EMS DIVISION SUBSIDIARY COMMITTEE MEETING
TUESDAY, FEBRUARY 11, 2025 – 1:00 PM
LOMA LINDA-EOC 25541 BARTON RD, LOMA LINDA

AGENDA

The CONFIRE EMS Division Subsidiary Committee Meeting is scheduled for Tuesday, February 11, 2025, in the Loma Linda Fire Department Emergency Operations Center, 25541 Barton Road, Loma Linda, California.

Reports and Documents relating to each agenda item are on file at CONFIRE and are available for public inspection during normal business hours.

The Public Comment portion of the agenda pertains to items NOT on the agenda and is limited to 30 minutes; 3 minutes allotted for each speaker. Pursuant to the Brown Act, no action may be taken by the EMS Division Subsidiary Committee at this time; however, the Committee may refer your comments/concerns to staff or request that the item be placed on a future agenda.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact CONFIRE at (909) 356-2302. Notification 48 hours prior to the meeting will enable CONFIRE to make reasonable arrangements to ensure accessibility to this meeting. Later requests will be accommodated to the extent feasible.

A recess may be called at the discretion of the EMS Division Subsidiary Committee.

> Liz Berry
> 1743 Miro Way, Rialto, CA 92376
> 909-356-2302
> lberry@confire.org

CALL TO ORDER

> a. Flag Salute
> b. Roll call/Introductions

PUBLIC COMMENT

An opportunity provided for persons in the audience to make brief statements to the CONFIRE EMS Division Subsidiary Committee. (Limited to 30 minutes; 3 minutes allotted for each speaker)

INFORMATION RELATIVE TO POSSIBLE CONFLICT OF INTEREST

Agenda items may require committee member abstentions due to conflict of interests and financial interests. CONFIRE EMS Division Subsidiary Committee member abstentions shall be stated under this item for recordation on the appropriate item.

CONSENT ITEMS

The following items are considered routine and non-controversial and will be voted upon at one time by the EMS Division Subsidiary Committee. An item may be removed by a Committee Member or member of the public for discussion and appropriate action.

1. Approve EMS Division Subsidiary Committee Minutes of October 8, 2024

2. Approve EMS Division Subsidiary Committee Minutes of December 10, 2024

NEW BUSINESS

3. Continuity of Operations Plan (COOP) - **ACTION ITEM**

4. Emergency Operations Plan (EOP) - **ACTION PLAN**

5. Whole Blood Pilot Program - **DISCUSSION**

ROUND TABLE

CLOSED SESSION

6. Review and update existing Litigation - Government Code section 54956.9: AMR Lawsuit

ADJOURNMENT

Upcoming Meetings:

Next Regular Meeting: March 11, 2025

POSTING:

This is to certify that on February 6, 2025, I posted a copy of the agenda:

- 1743 Miro Way, Rialto, CA
- on the Center's website which is www.confire.org
- 25541 Barton Rd., Loma Linda, CA

  /s/ Liz Berry

Liz Berry

Clerk of the Board

CONFIRE

EMS DIVISION SUBSIDIARY COMMITTEE MEETING
TUESDAY, OCTOBER 8, 2024 – 1:00 PM
LOMA LINDA EOC – 25541 BARTON RD. LOMA LINDA

MINUTES

EMS DIVISION SUBSIDIARY COMMITTEE MEMBERS:
Apple Valley Fire Protection District – Chief Buddy Peratt
Chino Valley Independent Fire District – Chief Jeremy Ault
Colton Fire Department – Chief Ray Bruno
Loma Linda Fire Department – Chief Jeff Gillette
Montclair Fire Department – Chief David Pohl - *Absent*
Ontario Fire Department – **Vice Chair,** Chief Mike Gerken
Rancho Cucamonga Fire District – Chief Augie Barreda
Redlands Fire Department – EMS Coordinator Carly Cripe
Rialto Fire Department – Chief Paul Truffa- *Absent*
San Bernardino County Fire District – **Chair,** Chief Joe Barna
Victorville Fire Department – Chief Bobby Clemmer
City of Yucaipa – Chief Grant Malinowski

CALL TO ORDER
   a. Flag Salute
   b. Roll call/Introductions

PUBLIC COMMENT
An opportunity provided for persons in the audience to make brief statements to the EMS Division Subsidiary Committee. (Limited to 30 minutes; 3 minutes allotted for each speaker)
There were no requests to speak.

INFORMATION RELATIVE TO POSSIBLE CONFLICT OF INTEREST
Agenda items may require committee member abstentions due to conflict of interests and financial interests. EMS Division Subsidiary Committee member abstentions shall be stated under this item for recordation on the appropriate item.
No conflicts were announced.

CONSENT ITEMS
The following items are considered routine and non-controversial and will be voted upon at one time by the EMS Division Subsidiary Committee. An item may be removed by a Committee Member or member of the public for discussion and appropriate action.

1. Approve EMS Division Subsidiary Committee Minutes of September 10, 2024

   Motion to accept Consent item.

   Motion by: Carly Cripe
   Second by: Chief Jeremy Ault
   Yes – 10
   No – 0
   Abstain – 0
   Absent – 2

CHAIR REPORT
   a. Operations Section Update
   b. Administrative Section Update
   c. Planning Section Update
   d. Logistics Section Update
   e. Public Affairs

NEW BUSINESS
2. Fund 5020 (EMS) Loan – **ACTION ITEM**
   It is recommended that the CONFIRE EMS Subcommittee recommend the CONFIRE Administrative Committee approve a loan from Fund 5010 (Reserve) to Fund 5020 (EMS) in the amount of $2,000,000.

   The EMS Division will use the loan to fund ongoing costs and legal fees related to the County of San Bernardino Ground Ambulance contract.

