:** The scope of an extreme emergency calls for deliberate and comprehensive administrative controls. Eligibility for federal assistance is dependent on accurate documentation. Proper documentation regarding such things as damage assessment, grant application, and costs must be provided to the appropriate entities. Records should be maintained on all aspects of the recovery effort
- **Donations Management:** Provides for coordination of donations to disaster survivors, including informing the public, through the Public Information Officer (PIO), of specific items needed. Works with businesses, private nonprofit organizations, churches, and private citizens to manage receipt, sorting, transport, and delivery of donated goods and services
- **Engineering/construction:** Provides technical advice and evaluations, engineering services, construction management and inspection and contracting services during the disaster recovery period
- **Environmental Services:** Provides environmentally based, technical information and support for management of recovery activities. Includes assistance and advice on air quality, soil conditions, natural resources, weather, and advice on solid waste disposal and environmental permitting
- **Fatality Management:** Some disasters may produce mass fatalities, which require a significant amount of management and resources. The County Coroner's Office is the lead agency for the collection, storage, and disposition of all human remains and their personal effects
- **Financial Management:** Provides guidance and procedures for disaster cost documentation and contingency funding for recovery activities including restoration of government services. Items of concern may include paying bills, meeting payrolls, and maintaining or establishing contractual relationships. Assesses disaster impacts on municipal bonds and insurance, examines taxation issues such as property reassessment and coordination of cost recovery activities including grant applications for governmental entities
- **Human Resource Management:** Provides for coordination of human resource support during disaster recovery activities. Includes assistance with staffing of the EOC and other coordination centers, coordination of county volunteers, continuation of employee assistance and family contact/support programs and employee education regarding disaster reimbursement policies
- **Individual Assistance:** The County of Riverside may assist state and federal officials in the establishment of Local Assistance Centers (LAC).



- Such centers are the focal point for making federal assistance available to qualified individuals, families, and businesses
- **Infrastructure Management:** Prioritizes essential public facilities and provides for coordination of personnel and resources necessary to make temporary or permanent repairs to them. Includes locating and leasing temporary office and storage space and the retrieval of needed resources from damaged buildings
  - **County Counsel:** Ensures all the County's criminal and legal obligations are met. Provides legal guidance and assistance for disaster recovery activities. Includes assistance with preparation of disaster-related declarations, rendering opinions regarding planned/proposed actions, and interpreting regulatory actions of other jurisdictions. Reviews and approves contractual and mutual aid assistance agreements
  - **Behavioral Health:** Provides for social and behavioral health counseling for disaster survivors, emergency service workers, and disaster recovery workers
  - **Preservation of Records:** Provides guidance, information and procedures/guidelines to salvage damaged vital records and documents as well as the restoration of information and record systems
  - **Public Assistance:** Restoring damaged public property, and property owned by certain nonprofit organizations is within the scope of Public Assistance
  - **Public Information:** Provides channels for educating the public on actions to take during the recovery period. Collects, controls, and disseminates public safety, public service and general assistance information. Minimizes the impact of misinformation and/or rumors
  - **Resource Management:** Provides for coordination of the materials, personnel, equipment and facilities for disaster recovery activities
  - **Rezoning and Land Use:** Ensures ordinances, policies, and procedures are in place to allow expeditious zoning and land use decisions following a disaster. Includes procedures for building moratoria, fast-track permitting, permit restrictions, fee waivers and coordination, and oversight of repairs to historic buildings
  - **Temporary and Long-Term Housing:** Provides for relocation of citizens displaced by a disaster and ensures that housing is available throughout the recovery period. This may include congregate and non-congregate care sheltering
  - **Transportation:** Provides transportation for personnel, equipment, and supplies to perform disaster recovery activities. Includes maintenance and repair of transport vehicles. Provides for whole community transport for



displaced citizens and for coordination of public transportation systems during recovery activities

- **Utilities:** Provides for the facilitation and coordination of efforts to fully restore utility services following a disaster
- **Volunteer Coordination:** Provides for recruitment, training, registration, certification, assignment, and recognition of volunteers

## **2.3 Short-Term, Intermediate & Long-Term Recovery Actions**

### **2.3.1 Preparedness**

- Develop and maintain memorandums of agreement (MOAs), memorandums of understanding (MOUs), and cooperative agreements with neighboring jurisdictions, the private sector, special districts, tribes and community-based organizations (CBOs)
- Determine surge requirements for resource management and personnel and develop agreements that will supplement existing staff. Make sure that disaster-support clauses exist that require those in the agreement to provide staff even during extended recovery and operational periods
- Develop and maintain a liaison with county, state, and federal agencies and organizations that can aid in recovery and restoration activities
- Develop and maintain procedures to recover from emergencies and disasters including cost documentation
- Assess disaster risk to government facilities from likely hazards and take measures to reduce the vulnerability of facilities
- Identify damage assessment team members
- Ensure all personnel are aware of their assigned emergency responsibilities
- Ensure personnel notification and call-up lists are current
- Include disaster recovery activity in exercises and training
- Research and understand local, state, and federal regulations and legislation that will create potential support or barriers concerning local recovery efforts

### **2.3.2 Short-Term Recovery Actions**

Short-term recovery operations include all agencies and jurisdictions participating in the Operational Area's disaster response, and during the transition into the initial days of recovery. The key objectives of short-term recovery operations are to assess damages, identify Whole Community needs and resources, begin restoration of shelter, services, and facilities, and determine if state and/or federal assistance is needed. This recovery phase may address the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery organizations and resources including restarting and/or restoring essential services for recovery



decision-making. Recovery activities begin during the Response phase of the emergency.

Short-term recovery typically overlaps with both response and transitional recovery actions. Depending on conditions, this will be the time when the following emergency actions may be necessary. Generally, within a jurisdiction these operations may include the implementation and/or coordination of:

- Proclamations of Local Emergency and/or Local Health Emergency
- Damage assessment
- Debris removal and clean-up operations
- Transportation route restoration
- Re-establishment of government operations and services
- Engagement with the Whole Community
- Building safety inspections
- Abatement and demolition of hazardous structures
- Expanded social, medical, and mental health services
- Clear primary transportation routes
- Establish temporary or interim infrastructure to support business reopening
- Re-establish cash flow
- Provide emergency and temporary medical care and establish appropriate surveillance protocols (with County Health and Human Services)
- Request utilities to provide bill relief
- Waiver of permit fees for damage repairs
- Provide front-of-line rebuilding service
- Address need for accessible temporary housing and business space
- Change or alter traffic patterns (public transit, paratransit, school bus routes, etc.)
- Identify adults and children who would benefit from counseling or behavioral health services and begin treatment
- Provide integrated mass care and emergency services accessible to the Whole Community
- Assess and understand risk and vulnerabilities
- Volunteer and donations management
- Commodity distribution
- Establishment of accessible assistance centers including virtual, telephonic, local/family/business, FEMA disaster recovery centers (DRCs), etc.
- Identify affected natural, cultural, and historical sites
- Initiate fast-track building permit process
- Request private-sector entities to forgive or delay required payments
- Temporary housing and business space need





- Restoration of major utilities

### **2.3.3 Intermediate Recovery Actions**

In this phase, vital services have been restored, but the community has not returned to “normal”. Consider the required transitional activities for each phase of recovery, which involves returning individuals, families, critical infrastructure and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized as temporary actions that provide a bridge to permanent measures.

The intermediate recovery phase occurs in the weeks and months following the emergency as more permanent recovery actions are implemented, including actions to assist in rebuilding impacted communities. Intermediate recovery activities within a jurisdiction may include:

- Providing accessible interim housing solutions
- Initiation of widespread debris removal operations
- Immediate infrastructure repair and restoration
- Support re-establishment of businesses, where appropriate
- Establishment of business recovery centers
- Engaging community on strengthening facilities during rebuilding and possible mitigation actions
- Coordinating with County Assessor for reassessment of property damaged by misfortune or calamity
- Engaging support networks for ongoing emotional/psychological care
- Ensuring continuity of public health care through accessible temporary facilities (with County Health and Human Services)
- Assisting the affected population with financial assistance concerning property repairs and other aspects of case management through local assistance centers (crisis counseling, transportation, etc.)
- Coordination of housing authorities, housing associations and other housing stakeholders with the placement of residents into stable interim or permanent housing
- Determine transportation restoration and rebuilding plans for increased resiliency
- Ensure that requirements of environmental and historical preservation laws and executive orders are met
- Operate long-term recovery planning committee to review the community’s rebuilding and resiliency goals
- Conducting outreach to the community through disaster recovery centers on mitigation opportunities to increase community resilience
- Provide business recovery center services

### **2.3.4 Long-Term Recovery Actions**



Long-term recovery consists of those activities and ongoing projects that return a community to a sense of “normalcy”. This recovery phase may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments and a move to self-sufficiency, sustainability, and resilience.

The primary goal of long-term recovery operations is to rebuild safely and wisely, reduce future hazards, and optimize community improvements. As with all phases of recovery, long-term recovery should include Whole Community planning, engaging the recovery support function stakeholders and those with disabilities and others with access and functional needs, to best incorporate community input, resources, and needs to:

- Develop long-term universally accessible housing solutions
- Rebuild infrastructure to meet future Whole Community needs, including needs of those with disabilities and others with access and functional needs
- Implement economic revitalization strategies
- Facilitate applicable funding assistance for business rebuilding
- Follow up for ongoing counseling, behavioral health, and case management services
- Re-establish disrupted health care facilities
- Implement mitigation strategies
- Recover eligible disaster-related costs through insurance, applicable fees, mutual aid reimbursement, and state/federal public assistance programs
- Ongoing monitoring of acute and chronic effects to the environment because of the long-term implications
- Permanent re-establishment of public, private, and nonprofit services and workforce to achieve a sense of normalcy and solidified tax base
- Prioritize long-term services required for at-risk populations, including social, medical, and mental/behavioral health needs
- Remediate areas where hazardous material releases have occurred
- Transition remaining sheltered and interim housing populations to permanent housing

Local jurisdictions and special districts within the Operational Area will strive to restore essential facilities through repair, reconstruction, improvement, or mitigation during long-term recovery operations. Local jurisdictions are responsible to manage and direct their jurisdiction’s overall emergency response and recovery activities and may choose to designate a Local Disaster Recovery Manager (LDRM) within their jurisdiction to manage their recovery functions.

When a disaster exceeds local capabilities, local authorities of jurisdiction within the County may request State disaster recovery resources and assistance through the Operational Area in accordance with the requirements of the



Emergency Services Act, California State Emergency Plan, SEMS Mutual Aid System, and/or the California Disaster Assistance Act.

## **2.4 Information Collection**

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Essential Elements of Information (EEI) provides the situational data available at any given point in the recovery process for an incident. Information is gathered from a variety of sources, both official and unofficial. It is the role of the Recovery Planning Unit to develop an EEI Toolkit early in the recovery process and revise the Toolkit as needed. The EEI Toolkit identifies the specific information for reporting and providing updated information to the Planning Unit. The format should be provided in bullet form, narrative, chart, table, graphic, etc. The EEI Toolkit should be disseminated to all relevant entities for reference and should be updated as EEI changes.

EEIs may include the following elements:

- Affected population demographics
- Availability of temporary housing sites
- Damage to airfields
- Damage to dams and reservoirs and estimated time for repairs
- Damage to government building
- Damage to hospitals
- Damage to residential dwellings
- Evacuated critical facilities
- Impact to economic stability and businesses
- Local declarations and activations
- Repair status of critical infrastructure
- Requests and/or need for state and federal assistance
- Road and bridge closures and estimated time for reopening or repairing
- Shelter populations, temporary housing populations, required permanent housing structures
- Status of houses without power, or damaged natural gas, sewer and/or water lines, and restoration timelines
- Status of utilities
- Telecommunication infrastructure status and estimated time for repairs

## **2.5 Information Flow and Dissemination**

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The following information provides an overview of the relationship between levels of communications during recovery operations. Situation reports are developed by the Planning unit using EEIs from the last operational period and disseminating it to the stakeholders. Situation reports are a compilation of information from boards, maps and other diagrams, Command/General Staff, conference



call/meeting minutes, situation reports from regional or federal partners, spot reports, and media reports. It is produced a minimum of once every operational period or more frequently if the event warrants. The situation report may also include important press releases disseminated from the JIC. Situation reports should be filed and archived appropriately as part of the official documents for the event.

### **Field Operations**

- Assess and monitor the status of recovery operations
- Implement resource and material assessment along with determination of facilities and necessary care
- Submit frequent situation status reports to the appropriate EOC Section or Unit

### **OA EOC, Cost/Recovery Unit Leader**

- Gather information from field level representatives on a continual basis
- Disseminate cumulative EOC Situation Status reports to the field level
- Coordinate with regional, state, and/or federal entities as necessary
- Assist in coordination of information sharing and requests for information with county departments, cities, special districts, tribal partners, the public and businesses (the whole community)

### **OA EOC Planning and Intelligence Chief**

- Ensure EOC situational awareness of ongoing recovery status and issues
- Exchange information about support operations, needed resources, and field situation status for projected multiple operational periods
- Develop objectives in the EOC Action Plan to include recovery assessments including expected needs of resources and appropriate facilities

### **Supporting Departments, Agencies, & Organizations**

- Support EMD as the lead recovery agency; support the OA EOC and field operations as requested
- Maintain communication with appropriate departmental representatives by providing frequent situation status updates

## **2.6 Organization and Structure**

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### **2.6.1 Organization**

The Recovery SA / Disaster Recovery Plan receives support from numerous departments and agencies to ensure that OA-wide recovery information and activities are communicated and conducted in a coordinated manner. The Recovery Planning Unit of the OA EOC 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 Recovery Operations Unit and the various involved departments, as well as its coordination within the EOC.



## 2.7 Roles and Responsibilities

The following table identifies the overall responsibilities of the County of Riverside and support agencies that may be involved with the implementation of the Recovery SA / Disaster Recovery Plan.

Departments needed to support recovery operations will vary and will be determined according to the needs of the event.

Entity	Responsibility
<b>County/OA Entities</b>	
<b>EMD</b>	<ul style="list-style-type: none"> <li>▪ Establish point of contact with local officials to determine approximate areas affected and extent of damage</li> <li>▪ Alert and activate the damage assessment teams and provide briefings</li> <li>▪ Work to establish a partnership with business and industry to help ensure all available programs are implemented to assist with economic stabilization and recovery</li> <li>▪ Work with state and federal officials to ensure mitigation initiatives that are considered in rebuilding and redevelopment are feasible and practical</li> <li>▪ Coordinate with neighborhood groups and volunteer agencies to ensure community needs related to the disaster have been</li> </ul>



	<p>identified and appropriate local, state and federal assistance is made available to address important community issues</p> <ul style="list-style-type: none"> <li>▪ Maintain updated resource inventories of supplies, equipment, and personnel resources, including possible sources of augmentation or replacement</li> </ul>
<b>Executive Office</b>	<ul style="list-style-type: none"> <li>▪ Fiscal and recovery process oversight</li> </ul>
<b>Housing and Workforce Solutions (HWS)</b>	<ul style="list-style-type: none"> <li>▪ Document all costs and expenses associated with response and recovery activities taking care to clearly separate disaster related work from daily work in the event that state and/or federal reimbursement become available</li> <li>▪ Long term housing</li> </ul>
<b>Transportation and Land Management Agency (TLMA)</b>	<ul style="list-style-type: none"> <li>▪ Assist in restoration of county roads</li> </ul>
<b>Department of Public and Social Services (DPSS)</b>	<ul style="list-style-type: none"> <li>▪ Provide shelters, food, volunteers, transportation and other resources</li> <li>▪ Support short-term and long-term housing</li> </ul>
<b>Riverside County Sheriff's (RSO)</b>	<ul style="list-style-type: none"> <li>▪ Coordinate appropriate elements of public safety before, during and after the incident</li> </ul>
<b>PIO</b>	<ul style="list-style-type: none"> <li>▪ Maintain up-to-date rosters for notifying personnel and 24-hour staffing capabilities</li> <li>▪ Work with all necessary departments, agencies, partners, etc. to ensure timely and consistent messaging is provided to the whole community</li> </ul>
<b>VOAD</b>	<ul style="list-style-type: none"> <li>▪ Provide assistance for short-term and long-term recovery programs including restoration, food drives/deliveries, and other various assignments needed for various disasters</li> </ul>
<b>All other Departments, Agencies and or Special Districts</b>	<ul style="list-style-type: none"> <li>▪ Support recovery efforts and resources as needed</li> </ul>



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## 2.8 Activation and Notification

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### 2.8.1 Activation

The Recovery SA / Disaster Recovery Plan may be activated independently or in conjunction with other Emergency Support Functions, depending on the needs of the situation. This SA will be activated for large-scale events that require local government assistance to address impacts in areas such as housing, business, employment, and infrastructure. This SA may also be activated for smaller scale events when necessary.

### 2.8.2 Notification

Each agency representative within the region of the affected jurisdictions will initiate notifications within his/her agency that the EOC 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 field operations, they will then communicate ongoing information and needs to the appropriate Group Supervisor for implementation.

### 2.8.3 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 versus the amount needed to manage the event
  - Determine the need to activate the Riverside County EOC for incident objective and resource allocation and prioritization

#### ***Step 2: Activate the OA EOC; Provide Staff***

- If appropriate, request the OA EOC be activated through the Deputy EOC Director and/or the EMD Duty Officer
- Notify and request assistance from supporting departments

#### ***Step 3: Analyze Information and Determine Objectives***

- Gather information from:
  - Response personnel in the field
  - Media (via broadcast, web information, blogs, print)
  - State and federal agencies, as appropriate
- Determine incident management priorities
  - Assess situation based on current information



- Determine critical resource needs
- Develop overall incident objectives

**Step 4: Develop Recovery Priorities**

- Establish recovery priorities and critical resource distribution
- Facilitate logistical support and resource tracking
- Coordinate recovery-related information and public messaging to include the whole community and businesses
- Coordinate and resolve short-term recovery needs

**Step 5: Continue to Monitor, Track, and Inform**

- Maintain communication between field operations, and the OA EOC
  - Provide frequent situation status reports from the OA EOC Planning Section, Recovery Planning 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 long-term recovery actions and assistance
- Recommend deactivation when the OA EOC is no longer needed

**2.8.4 Deactivation/Demobilization**

Deactivation of the Recovery SA / Disaster Recovery Plan 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.

**2.9 Disaster Recovery Grants**

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The disaster recovery federal grants can be used for recovery of damages incurred from a declared emergency or disaster. Upon submission of the required documents to request individual or public assistance, the granting authority will review the request for approval or disapproval based on criteria. Additions and deletions of sources can be made. The sources should be maintained and updated on an annual basis or as funding revisions are made. For a listing of go to <https://www.fema.gov/grants>





# **Support Annex 2: Multi-Agency Coordination (MAC)**

## **County of Riverside Riverside County Operational Area (OA)**



August 2024 Update

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. Most of this annex is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



## Riverside County EOP Support Annex 2: *Multi-Agency Coordination*

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

<b>Lead Agency</b>	County of Riverside Emergency Management Department (EMD)
<b>Supporting Agencies</b>	Riverside County Fire Department (RCFD/Cal Fire); County Executive Office Public Information Officer (PIO), Riverside County Sheriff's Office (RSO); Riverside University Health System- Public Health (RUHS-PH); County Purchasing and 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 Governor's Office of Emergency Services (Cal OES)

### 1.2 Functional Emergency Support Function Responsibilities

Department	Responsibilities
<b>OA EOC MAC Group</b>	<ul style="list-style-type: none"> <li>▪ Maintain situational awareness and a common operating picture provided by the Emergency Operations Center (EOC) Management Section</li> <li>▪ Set priorities among incidents and resolve critical resource issues</li> </ul>
<b>Lead &amp; Supporting Agencies</b>	<ul style="list-style-type: none"> <li>▪ Provide support and coordination to the MAC/Policy Group</li> <li>▪ Identify resource shortages and issues for the agency/discipline</li> <li>▪ Report and request resources in accordance with this annex to inform the MAC Group</li> <li>▪ Gather and provide information to relay to the MAC/Policy Group</li> <li>▪ Assist in implementing multiagency coordination Group decisions</li> </ul>



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## 1.3 Purpose

The purpose of the Multi-Agency Coordination (MAC) Support Annex is to facilitate a standard methodology for documenting decisions, prioritizing incidents, and prioritizing/allocating multiple requests for scarce resources among multiple organizations.

The activation of a MAC Group would be necessary for a large-scale incident and/or when multiple jurisdictions are impacted and will likely require collaboration and coordination between several Riverside County Operational Area entities. The development of a Riverside County Operational Area Multi-Agency Coordination Group (RCOA MAC Group) will provide a forum for agency administrators or designated representatives within the Operational Area (OA), County, cities, special districts, and other jurisdictions that are or may be impacted by an incident to work together to share information, establish priorities, commit agency resources, allocate scarce resources and provide strategic guidance to support incident management activities.

## 1.4 Background

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Multi-agency coordination occurs whenever responsible personnel from different agencies are involved in a response to abate a local emergency or disaster. It is more effective to establish Multi-Agency Coordination System (MACS) procedures in advance in a planned and organized fashion than relying on informal arrangements.

The MACS is one of the four pillars of California's Standardized Emergency Management System (SEMS), which are the Incident Command System (ICS), MACS, the Master Mutual Aid System, and the Operational Area concept (all listed in the Emergency Services Act (ESA), section 8607).

The SEMS regulations define multi-agency or interagency coordination as "the participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of [scarce] resources and the prioritization of incidents."

The annex is based on the California FIRESCOPE MACS Group Procedures Guide (MACS 410-1) and the California Statewide Multi-Agency Coordination System Guide. While the FIRESCOPE MACS Group Procedures Guide focuses on the needs of the fire service, this annex emphasizes the use of the MACS to support all-hazards based decision making in an Emergency Operations Center (EOC) environment.

The MACS assists agencies and organizations in responding to an incident. The elements of the MACS include facilities, equipment, personnel, procedures, and communications.



## 1.5 Scope

This annex applies to all jurisdictions within the Riverside County OA when a RCOA MAC Group is activated to facilitate policy coordination and resource allocation decisions among and on behalf of the OA to facilitate a coordinated response to any hazard or threat type of emergency or disaster. The primary objectives of a MAC Group are to:

- Support incident management policies and priorities in an emergency
- Facilitate identification and allocation of scarce resources
- Provide logistics support and resource tracking
- Communicate resource allocation decisions and policy guidance

Multi-agency coordination will *not* direct local agency to deplete unreasonably its own resources, facilities, and services so as to not be able to provide services within its own boundaries.

## 2. Concept of Operations (ConOps)

### 2.1 Authorities and General Concepts

Per California Government Code Section 8607 (a) (2) a MAC System (MACS) is not a physical location or facility, rather a *coordination system* including all components involved in managing events or incidents. A MACS is often initiated when there are multiple jurisdictions, multiple agencies and possibly multiple events. A multiagency coordination system may include an on-scene command structure and responders, EOCs, dispatch/communications centers, and resource coordination centers.

A multi-agency coordination *center* denotes a place or physical location where representatives from multiple agencies (MAC Group) gather to coordinate information, regional resource needs, and response efforts on a regional level and to relay state-supported resources and information. Regardless of the incident type, the OA MAC Group will be responsible for:

- Ensuring that local MAC groups are provided with situation and resource status information
- Establishing incident-related priorities across jurisdictions by review of ICS-209 forms
- Coordinating and resolving differing incident-related policy issues that may exist between agencies within a region or between regions
- Providing strategic allocation of scarce incident-related resources

The personnel staffing the MAC center will base their decision-making and coordinating strategies upon information received from ICS-209 incident status summary forms from local jurisdictions and information supplied to them from Department Operations Centers (DOCs), the OA EOC, the 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 and management of the incident as outlined in the EOP Command and Management ESF. 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 County 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 Group Operations**

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### **2.2.1 Agency Administrators and 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. MAC Group members are typically agency administrators or agency representatives from stakeholder agencies or organizations impacted by and with resources committed to the incident. Those assigned as agency administrators and agency representatives have direct administrative and fiscal authority to make resource commitments on behalf of their agency. Agency representatives can be brought in from affected/unaffected agencies and jurisdictions to provide support in multi-agency coordination.

### **2.2.2 Multiagency Coordination Group**

A MAC Group consists of agency representatives with decision-making authority who facilitate coordination by providing policy direction, resolving issues, prioritizing 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

The RCOA MAC Group will be made up of agency administrators or agency representatives from the following agencies and jurisdictions at a minimum;

- County of Riverside EMD (Chair)
- County of Riverside
- The incorporated jurisdictions affected by the emergency
- Riverside County Sheriff's Office
- Riverside County Fire Department
- Jurisdiction with a population over 100,000 if not already represented in the affected jurisdictions
- Jurisdiction with a population under 100,000 if not already represented in the affected jurisdictions

Dependent on the workload and needs of the incidents, the RCOA MAC Group should consider incorporating a Planning Section into the group to maintain process and workflow.

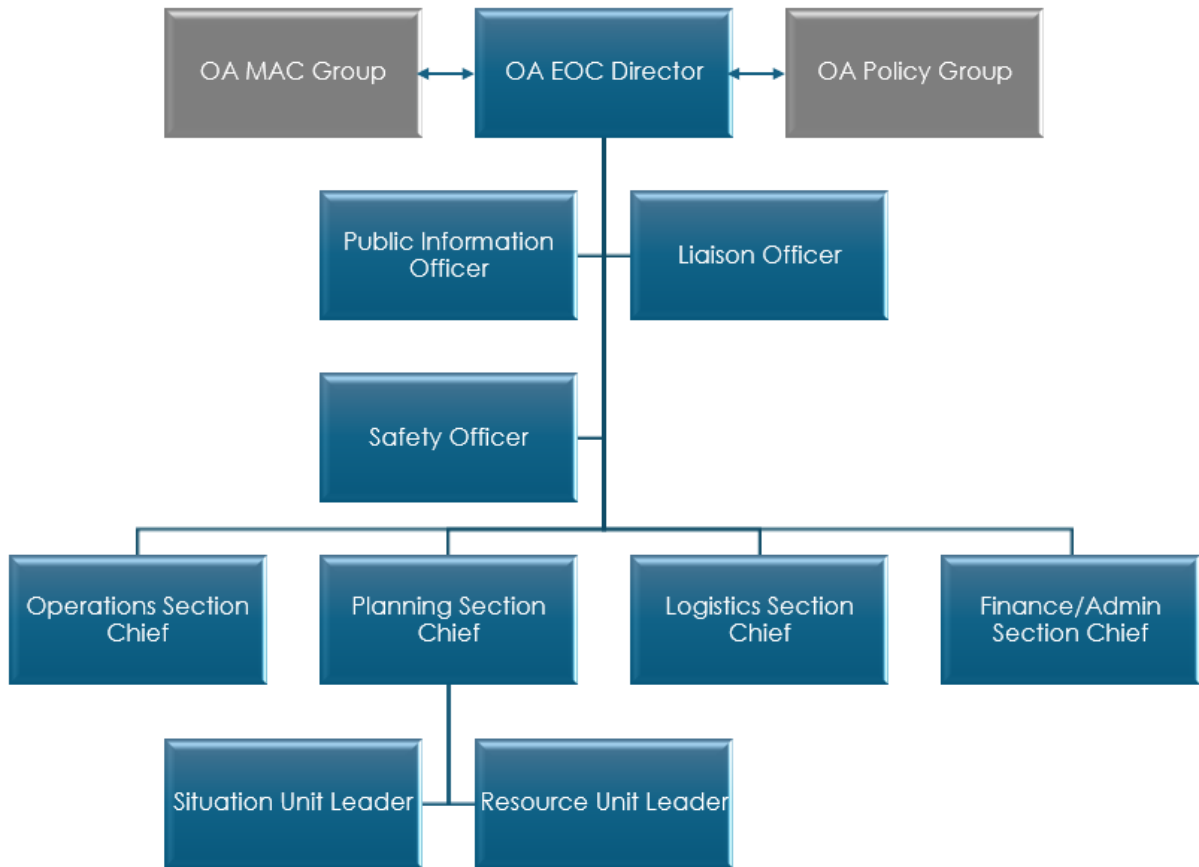
### **2.2.3 MAC Group – Policy Group - EOC Relationship**

When a RCOA MAC Group is convened to support the EOC Director, the members will review the current situation status and resource status to determine the resource allocation needs. Armed with this intelligence, the RCOA MAC Group will recommend incident priorities and allocate resources to the EOC Director. The EOC Director will incorporate the recommendations in the action plans developed by the EOC Planning Section.

Although not fully covered in this Annex, the EOP Command and Management ESF provides responsibility for the overall emergency policy and coordination.



**Figure 1: MAC Group, Policy Group-and EOC Relationship**







## **2.3 Information Flow**

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MAC operations promote communication across several coordination levels during a disaster. By virtue of the situation assessment, personnel in the MAC Group share information on incidents within their area of responsibility, as well as provide information to agency and jurisdictional contacts. Incident information is coordinated and disseminated for both internal and external use. Internal dissemination may include participating MAC Group agencies, the OA EOC, jurisdictional EOCs, private industry, and critical infrastructure partners. Additionally, information is disseminated to federal, state, tribal, local, and volunteer agencies, elected and appointed officials, and Public Information Officers (PIO).

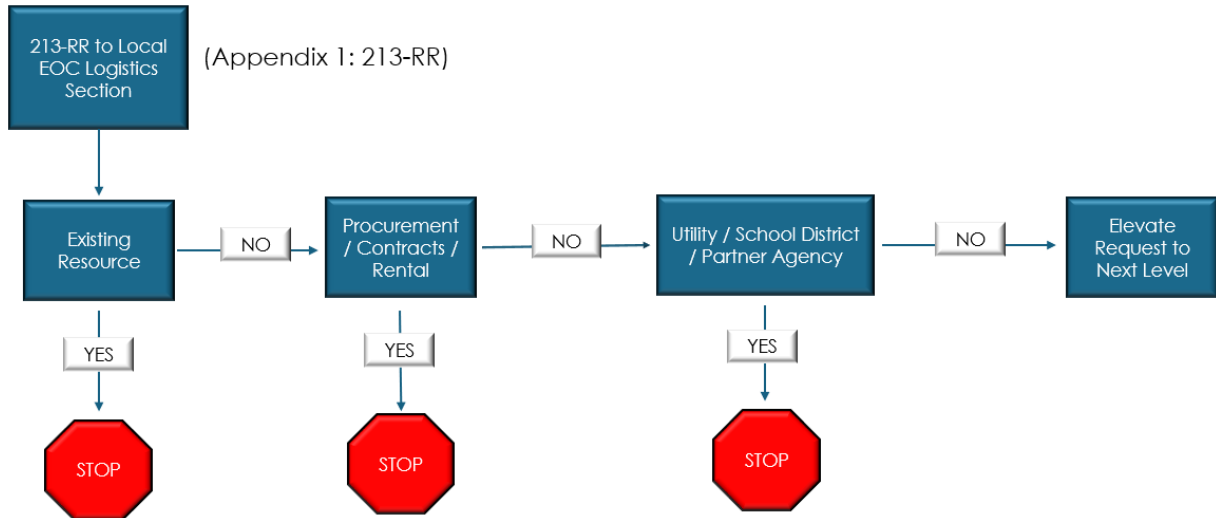
Within Riverside County, the RCOA MAC Group will be responsible for MAC Operations, information dissemination, and allocation of non-fire and non-law enforcement resources for emergency management purposes. RCFD/Cal Fire and local law enforcement will utilize their processes for the requesting of resources. Local agencies and special districts are responsible for developing their own internal MAC process to promote this information flow to the Operational Area.

A critical part of the MAC system is outlining when a level of the system (SEMS level EOCs and MAC Groups) communicates and coordinates with another level. Gaps or disconnects can negatively impact scarce resource support to emergency operations in the field. The process flow outlined below is consistent with the SEMS and ensures that at the lowest level, the use of existing resources, local agency resources, procurement, and rental options have all been exhausted prior to elevating the request to the next level. These levels are defined as:

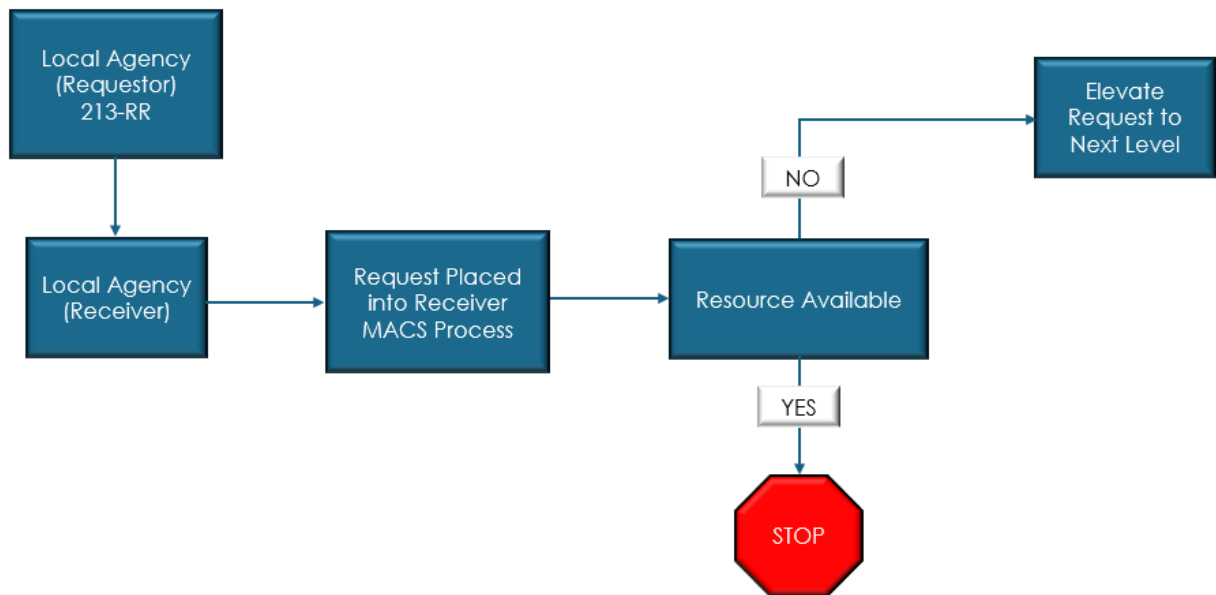
- Internal (existing resources, partner resources, contracts, local agreements)
- Local Agency to Local Agency
- Local Agency or Tribal Nation to OA EOC
- OA EOC to Adjacent OA EOC
- OA EOC to Region
- Region to State



**Figure 2: Internal Local Agency Resource Request Process (existing resources, partner resources, contracts, local agreements)**

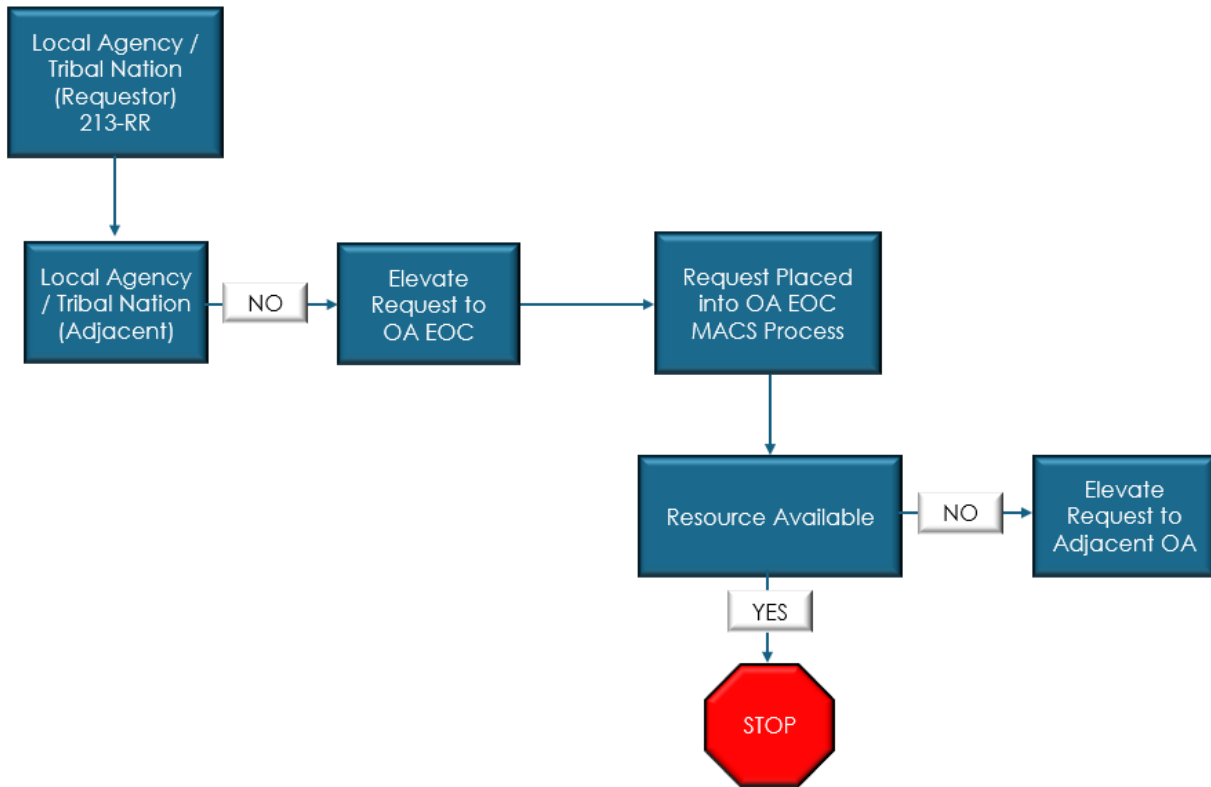


**Figure 3: Local Agency to Local Agency Resource Request Process**

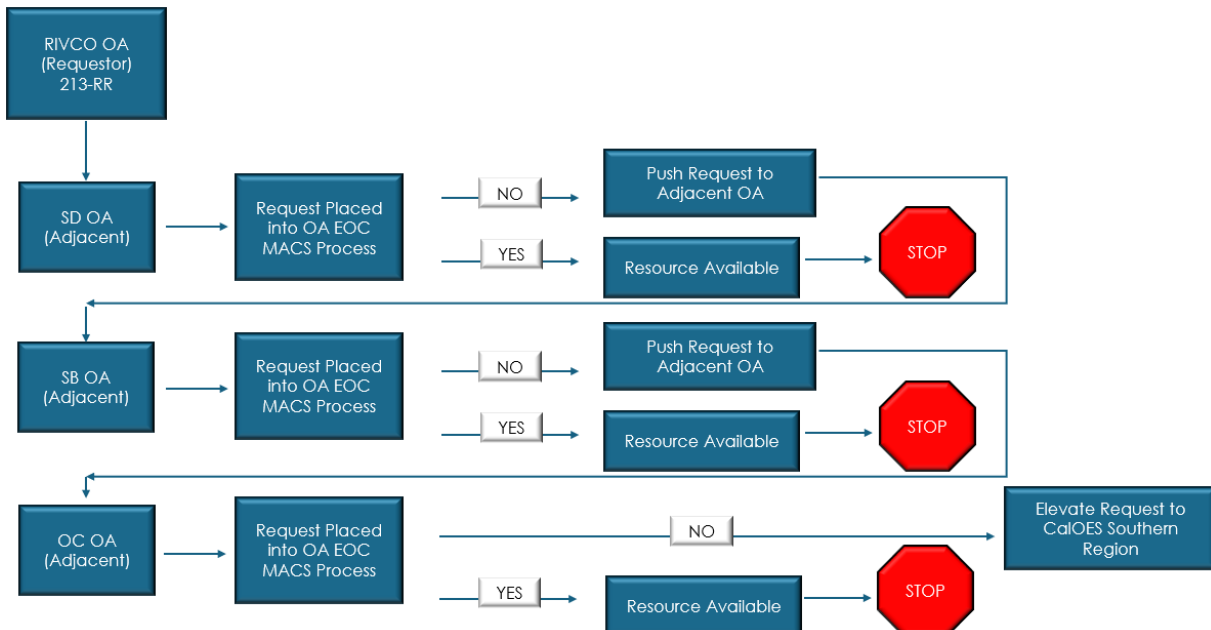




**Figure 4: Local Agency or Tribal Nation to OA EOC Resource Request Process**

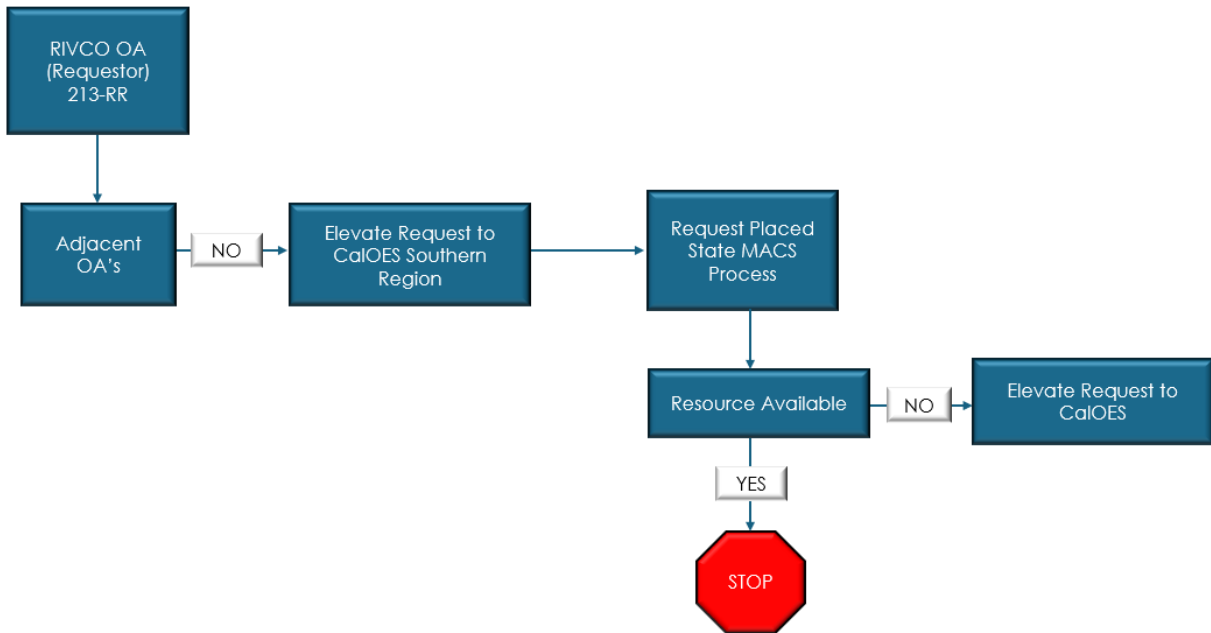


**Figure 5: OA EOC to Adjacent OA EOC Resource Request Process**





**Figure 6: OA EOC to Region 6 Resource Request Process**



## 2.4 MAC Group Organization and Structure

### 2.4.1 Organization

MAC systems are a combination of facilities, equipment, personnel, procedures, and communications all integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. During disasters and local emergencies when resources may be scarce, the Riverside County OA is tasked with managing and coordinating information and resources, and for serving as a conduit within the system for the coordination of efforts between the EOCs of the cities and special districts within the OA, OA EOC, and Cal OES. The RCOA MAC Group is hosted at the OA EOC level, which provides them with situational awareness and a Common Operating Picture (COP) of the support needed.