   Once the Administrative Committee approves the funds will be transferred from Fund 5010 to Fund 5020. There will be zero interest charged to Fund 5020 for this loan, and the loan must be repaid within two years from the fund transfer date.

   Motion to recommend the CONFIRE Administrative Committee approve a loan from Fund 5010 (Reserve) to Fund 5020 (EMS) in the Amount of $2,000,000. There will be zero interest charged and the loan must be repaid within two years from the fund transfer date.

   Motion by: Chief Jeff Gillette
   Second by: Chief Jeremy Ault
   Yes – 10
   No – 0
   Abstain – 0
   Absent – 2

3. Mutual Aid – **DISCUSSION ITEM**
   No direction given.
   Topic tabled until next meeting.

4. Contract Amendment for Temporary Employment – **ACTION ITEM**
   On February 22, 2022, the Administrative Committee approved a contract with Priority Ambulance to provide emergency medical services in partnership with its member agencies. To further enhance operational flexibility, CONFIRE seeks to amend its contract with Priority Ambulance. This amendment would permit CONFIRE, and by extension, its Joint Powers Authority (JPA) member agencies, to temporarily employ Priority Ambulance personnel. These personnel will fill critical short-term staffing needs across CONFIRE and its member agencies.

   If the Administrative Committee approves, staff shall develop an Administrative Policy illustrating the details and processes related to an overall temporary employment program. This amendment and policy will provide additional workforce flexibility and ensure that CONFIRE and its member agencies can maintain operational continuity during increased staffing needs.

   There is no net fiscal impact to CONFIRE. CONFIRE will pay Priority an agreed-upon amount to reimburse them for the work performed by their employees for member agencies. The temporary Priority employees' costs will be reimbursed directly to CONFIRE by the member agency through direct invoicing or an increase to their respective agency fees, offsetting the amount paid out to Priority.

   Motion to develop an amendment to the contract with Priority Ambulance for the temporary employment of Priority personnel for presentation to the CONFIRE Administrative Committee for approval.

   Motion by: Chief Jeremy Ault
   Second by: Chief Bobby Clemmer
   Yes – 10
   No – 0
   Abstain – 0
   Absent – 2

ROUND TABLE

CLOSED SESSION

   ***The EMS Subsidiary Committee entered Closed Session at 2:09 p.m.*

5. Review and update Existing Litigation – 54956.9: AMR Lawsuit

The EMS Subsidiary Committee came out of Closed Session at 2:33 p.m.

No reportable outcome from Closed Session.

ADJOURNMENT

Motion to adjourn the EMS Division Subsidiary Committee Meeting

The meeting adjourned at 2:34 p.m.

Upcoming Meetings:

Next Meeting: To be announced.

___/s/ Liz Berry_____
Liz Berry
Clerk of the Board

CONFIRE

EMS DIVISION SUBSIDIARY COMMITTEE MEETING
TUESDAY, DECEMBER 10, 2024 – 1:00 PM
LOMA LINDA EOC – 25541 BARTON RD. LOMA LINDA

MINUTES

EMS DIVISION SUBSIDIARY COMMITTEE MEMBERS:
Apple Valley Fire Protection District – Chief Buddy Peratt - *Absent*
Chino Valley Independent Fire District – Chief Jeremy Ault - *Absent*
Colton Fire Department – Chief Ray Bruno
Loma Linda Fire Department – Chief Jeff Gillette
Montclair Fire Department – Chief David Pohl – *Absent*
Ontario Fire Department – **Vice Chair,** Chief Mike Gerken - *Absent*
Rancho Cucamonga Fire District – Chief Augie Barreda
Redlands Fire Department – EMS Coordinator Carly Cripe - *Absent*
Rialto Fire Department – Chief Paul Truffa - *Absent*
San Bernardino County Fire District – **Chair,** Chief Joe Barna
Victorville Fire Department – Chief Bobby Clemmer - *Absent*
City of Yucaipa – Chief Grant Malinowski

CALL TO ORDER
    a. Flag Salute
    b. Roll call/Introductions

PUBLIC COMMENT
An opportunity provided for persons in the audience to make brief statements to the EMS Division Subsidiary Committee. (Limited to 30 minutes; 3 minutes allotted for each speaker)
There were no requests to speak.

INFORMATION RELATIVE TO POSSIBLE CONFLICT OF INTEREST
Agenda items may require committee member abstentions due to conflict of interests and financial interests. EMS Division Subsidiary Committee member abstentions shall be stated under this item for recordation on the appropriate item.
No conflicts were announced.

CONSENT ITEMS
The following items are considered routine and non-controversial and will be voted upon at one time by the EMS Division Subsidiary Committee. An item may be removed by a Committee Member or member of the public for discussion and appropriate action.

1. Approve EMS Division Subsidiary Committee Minutes of October 8, 2024

   Item moved to January 28, 2025, meeting due to lack of quorum.

NEW BUSINESS

2. Continuity of Operations Plan (COOP) – **ACTION ITEM**
   In February of 2024, CONFIRE contracted with AP Triton to complete the COOP. AP Triton's team collaborated with the ambulance implementation team to complete a risk assessment of the ambulance program before the plan development. The completed COOP evaluates CONFIRE's operational capabilities, resource requirements, and response strategies. It establishes the procedures and strategies needed to ensure that CONFIRE can continue providing EMS services during natural disasters, infrastructure failures, or other significant disruptions.

   The cost of the COOP was approved by the Administrative Committee and budgeted for in the EMS fund 5020.

   Item moved to January 28, 2025, meeting due to lack of quorum.