The RCOA MAC Group may establish functions necessary to successfully prioritize incidents and allocate scarce resources. When the OA EOC is activated, many of the MAC Group functions may already be activated. The following positions of the OA EOC shall support the RCOA MAC Group unless they are assigned to the RCOA MAC Group:

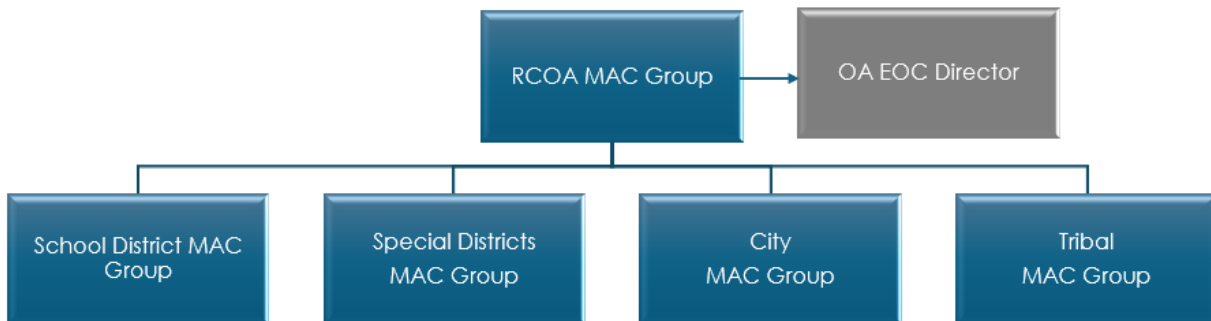
- Planning Section Chief (PSC)
  - Resource Status Unit Leader
  - Situation Unit Leader
  - Documentation Unit Leader
  - Technical Specialists



- Logistics Section Chief (LSC)
  - Communications Unit Leader
  - Facilities Unit Leader
- Public Information Officer (PIO)

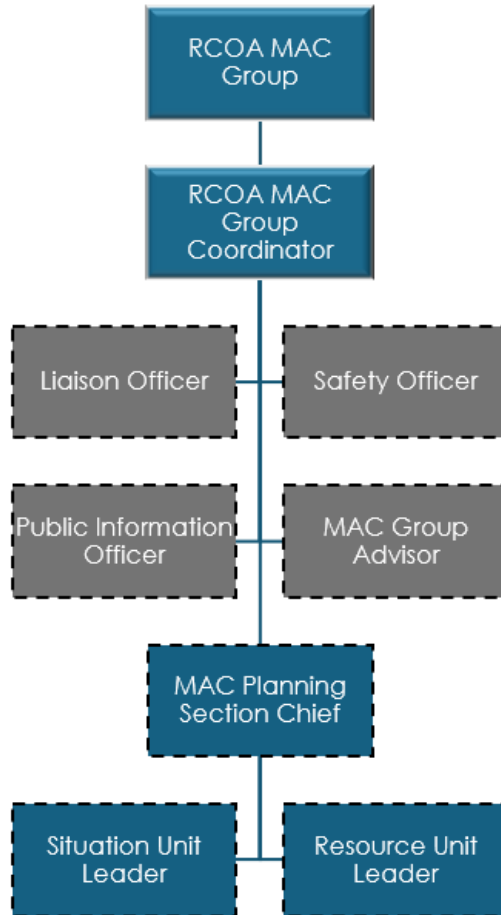
MAC Group representatives coordinate information and focus primarily on logistical and planning issues related to the needs within the affected region, as shown in Figure 7:

**Figure 7: Potential MAC Groups Below OA Level that would support RCOA MAC**





**Figure 8: RCOA MAC Group Organization**



Note: As per ICS the MAC Group staffing can expand or contract depending on the scope and complexity of the incident and the needs of the MAC Group. Thus, positions with a hashed border may or may not be activated based upon the needs of the MAC Group or additional positions may be activated.

### 2.4.2 MAC Group Staff Positions

Depending on the scope and complexities of the incidents, the MAC Group may appoint personnel to support the group during its deliberations. These positions will be filled by the EOC Director.

#### MAC Group Coordinator:

Once the decision is made to utilize a RCOA MAC Group, a coordinator will be assigned by the EOC Director.

The coordinator serves as the MAC Group business facilitator and helps to direct the MAC Group toward accomplishing its mission. The coordinator is not an agency representative who participates in the decision-making process. The coordinator requests staff from the EOC to support the RCOA MAC Group.



**Liaison Officer:**

The Liaison Officer is the point of contact representing organizations involved in incident management activities assigned to the MAC Group.

**Public Information Officer**

The MAC Group Public Information Officer (PIO) serves as a single source for coordinating public information related to the MAC Group activities. The MAC Group Public Information Officer releases accessible information only approved by the MAC Group

**Situation Status Unit Leader**

The Situation Unit Leader oversees the collection, organization, and analysis of situation information related to the emergency through coordination with the EOC.

**Resources Status Unit Leader:**

The Resources Unit Leader maintains information on scarce resource needs through coordination with the EOC Resource Unit leader.

**2.5 MAC Group Staff Responsibilities**

The following table identifies the overall responsibilities of each staff position that may be activated with the activation of a MAC Group at the OA EOC.

Entity	Responsibility
<b>Staff Positions</b>	
<b>RCOA MAC/Policy Group</b>	<ul style="list-style-type: none"><li>• Prioritizing incidents or jurisdictions based on the following factors:<ul style="list-style-type: none"><li>○ Life and Safety Threats</li><li>○ Property/Infrastructure Damage Threats</li><li>○ Potential for Loss and Resource Issues</li><li>○ Incident Complexity and Duration</li></ul></li><li>• Providing scarce resource allocation decisions/recommendations to the EOC</li></ul>



Entity	Responsibility
<b>MAC Group Coordinator</b>	<ul style="list-style-type: none"> <li>• Fills and supervises assigned personnel</li> <li>• Manages the facility and ensures necessary equipment is available</li> <li>• Facilitates the MAC Group decision-making process, including display of information and providing a situation assessment for incident priority setting and resource allocation</li> <li>• Facilitates the MAC Group's daily schedule and agenda</li> <li>• Documents proceedings, including conference calls or in-person meetings, and distributes information to MAC Group agency representatives and others as needed</li> <li>• Assign a Technical Specialist to assist the MAC Group in preparing the forms</li> <li>• Prepares the final documentation package of MAC Group proceedings</li> </ul>
<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>• Obtains briefing from MAC Group Coordinator</li> <li>• Prepares information for MAC Group members</li> <li>• Provides information to the media as requested and approved by the MAC Group, in coordination with the EOC PIO</li> <li>• Coordinates the gathering and distribution of information with the JIC</li> <li>• Maintains Unit Log for documentation package</li> </ul>

Entity	Responsibility
<b>County/OA Entities</b>	
<b>Liaison Officer</b>	<ul style="list-style-type: none"> <li>• Assists the MAC Group Coordinator in determining appropriate representation based on jurisdictional authority or responsibility</li> <li>• Serves as a contact for Agency Representatives</li> <li>• Maintains a list of assisting and cooperating agencies and Agency Representatives</li> <li>• Assists in establishing and coordinating interagency contacts</li> <li>• Maintains Unit Log for documentation package</li> </ul>





<b>Planning Section Chief</b>	<ul style="list-style-type: none"> <li>• Organize and facilitates meetings and meeting schedules in coordination with the OA EOC Planning Section Chief</li> <li>• Exercises overall responsibility for the coordination of the Situation Status/Resource Status Units</li> <li>• Ensures the completion of assigned duties</li> <li>• Maintains Unit Log for documentation package</li> </ul>
<b>Situation Unit Leader</b>	<ul style="list-style-type: none"> <li>• Gathers situation assessment information from the EOC Planning Section</li> <li>• Summarizes resource needs and requests from the Incident Status Summaries (ICS 209s), situation status reports, mission tasking assignments, and other information-gathering efforts from the EOC</li> <li>• Ensures that information collected from the EOC is posted on status boards</li> <li>• Ensures that situation status reports are developed for dissemination to MAC Group members</li> <li>• Ensures that all maps, status boards, and other displays contain current and accurate information in coordination with the EOC</li> </ul>
<b>Resource Unit Leader</b>	<ul style="list-style-type: none"> <li>• Maintain scarce resource availability, including tracking resource needs in coordination with the EOC</li> <li>• Coordinates with Agency Representatives / MAC Group members to complete the MACS 405 Status Report concerning the availability of resources</li> <li>• Once the MACS 429 (Incident Priority Rating Matrix) is completed, ensure the completion of the MACS 430 (Incident Prioritization Form)</li> <li>• Assists in preparing information materials, when requested by the MAC Group Coordinator</li> <li>• Provides scarce resource information to the MAC Group Situation Assessment Unit Leader as requested</li> </ul>



---

## **2.6 Activation and Notification**

### **2.6.1 Activation**

The decision to activate the RCOA MAC Group will occur through the EOC Director in concert with Directors of Emergency Services of the impacted jurisdictions when incident-related requests exceed, or will soon exceed, available critical resources and/or there is an obvious OA interagency need to coordinate incident-related policies and procedures. Typically, these Directors or an individual with a written Delegation of Authority will assemble at the OA EOC (or teleconference) and provide status briefings and current situation briefings prior to making the decision to activate the RCOA MAC Group.

### **2.6.2 Notification**

Once the EOC Director has made the decision to activate the RCOA MAC Group, the Planning Section will notify personnel having authority for emergency services within the impacted areas.

In the event of the loss of cell service and internet, notification may be sent via the PSEC and Disaster Net radio systems.

### **2.6.3 RCOA MAC Group Meetings**

The RCOA MAC Group should convene in face-to-face meetings at the OA EOC whenever feasible. If the situation does not allow for face-to-face meetings, the RCOA MAC Group may elect to coordinate its responsibilities at an alternate facility or through conference calls, video teleconferences, and webinars.

Figure 9 gives an example of an RCOA MAC Group meeting schedule. However, the timeline will be determined based on the EOCs operational period. The meeting schedule will be coordinated by Planning Section Chief to ensure ongoing situation awareness and productivity throughout each operational period.



**Figure 9: Sample RCOA MAC Group Meeting Schedule**

MAC Group Meeting Schedule	
Briefing Time	Briefing Criteria
07:30 a.m.	Incident Briefing
09:00 a.m.	MAC Group General Topic Discussion
09:30 a.m.	Resource Status Report (MACS 405)
10:00 a.m.	MAC Group Facilitator's Conference Call/Discussion
10:30 a.m.	Weather Briefing and Agency Breakout Sessions
11:15 a.m.	Intel Briefing / Priority Setting Process (MACS 429)
13:30 p.m.	Resource Status Report Update (MACS 405)
14:00 p.m.	Video Conference and Post Video Conference Discussion (If Applicable)
16:00 p.m.	MAC Group General Topic Discussion
17:00 p.m.	MAC Group Conference Call and Post Call Discussion (if applicable)
17:30 p.m.	MAC Group Debriefing and Agency Roundtable
18:00 p.m.	Adjourn



## 2.6.4 RCOA MAC Group Meeting Agenda

The RCOA MAC Group Coordinator will conduct the RCOA MAC Group meeting with the use of a standard agenda and include a situation briefing.

The briefing should be created from situation reports (ICS-209) and resource requests. As part of the process, member agencies should provide a list of committed and available resources to be employed as part of the response. This resource status can be summarized on a MACS 405 form (Appendix 2). The briefing should be presented to MAC Group members 30 minutes prior to the meeting.

Figure 10 gives an example of a MAC Group Meeting Agenda.

**Figure 10: Sample RCOA MAC Group Meeting Agenda**

1. Roll call
2. Situation Status Report
  - a. Weather Situation Report
  - b. Incident Briefings
  - c. Identification of Significant Incidents
  - d. Current Response Activities
  - e. Resource Status Report
  - f. Identification of Scarce Resources
3. Listing of Available Resources on the Resource Status Report (MACS 405)
4. Completion of the Incident Priority Rating Matrix (MACS 429)
5. MAC Group Conference Call with Requesting Agencies (As Needed)
6. Development of Incident Priority List (MACS 430)
7. MAC Group Debriefing and Agency Round-Table
8. Schedule for Next Meeting
9. Adjourn

## 2.6.5 Adjournment/Demobilization

The MAC Group will be adjourned when incident prioritization and scarce resource allocation is no longer needed. The Director of the EOC may determine that the mission of the RCOA MAC Group has been accomplished and is no longer needed. Adjournment of the RCOA MAC Group should occur when:

- A. Resources are being demobilized and resource coordination among agencies or jurisdictions is no longer necessary
- B. The situation at the incident site has stabilized



- C. Incident support can be provided without affecting the dispatch system
- D. Need for resource coordination has diminished

All agency representatives involved in the RCOA MAC Group need to follow the OA EOC demobilization plan before the final stages of 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 demobilization plans so they can prepare 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



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# Support Annex 3:

## Continuity of Operations and Continuity of Government / Base Plan

### County of Riverside Operational Area (OA)



2024 Update

County of Riverside

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. Most of this document is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



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## **Riverside County EOP Support Annex # 3**

### **Continuity of Operations/Continuity of Government / Base Plan**

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

<b>Lead Agency</b>	County of Riverside Emergency Management Department (EMD); Riverside County Executive Office
<b>Supporting Agencies</b>	County of Riverside Board of Supervisors, County of Riverside Clerk of the Board of Supervisors, Sheriff’s Department; CAL FIRE/Riv. Co. Fire Department (RCFD); Riverside University Health System – Behavioral Health (RUHS-BH); Riverside University Health System-Public Health (RUHS-PH); Department of Public Social Services (DPSS); Flood Control and Water Conservation District; Riverside County Information Technology (RCIT); Department of Animal Services (DAS); Department of Environmental Health (DEH); Transportation and Land Management Agency (TLMA)

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<b>County of Riverside Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Establish templates for Continuity of Operations/Continuity of Government (COOP/COG) plan annexes</li> <li>▪ Guide supporting agencies in identifying their essential functions and recording contacts, services, and tangible items necessary to achieve these functions</li> <li>▪ Assist with finalization of each annex</li> <li>▪ Track and monitors the status of each COOP annex</li> <li>▪ Assist in implementing COOP/COG elements involving support agencies</li> </ul>
<b>Riverside County Executive Office</b>	<ul style="list-style-type: none"> <li>▪ Establish and clarify policy</li> <li>▪ Implement COOP/COG for the County of Riverside affected departments and agencies</li> </ul>





Department	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Ensure the OA EOC Director assigns a COOP/COG Manager to lead the COOP/COG implementation</li> <li>▪ Continually receive situational awareness and a common operating picture of the incident</li> <li>▪ Set priorities among incidents; resolve critical resource issues</li> <li>▪ Facilitate logistics support and resource tracking</li> <li>▪ Ensure interagency coordination</li> </ul>

<p><b>Supporting Agencies</b></p>	<ul style="list-style-type: none"> <li>▪ Write and edit agency COOP annex by identifying essential functions and recording contacts, services, and tangible items necessary to achieve these functions</li> <li>▪ Review COOP annex yearly with updates as needed</li> <li>▪ Provide support and coordination to the COOP/COG function in the Operational Area Emergency Operations Center (OA EOC)</li> <li>▪ Continually provide situation information and resource status regarding agency/department to the COOP/COG Manager and OA EOC</li> <li>▪ Identify resource shortages and issues for your agency/department</li> <li>▪ Gather and provide information from supporting agencies to the OA EOC Deputy Director</li> <li>▪ Assist in implementing COOP/COG elements involving support agencies</li> <li>▪ Facilitate supporting agencies decisions</li> </ul>
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### 1.3 Purpose

Administrative components of this Continuity of Operations/Continuity of Government (COOP/COG) Support Annex (SA) / Base Plan (e.g., authorities and references, goals, record of changes, situation, plan evaluation and maintenance, glossary, and other appendices) are addressed in the Emergency Operations Plan (EOP) Base Plan.

This COOP/COG SA / Base Plan 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 COOP/CPG SA / Base Plan provides guidance for elected officials and county staff in the event an emergency that interferes with County functions. The COOP/COG SA / Base Plan incorporates procedures for disasters and emergencies that may affect a single County department or the entire County government organization.

## **1.4 Scope**

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This COOP/COG SA / Base Plan 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 annexes.

Agencies/departments may activate their respective annexes independently of the Board of Supervisors or Executive Office at any time. In this occurrence, the Agency/Department Head, or designated successor, will follow the steps outlined in Notifications.

Department-level COOP annexes 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.

The County acknowledges the difference between activating the COOP/COG Base Plan to ensure continuity of operations and activating the Emergency Operations Plan (EOP) to respond to a disaster situation. However, there is some overlap and the potential for confusion in the event of a catastrophic event because both the EOP and COOP/COG SA / Base Plan could be simultaneously activated within an agency/department. This COOP/COG SA / Base Plan and all accompanying department-specific annexes were developed with the consideration that continuity of essential functions occur separate from emergency response. The COOP/COG SA / Base Plan and annexes are based at the agency/department level, whereas the activation of the EOP is coordinated from the County/Operational Area Emergency Operations Center (EOC) or a Department Operations Center (DOC) to ensure the objectives and priorities of the disaster response are met.



Furthermore, the County distinguishes between the purpose of continuity of operations and continuity of government planning. The goal of continuity of government is to ensure that the programs directly related to the County of Riverside's constitutional, democratic form of government survives any hazard or threat that may create a continuity event. Agency/Department Heads and county personnel recognize the highest elected officials and executives are responsible for continuity of government during any continuity event. To that end, the vehicle to achieve a state of continuity of government (COG) is by continuity of operations planning for executive offices and elected officials. The constitutional, democratic process of the County of Riverside is dependent upon the survivability of the essential functions within the Board of Supervisors, Assessor-Clerk Recorder, Auditor-Controller, District Attorney, Executive Office, Registrar of Voters, Sheriff-Coroner and Treasurer-Tax Collector.

## 1.5 Objectives

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COOP planning is an effort to continue essential functions across a wide range of potential emergencies. The objectives of the COOP / COG SA / Base Plan and supporting agency/department annexes include:

1. Performance of essential functions during an emergency.
2. Reduce the loss of life.
3. Minimize property damage and loss, including protecting essential facilities, equipment, vital records, and other assets.
4. Execute an order of succession and delegated authorities in the event a disruption renders the County's leadership unable, unavailable, or incapable of performing their authorities and responsibilities.
5. Facilitate decision-making regarding essential day-to-day services during an emergency.
6. Reduce or mitigate disruptions to operations.
7. Ensure the County has planned for using facilities where it can continue to perform its essential functions during a continuity event.
8. Achieve the agency/department's timely and orderly recovery and resumption of full service.
9. Recommend continuity readiness through a dynamic and integrated continuity Training and Exercise (T&E) program.



## 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 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 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**

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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 County of Riverside 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**

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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 SA / Base Plan 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 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 should take maximum advantage of the entire spectrum of communications media likely to be available in any emergency. 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.

#### **2.3.7.1 Emergency Operating Records**

Categories of vital records may include accounts or registers, 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. 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**

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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 SA / Base Plan 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 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 equipment is 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 Public Information Officer (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, departments return to normal operations as much as possible and continue service to that portion of the population unaffected by the incident.

### **Recovery**

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 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**

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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 SA / Base Plan 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
<b>County/OA Entities</b>	
<b>County Executive Office</b>	<ul style="list-style-type: none"> <li>▪ Implement the COOP/COG SA / Base Plan as needed to ensure the continuance of essential functions and the return to normal operations for County departments from an emergency that is occurring or has occurred</li> <li>▪ Ensure all COOP/COG functions are conducted by affected departments</li> <li>▪ Continually receive information on the situation status and resource status as a basis for decision making</li> <li>▪ Analyze problems and formulate options for solving them</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
	<ul style="list-style-type: none"> <li>▪ Develop and disseminate accessible warnings and emergency public information</li> <li>▪ Prepare and disseminate periodic reports</li> <li>▪ Coordinate damage assessments activities and assess the health, public safety, local facilities, and the local economy</li> <li>▪ Request external assistance from other jurisdictions, volunteer organizations, businesses, or from the State</li> </ul>
<b>County Departments</b>	<ul style="list-style-type: none"> <li>▪ Train and test all continuity plans, procedures and protocols developed for department use</li> <li>▪ 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</li> <li>▪ 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.</li> <li>▪ 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</li> <li>▪ 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</li> <li>▪ Prepare procedures for protection and disposition of vital records</li> </ul>
<b>OA EOC Staff</b>	<ul style="list-style-type: none"> <li>▪ Activate the OA EOC at a level necessary to carry out the tasks that must be performed</li> <li>▪ Manage OA EOC resources and direct EOC operations</li> <li>▪ Continually monitor status of internal and external requests for each incident</li> </ul>



Entity	Responsibility
<b>County/OA Entities</b>	
	<ul style="list-style-type: none"> <li>▪ Ensure information processing is conducted</li> <li>▪ Receive summaries on status of damage</li> <li>▪ Coordinate requests with state/federal agencies for resources not available from jurisdictions that the County has inter-local agreements</li> <li>▪ Continually report information to the OA EOC Director</li> <li>▪ Prepare briefings for senior officials</li> <li>▪ Ensure liaisons(s) report to the OA EOC</li> <li>▪ Ensure outgoing messages and reports for release are approved by the OA EOC Director</li> <li>▪ Conduct periodic update briefings for the OA EOC staff and elected officials</li> <li>▪ When directed, or when appropriate, terminates operations and closes OA EOC</li> </ul>
<b>Public Information Staff</b>	<ul style="list-style-type: none"> <li>▪ Develop and disseminate appropriate emergency public information through news releases, briefings, and, where appropriate emergency information systems</li> <li>▪ Manage media inquiries</li> <li>▪ Integrate coordination and management of emergency public information with JIC if established</li> </ul>

## 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 SA / Base Plan 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 SA / Base Plan 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 Notifications**

Each department / program will determine internal communications requirements, including:

- Implementing minimum communications requirements for primary, alternate and other continuity facilities which support the continuation of essential functions
- Possessing interoperable and available communications capabilities in sufficient quantity and mode/media, and that are commensurate with that agency/department's essential functions
- Possessing communications capabilities that can support the agency/department's senior leadership while they are in transit to continuity facilities
- Ensuring that the communications capabilities are maintained and readily available for up to 30 days or until normal operations can be reestablished, and that all continuity staff are properly trained, as appropriate, in the use of these communications capabilities
- Ensuring priority access to communications resources during continuity events
- Ensuring continuity communications programs are fully capable of supporting social distancing operations including telecommuting
- Ensuring new technologies are compatible with existing equipment and complement the established requirements
- Alert and notification procedures specific to continuity personnel that are tested annually, at minimum, to maintain accurate distribution lists and



assist with mobilization and communications capabilities during the activation of the COOP/COG / Base Plan

The following is a list of notification systems that may be used by Riverside County agencies/departments during continuity incidents.

- Alert RivCo mass notification system
- Other County approved mass notification systems
- Email/text
- Phone (cell, hardline, or Voice Over Internet Protocol (VOIP) phones)
- Satellite phone

The COOP/COG Manager will initiate notifications to the affected department's representatives that the COOP/COG 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 EMD Director or designee will initiate activation procedures.

Agency/department annexes are designed to sustain continuity of communications and address the following related to external and stakeholder notifications:

- Identify requirements to continue communications externally
- Interoperable communication equipment at COOP sites
- Support communication among elected officials and Agency/Department Heads
- Support communications in social distancing operations
- Procedures/plans exist that explain how the staff communicate externally
- Identify and contact a spokesperson to communicate with the media regarding the COOP event
- Communication with clients/customers on how services will be affected
- Accessing vital records, data and other systems
- Continuity personnel are trained to use COOP communication equipment that may not be used, or often used, during non-emergency times

### **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 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
  - DOCs and the OA EOC, if activated
  - Media (via broadcast, web information, blogs, print)
  - State and Federal agencies, as appropriate
- Determine incident management priorities
  - Assess situation based on current information
  - Determine critical resource needs
  - Develop overall incident objectives

**Step 4: Develop and Coordinate Incident Priorities**

- Establish incident priorities and critical resource distribution
- 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
  - 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 SA / Base Plan and the EOC when no longer needed

**2.7.4 Deactivation/Demobilization**

The COOP/COG SA / Base Plan 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 SA / Base Plan 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 Support Annex:

- 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 COOP/ COG SA / Base Plan and supporting agency/department annexes



- The following individuals have the authority to activate the COOP/COG SA / 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



# **Support Annex 4: Tribal Relations**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most of this annex is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



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**Riverside County EOP Support Annex 4:  
*Tribal Relations***

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

Coordinating Agency	County of Riverside Emergency Management Department (EMD)
Supporting Agencies and Tribes	Agua Caliente Band of Cahuilla Indians; Augustine Band of Cahuilla Indians; Cabazon Band of Mission Indians; Cahuilla Band of Indians; Colorado River Indian Tribes; Morongo Band of Mission Indians; Pechanga Band of Indians; Ramona Band of Cahuilla Indians; Santa Rosa Band of Cahuilla Indians; Soboba Band of Luiseno Indians; Twenty-Nine Palms Band of Mission Indians; Torres Martinez Desert Cahuilla Indians; FEMA Tribal Liaison; Cal OES Tribal Liaison; Riverside County Sheriff Tribal Liaison

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
Emergency Management Department	<ul style="list-style-type: none"> <li>▪ Coordinate with support agencies and tribes for activities and operations to expedite the restoration of essential lifelines</li> <li>▪ Obtain system status updates</li> <li>▪ Activate necessary agency representatives to the OA Emergency Operations Center (EOC) to ensure seamless and timely communication and collaboration</li> <li>▪ Activate the OA EOC</li> <li>▪ Provide direction and oversight to all OA EOC sections, branches, and units</li> <li>▪ Establish OA EOC staffing requirements</li> <li>▪ Serve as EOC subject matter experts and advise departments on EOC operations</li> </ul>
Supporting Agencies	<ul style="list-style-type: none"> <li>▪ Conduct damage assessments for critical utility infrastructure and facilities, and report the findings to the OA EOC</li> <li>▪ Provide Agency Representatives in the Department Operations Center (DOC)/OA EOC</li> <li>▪ Provide restoration timeframe estimates and updates</li> <li>▪ Respond to requests for service from the OA EOC and provide public and private resources, as appropriate, to support response and recovery operations and activities as necessary</li> <li>▪ Coordinate with the OA EOC to prioritize restoring critical utility infrastructure and services</li> </ul>



### **1.3 Purpose**

This annex describes the policies, responsibilities, and concept of operations for coordinating County of Riverside activities with those of tribal governments during incidents requiring a coordinated response. The processes and functions described in this annex help facilitate the delivery of incident management programs, resources, and support to tribal governments and individuals.

### **1.4 Scope**

This annex applies to all county departments and agencies working under the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS) response to incidents requiring coordination, including tribes recognized by the Federal Government.

The guidance provided in this annex complies with existing federal laws pertaining to federally recognized tribes, which are sovereign and self-governing. The United States continues to support tribal sovereignty and self-determination.

## **2. Concept of Operations (ConOps)**

### **2.1 General Concepts**

A Tribal Relations Annex is established to provide the operational capability for collecting and sharing relevant incident information, alerting, and deploying required tribal relations staff to or near affected areas, and ensuring compliance with federal laws relating to tribal relations and the United States government's responsibility to tribes.

Tribes have the authority to designate an individual to serve as a tribal liaison within the Emergency Operation Center (EOC). Should an impacted tribe not designate a tribal liaison, a support agency representative will ascertain the impacted tribe's authorization for a substitute EOC tribal liaison. Tribal liaison responsibility may include:

- Coordinating tribal resources needed to prevent, protect against, mitigate effects from, respond to, and recover from incidents of all types
- Communicating with the tribal community and help individuals, businesses, and organizations cope with the consequences of any type of incident or disaster
- Coordinating mutual aid and assistance agreements with other tribes or jurisdictions



**Riverside County**  
*Emergency Operations Plan*

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- Requesting for federal assistance under the Stafford Act if and when the designated tribe believes its capabilities and resources are insufficient, depleted, or overextended to deal with the incident or disaster
- Requesting for a Presidential Emergency or Major Disaster Declaration or Federal Aid for disaster recovery efforts and choose to deal directly with the federal government





# **Support Annex 5: Private Sector Coordination**

## County of Riverside Riverside County Operational Area (OA)



August 2024 update

Riverside County  
Emergency Management Department

Portions of this document may contain sensitive information about Riverside County's deployment, mobilization, and tactical operations in response to emergencies and disasters. Most of this annex is available for public review. If you would like a copy, please refer to the County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



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**Riverside County EOP Functional Emergency Support Annex #5:  
Private Sector Coordination**

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## 1. Introduction

Private sector organizations play vital roles in emergency management. These entities significantly impact local, regional, and national recovery, regardless of the incident size or type. Small, medium, and large organizations in business, industry, and academia, as well as non-governmental and cultural organizations, are part of the whole community and essential to the function of the Community Lifelines. Community Lifelines rely on businesses, interdependent critical infrastructure sectors, and complex supply chains. Disruptions in one industry can rapidly cascade across others. Such incidents can also disrupt National Critical Functions (NCFs) and related supply chains. NCFs are so vital that their disruption would cause a debilitating effect on national security, national economic security and / or national public health and safety.

Private sector organizations are often key partners in the Community Lifelines because they have immediate access to commodities and services that can support incident response and stabilize those lifelines. They are, therefore, potential contributors of resources critical to human health, safety, and economic security.

Private sector owners of critical infrastructure ensure resilient communications, enabling coordination between government leaders and maintaining the government's connection with critical infrastructure. Building and maintaining strong bonds between the government and the private sector helps support rapid restoration in response to catastrophic incidents.

To maximize the impact, private sector organizations with the capacity and willingness to participate in incident operations should coordinate and integrate with governmental incident management efforts – including planning, training, and preparedness exercises.

Organizations collaborate daily to share resources, integrate tactics, and act collaboratively. Whether these organizations lead or support, they can amplify their efforts by sharing resources, coordinating and managing resource distribution, and communicating information to provide situational awareness and a common operating picture.

### 1.1 Purpose

The Private Sector Coordination Support Annex to the Riverside County Emergency Operations Plan (EOP) provides a framework through which the County, private sector, and Non-Governmental Organizations (NGOs) coordinate and execute the following common emergency management strategies to promote operational resiliency.

- Define activities that will enhance the effectiveness of response measures
- Promote information sharing
- Define roles and responsibilities in preparing for and responding to emergencies



and disasters

- Identify mitigation, preparedness, response, and recovery actions
- Identify available training and exercise resources
- Communicate the status of correlating Community Lifelines
- Facilitate communications between government, the private sector, and NGOs to identify operational status and ability to restore operations post-event
- Coordinate response efforts
- Coordinate damage assessment collection and the need for state and federal assistance
- Establish a mechanism to determine the availability of the private sector and non-governmental organizations to provide needed resources and services after the event
- Coordinate recovery efforts

## 1.2 Scope

This Support Annex (SA) is designed for all jurisdictions within the Riverside County OA and outlines private sector coordination within the OA.

This annex does not alter existing private-sector responsibilities for emergency management under the law. Further, this annex does not replace existing contractual or other legal relationships between local jurisdictions, state, regional, and national-level agencies, and the private sector.

This annex is intended to be consistent with the County of Riverside Emergency Operations Plan, the Standardized Emergency Management System (SEMS), the National Response Framework (NRF), the National Disaster Recovery Framework (NDRF), and the National Incident Management System (NIMS).

## 1.3 Leading and Supporting Agencies

Table 1 lists the lead agency and supporting agencies for SA #5 in the County.

**Table 1: Lead and Supporting Agencies**

Role	Agency
Lead Agency	▪ County of Riverside Emergency Management Department (EMD)
Supporting Agencies	▪ Association of Independent California Colleges and Universities



Role	Agency
	<ul style="list-style-type: none"> <li>▪ Business Executives for National Security</li> <li>▪ California Association of Museums</li> <li>▪ California Chamber of Commerce</li> <li>▪ California Governor’s Office of Emergency Services (Cal OES)</li> <li>▪ California Grocers Association</li> <li>▪ California Natural Resources Agency</li> <li>▪ Faith-based Organizations</li> <li>▪ Federal Emergency Management Agency (FEMA)</li> <li>▪ Riverside County Chambers of Commerce</li> <li>▪ Riverside County Counsel</li> <li>▪ Riverside County Historical Commission</li> <li>▪ Riverside County Office of Economic Development</li> <li>▪ Riverside County Executive Office – Public Information</li> <li>▪ Riverside County Voluntary Organizations Active in Disaster</li> <li>▪ Small Business Administration</li> </ul>

### 1.4 Support Annex Responsibilities

**Table 2: Agency Responsibilities by Type**

Type	Role
Lead Agency	<ul style="list-style-type: none"> <li>▪ Coordinate private sector mitigation, preparedness, response, and recovery activities and operations</li> <li>▪ Develop plans, processes, and relationships and facilitate coordinated response planning with the private sector at the strategic, operational, and tactical levels</li> <li>▪ Inform and orient the private sector on the contents of this Annex and encourage and facilitate the development and coordination of equivalent private sector training</li> <li>▪ Maintain contact with field personnel and/or Department Operations Centers (DOCs) involved with response operations</li> <li>▪ Ensure accurate daily recordkeeping and reporting</li> </ul>
Supporting Agencies	<ul style="list-style-type: none"> <li>▪ Designate and maintain a point of contact to serve as the principal liaison for private sector coordination</li> </ul>



Type	Role
	<ul style="list-style-type: none"><li>▪ Develop protocols and procedures for ensuring timely communications and situational awareness</li><li>▪ Coordinate with government to prevent, protect against, mitigate, respond to, and recover from incidents</li><li>▪ Assign a representative to assist with private sector coordination</li></ul>

## 1.5 Planning Assumptions

The following assumptions were used when developing this annex:

- According to the Federal Emergency Management Agency, approximately 40 percent of businesses do not reopen after a disaster and another 25 percent fail within one year after a disaster
- There may be competition among organizations for scarce resources
- Some businesses may sustain substantial damage or destruction, while others may sustain minimal or no destruction
- There may be established disaster areas that limited access
- Most small businesses lack adequate continuity planning; it is estimated that 75 percent of businesses without continuity planning will fail within three (3) years after a disaster

## 1.6 Plan Maintenance

The Private Sector Coordination Support Annex will be reviewed annually and updated in accordance with the EOP or following significant organizational or procedural changes or other events that impact private sector coordination logistics, processes, or procedures.

## 2. Concept of Operations (ConOps)

### 2.1 General Concepts

As the lead agency, EMD will collaborate with support agencies on private sector coordination to evaluate the need for SA implementation.

- The SA's activation depends on the type, level of assistance, and information needed. In many cases, the aid level will not necessitate SA activation since organizations can handle some disaster needs as part of normal operations.
- Any time this SA is activated, in whole or part, close coordination with the Joint



Information Center (JIC) is essential to ensure that messaging is secured and disseminated to related stakeholders.

## 2.2 Organization and Structure

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The Riverside County OA EOC Operations Section is where the Business and Non-Profit Branch Director and Business Liaison positions are assigned.

## 2.3 Activation

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### **Step 1: Initial Assessment**

- EMD will assess the need to activate the Private Sector Coordination SA 5

### **Step 2: Support EOC Staffing**

- If the OA EOC is activated, assess the need to activate Business and Non-Profit Branch Director and Business Liaison positions
- Make notifications to appropriate stakeholders

### **Step 3: Gather Information**

Obtain continual situational awareness. Information will be gathered from the following sources:

- Private sector
- Local, state, and federal agencies, as appropriate
- Media (via broadcast, web information, blogs, print, social media)

### **Step 4: Coordinate Response Activities**

Identify potential personnel, facilities, and resource shortages requiring activating the Private Sector Coordination Support Annex by:

- Alerting supporting agencies of intent to activate the SA
- Soliciting information relating to damage, operational status, and unmet needs

### **Step 5: Coordinate/Obtain Resources**

- Notify and request assistance from supporting departments as needed
- Determine additional resource needs and request mutual aid assistance as necessary

### **Step 6: Release Public Information**

- The Public Information Officer(s) will release any information or instructions regarding private sector coordination through the JIC
- Disseminate accessible emergency information and guidance to public, private, and government organizations
- Initial public information includes, but not be limited to, reporting on the following:





- Damage assessment and estimated/anticipated duration
- Collaborative community efforts from businesses and industries

**Step 7: Continue to Monitor, Track, and Inform**

- Monitor and report the status of the private sector
- Receive and respond to requests for information
- Provide situation updates as necessary
- Obtain continual situational awareness of the entire private sector system for specific impacts on the incident

## 2.4 Demobilization

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As the situation normalizes and private sector operations can be restored within the County, the OA EOC Business and Non-Profit Branch Director will meet with the networking organizations and corporate partners to assess the current situation.

As appropriate, a demobilization plan will be produced that addresses the status and describes how day-to-day private sector operations will be restored to the community. The plan will, at minimum, encompass the following points:

- Incident assessment
- Operations capabilities
- Staffing availability
- Communications status
- Unmet needs

The OA EOC Non-Profit Branch Director will facilitate the gathering of information into the demobilization plan. Networking organizations and corporate partners will be requested to contribute information toward plan development. The plan will serve as a tool to help determine private sector needs and priorities.

## 2.5 Roles and Responsibilities

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SA 5 lead and/or support agencies are responsible for ensuring that the following items are addressed:

### 2.5.1. Preparedness

The preparedness phase includes planning, training, and exercise activities:

- Complete training as outlined in the base EOP.



- Coordinate the development of plans, processes, and relationships and participate in coordinated response planning while incorporating the needs of the whole community
- Ensure familiarity with related established plans and processes
- Design and participate in appropriate exercises
- Ensure contact lists are current

### **2.5.2. Response**

The response phase includes measures taken during or immediately following an event to help protect and save lives and minimize the impact on the private sector. Response functions are listed below:

- Participate in coordination calls to provide situational awareness and a common operating picture (e.g., operational status, efforts underway, unmet needs, etc.)
- Work to ensure disaster-related needs are met
- Assemble and forward all necessary reports and requests for assistance to appropriate local, state, and federal agencies
- Coordinate recovery and restoration activities

### **2.5.3. Recovery**

The recovery phase includes the activities necessary to assist communities affected by an incident in recovering effectively. The recovery period from a disaster can be prolonged. Examples of recovery activities include:

- Conducting and participating in the After-Action reviews to improve the response to future operations
- Pursuing eligible cost recovery
- Reducing vulnerabilities to future disasters

### **2.5.4. Mitigation**

This phase includes actions taken to prevent or reduce the cause, impact, and consequences of disasters. Examples of hazard mitigation include:

- Reviewing and analyzing lessons learned in the After-Action Report (AAR) and assisting in implementing corrective actions.
- Reviewing, updating and implementing Local Hazard Mitigation Plans (LHMP)s
- Supporting and planning mitigation measures
- Reviewing insurance coverage for adequacy



# Support Annex 6: Financial Management County of Riverside Riverside County Operational Area (OA)



August 2024

County of Riverside  
Emergency Management Department

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## Riverside County EOP Support Annex # 6 Financial Management

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

<b>Lead Agency</b>	County of Riverside Emergency Management Department (EMD)
<b>Supporting Agencies</b>	Riverside County Executive Office, all County Departments and Special Districts, California Governor’s Office of Emergency Services (Cal OES), Federal Emergency Management Agency (FEMA), Small Business Association (SBA), Natural Resource Conservation Service (NRCS), American Red Cross (ARC), Voluntary Organizations Active in Disaster (VOAD), and other agencies

### 1.2 Purpose

The Financial Management Support Annex is critical for successful response and recovery. An integral part of the process is to establish roles and responsibilities to facilitate the procurement of necessary resources, efficient management of funding, and monitoring expenditures. Incorporating mechanisms for monitoring and evaluating financial performance during a disaster response allows for timely adjustments and reallocation of resources to address emerging needs and challenges. This support annex helps ensure accountability and transparency in the use of financial resources, which is crucial for building trust with the public and stakeholders. By ensuring proper planning, coordination, and oversight of financial resources, the Riverside County Operational Area (OA) will enhance its capacity to mitigate the impact of disasters and facilitate a more efficient and sustainable recovery process.

It is imperative that the Finance/Administration Section of the OA Emergency Operations Center (OA EOC) coordinates the planning, tracking, and documentation essential to successful emergency response and recovery efforts by:

- A. Assisting in obtaining financial aid for emergency management activities by providing guidance on fund identification, financial accounting, fund coordination, and the proper securing and tracking of funds during and after emergencies and disasters
- B. In the event of incident, extend financial support and coordination to the incident management operations of cities and jurisdictions, while also facilitating the recovery of costs as permitted by federal and state law
- C. Ensuring funds are allocated appropriately for response and recovery operations following an event, adhering to the regulations set by local, state, and federal authorities



- D. Providing essential guidance to all departments and agencies involved in responding to disaster emergencies, as outlined in this plan, while adhering to the relevant state and federal laws, policies, regulations, and standards

The purpose of this annex is not to replace any existing emergency plans and procedures held by the responsible agencies mentioned in this document. Instead, to enhance and strengthen the coordination and cooperation between these agencies, acting as a supportive document to their existing plans.

### **1.3 Scope**

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Applies to all events resulting in an activation of the Emergency Operations Center (EOC) and when County controlled resources have been deployed for response or recovery operations.

### **1.4 Policies**

---

The Finance and Administration Section will operate under the following during an emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) will be followed
- All existing county and departmental operating procedures

### **1.5 Assumptions**

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1. County resources are required for the expeditious request, receipt, management, and application of funds in disaster situations for the delivery of assistance and cost recovery
2. Financial and administrative processes include procedures to identify, locate, acquire, distribute, account for and report on procurements, services, and expenditures
3. Processes allow for flexibility in the request, receipt, management, and application of funds in disaster situations for the delivery of assistance and cost recovery
4. Donated goods, materials, services, personnel, financial resources, and facilities, whether solicited or unsolicited, will require financial and administrative coordination and management



## 2. Concept of Operations (ConOps)

### 2.1 General

The Finance/Administration Section acts in a support role in all incidents to ensure that all required records are preserved for future use, recovery efforts, and filing requirements through maintenance of proper and accurate documentation of all actions taken.

The Finance/Administration Section will accomplish the following during a disaster/emergency:

- Notify EOC Section Chiefs that incident management procedures will be initiated and used for the event
- Inform EOC Section Chiefs that normal County operations will be handled on a "business-as-usual" basis
- Disseminate information about the incident management procedures to other sections and departments as necessary
- Coordinate with the other sections, departments, and OA on the collection and documentation of costs pertaining to the incident
- Upon proclamation or declaration of a disaster by the state and/or federal governments, coordinate to initiate the recovery process of OA costs
- Coordinate with the state and federal disaster assistance agencies for the required inspections, documentation, audits, and other necessary work to recover costs

### 2.2 Responsibilities

The primary responsibility of the Finance/Administration Section is to maintain, to the greatest extent possible, the financial systems necessary to keep the OA functioning during an incident or crisis of any size or type. These systems include but are not limited to:

- Payroll
- Accounts Payable
- Revenue collection
- Claims Processing
- Cost Recovery Documentation

The Finance/Administration Section oversees the negotiation and administration of vendor and supply contracts and procedures.

The extent and complexity of the incident will determine the extent to which the Finance/Administration Section will mobilize. For some smaller incidents, only part of the section may need to be engaged. In larger more complex incidents, the entire function will likely engage.



## 2.3 Organization

### 2.3.1 Disaster Financial Management Team Composition



The Finance/Administration Section is responsible for all financial and cost tracking of an incident. These include recording personnel and equipment time; documenting and processing claims for accidents and injuries occurring at the EOC and keeping a running tally of the costs associated with the incident. The County has implemented the following critical team members to include:

#### **Finance/Administration Section Chief**

The Finance/Administration Section Chief monitors expenditures to ensure compliance with applicable laws, policies, and procedures. Close coordination with the Planning and Logistics Sections is essential so that operational records can be reconciled with financial documents. The Finance/Administration Section Chief may activate additional units to fulfill an expanded role if necessary.

#### **Cost/Recovery Unit**

Cost Unit staff track costs, analyze cost data, make estimates, and recommend cost-saving measures. They ensure that equipment and personnel for which payment is expected are properly identified, obtain and record cost data, and analyze and prepare estimates of incident costs. The Cost Unit staff maintains information on the actual costs of all assigned resources.

#### **Time Unit**

Time Unit staff ensure the daily recording of incident personnel and equipment time in accordance with the policies of the relevant agencies. The Time Unit Leader may need assistance from personnel familiar with the relevant policies of any affected agencies. Time Unit staff verify these records, check for accuracy, and provide estimates.





### Procurement Unit

The Procurement Unit staff monitor and initiate all matters pertaining to contracts/agreements. They ensure that contracts are properly executed, monitored, and fulfilled according to the agreed terms and conditions.

### Compensation and Claims Unit

Compensation and Claims Unit staff are responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident. The specific activities vary depending on the incident. Staff handling injury compensation ensure that all forms needed by workers' compensation programs are completed. These staff also typically maintain files on injuries and illnesses associated with the incident and obtain written witness statements.

### 2.3.2 Local Disaster Financial Management (DFM) Activities by Phase

Pre-Disaster Activities	Initial Post-Disaster Activities	Longer-Term Post-Disaster Activities
Codify emergency fiscal policies	Identify recovery vision, goals, and objectives	Document use of mutual aid and volunteers
Establish appropriate accounting principles	Oversee the local declaration of disaster	Document use of contracts
Manage grants consistent with <b>2 CFR Part 200</b>	Coordinate disaster Preliminary Damage Assessments	Continue documentation processes
Organize for disaster funding operations	Document all damages and cost impacts	Determine fiscal program eligibility
Enable emergency contracting	Log and track time and expenses	Identify leads for each project
Identify potential disaster assistance	Activate needed procurements and contracts	Review the disaster declaration
Establish DFM policies and procedures	Compile cost and expense data	Review DFM policies and procedures

### 2.4 Roles and Responsibilities

The following list does not provide comprehensive guidance and should be utilized alongside common EOC responsibilities. Staff roles and responsibilities will be determined according to the severity of the incident and under the guidance of the EOC Director.