3. Emergency Operations Plan (EOP) – **ACTION ITEM**
   In February of 2024, CONFIRE contracted with AP Triton to complete the EOP. AP Triton's team collaborated with the ambulance implementation team to complete a risk assessment of the EMS system before the plan development. The EOP is a strategic framework outlining the procedures and protocols for responding to and managing emergencies and disasters that could impact operations. The plan covers several critical issues, including triggers for activation, notifications, communications, staffing, vehicles, equipment, and hospital and healthcare facility evacuations. The plan also identifies the EMS surge supplies needed for up to 5 days.
   The cost of the EOP was approved by the Administrative Committee and budgeted for in the EMS fund 5020.

   Item moved to January 28, 2025, meeting due to lack of quorum.

ROUND TABLE
   Brief discussion on Priority employee assignments.
   Currently 14 employees have been placed with CONFIRE Agencies.

CLOSED SESSION
   ***The EMS Subsidiary Committee entered Closed Session at 13:17 p.m.*

4. Review and update Existing Litigation – 54956.9: AMR Lawsuit

   The EMS Subsidiary Committee came out of Closed Session at 13:33 p.m.

No reportable outcome from Closed Session.

ADJOURNMENT

Motion to adjourn the EMS Division Subsidiary Committee Meeting

The meeting adjourned at 13:34 p.m.

Upcoming Meetings:

Next Meeting: January 14, 2025

___/s/ Liz Berry_____
Liz Berry
Clerk of the Board

STAFF REPORT

DATE: February 11, 2025

FROM: Joe Barna
Admin Section Chief

TO: CONFIRE EMS Subcommittee

SUBJECT: Continuity of Operations Plan

Recommendation

It is recommended that the CONFIRE EMS Subcommittee approve the Continuity of Operations Plan (COOP) for the CONFIRE EMS division.

Background Information

On December 5, 2023, the County of San Bernardino awarded CONFIRE the Advanced Life Support and Basic Life Support Ground Ambulance Services, Interfacility, and Critical Care Transport Services for Exclusive Operating Areas contract. The ambulance contract requires CONFIRE to develop and submit a COOP before the implementation of services.

In February 2024, CONFIRE contracted with AP Triton to complete the COOP. AP Triton's team collaborated with the ambulance implementation team to complete a risk assessment of the ambulance program before the plan development. The completed COOP comprehensively evaluates CONFIRE's operational capabilities, resource requirements, and response strategies. It establishes the procedures and strategies needed to ensure that CONFIRE can continue providing EMS services during emergencies such as natural disasters, infrastructure failures, or other significant disruptions.

Fiscal Impact

The cost of the COOP was approved for purchase by the Administrative Committee and budgeted for in EMS fund 5020.

CONSOLIDATED FIRE AGENCIES
CONFIRE EMS Division
California

AMBULANCE SERVICES
Departmental Continuity of Operations Plan

AP TRITON
VISION · INNOVATION · SOLUTIONS

FIRE
GIS 911 MIS
EMS

CONFIRE

Contents

Acknowledgments

This Continuity of Operations Plan (COOP) is prepared by AP Triton, LLC and CONFIRE's EMS Division Staff and approved by the CONFIRE Administrative Committee, enabling activities within this document to be performed within CONFIRE's authority and capabilities.

This plan provides guidance and tactical direction to support CONFIRE's EMS Division in continuing to provide mission essential functions (MEFs) during and after a disruption event. Comments and suggestions for improvement are welcome.

Privacy Statement

Certain sections of this plan, specifically within the appendices, list contact information for individuals designated to implement continuity processes and procedures. Given the individualized and specific information included, these sections will be redacted from the publicly available version of this plan.

This document contains sensitive information relating to continuity and recovery operations for CONFIRE's jurisdiction in response to emergencies and events. Sensitive portions that include personal privacy information or information with significant implications on City, County, State, or National security are contained in attachments that are exempt from public disclosure under the provisions of the California Public Records Act (California Government Code §6250-6276.48). A copy of this document may be requested through public request at our administrative offices at1743 Miro Way, Rialto, CA, 92376.

Sections of this plan that are inappropriate for public release will be designated as CONFIRE Departmental Continuity of Operations Plan (COOP) INTERNAL USE ONLY and will be marked as such. These sections are considered proprietary, sensitive, privileged, and confidential and are to be used only for internal department or other official purposes. Unauthorized distribution, publication, or other use of these sections and/or their contents is prohibited.

Promulgation Statement

The CONFIRE Continuity of Operations (COOP) Plan for CONFIRE is transmitted herewith. It provides a framework in which CONFIRE can plan and perform its respective mission essential functions during a disruptive event or national emergency. CONFIRE, through its continuity planning efforts, underscores its unwavering commitment to maintaining critical services in times of emergency or disaster, prioritizing the safety and protection of its citizens, employees, and visitors.

This COOP was prepared at the direction of CONFIRE and is in accordance with direction from CalOES COOP Guidance, FEMA's Continuity Guidance Circular, Comprehensive Preparedness Guide 101(CPG 101), the National Incident Management System (NIMS), the California Standardized Emergency Management System (SEMS), the International Organization for Standardization (ISO) 22301, and the National Fire Protection Association (NFPA)1600: *Standard on Continuity, Emergency, and Crisis Management*. This plan will be reviewed periodically and recertified as necessary.

The Concept of Operations (CONOPS) and most appendices will be updated bi-annually, and Appendix F (Continuity Management Group) and Appendix G (Vendor Contact List) will be updated quarterly. Refresher training and staff briefing or exercise for personnel responsible for COOP implementation should be done to complete the annual review and update process.

CONFIRE's governing body has reviewed and approved this plan, validating its content to ensure the inclusion of necessary information and guidance. This comprehensive plan empowers CONFIRE to sustain its essential services and mitigate potential impacts during and after an emergency.