#### OA EOC Finance/Administration Section Chief

**Supervisor:** EOC Director

**Primary Responsibilities:**



- Ensure that the Finance/Administration function is performed consistent with SEMS/NIMS guidelines, including:
  - Maintaining financial records of the disaster
  - Tracking and recording of all EOC staff time
  - Processing workers' compensation claims received at the EOC
  - Handling travel and expense claims
  - Providing administrative support to the EOC
- Supervise the Finance/Administration Section staff
- Establish the appropriate level of organization within the Finance/Administration Section, and continuously monitor the effectiveness of that organization; make changes as required
- Be prepared to form additional units as dictated by the situation
- Exercise overall responsibility for the coordination of unit activities within the Finance/Administration Section
- Ensure that the Finance/Administration Section is supporting other EOC sections consistent with priorities established in the EOC Action Plan
- Keep the EOC Director updated on all significant financial developments

**Activation:**

- Determine the operational status and appropriate level of activation based on situation as known
- Respond to the EOC as required and requested
- Mobilize appropriate personnel for initial activation of the EOC

**Assignments/Staffing:**

- Clarify any issues regarding your authority and assignment
- Activate organizational elements as needed and designate leaders for each element or combination of elements
  - Cost/Recovery Unit
  - Time Unit
  - Procurement Unit
  - Compensation/Claims Unit
- Confirm that all key Finance/Administration Section personnel or alternates are in the EOC or have been notified; recall the required staff members necessary for the emergency
- Request additional personnel for the Finance/Administration Section to maintain a 24-hour operation as required
- Carry out responsibilities of units not staffed

**Notifications:**

- Notify EOC Director when section is fully operational

**Meeting/Briefings:**



- Brief relief personnel to include:
  - Current situation assessment
  - Identification of specific job responsibilities
  - Identification of co-workers within the job function and/or geographical assignment
  - Availability of communications
  - Location of work area
  - Identification of eating and sleeping arrangements as appropriate
  - Procedural instructions for obtaining additional supplies, services, and personnel
  - Identification of operational period work shifts
  - Safety concerns
- Meet with other section chiefs
- Brief the EOC Director on major problem areas that need or will require solutions
- Meet with assisting and cooperating agency representatives as required

**Action Planning:**

- Participate in action planning meetings
- Prepare work objectives for section staff and make staff assignments
- Provide input in all planning sessions on finance and cost analysis matters

**Documentation:**

- Open and maintain an Activity Log
- Provide personnel and equipment time records for the entire section to the Time Unit in the Finance/Administration Section at the end of each work shift
- Ensure that all obligation documents initiated during the disaster are properly prepared and completed
- Ensure that section logs and files are maintained

**Ongoing Activities:**

- Make a list of key issues to be accomplished within the next operational period
- Monitor section activities and adjust section organization as appropriate
- Work closely with each unit leader to ensure Finance/Administration Section objectives as defined in the current EOC Action Plan are being addressed
- Ensure internal coordination between section/unit leaders
- Update status information with other sections as appropriate
- Resolve problems that arise in conducting responsibilities
- Develop a backup plan for all plans and procedures requiring off-site communications
- Ensure all contacts with the media are fully coordinated first with the Public Information Officer (PIO)
- Make recommendations for cost savings
- Keep up to date on situation and resources associated with the Finance/Administration Section



- Maintain current status and displays at all times

## **OA EOC Finance/Administration Section Cost Recovery Unit**

**Supervisor:** Finance/Administration Section Chief

### **Primary Responsibilities:**

- Document information for reimbursement from the state and federal governments
- Act as liaison with the disaster assistance agencies and insurance companies
- Coordinate the recovery of costs as allowed by law and ensure records are maintained in such a manner that will pass audit
- Receive and allocate payments
- Coordinate documentation of costs with other sections and departments

### **Activation:**

- The Cost/Recovery Unit should be activated at the onset of any disaster
- Accurate and timely documentation is essential to financial recovery

### **Assignments/Staffing:**

- Clarify any issues regarding authority and assignment

### **Meetings/Briefings:**

- Attend periodic briefing sessions as required

### **Action Planning:**

- Assist in preparation of the EOC Action Plan
- Attend planning meetings as required

### **Documentation:**

- Open and maintain an Activity Log
- Prepare all required state and federal documentation as necessary to recover all allowable disaster costs
- Work with EOC sections and appropriate departments to collect all required documentation
- Organize and prepare records for cost recovery

### **Ongoing Activities:**

- Maintain procedures to capture and document costs relating to a disaster in coordination with other sections and departments
- Coordinate cost recovery with disaster assistance agencies and insurance companies
- Act as liaison with the disaster assistance agencies and coordinate the recovery of costs as allowed by law
- Receive and allocate payments
- Provide analyses, estimates of costs, and summaries for the Finance/Administration Section Chief and EOC Director, as required



- Maintain contact with Cal OES and FEMA for advice and assistance in obtaining maximum eligible funds for disaster costs
- Prepare recommendations as necessary

## **OA EOC Finance/Administration Section Time Keeping Unit**

**Supervisor:** Finance/Administration Section Chief

### **Primary Responsibilities:**

- Track, record, and report staff time for all personnel/volunteers working at the emergency/disaster
- Establish and maintain a file for all personnel working at the disaster
- Ensure that daily personnel time recording documents are prepared and are compliant with specific County time recording policies
- Track, record, and report equipment use and time
- Ensure that time and equipment use records identify scope of work and site-specific work location consistent with initial safety/damage assessment records, and sites

### **Assignments/Staffing:**

- Clarify any issues regarding authority and assignment

### **Meetings/Briefings:**

- Attend periodic briefing sessions as required

### **Action Planning:**

- Assist in preparation of the EOC Action Plan
- Attend planning meetings at the request of the Finance/Administration Section Chief

### **Documentation:**

- Open and maintain an Activity Log
- Ensure that daily personnel time recording documents are accurate and prepared in compliance with County policy
- Ensure that all employee identification information is verified to be correct on the time report.
- Ensure that time reports are signed
- Ensure that all records identify scope of work and site-specific work location
- Ensure that all volunteers maintain detailed and accurate timecards
- Close out time documents prior to personnel leaving emergency assignment
- Keep records on each shift
- Establish and maintain a file of time reports on owned, rented, donated and mutual aid equipment (including charges for fuel, parts, services, and operators)

### **Ongoing Activities:**



- Initiate, gather, or update a time report from all applicable personnel assigned to the disaster for each operational period
- Assist sections/branches/units in establishing a system for collecting equipment time reports and service records
- Design and distribute Force Account and Rented Equipment Records
- Track the type of equipment used, make/model numbers, date and time of usage, operator name/agency affiliation, charges for fuel, parts, and services
- Track county-owned equipment separate from rented equipment

## **OA EOC Finance/Administration Section Procurement Unit**

**Supervisor:** Finance/Administration Section Chief

### **Primary Responsibilities:**

- Administration of all financial matters pertaining to purchases, vendor contracts, leases, fiscal agreements, equipment rentals, supply contracts and tracking expenditures.
- Identify sources for equipment, expendable materials, and resources.
- Manage all equipment rental agreements.
- Initiate vendor contracts associated with EOC activities within purchase authority limits established by the Board of Supervisors.
- Ensure that all records identify scope of work and site-specific work location.
- Ensure that all contracts are written in compliance with local, state, and federal guidelines.

### **Assignments/Staffing:**

- Clarify any issues regarding authority and assignment

### **Meetings/Briefings:**

- Attend periodic briefing sessions as required

### **Action Planning:**

- Assist in preparation of the EOC Action Plan
- Attend planning meetings as required

### **Documentation:**

- Prepare contracts as needed within established contracting authority
- Establish contracts and agreements with supply vendors
- Ensure that all records identify scope of work and site-specific locations
- Finalize all agreements and contracts
- Complete final processing of agreements in accordance with County purchasing policies

### **Ongoing Activities:**

- Contact appropriate section/branch/unit leaders on needs and any special procedures
- Review/prepare EOC purchasing procedures



- Interpret contracts/agreements and resolve claims or disputes within delegated authority and coordinating agencies
- Verify cost data in pre-established vendor contracts with Cost Unit

### **OA EOC Finance/Administration Section Compensation/Claims Unit**

**Supervisor:** Finance/Administration Section Chief

#### **Primary Responsibilities:**

- Serve as the Finance and Administration representative in handling claims arising from the EOC
- Collect information for all forms required for claim's filings
- Maintain a file of injuries and illness associated with the personnel activity at the EOC and maintains a file of written statements on injuries
- Provide investigative support in areas of claims for bodily injury and property damage compensation presented to the EOC

#### **Assignments/Staffing:**

- Clarify any issues regarding authority and assignment

#### **Meetings/Briefings:**

- Attend periodic briefing sessions as required

#### **Action Planning:**

- Assist in preparation of the EOC Action Plan
- Attend planning meetings at the request of the Finance/Administration Section Chief

#### **Documentation:**

- Open and maintain an Activity Log
- Maintain a log of all injuries occurring during the disaster
- Develop and maintain a log of potential and existing claims
- Ensure that all claims logs and forms are complete and routed to the appropriate department for post-EOC processing
- Periodically review all logs and forms produced by Unit to ensure:
  - Work is complete
  - Entries are accurate and timely
  - Work is compliant with County of Riverside requirements and policies
- Provide report of injuries and coordinate with the Safety Officer for addressing hazards

#### **Ongoing Activities:**

- Coordinate with the Liaison Officer, agency representatives, Logistics Section, and Incident Command System (ICS) Field Level Compensation/Claims Unit Leader



- Determine if there is a need for specialized personnel as needed
- Ensure the investigation of all accidents, if possible
- Obtain all witness statements pertaining to claim and review for completeness





# Support Annex 7 Worker Safety and Health County Of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
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. Most of this annex is available for public review. Refer any request for a copy of this document to County of Riverside Emergency Management Department (EMD) at (951) 358-7100.



## Riverside County EOP Support Annex # 7: *Worker Safety and Health*

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

Lead Agency	Functions
<p><b>Riverside County HR Safety Division</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate technical support for response and recovery worker safety and health including physical and behavioral health</li> <li>▪ Chair the Worker Safety and Health Coordination Committee</li> <li>▪ Capture and manage risk assessment, incident exposure, and injury/illness data for effective use of resources during and after the incident</li> <li>▪ Subtask support agencies as necessary to support the needs of the incident and the objectives of mission assignments</li> </ul>

### 1.2 Supporting Agencies

County, City, Tribal, Local Agencies	Functions
<p><b>Other Responding Organizations</b></p>	<ul style="list-style-type: none"> <li>▪ Other tribal, and local government agencies, as well as private-sector organizations with response and recovery workers at the incident location, provide technical support and expertise in accordance with their agency's mission and responsibilities, in coordination with OSHA and cooperating agencies</li> <li>▪ Organizations lacking safety and occupational health technical expertise are expected to provide liaisons to the Emergency Operations Center (EOC) safety staff, attend appropriate safety briefings, identify issues regarding potential hazards, and communicate those issues to their response and recovery worker personnel and to site and incident Safety Officers</li> </ul>



### 1.3 State

State of CA Agencies	Functions
<b>CalOSHA</b>	<p>The Division of Occupational Safety and Health (DOSH), better known as Cal/OSHA, protects and improves the safety and health of workers in California through the following activities:</p> <ul style="list-style-type: none"><li>▪ Setting and enforcing standards</li><li>▪ Providing outreach, education, and assistance</li><li>▪ Issuing permits, licenses, certifications, registrations, and approvals</li></ul>

### 1.4 Federal

Federal Agencies	Functions
<b>Department of Energy (DOE)</b>	<p>Functions of the DOE are identified in ESF #12 – Utilities, ESF #10 – Oil and Hazardous Materials Response, and in other applicable <i>National Response Framework</i> ESFs.</p> <ul style="list-style-type: none"><li>▪ DOE maintains the Federal Radiological Monitoring and Assessment Center (FRMAC), the Radiological Assistance Program (RAP), Aerial Measurement Systems (AMS), the Atmospheric Release Advisory Capability (ARAC), and the Radiation Emergency Assistance Center/Training Site (REAC/TS)<ul style="list-style-type: none"><li>• Each of these DOE elements consist of deployable responder assets to a radiological incident upon request of a local, state, or other agency</li><li>• These assets may be individually deployed, or under the FRMAC, in conjunction with EPA, or DOE response teams</li></ul></li></ul>



Federal Agencies	Functions
<p><b>Department of Health and Human Services (HHS)</b></p>	<p><b>National Institute for Occupational Safety and Health (NIOSH)</b></p> <ul style="list-style-type: none"> <li>▪ HHS/NIOSH provides technical support and expertise in the characterization of complex, unknown, and multiple-contaminant worker exposures</li> <li>▪ HHS/NIOSH and DOL/OSHA collaborate in all areas and ensure that their collective safety and industrial hygiene assets are aligned to produce consistent, vetted advice to the incident command structure</li> </ul>
	<p><b>Agency for Toxic Substances and Disease Registry (ATSDR)</b></p> <p>HHS/ATSDR is required to cooperate with HHS/NIOSH and DOL/OSHA to provide information and technical support on:</p> <ul style="list-style-type: none"> <li>▪ The toxic effects of chemicals based on peer-reviewed studies</li> <li>▪ Emergency medical management information specific to potential exposures</li> <li>▪ Worker protective measures, including selection of appropriate respiratory protection and chemical protective clothing</li> <li>▪ Action levels to upgrade the protective ensemble</li> <li>▪ Appropriate means of monitoring hazards during response actions as defined in CERCLA</li> </ul>
	<p><b>National Institute of Environmental Health Sciences</b></p> <p>The Worker Education and Training Program (WETP) is an assistance program for the training and education of workers engaged in activities related to hazardous waste removal, containment, and emergency response. The program is managed by HHS/NIEHS and provides:</p> <ul style="list-style-type: none"> <li>▪ Training technical assistance such as instructional staff, curriculum-development experts, subject-matter experts, and professional staff</li> <li>▪ Assistance and support in the development and delivery of site-specific</li> </ul>



Federal Agencies	Functions
	<p>safety and health training</p> <ul style="list-style-type: none"> <li>▪ Assistance with respirator fit-testing and distribution of PPE</li> </ul>
<p><b>Department of Homeland Security</b></p>	<p><b>DHS/FEMA Office of Occupational Safety and Health</b></p> <ul style="list-style-type: none"> <li>▪ FEMA Safety's oversight extends to the DHS/FEMA employees (including direct contractors, administrative support, etc.), and any employee working at DHS/FEMA-managed facilities (e.g., JFO or a Disaster Recovery Center)</li> <li>▪ Specific roles and responsibilities of FEMA's Office of Occupational Safety and Health are specified in the interagency agreement with DOL/OSHA</li> </ul>
<p><b>Environmental Protection Agency (EPA)</b></p>	<ul style="list-style-type: none"> <li>▪ Provides safety and health technical advice for the Hazardous Waste Operations and Emergency Response (HAZWOPER) standard for state and local employees engaged in hazardous waste operations in states that do not have a State Plan approved under section 18 of the Occupational Safety and Health Act of 1970</li> <li>▪ Provides safety and health expertise for oil and hazardous materials response under the National Oil and Hazardous Materials Pollution Contingency Plan and/or Federal ESF #10</li> <li>▪ Expertise is provided in the following areas: hazard analysis and assessment of worker exposure, hazard evaluations, development of incident-specific SAHPs, and data management</li> </ul>

## 2. Purpose

The Worker Safety and Health Support Annex (SA) provides guidelines to County Operational Area (OA) local response and recovery organizations ensuring worker safety and health during incident response and recovery.



### 3. Scope

This annex outlines the protection of response and recovery worker safety and health during an incident. Included are the technical assistance resources, capabilities, and other support to ensure that response and recovery worker safety and health risks are managed. This annex does not address public health and safety.

This annex describes coordination, policies, and processes to anticipate, identify, and mitigate risks and hazards through technical assistance and support for response and recovery worker safety and health. Activities within the scope of this function include:

- Development of safety and health plans
- Identifying, assessing, and controlling safety and health hazards
- Conducting response and recovery exposure monitoring
- Providing exposure and risk management information
- Collecting and managing data
- Providing technical assistance and expertise in industrial hygiene, occupational safety and health, engineering, personal protective equipment programs, incident-specific training, and medical surveillance

### 4. Concept of Operations (ConOps)

#### General

This annex coordinates county occupational safety, risk management, and health assets used for OA response and recovery operations to protect the safety and health of emergency response and recovery workers. When the OA EOC coordinates resources to provide ice, water, emergency power, debris removal, temporary housing, and damage surveys the process will include requesting a Safety and Health Assessment from HR Safety Division

The annex lead agency resolves technical or other disputes involving worker safety and health. In the case of a dispute that cannot be resolved by this support annex, State of California OSHA will be consulted. State of California and federal support for worker safety and health can be requested as needed.

When implemented, this annex will coordinate with federal, state, tribal, local, and if necessary, private-sector officials to determine and address potential needs for worker safety and health support.

### 5. Pre-Incident Coordination

#### Worker and Safety Committee Coordination

The Worker Safety and Health Coordination Committee provides the



identification and integration of response and recovery worker safety and health assets needed for emergency planning and preparedness. This will be integrated into the existing County Safety Committee as a subcommittee with a specific focus on disaster response and recovery. The County Safety Committee Policy is found at the County of Riverside's Human Resources webpage. The lead agency for this annex will report on response and recovery worker safety and health issues at emergency management meetings as requested.

The Worker Safety and Health Coordination Committee is comprised of representatives of the lead and supporting agencies. The purpose is coordinating the following:

- Worker safety and health in disaster plans
- Support in exercises
- Availability of resources across departments
- Ensuring that the representatives of the involved agencies understand and plan how worker safety and health will be coordinated during activations

## 6. Incident Related Actions

The lead agency for this annex convenes appropriate agency representatives within 2 hours of notification or as soon as possible to develop a plan for providing the support required. The support provided will be dependent upon the scope, complexity, and specific hazards associated with the incident and the needs of the response and recovery organizations. The following describes general functional support that can be provided under this annex:

	Functions
<b>Worker Safety and Health Needs Assessment</b>	<ul style="list-style-type: none"><li>▪ Coordinate with federal, state, tribal, and local officials to determine potential needs for worker safety and health support</li><li>▪ Identify and assess safety and health hazards and analysis of the incident environment, including safety monitoring, as necessary.</li><li>▪ Assess resource needs and identify sources for those assets</li><li>▪ Provide technical assistance to include expertise in industrial hygiene, occupational safety and health, engineering, and occupational medicine</li></ul>





<b>Site-Specific Safety and Health Plans</b>	<ul style="list-style-type: none"><li>▪ Manage the development and implementation of site-specific safety and health plans (SAHP)</li><li>▪ Ensure that plans are coordinated and consistent among multiple sites, as appropriate</li><li>▪ Outline the basic safety and health requirements for workers involved in response and recovery operations</li><li>▪ Integrate elements of the SAHP into the Incident Action Plan and other plans used by the response and recovery organizations</li></ul>
<b>Safety and Health Assessment</b>	<ul style="list-style-type: none"><li>▪ Provide onsite identification, analysis, and mitigation of safety hazards</li><li>▪ Identify and analyze the health hazards by personal exposure monitoring, as needed, including chemical and biological contaminants and physical stressors (e.g., noise, heat, cold, ionizing radiation).</li><li>▪ Evaluate risks from prevalent and emergent hazards</li></ul>
<b>Personal Protective Equipment</b>	<ul style="list-style-type: none"><li>▪ Manage, monitor, and provide technical advice and support in incident personal protective equipment (PPE) program, including selecting, training, using, and decontaminating PPE</li><li>▪ Assist in the implementation of a respiratory protection fit-test program when required</li></ul>
<b>Data Management</b>	<ul style="list-style-type: none"><li>▪ Provide technical assistance and support in coordinating the collection and management of data such as response and recovery worker exposure, or OSHA 300 accident/injury documentation to identify trends and facilitate data-sharing among response organizations</li></ul>
<b>Training and Communication</b>	<ul style="list-style-type: none"><li>▪ Coordinate and provide incident-specific training</li><li>▪ Communicate worker safety and health information developed in relation to the incident to workers, labor unions, employers, contractors, and other organizations, especially those providing skilled support</li><li>▪ Coordinate the development and distribution of materials for the prevention, awareness, and</li></ul>



	abatement of safety and health hazards
<b>Response and Recovery Worker Health and Medical Surveillance</b>	<ul style="list-style-type: none"><li>▪ In coordination with ESF #8 – Public Health and Medical Services, provide technical assistance, advice, and support for medical surveillance and monitoring as required by regulation (e.g., asbestos and lead) and evaluate the need for longer-term epidemiological follow-up and medical monitoring of response and recovery workers</li><li>▪ Provide technical assistance and advice on identifying appropriate immunizations and prophylaxis for response and recovery workers</li><li>▪ Provide technical assistance and support for the maintenance of psychological</li></ul>
<b>Post Incident</b>	<ul style="list-style-type: none"><li>▪ Evaluate the safety and health operations covered in this annex during the After Action Report and Corrective Actions related to response and recovery worker safety and health issues</li></ul>



# **Hazard Specific Annex # 1: Flooding**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
Emergency Management Department

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## Riverside County EOP Hazard Specific Annex #1: *Flooding*

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## 1. Introduction

### 1.1 Leading and Supporting Departments

Lead Agencies	Supporting Agencies
<p><b>Riverside County Flood Control Conservation District</b></p>	<ul style="list-style-type: none"> <li>▪ Emergency Management Department (EMD)</li> <li>▪ CalFire/Riverside County Fire Department</li> <li>▪ Riverside Sheriff's Office (RSO)</li> <li>▪ Department of Animal Services (DAS)</li> <li>▪ Riverside County Transportation, Land Management Agency (TLMA)</li> <li>▪ County Parks and Open Spaces</li> <li>▪ Riverside County Transportation Commission (RCTC)</li> <li>▪ United States Army Corps of Engineers (USACE)</li> <li>▪ National Oceanic and Atmospheric Administration (NOAA)</li> <li>▪ California Department of Transportation (Caltrans)</li> <li>▪ California Governor's Office of Emergency Services (Cal OES)</li> <li>▪ California Highway Patrol (CHP)</li> </ul>

### 1.2 Hazard Specific Annex Responsibilities

#### County Departments

Department	Responsibilities
<p><b>Riverside County Flood Control Conservation District</b></p>	<ul style="list-style-type: none"> <li>▪ Monitors flood basins and storm water channels within jurisdiction</li> <li>▪ Collaborates with other municipalities to monitor facilities and notify the County if a flood danger exists. Each water district is responsible for monitoring their reservoirs</li> </ul> <p>Identify risks within the flood plain and help provide subject matter expertise to first responders</p> <ul style="list-style-type: none"> <li>▪ Utilize burn scar dashboards and safety thresholds to provide critical decision-making points to responders</li> </ul>



Department	Responsibilities
<b>Emergency Management Department</b>	<ul style="list-style-type: none"> <li>▪ Obtain situational awareness information from department resources</li> <li>▪ Direct staff in collecting and consolidating ongoing information from field units, the Incident Command Post (ICP), and other available information sources</li> <li>▪ If the situation warrants, provide a representative to the ICP</li> <li>▪ Work with other County departments to determine the scope of the incident and its impact on residents, as well as City functions and facilities</li> <li>▪ Facilitate information sharing between departments</li> <li>▪ Assist in the coordination with Riverside Sheriff's Office (RSO) to initiate an AlertRivCo message to the public if an evacuation is necessary</li> <li>▪ The Operational Area Emergency Operations Center (OA EOC) will be activated as necessary per County Ordinance 533.7</li> </ul>
<b>CalFire/Riverside County Fire Department</b>	<ul style="list-style-type: none"> <li>▪ Initial information reports will originate from field resources to Battalion Chiefs as a result of the preliminary assessment in the immediate area</li> <li>▪ CalFire Riverside stations may conduct vehicle "windshield" surveys of local area</li> <li>▪ Information will be forwarded to CalFire Department Operations Center (DOC), and OA EOC, if activated, concerning the following situations:               <ul style="list-style-type: none"> <li>○ Structural Damage: Buildings, bridges, and dams</li> <li>○ Physical Rescue: Evaluation, technical assistance required, evacuation needs</li> <li>○ Hazardous Materials: Life threatening incidents, product, and potential need for evacuations</li> <li>○ Utility Supply Damages: Broken water mains, gas leaks and lines down</li> <li>○ Access Routes: Impassable streets or essential routes that can be cleared</li> </ul> </li> </ul>



Department	Responsibilities
<b>Riverside Sheriff's Office (RSO)</b>	<ul style="list-style-type: none"> <li>▪ Determine the size of the incident and the potential scope of the impacted area; this assessment will be used to determine field resources and perimeter control</li> <li>▪ Assess the potential need of personnel to respond to the incident</li> <li>▪ Establish communications between field officers and Incident Command to report damages</li> <li>▪ Provide information to the DOC and/or EOC, as appropriate, as it is received from field personnel</li> <li>▪ Select and establish an Incident Command Post (ICP) and staging location(s)</li> <li>▪ Work in Unified Command with CalFire Riverside to monitor areas that are threatened by flooding</li> <li>▪ Determine the ingress/egress routes for emergency vehicles and evacuation routes</li> </ul>
<b>Department of Animal Services</b>	<ul style="list-style-type: none"> <li>▪ Shelter animals as necessary</li> <li>▪ Open local animal care facilities for the intake of evacuated animals/livestock as necessary</li> <li>▪ Provide animals with food, water, and other supplies as necessary</li> <li>▪ Continuously update the EOC on the capacity of facilities and the types of open cage space available</li> <li>▪ Will utilize an established reunification system for animals and owners</li> </ul>
<b>Riverside County Transportation, Land Management Agency (TLMA)</b>	<ul style="list-style-type: none"> <li>▪ Field resources               <ul style="list-style-type: none"> <li>○ Gather and disseminate information on areas of damage, road closures, and high-risk security areas</li> <li>○ Communicate information to the OA EOC in order to update inspectors and the Safety Assessment Taskforce</li> <li>○ Conduct surveys along the pre-established map route or through windshield surveys within each district</li> </ul> </li> <li>▪ Code Enforcement               <ul style="list-style-type: none"> <li>○ Enforce emergency building regulations</li> <li>○ Provide inspection staff for damage assessment</li> </ul> </li> </ul>



Department	Responsibilities
	<ul style="list-style-type: none"> <li>○ Provide support staff as needed</li> <li>▪ Engineering               <ul style="list-style-type: none"> <li>○ Provide engineers for damage assessment</li> <li>○ Perform safety evaluation and report findings</li> <li>○ Prepare damage report.</li> <li>○ Establish procedures to secure and repair damaged properties</li> </ul> </li> <li>▪ Building &amp; Safety               <ul style="list-style-type: none"> <li>○ Provide inspection staff for damage assessment</li> <li>○ Provide support staff as needed</li> <li>○ Provide staff for the OA EOC; activate the Department Operations Center (DOC)</li> <li>○ Perform safety evaluation and report findings</li> <li>○ Prepare damage reports</li> <li>○ Evaluate resources and staffing needs</li> </ul> </li> <li>▪ Update Department status on WebEOC</li> </ul>
<b>County Parks and Open Spaces</b>	<ul style="list-style-type: none"> <li>▪ Deploy inspection teams to gather information</li> <li>▪ Determine impact of flooding/dam/reservoir failure on properties and structures</li> <li>▪ Determine which nearby facilities may be used as incident command staging areas or as shelters</li> <li>▪ Report information to EOC Operations Section</li> <li>▪ Provide support staff as needed</li> <li>▪ Provide situation assessment to the EOC</li> </ul>
<b>Riverside County Transportation Commission (RCTC)</b>	<ul style="list-style-type: none"> <li>▪ Conduct windshield surveys in the field to report damage</li> <li>▪ Determine if the incident has disrupted railways or rail service in the County</li> <li>▪ Assess department facilities for damage and determine status of essential services and public services, if in an affected area</li> <li>▪ Assess status of departmental equipment, material, and supplies for damage</li> </ul>





Department	Responsibilities
	<ul style="list-style-type: none"> <li>▪ RCTC will conduct initial damage/safety assessment of the transportation infrastructure including freeways, streets, bridges, and railroads</li> <li>▪ Communicate to other departments, stakeholders, and the public any road closures or route alterations</li> <li>▪ Work with other agencies to identify, deploy, and manage locations to be controlled, closed, or barricaded</li> <li>▪ Assist RSO, TLMA and California Department of Transportation (Caltrans) with traffic route planning and staffing key traffic control points</li> </ul>

### 1.3 State of California

Department	Responsibilities
<b>California Department of Transportation (Caltrans)</b>	<ul style="list-style-type: none"> <li>▪ Planning, construction, and maintenance for highway, bridge, and rail transportation</li> </ul>
<b>California Governor’s Office of Emergency Services (Cal OES)</b>	<ul style="list-style-type: none"> <li>▪ Enhance safety and preparedness in California to protect lives and property by effectively preparing for, preventing, responding to, and recovering from all threats, crimes, hazards, and emergencies</li> </ul>
<b>California Highway Patrol (CHP)</b>	<ul style="list-style-type: none"> <li>▪ Provides safety, service, and security by minimizing the loss of life, personal injury, and property damage</li> <li>▪ Services the public</li> <li>▪ Assists other public agencies when appropriate</li> <li>▪ Manages traffic and emergency incidents</li> <li>▪ Protects public and state assets</li> </ul>



## 1.4 Federal Agencies

Department	Responsibilities
<b>National Oceanic and Atmospheric Administration (NOAA)</b>	<ul style="list-style-type: none"><li>▪ Provides the single federal atmospheric prediction of hazardous material concentration to all levels of the Incident Command<ul style="list-style-type: none"><li>○ The Interagency Modeling and Atmospheric Assessment Center (IMAAC) is an off-site resource that supports the incident response remotely</li></ul></li></ul>
<b>United States Army Corps of Engineers (USACE)</b>	<ul style="list-style-type: none"><li>▪ The United States Army Corps of Engineers are responsible for vital infrastructure within Riverside County such as Prado Dam and Lake Perris Dam.</li><li>▪ In the event of a severe rain event, the USACE will inform the County of any danger that its dams will overtop or the event of increased water release</li></ul>

## 2. Background

Flooding is an accumulation of water within an area that has insufficient drainage capacity to accommodate the volume of water entering the area. Flooding can be separated into several types:

- Riverine (overflow from a river, channel, flash floods, alluvial fan floods)
- Local drainage or high groundwater levels
- Fluctuating lake levels
- Subsidence
- Dam overtopping
- Severe rainfall
- Dam failure

Depending on the magnitude of the event, flood events can cause the loss of human life, animal life, damage to structures, utility service disruptions, and road / travel route closures. Historical records indicate that large floods occur infrequently in Riverside



County, however they have the potential to have significant impact or disrupt a community's daily life.

The major causes of flooding in Riverside County are short-duration, high-intensity storms. These storms include but are not limited to atmospheric rivers, tropical storms, tropical depressions, and El Niño weather pattern.

The following are noteworthy storm incidents that occurred in Riverside County:

- March 1938, multiple bridges across the Santa Ana River were destroyed, including the Pedley (Van Buren), the Riverside, and the Norco bridges. Major flooding from Tachevah Creek also occurred through downtown Palm Springs.
- November 1965, Cottonwood Creek overflowed Interstate 10, east of the Highway 111 junction, causing freeway closures, community isolation, and death.
- January 1993, at least 10 inches of rain fell over a two-week period in western Riverside County. The subsequent flooding took seven lives and caused more than \$10 million in damage. Murrieta Creek had record water flow, causing it to overflow its banks. Old Town Temecula flooded at depths up to 5 feet. On February 3rd, President Clinton issued a disaster declaration.
- February 14, 2019, a 12-hour storm event occurred in the Palm Springs area receiving 5 inches of rain. This storm caused the Tahquitz Debris Basin to reach capacity and overtop the emergency spillway resulting in damages exceeding \$73 million.
- December 2010, December storms caused Mockingbird Canyon Road to wash out at several locations, the Corona Main Street dam spillway to overtop, and the spillway at Sycamore Dam to overtop. President Obama issued a Major Disaster Declaration.
- August 2023, Tropical Storm Hilary caused multiple freeway and roadway closures as well as impacted businesses and residents with damages exceeded \$126 million throughout Riverside County.

### 3. Purpose

This Hazard Specific Annex (HSA) is developed in support of the County of Riverside Emergency Operations Plan (EOP) to facilitate response to a flooding event. The HSA was developed with input from all applicable County of Riverside departments and allied stakeholders to meet the following objectives:

- Provide a concept of operations and identify roles and responsibilities specific to the hazard for each appropriate department within the County of Riverside
- Define methodologies and procedures necessary for the rapid notification of County departments and the public in the event of flooding
- Identify actions that can realistically be accomplished within a few hours to a few days to mitigate any adverse impact



## 4. Concept of Operations (ConOps)

### Terminology

- **Closed-basin flooding** – Occurs when a lake has no outlet or a relatively small outlet. Seasonal rainfall and storm systems can cause the lake level to rise faster than it can empty. Floodwaters in closed-basin lakes accumulate over long periods of time and may stay for weeks, months, or years.
- **Flash flooding** –The rapid flooding of low-lying areas, usually caused by intense rainfall and can flood an area in less than six hours.
- **River and stream flooding** – May be triggered by heavy rains, melting snows, and storm surge. River and stream flooding can also occur when a dam breaks, producing effects similar to flash flooding in minutes.
- **Early Warning** – Most urban flooding is caused by rainstorms. The amount and duration of precipitation can be predicted by the National Weather Service (NWS). During severe rainstorms, the Riverside County Flood Control Department will monitor flood basins and reservoirs and will report if a basin is at risk of overflow or if a controlled release is likely. Jurisdictions in the County also monitor their flood basins/reservoirs and report if overtopping may occur or a controlled release is planned. Emergency response and emergency management personnel can pre-deploy response assets to threatened areas. Residents can then take their own precautionary measures such as sand bagging or preparing to evacuate. Residents can receive direct emergency notifications and early warnings through the County of Riverside’s mass notification system – AlertRivCo.
- **Evacuation** – In the event of flooding, evacuations can be necessary to ensure safety. Evacuations will be managed as outlined in the Evacuation and Re-Entry ESF.
- **Rescue** – In the event that a rescue is needed, the responsible jurisdiction will utilize Swift Water Rescue Teams to rescue people from flood water and flood water areas.
- **Notification and Activation** – Information gathering and sharing will happen in all phases of a flooding event. The Riverside County Flood Control Department, in partnership with local water districts will monitor flood basins, roadways, and storm water channels under their jurisdiction. Each agency is responsible for monitoring its reservoirs. Other municipalities will monitor their facilities and notify the County if flood dangers exist. EMD will be the primary agency responsible for activating the EOC. Representatives will be requested from the agencies that are deemed necessary by the EOC Director. Incident Command Post(s) will share information with the Department Operations Centers (DOCs) and the County EOC. The EOC will manage the coordination effort among all agencies involved.
- **Damage Assessments** – Building and Safety may expedite assessments and



permit issuance for damaged buildings after flood waters recede and when it is safe to do so. The safety assessment taskforce may assist in inspections of structures within the flood zone and tag inspected buildings. This process will utilize the Applied Technology Council Procedures (ATC-20) for Post-Earthquake Safety Evaluation of Buildings placarding system and all reports of damaged buildings will be directed to EOC if activated.

- **Debris Removal** – During the recovery phase, prioritization of debris removal will be directed from the EOC in conjunction with the Debris Management ESF



# **Hazard Specific Annex 2: Earthquake**

## County of Riverside Riverside County Operational Area (OA)



August 2024 Update

County of Riverside  
Emergency Management Department

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



**Riverside County EOP Hazard Specific Annex #2:  
Earthquake**

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## 1. Purpose

The County of Riverside Earthquake Hazard Specific Annex to the Emergency Operations Plan (EOP) provides an overview of considerations for County response to a major earthquake in the County of Riverside’s Operational Area (OA). The primary purpose of this plan is to support effective management of the initial response to a significant earthquake and the subsequent hazards and threats that may occur because of the earthquake, such as fires and dam failure.

## 2. Situation and Assumptions

As demonstrated by past earthquake events, Riverside County and the surrounding region are subject to major earthquakes, such as the 1954 6.4 (Mw) San Jacinto Fault (Arroyo Salada) earthquake, 1948 6.0 (Mw) Desert Hot Springs earthquake, 1918 6.8 (Mw) San Jacinto Fault earthquake and the 1910 6.0 Lake Elsinore earthquake. The largest earthquake within 30 miles of Riverside, CA was a 5.7 magnitude in 1990. **Table 1** shows the hazard analysis for earthquakes, as profiled in **Section 2** of the EOP.

**Table 1: Earthquake Hazard Analysis**

Frequency	Warning Lead Times	Consequences	Population, Area at Risk
High (Annual)	Minutes/none	High (Moderate to high county-wide impact. May require state or federal assistance)	High

Earthquakes result from the release of seismic energy and shifting of rock layers beneath the surface that generally create a shaking motion at the surface. These events are largely unpredictable, providing little to no advance warning, and vary in intensity and duration. Each year, thousands of small, indiscernible earthquakes occur in and around Riverside County. Riverside County has a very high earthquake risk, with a total of 22,385 earthquakes since 1931. The United States Geological Survey (USGS) database shows that there is a 99.47% chance of a major earthquake within 30 miles, within the next 50 years.

Magnitude is the most common measure of an earthquake's size. Magnitude measures the energy released at the source of the earthquake. Intensity measures the strength of shaking produced by the earthquake at a certain location. Intensity is determined from effects on people, human structures, and the natural environment. The Richter scale is a





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standard scale used to measure the magnitude of earthquakes while the Modified Mercalli Intensity Scale is used to measure the intensity of an earthquake. **Table 2** and **Table 3** describe how earthquakes are measured. Southwest Riverside County, in particular, is subject to great risk because it lies on the Elsinore Fault and the San Jacinto fault, near the San Andreas fault. USGS scientists have theorized that because the San Andreas fault runs through Riverside County, and parallels other faults like the San Jacinto and Lake Elsinore faults, it may be the state’s most dangerous fault for two reasons:

- The San Andreas fault is the longest fault in California that can cause powerful earthquakes—as big as magnitude 8. A large part of the region’s population lives within 50 miles of the San Andreas fault and could be exposed to very strong levels of ground shaking in a major earthquake.
- Many other faults, such as the San Jacinto fault, create smaller, yet more frequent earthquakes. Soils in lowland areas away from major faults may be subject to liquefaction. Houses on liquefied soil may settle or even move laterally on gentle slopes. Landslides are possible on steep hillsides.

The **Richter scale** measures the magnitude of an earthquake at the source. It is a logarithmic scale, meaning that the numbers on the scale measure factors of 10. So, for example, an earthquake that measures 4.0 on the Richter scale is 10 times larger than one that measures 3.0. On the Richter scale, anything below 2.0 is undetectable to a normal person and is called a microquake. Moderate earthquakes measure less than 6.0 on the Richter scale. Earthquakes measuring more than 6.0 can cause significant damage. The maximum quake rating ever measured is about 8.9.

The **Modified Mercalli Intensity Scale** uses Roman Numerals from I to XII to describe different earthquake effects.

**Table 2: Modified Mercalli Intensity Scale**

<b>Abbreviated Modified Mercalli Intensity Scale</b>	
<b>I</b>	Not felt except by a very few under especially favorable conditions.
<b>II</b>	Felt only by a few persons at rest, especially on the upper floors of buildings.
<b>V</b>	Felt by nearly everyone; many awakened. Some dishes and windows are broken. Unstable objects overturned. Pendulum clocks may stop.
<b>VI</b>	Felt by all, many frightened. Some heavy furniture moved; a few instances of fallen plaster. Damage slight.
<b>VII</b>	Damage is negligible in buildings of good design and construction, slight to moderate in well-built ordinary structures, considerable damage in poorly built or badly designed structures, and some chimneys broken.
<b>VIII</b>	Damage is slight in specially-designed structures; considerable damage in ordinary substantial buildings with partial collapse. Damage is great in poorly built structures. Fall of chimneys, factory stacks, columns, monuments, and walls. Heavy furniture overturned.



<b>IX</b>	Damage considerable in specially designed structures; well-designed frame structures thrown out of plumb. Damage great in substantial buildings, with partial collapse. Buildings shifted off foundations.
<b>X</b>	Some well-built wooden structures destroyed; most masonry and frame structures destroyed with foundations. Rails bent.
<b>XI</b>	Few, if any (masonry) structures remain standing. Bridges destroyed. Rails bent greatly.
<b>XIII</b>	Damage total. Lines of sight and level are distorted. Objects thrown into the air.

The following table gives intensities of different magnitudes that are typically observed near the epicenter of earthquakes.

**Table 3: Magnitude / Intensity Comparison**

Magnitude	Typical Maximum Modified Mercalli Intensity
1.0 - 3.0	I
3.0 - 3.9	II – III
4.0 - 4.9	IV – V
5.0 - 5.9	VI – VII
6.0 - 6.9	VII – IX
7.0 and higher	VIII or higher

Urban areas stand to suffer the greatest amount of damage as population and infrastructure density is higher than that of a rural area. Earthquakes often cause cascading effects such as landslides, utility interruption, hazardous materials releases, dam failure, transportation infrastructure interruption, and fires.

## **2.1 Assumptions**

### **2.2 General Planning Assumptions**

Refer to the County of Riverside EOP for overarching emergency management assumptions. In addition, the following assumptions have been used to develop this annex:

- The Earthquake Annex to the EOP is based on a “no-notice” catastrophic earthquake.
- Aftershocks will occur following an earthquake and can potentially be as large if not larger than the initial quake. Aftershocks are known to occur for many months past the initial earthquake.



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- The cumulative impact of large aftershocks may cause additional structural damage and necessitate additional safety assessment inspections (for aftershocks over 5.0).
- Residents may be afraid to stay indoors because of the potential for aftershocks.
- The initial earthquake and/or aftershocks may trigger secondary disasters such as fires or dam/levee breaches that may cause significant damage and potentially compromise the safety of response and recovery personnel or degrade the response effort.
- A major earthquake in Riverside County may result in a presidential disaster declaration.
- Within 24 hours after a catastrophic earthquake, the following actions may occur:
  - The County may proclaim a local emergency.
  - The Governor may proclaim a state of emergency and request a presidential declaration.
  - The President may declare a disaster, and the federal government may implement the National Response Framework (NRF).
- Neighboring jurisdictions may suffer the same effects of a catastrophic earthquake and resources might be scarce.
- State and federal assistance might be required to carry out response and short-term recovery efforts to save lives, reduce human suffering, and reduce damage to property. These resources may take longer to arrive than anticipated due to shortages and inability to access the area.
- Normal means of communication, transportation, and infrastructure capability may be severely disrupted in areas within and beyond a catastrophic earthquake's immediate affected area(s).
- Damage to County of Riverside government facilities, such as the Emergency Operations Center (EOC), Department Operations Centers (DOCs), and fire and police stations, may require alternative arrangements for the management of response services.
- Planning for recovery must be immediate. A recovery structure must be implemented to begin coordinating issues of community recovery, business recovery, re-establishing government services, and transition to interim and long-term housing solutions. The Long-Term Recovery Support Annex will serve as a guide for making decisions regarding the recovery structure based on the situation and needs.

### **2.3 Earthquake Impact Assumptions**

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The following assumptions on the effects of an earthquake provide responders with an understanding of the type of preparedness, response, recovery, and mitigation actions that they should implement.

- Many of Riverside County's housing units, mostly apartments and condos, will become uninhabitable. Damage due to shaking will be severe.



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- Structural damage is likely to be worse in areas of soft soils or unconsolidated fill.
- Thousands of buildings will experience total structural failure.
- Nonstructural damage will be widespread and cause several buildings to be unusable even if the structure is deemed sound.
- Thousands of residents, tourists, and commuters may become trapped within the county due to transportation system failure and might require shelter because their dwellings are damaged.
- Depending on the magnitude of the earthquake, hundreds of people may be trapped in collapsed structures.
- Thousands of injuries and deaths may occur. If the earthquake occurs during midday, the number of casualties will likely be greater as the working population is affected.
- Local medical facilities may be damaged. Surviving hospital capacity may be inadequate to treat casualties and other medical emergencies, requiring that some severely injured patients be relocated outside the area
- The earthquake may cause immediate, simultaneous ignitions. Structure fires might ignite throughout the county. Fires may continue to ignite as power is restored, a process that could take several weeks.
- Disruption of vital services such as water, sewer, power, gas, and transportation may occur.
  - Water shortages can become a significant limiting factor for hospitals, jails, and 24-hour care facilities and the general public.
  - Public telephone systems, including wireless systems, may be damaged or overloaded and may take weeks to restore.
- Fatalities may occur in the first 48 hours, but recovery of those buried in debris may continue for weeks.
- Major transportation facilities and systems may be damaged or disrupted and take months or longer to repair. This includes:
  - Major bridges and highways
  - Mass transit systems
  - Airports
  - County/City streets and roads
- A major earthquake will generate debris. Collapsed buildings and other structures may block roads and limit movement for evacuees, response personnel, and vehicles.
- Assistance in the form of convergent volunteers, equipment, materials, and money will continue to flow to the Operational Area (OA), providing urgently needed resources but creating coordination and logistical support challenges.