Approved: _____   Date: _____
                         Executive Director, CONFIRE

AP TRITON ——————————————————————————————

Continuity of Operations Plan Approvals

By their signatures below, the following senior-level officials at CONFIRE certify approval of this Continuity of Operations Plan and fully understand the continuity of business operations procedures that are to be followed in the event of an emergency that impacts the facilities and employees for which they are responsible.

Approved: _____   Date: _____
               Executive Director, CONFIRE

Approved: _____   Date: _____
               Deputy Executive Director, CONFIRE

Approved: _____   Date: _____
               EMS Director, CONFIRE

Foreword

To support the San Bernardino County Vision: "A sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure in which development complements our natural resources and environment."

CONFIRE has identified the mission essential functions services (MEFs) that must be performed and efficiently resumed during a disruptive event or national emergency. Emergency events can quickly interrupt, paralyze, or destroy the ability to perform these MEFs. While the impact of these disruptive events cannot be predicted, planning for operations under such conditions can mitigate the impact on employees, residents, facilities, services, and missions.

CONFIRE has prepared this COOP to ensure that MEFs can be performed during an event that may disrupt normal operations. This plan was developed to establish policy and guidance to ensure the execution of MEFs and to direct the relocation of personnel and resources to a continuity (alternative) facility capable of supporting operations. The plan outlines procedures for identifying MEFs and directing personnel and resources to a continuity (alternate) facility capable of supporting operations. The plan outlines procedures for:

- Identifying MEFs
- Alerting, notifying, and activating personnel
- Establishing continuity facilities
- Identifying personnel with authority and knowledge of these services

The COOP consists of the following components:

- The **Base Plan** provides the objectives, MEFs, CONOPS, and activities that govern CONFIRE continuity of operations.
- Appendices provide other relevant supporting information.
- **Continuity of Operations Governance**: It shall be the responsibility of CONFIRE to ensure its respective COOP is updated and maintained after every continuity event or, at a minimum, on an annual basis. After each update, the Director will provide an updated copy of the COOP to the ICEMA Director.

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- **Appendices** are individual supplements that focus on specific and unique missions such as MEFs, dependencies, recovery time objectives (RTOs), orders of succession, delegation of authority, devolution of control and direction, continuity management group, vendor contact list, continuity facilities, relocation process, continuity commendations, essential records and database, personnel, testing and training, and plan maintenance. These supplements give guidance and describe specific functional processes and administrative requirements necessary to ensure the efficient and effective implementation of continuity planning objectives.

- **Training and Exercises:** CONFIRE will support training and exercises for the COOP on an annual basis.

Record of Changes

Date	Pages	Revision Description(s)	Authority
10/2024		COOP Development	*Executive Director*

Introduction

The objective of the all-hazards approach to continuity of operations planning, referred to as "COOP" hereafter, is to ensure CONFIRE's capacity to function and deliver essential services remains intact, irrespective of the nature of the emergency. This comprehensive strategy encompasses readiness for various scenarios, encompassing natural disasters like earthquakes and flooding, technological crises, and deliberate incidents such as acts of terrorism.

CONFIRE's COOP outlines policies and provides guidance for actions to sustain Critical Business Processes within the recovery time frames established by the COOP Planning Team and to maintain these processes for up to 30 days.

Plan Purpose

All CONFIRE departments shoulder the responsibility of preparing for and responding to disasters. In times of COOP activation, departments may find themselves operating from alternate locations and facing potential resource overextension.

Central to this initiative is CONFIRE's unwavering commitment to protecting its employees, operations, and facilities. The COOP serves as a crucial framework for departments and personnel, designed to mitigate the impact of emergencies. Additionally, it lays out procedures for leadership to strategically minimize risks to employees, operations, and facilities.

Applicability and Scope

Situations and Assumptions
Situations and assumptions are documented to describe current operating conditions and to establish the parameters under which the plan may be activated.

Situation
CONFIRE may continue to be vulnerable to current identified hazards and risk as well as others that may develop in the future.

Assumptions
- The COOP may be activated because of an emergency response and implementation of the Emergency Operations Plan (EOP). Activation of the COOP will occur at the level necessary to resolve the situation.

Objectives

The COOP documents the steps taken to ensure that CONFIRE can continue its Mission Essential Functions (MEFs) throughout any potential disruptive event.

Figure 1: CONFIRE Continuity Planning Objectives

CONFIRE Continuity Planning Objectives	
Objective Number	**Continuity Planning Objectives**
1	Ensure the continuous performance of MEFs during a disruptive event.
2	Protect essential facilities, equipment, essential records, and other assets.
3	Reduce or mitigate disruptions to operations
4	Assess and minimize damage and losses
5	Facilitate decision-making during a disruption event
6	Achieve a timely and orderly recovery from a disruption event and resumption of full customer service.

Mission Essential Functions

Mission Essential Functions encompass those critical areas of business that must continue event during a disruptive event. These MEFs must be performed to achieve the San Bernardino County's mission. Each MEF, in turn, is supported by critical processes or services that are provided to the public or other departments within the county. Mission essential functions are those that enable CONFIRE to:

- Provide vital services
- Maintain the organization's good name
- Generate revenue
- Minimize legal exposure
- Protect life and property
- Ensure the well-being of citizens

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State Essential Functions

State Essential Functions (SEFs) are the eleven cross-government essential functions, which are a collective of agency functions, represent the overarching responsibilities of the State Government to lead and sustain California and shall be the primary focus of the State's leadership during and in the aftermath of a catastrophic emergency.