### 3. Resource Request

Regardless of preparation, the County of Riverside may experience shortages of critical resources necessary to respond to the earthquake. A major earthquake will overwhelm local, operational area, and regional resources. The following are anticipated resource shortages that may be available through the mutual aid system, the state and federal governments, or the private sector. The County might submit resource requests for these capabilities immediately following a major earthquake.

Personnel	<ul style="list-style-type: none"> <li>▪ Teams to support firefighting operations and search and rescue (SAR)</li> <li>▪ Law enforcement resources for security</li> <li>▪ Medical health professionals, disaster medical assistance teams (DMATs), and National Disaster Medical System (NDMS) resources</li> <li>▪ Mental health professionals and counselors</li> <li>▪ Building inspectors</li> <li>▪ Qualified emergency managers and other staff to support EOC and DOC operations</li> <li>▪ Public Information Officers (PIOs)</li> <li>▪ Interpreters and translators</li> <li>▪ Structural and civil engineers</li> <li>▪ Utility restoration teams (power, gas, water, sewer)</li> <li>▪ Communication restoration teams (satellite, cellular, wired, voice/data/video)</li> </ul>
Services and Transportation	<ul style="list-style-type: none"> <li>▪ Vehicles to move first responders, evacuees, and displaced residents</li> <li>▪ Vehicles to move the injured and medically fragile</li> <li>▪ Air assets for reconnaissance and medical transport</li> <li>▪ Additional shelter space outside of the county</li> </ul>
Equipment, Supplies, and Commodities	<ul style="list-style-type: none"> <li>▪ Bedding, food, water, generators, medical supplies, sanitation supplies, and security for shelters</li> <li>▪ Heavy equipment and operators for emergency shoring and debris removal, reduction, transport, and disposal</li> <li>▪ Equipment, staff, and supplies for handling fatalities, such as Disaster Mortuary Operational Response Teams (DMORTs) and portable morgue units</li> <li>▪ Water, food, supplies, sanitation facilities, and generators to support emergency operations and to support residents</li> <li>▪ Fuel</li> </ul>



## 4. Concept Of Operations (ConOps)

The County of Riverside's emergency response system is described in the County's EOP. As with any other type of disaster, the County of Riverside will respond in accordance with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS). These key operational concepts can be found in the EOP.

### 4.1 Operational Priorities

The operational priorities as outlined in the EOP will apply. The following response priorities listed below are specifically relevant to an earthquake scenario:

- Damage in high-rise buildings will generate the need to respond to fires on upper floors, people trapped in elevators, people requiring additional or differently delivered evacuation assistance, and injuries in high-rise buildings caused by falling glass and other debris
- It will be necessary to assess and remove debris from critical transportation routes, buildings, and facilities to allow emergency response operations to occur safely
- The priorities for route recovery, including debris clearance of routes, should be as follows:
  - Evacuation routes
  - Routes between the worst impacted areas to operating hospitals and casualty collection points
  - Routes between the worst impacted areas and CalFire Riverside County, response operations
  - Routes that link staging areas for mutual aid resources (including routes to airports and to support other jurisdictional response activities)
  - Routes necessary to allow movement of County of Riverside Transportation Land Management Agency (TLMA) field units to get to their DOC, staging areas, yards, and main shops
- Restoration of Critical Infrastructure (in order of priority):
  - Power Restoration
  - Potable water
  - Wastewater treatment facilities and equipment
  - Telecommunications
- It will be necessary to assess thousands of public and private buildings to determine whether they are safe and to assess requirements for repair
- Reassessment may be needed following aftershocks with a magnitude greater than 5.0
- Resources for debris removal and sanitation will initially be limited as the County



- mobilizes its own forces and available contractors
- Assessment, debris removal, and sanitation clean up should be conducted in the priority set by the EOC
  - Work with the Riverside County Operational Area/ Riverside County Medical Health Operational Area Coordinator (MHOAC) Program to establish casualty collection points for on-scene treatment based on the location of:
    - Concentrations of injured
    - Operational status of local hospitals
    - Available sites and transportation routes
  - Work with the Riverside County Medical Health Operational Area Coordinator (MHOAC) Program so they may work with the Regional Disaster Medical Health Coordinators (RDMHS) to implement a plan for regional treatment of mass casualties, including but not limited to:
    - Regionally available resources for treatment
    - Deployment of NDMS assets and DMATs
    - Priorities for evacuation
    - Transportation resources

## **4.2 Initial Response Actions (First 72 Hours)**

In accordance with the County’s operational priorities – life-safety and addressing human needs – the table below shows the initial response objectives for the County following a large earthquake:

Time	Response Actions
<b>First 4 hours</b>	Respond to the immediate known effects of the earthquake: <ul style="list-style-type: none"> <li>• First responders may assist with immediate life-saving rescue operations</li> <li>• Fire crews may focus on fire suppression for existing structure fires and anticipate fire spread based on conditions and historical precedent</li> <li>• Law enforcement may deploy resources to support response activities and maintain law and order</li> <li>• Emergency medical services may be dispatched to major incidents</li> <li>• Casualty collection points may be needed for initial treatment of the injured</li> <li>• Identify potential sites for evacuation centers to accommodate displaced populations while emergency shelters are being opened</li> </ul>



Time	Response Actions
<b>First 12 Hours</b>	Send Alert and Warning messaging for evacuations, if warranted, and prepare for accessible transportation of individuals requiring additional or differently delivered evacuation assistance
	Initiate activities to activate and staff the EOC
	Obtain situational awareness of: <ul style="list-style-type: none"> <li>• Situation at critical facilities, including DOCs and cities</li> <li>• Situation in unincorporated areas where damage reporting might not be escalated to the County</li> <li>• Condition of emergency communications systems</li> </ul>
	Begin gathering initial damage assessments of the OA, identifying areas affected, major incidents, and operational status of critical services
	Create a consolidated situation assessment and proclaim a state of emergency
	Recall essential personnel
	Begin public information messaging regarding recommended personal protective actions, safe congregation points, and community assistance needed
	Assemble resources for sustained response and for providing basic services to the community
<b>First 12 Hours</b>	Assess critical resource shortfalls, and if needed, begin requesting support through mutual aid and the Operational Area <ul style="list-style-type: none"> <li>• Consider a 14-day period; assess the transportation system's condition and develop alternatives for moving critical resources into the county</li> </ul>
	Ensure security is functional at critical facilities
	Assess conditions at designated emergency care and reception sites, supply beds, water, food, medical support, generators, sanitation, and facility security, and open the locations to residents and Disaster Service Workers (DSWs)
	Open evacuation centers, if needed
	Identify people with special support requirements, including individuals in the community who may require specialty care facilities
	Designate primary routes and implement debris clearance, route recovery, and traffic control
	MHOAC to obtain hospital status from the county's operational area. <ul style="list-style-type: none"> <li>• Monitor and address identified issues regarding patient load balancing between hospitals and the related patient transport system challenges</li> </ul>





Time	Response Actions
	Assess the need to activate a Joint Information Center (JIC)
<b>Through 24 hours</b>	Consolidate systems for sustaining emergency response operations
	Concentrate the County’s emergency management efforts on supporting ongoing on-scene incident management at major incidents, reinforcing the logistical support being requested.
	Commit resources to support public safety by assisting incoming employees and gathering/distributing convergent resources from less-affected parts of the region and out-of-area state and federal resources
	Designate staging areas and begin planning to accommodate support personnel
	Ensure that an adequate system is in place to fuel and maintain generators providing power to critical facilities
	Coordinate with the OA to establish temporary morgues and support Riverside Sheriff Coroner with the process of decedent affairs, as needed
	Conduct outreach for situation status and resource needs for affected cities, including healthcare facilities, special districts, school districts, transit sites, educational centers, commercial buildings, and sites of historic/cultural significance

### **4.3 Sustained Operations**

As the third 24-hour period concludes, the EOC should be supporting three primary areas of operation:

- Ongoing rescue operations and other emergency measures
- Transitioning near-complete response efforts to sustained emergency operations, typically addressing remaining earthquake effects that do not require public safety technical skills
- Preparing for ongoing major recovery efforts focusing on restoration of services

EOC activities for Days 3 through 7 are outlined below. Some of these objectives may occur immediately or in phases; objectives must be identified and prioritized based on the overall need and resources available to respond.

Time	Response Actions
<b>Days 3 - 7</b>	Establish safety assessment task force teams to assess widespread damages to public infrastructure, such as public right-of-way (roads and sidewalks), bridges, tunnels, and retaining walls.



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*Emergency Operations Plan*

Establish assessment teams to visit shelters to identify any individuals who require additional support and may need to be relocated to care facilities. This team serves to identify any needed site modifications to accommodate the whole community.
Evaluate locations for deploying relief supply and food distribution points, such as Commodity Points of Distribution (C-PODs), other than the evacuation centers/shelters.
Establish a responder mental health support program.
Establish portable toilet sanitation stations around the county and related cleaning and pumping programs.
Work with the Riverside County Voluntary Organizations Active in Disaster (VOAD), and other organizations to provide information to support the whole community.
Begin widespread safety/damage inspections of homes and businesses.
Produce, regularly update, and distribute a disaster "Fact Sheet" to the media, people in shelters, field response personnel, and residents.
Evaluate the need to designate specific routes into the county for critical relief supplies. Designating specific lanes for express bus service should also be considered.
Implement phase re-entry (where safe) for recovery of personal items and mental health counseling for people whose homes have been red tagged.
Implement public information phone bank operations.

During a major earthquake all emergency support functions will be critical and will be supported by established Emergency Support Functions (ESFs) annexes to the EOP.

**5. References**

The following agreements, procedures, plans, and guidelines apply to the execution of the Earthquake Annex, in addition to references listed in the EOP and ESFs associated with this Annex:

- a. County of Riverside Emergency Operations Plan
- b. County of Riverside ESF Annex



# **Hazard Specific Annex 3: Drought**

## **County of Riverside**

### **Riverside County Operational Area (OA)**



August 2024 Update

County of Riverside  
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. Most of this annex 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 Hazard Specific Annex # 3: *Drought***

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## 1. Background

A Concept of Operations (ConOps) provides the framework to respond to and recover from disasters. This document should not be considered all-inclusive therefore, departments not listed within should continue to coordinate with the Emergency Management Department (EMD). Each department should have emergency plans for both Continuity of Operations/Government as well as plans to ensure their ability to recall staff, utilize key contractors and vendors, and other response activities.

## 2. Purpose

A ConOps provides a brief outline of integral departmental roles and responsibilities for departments that are most-likely to play a role within the first 12 - 48 hours; however, if a department is not defined in the document this does not imply that they will not play a vital role in disaster response within any timeframe.

## 3. Scope

This ConOps will provide an overview of the response and recovery operations that will likely take place or may be expected of county departments during a drought-related emergency. Although mitigation and preparedness effort are key elements in emergency management, this document will focus on the response operations.

## 4. Audience

This ConOps will primarily outline the services departments will provide during a drought-related emergency. For some departments, this role is very different than their “normal” day-to-day functions. For the purposes of this document, the term “emergency operations role” shall refer to the services or functions that are above and beyond their typical departmental services. Such roles may be indicative of drought-related emergency situations only.

This ConOps is intended for county departments to aid in the understanding of, the response to, and recovery from a drought-related emergency that may cause impacts to life, property, or the environment.



## 5. Department Responsibility Overview

Department	Responsibilities
<b>Emergency Management Department (EMD)</b>	<ul style="list-style-type: none"> <li>▪ Coordinate with appropriate county departments and partner agencies regarding potential impacts from extreme drought</li> <li>▪ Coordinate with EMD Public Information Officer (PIO), Public Health PIO, Environmental Health, Environmental Health PIO, Forestry, water agencies, and Flood</li> <li>▪ Dissemination of accessible disaster information in coordination with first responder agencies</li> <li>▪ Coordination of response efforts at the County/Operational Area Emergency Operations Center (EOC), if activated</li> <li>▪ Primary coordination point for the Multiagency Coordination System (MACS) – distribution of scarce resources (non-first responder agencies)</li> <li>▪ Represent the county departments, unincorporated areas, cities, special districts, tribal partners and all political subdivisions</li> <li>▪ Work directly with the State California Governor’s Office of Emergency Services (Cal OES) to submit Proclamations of Local Emergency and, if applicable, to request a Gubernatorial Proclamation and Presidential Declaration on behalf of the County and the OA</li> <li>▪ Manage/update departmental websites with pertinent information</li> <li>▪ Staff EOC positions as required</li> <li>▪ Coordinate information sharing with all county departments</li> <li>▪ Activate the Private Sector Coordination Support Annex as required to aid in meeting community unmet needs</li> <li>▪ Notify/coordinate with healthcare facilities as appropriate</li> <li>▪ Develop and send appropriate Riverside Emergency Medical Services Agency (REMSA) alerts</li> </ul>
Riverside County Fire Department (CalFire)	<ul style="list-style-type: none"> <li>▪ Public information coordination in the Joint Information System (JIS)</li> <li>▪ Manage/update departmental websites with pertinent information</li> </ul>



Department	Responsibilities
	<ul style="list-style-type: none"> <li>▪ If applicable, inform EMD Duty Officer regarding an increase in calls in a particular area due to drought-related complications</li> <li>▪ Utilize or assist in Alert and Warning Systems if applicable</li> <li>▪ Staff Fire and Rescue Branch Director position within the EOC if required</li> </ul>
<b>Riverside University Health System-Public Health</b>	<ul style="list-style-type: none"> <li>▪ Serve as the lead agency for issuing medical/health warnings due to extreme drought</li> <li>▪ Coordinate accessible public information messaging with EMD, Fire and other departments or agencies as required</li> <li>▪ Assist with staffing the Medical/Health Department Operations Center (MH DOC)</li> <li>▪ Staff the Medical and Health Branch Director position within the EOC, if requested</li> <li>▪ Public information coordination within the Joint Information System</li> <li>▪ Manage/update departmental websites with pertinent information</li> </ul>
<b>Riverside County Department Of Environmental Health</b>	<ul style="list-style-type: none"> <li>▪ Coordinate accessible public information messaging with EMD, Fire and other departments or agencies as required</li> <li>▪ Public information coordination within the Joint Information System</li> <li>▪ Manage/update departmental websites with pertinent information</li> <li>▪ Staff Environmental Health Branch Director position within the EOC if required</li> <li>▪ Help establish safe and sanitary shelters for individuals displaced during the event</li> <li>▪ Ensure that food and water sources remain safe</li> <li>▪ Ensure local natural waterways are protected and that tree blockages are removed responsibly</li> <li>▪ Respond to spills and releases of hazardous materials and wastes</li> <li>▪ Ensure proper sanitary waste disposal in areas without a sewer</li> </ul>



## **6. Response Components**

### **EOC Activation Triggers and Staffing Matrix:**

An activation guide has been created to establish triggers, to identify when the County EOC may activate and to determine the level of staffing that may be required. The activation guide is at the end of this document (Attachment A).

## **7. County Function Overview**

The County maintains several tools to aid in the dissemination of information to the public; these tools may prove valuable during any emergency, including those that are drought related. For more information on Alert and Warning Systems and Public Information please see ESF-2 Communication and ESF-15 External Affairs.





## ATTACHMENT A - EMERGENCY OPERATIONS ACTIVATION GUIDE

Level	Minimum Staffing	Weather
Level 1 (Highest)	All Sections All Branches Units, as necessary	Major wide-spread flooding with damage Major wind damage
		<p><b>Forecasted Weather Event:</b> A damaging weather event forecasted (within 12 hours) by the National Weather Service with potential impacts beyond local capabilities.</p> <p><b>Resource Requests:</b> Event with significant resource requests.</p> <p><b>Impacts to neighboring OAs:</b> Current activation level, experiencing significant damage resulting in resource requests, conditions worsening, and/or evacuations.</p> <p><b>Impact to County: 3 or more</b> County unincorporated areas impacted.</p> <p><b>Impacts to Local Governments:</b> 3 or more local governments (e.g., cities, special districts) or tribal governments impacted and/or proclaimed.</p>
Level 2 (Moderate)	All Sections Branches, as necessary Units, as necessary	Moderate flood damage Moderate flood warning Wind warning
		<p><b>Forecasted Weather Event:</b> A significant weather event forecasted (within 12-24 hours) by the National Weather Service with potential impacts beyond local capabilities.</p> <p><b>Impact to County: 2 or more</b> County departments and/or unincorporated areas impacted.</p> <p><b>Impacts to Local Governments:</b> 2 or more local governments (e.g., cities, special districts) or tribal governments impacted and/or proclaimed.</p>



Level	Minimum Staffing	Weather
Management Watch* EMD DOC Activation	Duty Chief Duty Officer Other EMD Staff, as necessary	Isolated Weather Event  <i>*Management Watch occurs when the situation warrants greater attention than the Duty Officer Level but does not rise to an unusual event.</i>  <i>EMD DOC activation occurs when the event or potential event support needed does not immediately rise to an EOC Activation Level and exceeds the staffing needs of the Management Watch.</i>  <b>Forecasted Weather Event:</b> A significant weather event forecasted (3-4 days prior) by the National Weather Service with potential impacts. <b>Advisories:</b> Storm, wind, flood, air quality, freeze and heat advisories. <b>Drought:</b> Infestation (e.g., Bark Beetles), water levels, and water quality.
Steady State	Duty Officer	

*Disclosure: Any actual or imminent event with financial, political, physical, or social impacts to residents or county departments may warrant an EOC activation.*



# **Hazard Specific Annex #4: Extreme Weather Emergencies**

## **County of Riverside Riverside County Operational Area (OA)**



August 2024

County of Riverside  
Emergency Management Department

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## 1. Introduction

### 1.1 Lead and Supporting Agencies

Lead Agencies	Supporting Agencies
<p>Emergency Management Department (EMD)</p>	<p>CALFIRE/Riverside County Fire Department, Riverside University Health System - Public Health (RUHS-PH), Community Action Partnership (CAP) National Weather Center</p>

### 1.2 Emergency Support Function Responsibilities

Department	Responsibilities
<p>Emergency Management Department (EMD)</p>	<ul style="list-style-type: none"> <li>• Coordinate with appropriate County Departments and partner agencies regarding potential impacts from extreme weather</li> <li>• Coordinate with EMD Public Information Officer (PIO), Public Health PIO and Community Action Partnership to ensure wide distribution of available cooling centers (print, websites, etc.)</li> <li>• Disseminate accessible disaster information in coordination with first-responder agencies</li> <li>• Coordinate response efforts at the County/Operational Area Emergency Operations Center (OA EOC), if activated</li> <li>• Primary coordination point for the Multi-Agency Coordination System (MACS) – distribution of scarce resources (non-first responder agencies)</li> <li>• Represent County Departments, unincorporated areas, cities, special districts, tribal partners and political subdivisions</li> </ul>



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Department	Responsibilities
	<ul style="list-style-type: none"> <li>• Work directly with the State of California Governor’s Office of Emergency Services – (Cal OES) to submit Proclamations of Local Emergency and, if applicable, to request a Gubernatorial Proclamation and Presidential Declaration on behalf of the County and the OA</li> <li>• Manage/update departmental websites with pertinent information</li> <li>• Staff EOC positions as required</li> <li>• Coordinate information sharing with all County Departments</li> <li>• Activate the Private Sector Coordination Support Annex as required to aid in meeting community unmet needs</li> <li>• Notify/coordinate with healthcare facilities as appropriate</li> <li>• Develop and send appropriate Riverside Emergency Medical Services Agency (REMSA) alerts</li> </ul>
CALFIRE/Riverside County Fire Department	<ul style="list-style-type: none"> <li>▪ Public Information coordination in the Joint Information System</li> <li>▪ Manage/update departmental websites with pertinent information (e.g., cooling and heating centers)</li> <li>▪ If applicable, inform EMD Duty Officer regarding an increase in calls in a particular area due to heat or cold related illness</li> <li>▪ Utilize or assist in Alert &amp; Warning Systems if applicable</li> <li>▪ Staff Fire &amp; Rescue Branch Director positions in the EOC if required</li> </ul>
Riverside University Health System - Public Health (RUHS-PH)	<p>:</p> <ul style="list-style-type: none"> <li>▪ Serve as the lead agency for issuing medical/health warnings due to extreme weather</li> <li>▪ Coordinate public information messaging with EMD, Fire and other departments or agencies, as required</li> <li>▪ Assist with staffing the Medical/Health Department Operations Center (MH DOC)</li> <li>▪ Staff the Medical &amp; Health Branch Director position within the EOC, if requested</li> <li>▪ Public information coordination within the Joint Information System</li> <li>▪ Manage/update departmental websites with pertinent information</li> </ul>



Department	Responsibilities
Community Action Partnership (CAP)	<ul style="list-style-type: none"> <li>▪ Upon notification from a department of cooling system issues or failure, CAP and participating jurisdictions will prioritize affected facilities for restoration services</li> <li>▪ When possible, CAP will provide departments experiencing cooling system failure with fans or other interim cooling measures</li> <li>▪ If warranted, CAP may recommend the closure of a county building due to cooling system failure if remaining in the building is deemed to be unsafe due to extreme temperatures</li> <li>▪ Staff the Facilities Unit Leader position within the County EOC if requested</li> </ul>

## 2. Background

A Concept of Operations (ConOps) provides the framework to respond to and recover from disasters. This document should not be considered all-inclusive therefore, departments not listed within should continue to coordinate with the Emergency Management Department during an extreme weather event. Each department should have emergency plans for both Continuity of Operations/Government as well as plans to ensure their ability to recall staff, utilize key contractors and vendors, and other response activities.

## 3. Purpose

A ConOps provides a brief outline of integral departmental roles and responsibilities for departments that are most-likely to play a role within the first 12-48 hours; however, if a department is not defined in the document this does not imply that they will not play a vital role in disaster response within any timeframe.

## 4. Scope

This ConOps will provide an overview of the response and recovery operations that will likely take place or may be expected of County Departments during heat, cold or wind events emergencies. Although mitigation and preparedness effort are key elements in emergency management, this document will focus on the response operations.



## 5. Audience

This ConOps will primarily outline the services departments will provide during extreme weather emergencies. For some departments, this role is very different than their “normal” day to day functions. For the purposes of this document, the term “emergency operations role” shall refer to the services or functions that are above and beyond their typical departmental services. Such roles may be indicative of extreme weather emergencies situations only.

This ConOps is intended for County Departments to aid in the understanding of, the response to, and recovery from weather related emergencies that may cause impacts to life, property, or the environment.

## 6. Response Components

### EOC Activation Triggers & Staffing Matrix

An activation guide has been created to establish triggers, to identify when the County EOC may activate and to determine the level of staffing that may be required. The activation guide is at the end of this document (Attachment A).