Figure 2: State Essential Functions

SEF	Description
1	**Government Leadership:** Provides viable and effective leadership for the people of California while restoring and maintaining critical state essential functions.
2	**Public Safety:** Maintains public safety and security for the people of California and decreases their vulnerability to threats and hazards.
3	**Emergency Management:** Protects and preserves the lives, property, and environment of the people of California from the effects of natural, technological, and human-caused disasters.
4	**Public Health and Medical:** Ensures the continuity and strength of California's medical, public health, and mental health organizations and systems. Supports the health and well-being of the people of California.
5	**Social Services and Education**: Ensures the continuation of essential social services for the people of California, including services for those with disabilities, access and functional needs population, and victims of crime. Supports the continued operation of California's educational systems (both public and private) at all levels of government.
6	**Critical Infrastructure**: Preserves California's infrastructure, including its transportation systems, energy systems, utilities, dams, and other critical components. Supports and sustains the personnel required to operate and maintain the physical infrastructure.
7	**Financial, Economic, and Business**: Ensures the financial and economic security of California's business, financial systems/institutions and its citizens. Preserves and supports California's labor/workforce. Protects and preserves California's tax and revenue collection capabilities to ensure continuity of California's government.
8	**Information Technology/Communications:** Protects, maintains, and preserves California's communications and technological capabilities. Ensures continued interoperability of California's communications systems.
9	**Agriculture:** Promotes and preserves the livelihood of California's agricultural community and all its members. Ensures continuation of existing agriculture training and education programs. Ensures that California's agriculture remains strong and competitive.
10	**Environment:** Protects, preserves, and restores California's natural environment, ecosystems, resources, and natural habitats and the impacts of natural disasters or other events.
11	**Information Collaboration:** Encourages and enhances information sharing and collaboration between Local/State/Federal and Private Sector's to more effectively respond and recover from all threats and protect the citizens of California.

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Recovery Time Objective

In addition to identifying which functions are necessary to support city operations, the recovery time objective (RTO) should be determined for each mission's essential function. An RTO is the time in which systems, processes, services, or functions must be restored to acceptable levels to ensure the continuation of MEFs. The following are MEFs for CONFIRE:

Figure 3: Recovery Time Objective Matrix

Tier	Ratings	Priority
A	EMERGENCY RESPONSE FUNCTIONS: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property. These functions must be established within the first two hours.	0–2 hours
B	CRITICAL IMPACT: High impact on public health or safety (up to 24 hours)	0–24 hours
C	HIGH IMPACT: High impact on public safety and health or on department critical operations.	Up to 72 hours
D	MODERATE IMPACT: Moderate impact on public safety, health, or on department critical operations	1–3 weeks
E	LOW IMPACT: Low impact on public safety, health, or on department critical operations.	3 weeks or longer

CONFIRE EMS Mission Essential Functions

The following are MEFs for CONFIRE EMS:

- Emergency/911 BLS and ALS response

- Non-emergency interfacility and Critical Care transport

- EMS stand by at events that pose an imminent danger of loss of life

- Organizational and staff support

Concept of Operations

CONFIRE's Continuity of Operations (COOP) Plan follows a four-phase approach:

- **Phase 1:** Readiness and Preparedness

- **Phase 2:** Activation and Relocation

- **Phase 3:** Continuity of Operations

- **Phase 4:** Reconstitution Operations

The following is a flow chart of the four phases of the COOP.

Figure 4: Continuity of Operations Plan Phases Flow Chart
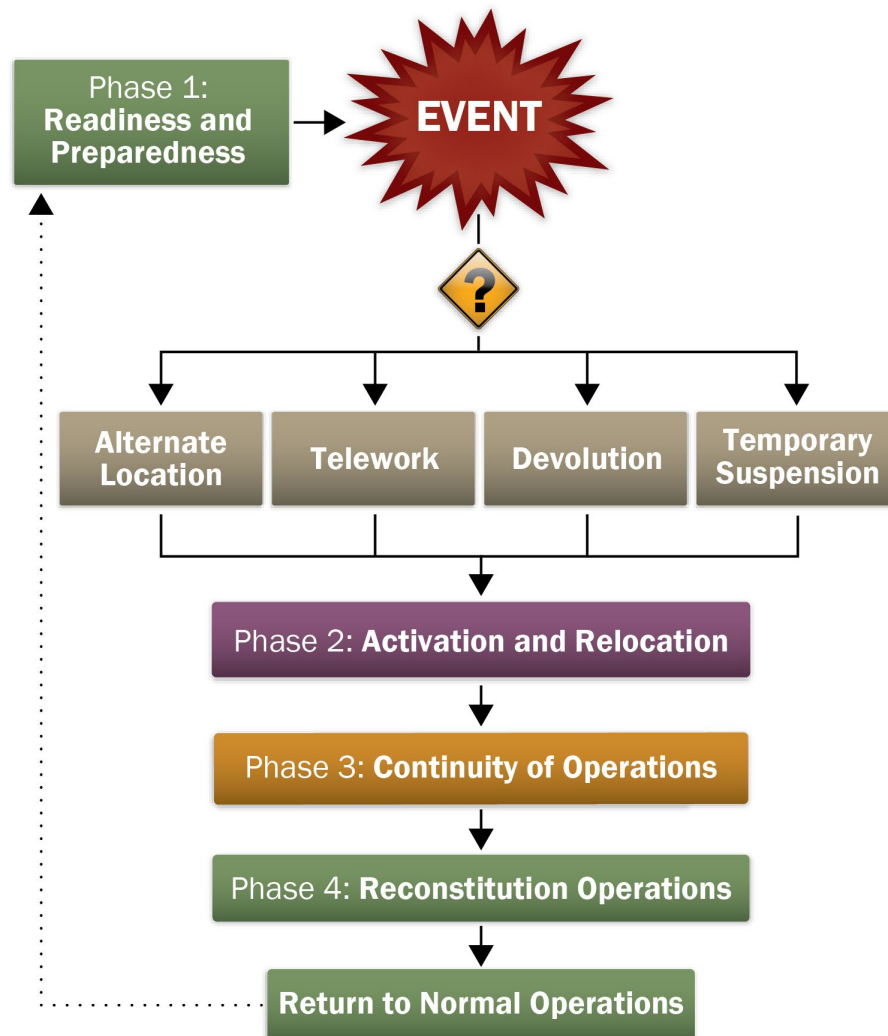
Phase 1: Readiness and Preparedness

In Phase 1, CONFIRE's personnel prepare for a possible disruptive event requiring the relocation of operations to an alternate facility—identified as a continuity facility. Staff prepare for relocation by becoming familiar with the actions directed in this COOP and by practicing them through exercises and drills. Within this phase, key activities include:

- A risk analysis and vulnerability assessment

- Continuity plan development, review, and revision

- Tests, training, and exercises

During this phase, staff who will perform MEFs are collectively identified as the Continuity Management Group (CMG). CMG members receive specific COOP training and participate in exercises and drills to test their ability to perform MEFs from an alternate location.

Staff members who are not designated as members of the CMG also receive COOP training during this phase, so they understand their roles and responsibilities during a continuity event. Non-CMG members may be directed to work from home or may be called upon to serve in a CMG capacity.

> **See Appendix A for MEFs, dependencies, and RTOs.**
> **See Appendix M for guidance on testing, training, and exercising.**
> **See Appendix N for guidance on COOP maintenance.**
> **See Appendix F for the CMG Roster.**

Risk Analysis

Mitigation is an integral aspect of this phase, with activities directed toward impacting unavoidable hazards. The San Bernardino Hazard Mitigation Plan serves as the guiding document that priorities and steers EMS activities that CONFIRE may need to undertake.

The FEMA Continuity Guidance for Non-Federal Governments recommends a risk and vulnerability assessment of the organization and its essential functions to the identified hazards.

Creating viable options for managing risks and vulnerabilities is done by deciding on and implementing risk management strategies and actions. Continuity elements related to hazard risk and vulnerabilities include human capital, alternate facilities, interoperable communications equipment and systems, vital records and databases, and other vital equipment and systems.

The following figure shows the hazards that threaten San Bernardino County.

Figure 5: San Bernardino County Natural, Technological, and Human-Caused Hazards

Natural Hazards	Technological Hazards	Human-Caused Hazards
Earthquake	Hazardous Materials	Terrorism
Flooding	Transportation Accidents	Civil Disturbance
Land Slides	Building Collapse	Cyber Attacks
Wildfires	Large scale Fires	Public Health Emergencies

Vulnerability Assessment

A vulnerability assessment systematically reviews security weaknesses in an organization's infrastructure, system, processes, and policies. Its objective is identifying, quantifying, and prioritizing potential risks to the organization's operations and assets. Conducting vulnerability assessments as part of a continuity plan is to understand the organization's susceptibility to various threats and hazards. The organization can take proactive measures to mitigate risks and enhance its resilience to disruptions by identifying vulnerabilities.

Phase 2: Activation and Relocation

Phase 2 begins when a disruptive event requiring activation of the plan occurs. Immediately following a disruptive event, the Director, or designated successors, are authorized to activate the COOP. The COOP is activated when normal operations are interrupted for an extended period or an incident requiring relocation appears imminent.

> *See Appendix C for orders of succession.*

CONFIRE's management or designated successors must assess the nature of the event and decide which response actions will be needed. Typically, these actions include the following:

Relocation to the Continuity Facility
If the primary facility is unusable, CMG members will be advised to conduct MEF from the continuity facility.

> *See Appendix H for continuity facilities.*

Telework
Depending on the disruption event, some CMG members may be advised to work remotely and not report to the primary facility or the continuity facility.

Devolution
Devolution planning supports overall COOP preparation. It addresses catastrophic disasters and events that render CONFIRE management and staff unavailable or incapable of executing MEFs from either the function's primary or alternate location.

> *See Appendix E for devolution planning details.*

Temporary Suspension of Operations
Depending on the nature of the disruption event and its severity, some operations may be suspended temporarily.

Depending on the nature of the disruptive event, it may be prudent to use a mixture of the previous four options to achieve optimal efficiency of MEFs.

Continuity procedures during work hours, with or without a warning, will be implemented as follows:

- CMG members will depart to the continuity facility from the primary operating facility.
- At the time of notification, any available information regarding safety precautions and routes to use when leaving the primary operating facility will be provided.
- Non-CMG members present at the primary operating facility, or another location will receive instructions from management. In most cases, non-CMG members will be directed to proceed to their homes to wait for further updates and instructions.
- Non-CMG members may be required to replace or augment CMG personnel during activation.

The advance team will arrive first at the continuity facility to prepare the site for the arrival of CMG members. Upon arrival at the continuity facility, the advance team will accomplish the following:

- Ensure the infrastructure systems, such as power, heating, ventilation, and air conditioning are functional.
- Prepare check-in stations for arrival.
- Address telephone inquiries from staff.

As CMG members arrive, management will conduct in-processing to ensure accountability. CMG personnel will proceed as follows:

- Report immediately for check-in and in-processing.
- Receive all applicable instructions, updates, and equipment.
- Report to their respective workspaces.
- Retrieve pre-positioned information and activate specialized systems or equipment.
- Monitor the status of personnel and resources.