## 7. County Function Overview

### 7.1 Alert & Warning

The County maintains several tools to aid in the dissemination of information to the public; these tools may prove valuable during any weather-related emergency. Although not all systems are outlined in this document, the systems commonly used are described here:

- Websites: Departments such as EMD, Public Health, Sheriff’s Department and Fire actively update their websites to share disaster information as well as preparedness information such as Cooling and Heating Center locations and tips to beat the heat and the cold.
- Warning & Notification System: EMD, Fire, Law and Public Health can activate an internet-based warning and notification system. The system allows messages to be easily scripted and sent based on the affected area’s mapping parameters. This system could be functional during weather related emergencies if Public Health officials needed to issue an alert or warning to a particular geographic area.

### 7.2 Public Information

There are several key components to accessible public information during a disaster. Some of the key elements are:

- Rumor Control: Monitoring media is critical to know what the public is reading or hearing, and how they respond. Media monitoring enables the County to redirect wrong information sources to reliable sources. PIOs must work together during the response and recovery phases. During an EOC activation, the Public Information Officer is responsible for this function. In a large disaster, several staff will be needed to fill the responsibilities of this function.





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- Joint Information System (JIS): The JIS connects all PIOs during an emergency. The JIS explains how PIOs will share information with each other to support the overall incident. The County PIO has the ultimate authority over public messaging on behalf of the County. Departments who wish to release public messages during a disaster should work through the JIS to ensure proper review and approval of all messaging.
- Joint Information Center (JIC): A JIC is a virtual or physical location where all PIOs involved in an incident work together to coordinate messaging. A JIC is a location where PIOs gather to work collaboratively and efficiently to reduce the waiting periods for feedback and approval.

For a complete list of Cooling Centers that includes operating hours and cross streets, please visit: <https://capriverside.org/>



**ATTACHMENT A – EMERGENCY OPERATIONS ACTIVATION GUIDE – EXTREME WEATHER**

Level	Minimum Staffing	Weather
Level 1 (Highest) Highest	All Sections All Branches Units, as necessary	Major wide-spread flooding with damage Major wind damage  <b>Forecasted Weather Event:</b> A damaging weather event forecasted (within 12 hours) by the National Weather Service with potential impacts beyond local capabilities. <b>Resource Requests:</b> Event with significant resource requests. <b>Impacts to neighboring OAs:</b> Current activation level, experiencing significant damage resulting in resource requests, conditions worsening, and/or evacuations. <b>Impact to County:</b> 3 or more County unincorporated areas impacted. <b>Impacts to Local Governments:</b> 3 or more local governments (e.g., cities, special districts) or tribal governments impacted and/or proclaimed.
Level 2 (Moderate)	All Sections Branches, as necessary Units, as necessary	Moderate flood damage Moderate flood warning Wind warning  <b>Forecasted Weather Event:</b> A significant weather event forecasted (within 12-24 hours) by the National Weather Service with potential impacts beyond local capabilities. <b>Impact to County:</b> 2 or more County departments and/or unincorporated areas impacted. <b>Impacts to Local Governments:</b> 2 or more local governments (e.g., cities, special districts) or tribal governments impacted and/or proclaimed.



Level	Minimum Staffing	Weather
Level 3 (Lowest)	<ul style="list-style-type: none"> <li>- EOC Director</li> <li>- EOC Deputy Director</li> <li>- EOC Manager</li> <li>- Liaison Officer</li> <li>-Public Information Officer</li> <li>-Whole Community Coordinator</li> <li>-All Section Chiefs</li> <li>- Situation Status Unit Leader</li> <li>- Advance Planning Unit</li> <li>-Documentation Unit Leader</li> <li>-Commodities Unit Leader</li> <li>-Technical Support Branch Leader</li> <li>- Message Center Unit Leader</li> <li>-RACES Unit Leader</li> <li>-RACES Group</li> </ul>	<p>Minor Flooding Wind Watch Flood Watch</p> <hr/> <p><b>Forecasted Weather Event:</b> A significant weather event forecasted (1-2 days prior) by the National Weather Service with potential for impacts beyond local capabilities. <b>All Weather Events:</b> Weather event is occurring (e.g., minor flooding) or imminent (e.g., wind or flood watch) that impacts one supervisorial district.</p>



	Minimum Staffing	Weather
Management Watch* EMD DOC Activation	Duty Chief Duty Officer Other EMD Staff, as necessary	Isolated Weather Event  <i>*Management Watch occurs when the situation warrants greater attention than the Duty Officer Level but does not rise to an unusual event.</i>  <i>EMD DOC activation occurs when the event or potential event support needed does not immediately rise to an EOC Activation Level and exceeds the staffing needs of the Management Watch.</i>  <b>Forecasted Weather Event:</b> A significant weather event forecasted (3-4 days prior) by the National Weather Service with potential impacts. <b>Advisories:</b> Storm, wind, flood, air quality, freeze and heat advisories. <b>Drought:</b> Infestation (e.g., Bark Beetles), water levels, and water quality.
Steady State	Duty Officer	

Disclosure: Any actual or imminent event with financial, political, physical, or social impacts to residents or county departments may warrant an EOC activation.



## ATTACHMENT B – RIVERSIDE COUNTY COOL AND WARM CENTER LOCATIONS – 2024

Name	Address	Location	City	Zip	Phone	Hours	Notes
Anza Valley Community Library	57430 Mitchell Rd.	Mitchell Rd & Bohlen Rd	Anza	92539	951-763-4216	Thurs – Fri 4:00 PM - 7:00 PM Sat 10:00 AM - 4:00 PM Sun 12:00 PM – 4:00 PM	
Banning Senior Center	789 N. San Geronio	Wilson & San Geronio	Banning	92220	951-922-3250	Monday – Friday 9:00 AM – 4:00 PM	*Ages 7-17 Only
Albert A. Chatigny Senior Community Center	1310 Oak Valley Parkway	Cherry & Oak Valley Pkwy	Beaumont	92223	951-769-8539	Mon-Thu 8:00 AM – 5:00 PM Fri 8:00 AM – 12:00 PM	
Colorado River Senior Center	1 Hidden Valley Road	Hwy 95 & Hidden Valley	Blythe	92225	760-922-6133	Monday – Friday 9:00 AM - 1:00 PM	Not identified as a Warm Center
Palo Verde Valley Transit Agency	415 N. Main Street	Chanslor Way & Main St	Blythe	92225	760-922-1140	Monday – Friday 6:00 AM – 4:00PM	Not identified as a Warm Center



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James A. Venable Community Center	50390 Carmen Ave	Broadway & Carmen	Cabazon	92230	951-922-1097	Mon-Thu 9:00 AM – 2:00 PM Fri 9:00 AM – 11:45 AM	
Canyon Lake Library	31516 Railroad Canyon Rd	Railroad Canyon Rd & Canyon Hills Rd	Canyon Lake	92587	951-244-9181	Mon & Wed & Fri - Sat 11:00 AM – 2:00 PM	*Seniors only Not identified as a Warm Center
Coachella Senior Center	1540 7th St	7th at Orchard	Coachella	92236	760-398-0104	Monday – Friday 8:00 AM – 3:30 PM	
Home Gardens Library	3785 Neece St	Neece St. & Magnolia Ave	Corona	92879	951-279-2148	Mon & Tues 12:00 PM – 8:00 PM Wed & Thu 10:00 AM – 6:00 PM Fri & Sat 10:00 AM – 5:00 PM Sun 1:00 PM – 5:00 PM	
Lake Tamarisk Library	43880 Tamarisk Dr	Tamarisk Dr & Parkview Dr	Desert Center	92239	760-227-3273	Tues 9:00 AM – 5:00 PM Thu 9:00 AM – 5:00 PM Sat 10:00 AM – 2:00 PM - 5:00 PM	Not identified as a Warm Center



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Desert Hot Springs Library	14380 Palm Dr	Palm Dr & Park Ln	Desert Hot Springs	92240	760-329-5296	Mon-Wed 11:00 AM - 4:00 PM Thu 12:00 PM – 4:00 PM Sat 11:00 AM – 4:00 PM	Not identified as a Warm Center
Desert Hot Springs Senior Center	11777 West Dr	West at Pierson	Desert Hot Springs	92240	760-329-0222	Monday - Friday 8:00 AM - 4:00 PM AM - 2:00 PM	*Seniors Only
Hope in the Valley Baptist Church	1480 N Kirby St	W Esplanade Ave	Hemet	92545	951-487-8830	Monday – Thursday 9:00 AM – 3:00 PM Friday 9:00 AM – 1:00 PM Sunday 8:00 AM – 12:30 PM	Not identified as a Warm Center
Salvation Army	340 S. Palm Ave	S. Palm Ave & W. Acacia Ave	Hemet	92543	951-791-9497	Monday 10:00 AM – 1:45 PM Wednesday 10:00 AM – 1:45 PM Friday 10:00 AM – 1:45 PM	Not identified as a Warm Center



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Valle Vista Library	25757 Fairview Ave	Fairview Ave & Florida Ave	Hemet	92544	951-927-2611	Monday 10 AM – 7 PM Tuesday 10 AM – 6 PM Wednesday 10 AM – 7 PM Thursday 10 AM – 6 PM Friday 10 AM – 5 PM Saturday 10 AM – 2 PM	*Seniors Only
Norton Younglove Community Center	459 Center St	Center & Michigan	Highgrove	92507	951-241-7221	Monday – Thursday 8:00 AM – 4:00 PM	
Idyllwild Library	54401 Village Center Dr	Village Center Dr	Idyllwild	92549	951-659-2300	Monday & Wednesday 10:00 AM – 6:00 PM Tuesday 12:00 PM – 8:00 PM Thursday & Friday 12 PM – 5 PM Saturday 10:00 AM – 4:00 PM	
Coachella Valley Rescue Mission	84110 Manila St	Manila & Luzon St	Indio	92201	760-851-2160	Monday – Sunday 7:00 AM – 5:00 PM	*Seniors only Not identified as a Warm Center





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Dr. Rios Clinica Medica Familiar y Dentista	82935 Avenue 48	Avenue 48 & Jackson St	Indio	92201	855-505-7467	Monday – Friday 10:00 AM – 4:00 PM	
Indio Senior Center	45700 Aladdin St	Aladdin at Shadow Palm	Indio	92201	760-391-4170	Monday – Friday 7:30 AM – 4:00 PM	*Seniors Only Not identified as a Warm Center
Martha's Village & Kitchen	83791 Date Ave	Date Ave & Calhoun St	Indio	92201	760-347-4741	Monday – Sunday 9:00 AM – 4:00 PM	Not identified as a Warm Center
Molina One Stop Health Center	81735 Hwy 111	CA-111	Indio	92201	855-665-4621	Monday – Friday 8:30 AM – 5:30 PM	
Eddie Dee Smith Senior Center *Seniors only	5888 Mission Blvd	Mission Blvd & Riverview Dr	Jurupa Valley	92509	951-275-9975	Monday – Friday 11:00 AM – 3:00 PM	*Seniors only Not identified as a Warm Center



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Glen Avon Library	9244 Galena St.	Galena St. & Felspar St.	Jurupa Valley	92509	951-685-8121	Mon & Tues 12:00 PM – 6:00 PM Wed 12:00 PM – 8:00 PM Thu 10:00 AM – 6:00 PM Fri 1:00 PM – 5:00 PM Sat 10:00 AM – 2:00 PM	
Louis Robidoux Library	5840 Mission Blvd.	Mission Blvd & Riverview Dr	Jurupa Valley	92509	951-682-5485	Mon-Wed 10:00 AM – 6:00 PM Thu 12:00 PM – 8:00 PM Fri & Sat 10:00 AM – 6:00 PM Sun 1:00 PM – 5:00 PM	
Lake Elsinore Senior Center	420 E. Lakeshore Drive	Lakeshore Drive	Lake Elsinore	92530	951-674-2526	Monday – Friday 9:00 AM – 3:30 PM	*Seniors Only Not identified as a Warm Center
La Quinta Wellness Center	78450 Ave La Fonda	Calle Tampico at La Quinta Public Library	La Quinta	92253	760-564-0096	Monday – Friday 9:00 AM – 4:00 PM	



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Mecca Community Center	65250 Coahuila Street	7th Street & 65th Avenue	Mecca	92254	760-396-0257	Monday – Thursday 9:00 AM – 1:00 PM	
Mead Valley Library	21580 Oakwood St	Oakwood St & Clark St	Mead Valley	92570	951-943-4727	Monday – Wednesday 10:00 AM – 6:00 PM Thurs 12:00 PM – 8:00 PM Friday 1:00 PM – 5:00 PM Sat 10:00 AM – 2:00 PM	*Seniors only Not identified as a Warm Center
Kay Cenicerros Senior Center	29995 Evans Rd	Newport & Evans	Menifee	92586	951-672-9673	Monday – Friday 9:00 AM – 5:00 PM	



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Sun City Public Library	26982 Cherry Hills Blvd	Cherry Hills Blvd & Bradley Rd	Menifee	92586	951-679-3534	M-W-F 10:00 AM – 6:00 PM Tue & Thu 11:00 AM – 7:00 PM Sat 9:00 AM – 3:00 PM Sun 12:00 PM – 4:00 PM	
Cottonwood Golf Center	13671 Frederick St.	Frederick & Cottonwood	Moreno Valley	92553	951-413-3290	Monday – Sunday 7:00 AM – 7:00 PM	
Moreno Valley Public Library Iris Plaza	16170 Perris Blvd Suite C3	Iris Ave & Perris Blvd	Moreno Valley	92551	951-413-3430	Mon-Fri 10:00 AM – 8:00 PM Sat 10:00 AM – 6:00 PM	



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Moreno Valley Public Library Main Library	25480 Alessandro Blvd Moreno Valley, CA 92553	Alessandro & Kitching	Moreno Valley	92553	951-413-3880	Mon-Thu 9:00 AM – 8:00 PM Fri 9:00 AM – 6:00 PM Sat 9:00 AM – 5:00 PM Sun 12:00 PM – 5:00 PM	
Moreno Valley Senior Center	25075 Fir Avenue Moreno Valley, CA 92553	Fir Ave & Perris Blvd	Moreno Valley	92553	951-413-3430	Monday – Sunday 8:00 AM – 5:00 PM	*Seniors Only
Murrieta Senior Center	5 Town Square	Juniper & Jefferson	Murrieta	92562	951-304-7275	Monday – Friday 8:00 AM – 4:00 PM	*Seniors Only
Norco Library	3240 Hamner Ave #101B	Fifth St & Hamner Ave	Norco	92860	951-735-5329	Monday – Thursday 11:00 AM – 4:00 PM	Not identified as a Warm Center
Rose M. Eldridge Senior Center	2690 Clark Avenue	Clark & Market	Norco	92860	951-270-5647	Mon-Fri 8:00 AM – 5:00 PM Sat & Sun 12:00 PM – 5:00 PM	*Seniors Only Not identified as a Warm Center
North Shore Beach and Yacht Club	99155 Sea View Drive	Marina Dr & Sea View Dr	North Shore	92254	760-393-0602	Monday – Friday 8:00 AM – 12:00 PM 4:00 PM – 8:00 PM	



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Nuview Library	29990 Lakeview Ave	Lakeview Ave & 10th St	Nuevo	92567	951-928-0769	Tuesday & Wednesday 2:00 PM – 5:00 PM	
Joslyn Center	73-750 Catalina Way	Catalina & San Pascual	Palm Desert	92260	760-340-3220	Monday – Friday 8:00 AM - 5:00 PM	*55+ only Not identified as a Warm Center
Palm Desert Community Center	43-900 San Pablo Ave	Fred Waring & San Pablo	Palm Desert	92260	760-568-9697	Monday – Friday 6:00 AM – 9:00 PM	Not identified as a Warm Center
Palm Desert Library	73300 Fred Waring Drive	San Anselmo & Fred Waring Dr	Palm Desert	92260	760-346-6552	Mon-Thu 10:00 AM – 8:00 PM Fri & Sat 10:00 AM – 5:00 PM Sun 1:00 PM – 5:00 PM	
Demuth Community Center	3601 E. Mesquite Ave	El Cielo & Mesquite	Palm Springs	92264	760-320-6430	Monday – Friday 9:00 AM - 6:00 PM	
James O. Jessie Desert Highland Unity Center	480 W. Tramview Road	N. Indian Canyon Dr & Tramview	Palm Springs	92262	760-323-8271	Monday – Friday 9:00 AM – 5:30 PM	



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Palm Springs Public Library	300 S. Sunrise Way	Sunrise Way & Baristo Rd	Palm Springs	92262	760-322-7323	Mon & Th 10:00 AM–6:00 PM Tues & Wed 10 AM – 8 PM Fri & Sat 10:00 AM – 5:00 PM	
Cesar E. Chavez Public Library (Perris Library)	163 E. San Jacinto Ave	E. San Jacinto Ave & N. Perris Blvd	Perris	92570	951-657-2358	Mon & Thu-Sat 1:00 PM – 7:00 PM Tue & Wed 10:00 AM – 8:00 PM	Not identified as a Warm Center
Moses Schaffer Community Center	21565 Steele Peak Dr	Steele Peak Dr & Spring	Perris	92570	951-943-9126		
Perris Senior Center	100 N. D St	W. San Jacinto Ave & N. D St	Perris	92570	951-657-7334	Monday – Friday 8:00 AM – 5:00 PM	*Seniors only
Arlanza Community Center (Bryant Park)	7950 Philbin Ave	Philbin & Van Buren Blvd	Riverside	92503	951-351-6135	Monday – Thursday 11:00 AM – 8:00 PM Friday 11:00 AM – 6:00 PM	



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Arlanza Library	8267 Philbin Ave	Philbin Ave & Picker St	Riverside	92503	951-826-2217	Tuesday – Saturday 10:00 AM – 6:00 PM	
Arlington Library	9556 Magnolia Ave	Magnolia Ave & Van Buren Blvd	Riverside	92503	951-826-2291	Tuesday – Saturday 10:00 AM – 6:00 PM	
Cesar Chavez Community Center Bobby Bonds Parks	2060 University Ave	University & Kansas	Riverside	92507	951-826-5746	Monday – Thursday 11:00 AM – 8:00 PM Friday 11:00 AM – 6:00 PM	
Community Action Partnership of Riverside County	2038 Iowa Ave Suite B101	Spruce & Iowa	Riverside	92507	951-955-4900	Monday – Friday 8:00 AM – 5:00 PM	
Dales Senior Center	3936 Chestnut St	University & Chestnut	Riverside	92501	951-826-2000	Monday – Friday 11:00 AM – 5:00 PM	*Seniors Only Not identified as a Warm Center





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Janet Goeske Center	5257 Sierra St	Streeter Ave & Sierra St	Riverside	92504	951-351-8800	Monday, Thursday, Friday 8:00 AM – 6:00 PM Tues 8:00 AM – 9:00 PM Sat 9:00 AM – 5:00 PM 3rd Sun 1:00 PM – 5:00 PM	*Seniors 50+ only
Highgrove Library	530 W Center St	Center St & Michigan St	Riverside	92507	951-682-1507	Tue-Thu 10:00 AM – 6:00 PM Fri 12:00 PM – 6:00 PM Sat 10:00 AM – 3:00 PM	
La Sierra Community Center	5215 La Sierra Ave Building A	La Sierra Ave & Gramercy Pl	Riverside	92505	951-351-6131	Monday – Thursday 11:00 AM – 8:00 PM Friday 11:00 AM – 6:00 PM	
La Sierra Public Library	4600 La Sierra Ave	La Sierra Ave	Riverside	92505	951-688-7740	Tuesday – Saturday 10:00 AM – 6:00 PM	
La Sierra Senior Center	5215 La Sierra Ave Building B	5 La Sierra Ave & Gramercy Pl	Riverside	92505	951-351-6435	Monday – Friday 11:00 AM – 5:00 PM	*Seniors only



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Marcy Library	6927 Magnolia Ave	Palm Ave	Riverside	92506	951-826-2078	Tuesday – Saturday 10:00 AM – 6:00 PM	
Nichols Park: Joyce Jackson Community Center	5505 Dewey Ave	Phoenix Ave & Dewey Ave	Riverside	92504	951-351-6130	Monday – Thursday 3:00 PM – 8:00 PM Friday 3:00 PM – 6:00 PM	Not identified as a Warm Center
Reid Park: Ruth H. Lewis Community Center	701 N Orange St	Garner Rd & N Orange St	Riverside	92501	951-826-5654	Monday – Thursday 11:00 AM – 8:00 PM Friday 11:00 AM – 6:00 PM	Not identified as a Warm Center
Riverside Main Library	3900 Mission Inn Ave	Mission Inn & Fairmount Blvd	Riverside	92501	951-826-5201	Tuesday – Saturday 10:00 AM – 6:00 PM	
Orange Terrace Library	20010 Orange Terrace Pkwy	Orange Terrace Pkwy & Deercreek Dr	Riverside	92508	951-826-2184	Tuesday – Saturday 10:00 AM – 6:00 PM	
SPC. Jesus S. Duran Eastside Library	4033-C Chicago Ave	Chicago Ave & University Ave	Riverside	92507	951-826-2235	Tuesday – Saturday 10:00 AM – 6:00 PM	



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Ssgt. Salvador J. Lara Casa Blanca Library	2985 Madison St.	Freda Ave & Madison	Riverside	92504	951-826-2120	Tuesday – Saturday 10:00 AM – 6:00 PM	
Woodcrest Library	16625 Krameria Ave	King & Krameria	Riverside	92504	951-789-7324	Mon-Wed 11:00AM– 6:00 PM Thu 11:00 AM – 3:00 PM Friday 1:00 PM – 4:00 PM Sat 11:00 AM – 3:00 PM	
Ysmael Villegas Community Center Villegas Park	3091 Esperanza St	Ysmael Villegas St & Madison	Riverside	92504	951-351-6142	Monday – Thursday 11:00 AM – 8:00 PM Friday 11:00 AM – 6:00 PM	
***Temecula Community Center	28816 Pujol St	Pujol St	Temecula	92590	951-694-6464	Monday – Friday 9:00 AM – 4:00 PM	***Temecula Community Center is serving as a temporary Cool Center for the Mary Phillips Senior Center Not identified as a Warm Center



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Jerry Rummonds Community & Senior Center	87229 Church Street	Church St & Olive	Thermal	92274	760-399-1408	Monday – Thursday 9:00 AM – 1:00 PM	
Art Samson Community Library (Thousand Palms Library)	31189 Robert Rd.	Robert Rd. & El Centro Way	Thousand Palms	92276	760-343-1556	Mon - Thu 11:00 AM- 4:00 PM Sat 11:00 AM – 3:00 PM	