> ***See Appendix F for CMG personnel.***

Alert and Notification Procedures

CMG personnel are required to account for all personnel. CONFIRE will use the following tools to account for all personnel:

- Email

- Desktop phone

- Cell phone (personal or work)

- Call trees

- MS Team meetings/calls, phone, and chat

- Any program CONFIRE EMS uses to mass notify and account for its staff

> ***See Appendix L for guidance on personnel.***

Relocation Process

At the time of arrival at the continuity facility site, each department's lead individual should verify that everyone has relocated safely and move all essential records to a designated space at the continuity facility.

- A mobile recovery solution will be used if determined appropriate at the time of the disruptive event.

> ***See Appendix I for information regarding logistical, resource, and infrastructural needs at continuity facilities.***
> ***See Appendix K for specifics on mission essential records and databases.***

Phase 2 ends when the MEFs are being conducted at the continuity site(s). All members of CONFIRE must be notified of the disruptive event and appropriate response actions.

AP TRITON ———————————————————————————————————

Phase 3: Continuity of Operations

CONFIRE will continue to operate at its primary operating facility until ordered to cease operations by the Director. At that time, mission essential functions will transfer to the continuity facility. Federal guidance recommends departments be operational 12 hours after a disruptive event and maintain operations for 30 days if the event lasts that long. However, given the resource limitations at the local level, these timeframes may not be feasible. CONFIRE will strive to meet COOP best practices by ensuring the continuity plan can be operational within 12 hours of plan activation. Phase 3 is established once staff arrives at the alternate site or adopts their identified continuity tasks.

After checking in at the continuity facility, continuity personnel will accomplish the following:

- Continue mission essential functions.

- Prepare and disseminate instructions and reports, as required.

- Comply with any additional continuity reporting requirements.

- Notify family members, next of kin, and emergency contacts of the preferred contact methods and information.

- Assess COOP effectiveness and adjust the response accordingly.

> *See Appendix D for delegation of authority.*
> *See Appendix J for continuity communications.*
> *See Appendix G for a list of vendors.*

- Phase 3 and Phase 4 may occur simultaneously.

- Phase 3 ends when the continuity site is closed, and CMG members have returned to the primary facility.

Figure 6: Phase 3 Positions and Responsibilities

Position	Responsibility
Advance Team	Arrives first at the continuity facility and prepares the facility for the arrival of CMG personnel.
Continuity Management Group (CMG)	Consists of personnel responsible for performing mission essential functions (MEFs) during a COOP activation.
Reconstitution Manager	Initiates and coordinates the operations to salvage, restore, and recover the primary operating facility or alternate operating facility if the primary facility is untenable.

Phase 4: Reconstitution Operations

Reconstitution is the process of planning for and/or implementing the restarting of defined business processes and operations following a disruption event.

- Within one day of activating the COOP, the Director or his or her designee will appoint a Reconstitution Manager. The Reconstitution Manager will initiate and coordinate operations to salvage, restore, and recover the primary operating facility.

- Reconstitution will commence when the Director ascertains that the disruptive event has ended and is unlikely to continue.

- The Director, in coordination with other applicable authorities, will execute one or a combination of the following options, depending on the situation:

  - Continue to operate from the continuity facility.
  - Reconstitute the primary operating facility and begin an orderly return to the facility.
  - Begin to establish operations at the original facility or a facility at another designated location.

Hot Wash

Within 72 hours of reconstitution, or as soon as possible, CONFIRE will schedule and conduct a facilitated debriefing "hot wash" with appropriate staff. A hot wash is an informal conversation where CMG members share their perspectives on lessons learned from the COOP event: what went wrong, what might have worked better, and what worked well. It is important to conduct the hot wash as soon as possible after the COOP event so all the events are still fresh in the minds of CMG members.

After-Action Report

Information and lessons learned from the hot wash will be documented in an after-action report (AAR) and incorporated into future planning. A copy of the AAR will be provided to the EMS Director.

For additional information on the hot wash and AAR, refer to chapters 5 and 6 of the Homeland Security Exercise and Evaluation Program: http://www.fema.gov/media-library-data/20130726-1914-25045-8890/hseep_apr13_.pdf.

Item 3.

Phase 4 ends with the delivery of the final AAR to the CONFIRE and EMS directors. At the end of Phase 4, CONFIRE will return to Phase 1: Readiness and Preparedness. Most aspects of Phase 4 and Phase 1 will occur simultaneously.

33

Appendix A: Mission Essential Functions and Dependencies

Figure 7: Mission Essential Functions and Dependencies

Mission Essential Function	Dependencies (Processes or Services that Support MEF)	Department Responsible for Dependency Process	Mandated Recovery Time Objective
Emergency BLS and ALS response	911 dispatch & Communication Center, CAD, and GIS, EMS Supplies, Fuel, and vehicle maintenance	Communications Division, MIS, Logistics, Fleet Management	A 0–2 Hours
Non-emergency interfacility and Critical Care transport	Communication center, CAD, and GIS, EMS Supplies, Fuel, and vehicle maintenance	Communications Division, MIS, Logistics, Fleet Management	B 0–24 Hours
EMS stand-by at events that pose an imminent danger of loss of life	911 dispatch & Communication Center, CAD, and GIS	Communications Division, MIS, Logistics	B 0–24 Hours
Organizational & Staff Support	Logistics, Human Resource functions, Vehicle repair and maintenance	Logistics, Human Resources, Fleet Management, Payroll management	B 0–24 Hours

AP TRITON

34

Appendix B: Essential Records and Databases, Supplies, and Equipment

Figure 8: Essential Records and Databases, Supplies, and Equipment

Mission Essential Function	Essential Records and Databases	Supplies and Equipment	Min. # of Personnel to Conduct MEF
Emergency BLS and ALS response	PCRs, Narcotics Logs, Vehicle and Equipment Logs, Restock Logs, CAD	Transport Units, Medical Supplies, Computers, and Tablets for fieldwork.	Global Staff 468 for all three Divisions
Non-emergency interfacility and Critical Care transport	PCRs, Vehicle and Equipment Logs, Restock Logs, CAD	Transport Units, Medical Supplies, Computers, and Tablets for fieldwork.	Global Staff 468 for all three Divisions
EMS stand-by at events that pose an imminent danger of loss of life	PCRs, Vehicle and Equipment Logs, Restock Logs	Transport Units, Medical Supplies, Computers, and Tablets for fieldwork. Rehab supplies.	Global Staff 468 for all three Divisions
Organizational & Staff Support	Email, Microsoft Office Suite, CAD	Bulk Medical Supplies, Surge Supplies, Extra Monitors, Stretchers, Transport Units, Computers, and Tablets for inventory tracking and Burn rates.	5–15 people to support the three Divisions

AP TRITON

35

Appendix C: Orders of Succession

Identify Successors to Key Continuity Positions

A comprehensive COOP always includes a succession and management component if key positions suddenly become vacant. Succession planning and management ensure the continued effective performance of CONFIRE by making provisions for replacing people in key positions.

Program Responsibility: Define each successor's program responsibility as either full or limited. If the successor's responsibility is limited, define those limits in the delegation of authority worksheet. Full and limited responsibilities are defined as follows:

- **Full Responsibility:** The successor will assume full responsibility for mission-essential function operations during a COOP event.

- **Limited Responsibility:** The successor will assume limited responsibility for mission-essential function operations during a COOP event.

Figure 9: Orders of Succession

Mission Essential Function	Key Positions	Successor 1 *(By Position)*	Successor 2 *(By Position)*	Program Responsibility *(Full or Limited)*
Emergency BLS and ALS response	EMS Director	Ambulance Operations Manager	Compliance Manager	FULL
Non-emergency interfacility and Critical Care transport	EMS Director	Ambulance Operations Manager	Compliance Manager	FULL
EMS stand-by at events that pose an imminent danger of loss of life	EMS Director	Ambulance Operations Manager	Compliance Manager	FULL
Organizational and staff support	EMS Director, CONFIRE Admin	Ambulance Operations Manager	Compliance Manager	FULL

AP TRITON

Appendix D: Delegation of Authority

Identify the Breadth and Depth of Authority Granted to Successors

Two categories of authority should be addressed in a delegation of authority plan: emergency authority and administrative authority.

- **Emergency Authority** refers to the ability to make decisions related to an emergency, such as deciding whether to activate the COOP, whether to evacuate a building or which personnel should report for their duties. In an emergency requiring COOP activation, COOP team members are often the natural choice or assuming emergency authority. However, COOP team members are not the only candidates for such authority.

- **Administrative Authority** refers to the ability to make decisions that have effects beyond the duration of the emergency. Unlike emergency authority, administrative authority does not have a built-in expiration date. Such decisions involve policy determinations, including hiring and dismissing employees, allocating fiscal and non-monetary resources, etc. Statutory or constitutional law may limit the delegation of this kind of authority, and agency counsel may need to be consulted when determining this type of delegation of authority.

Figure 10: Delegation of Authority

Position	Type of Authority	Limitations
EMS Director	Emergency/Admin	None
Ambulance Operations Manager	Emergency/Admin	None
Compliance Manager	Emergency	Limited to immediate emergency decisions only during emergency
Safety Manager	Emergency	Limited to immediate emergency decisions only during emergency
Education/Training Manager	Emergency	Limited to immediate emergency decisions only during emergency
CQI Manager	Emergency	Limited to immediate emergency decisions only during emergency

AP TRITON

Appendix E: Devolution of Control and Direction

Identify the Division/Agency to Whom the Mission's Essential Function will be Devolved

Devolution planning supports overall COOP preparation. It addresses catastrophic disasters and events that render CONFIRE's management and staff unavailable or incapable of executing mission essential functions (MEFs) from either the function's primary or alternate location.

Figure 11: Devolution of Control and Direction

Mission Essential Function	To Whom MEF Will Be Transferred	Roster of Trained Staff	Equipment, Supplies, Applications Needed	Procedures for Acquiring Supplies
Emergency BLS and ALS response	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies
Non-emergency interfacility and Critical Care transport	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies
EMS stand-by at events that pose an imminent danger of loss of life	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies
Organizational & Staff Support	San Bernardino County Fire Protection District Also Mutual Aid from Riverside, Kern, Orange, Inyo, and Los Angeles Counties	Per San Bernardino County Fire Protection District and the Mutual Aid Counties	Medical supplies	Local stock, Surge supplies

AP TRITON

Appendix F: Continuity Management Group (CMG) Personnel

Identify Essential Personnel or Teams

Based on CONFIRE's list of mission essential functions, decisions can be made regarding the staff required to perform those functions during a disruptive event. A COOP should include a roster of fully equipped and trained personnel who can perform essential functions and activities.

Figure 12: Continuity Management Group (CMG) Personnel

Team Member	Title/Position	COOP Role	Contact Telephone Numbers			
			Work	**Home**	**Cell**	**Other** *(Spouse)*
Art Andres	Ambulance Operations Manager	Staffing/relocation of equipment/ reporting to the Director				
Jonathan Rios	Safety Manager	Safety of location/ OSHA guidelines				
Blessing Ugbo	MIS Manager	Setting up information systems				
Sparkle Williamson	Logistics Manager	All Logistical needs				
Damian Parsons	Fiscal/Budget/ Contract Manager	Budget/ expenditures/ contract negotiations				
Josh Candelaria	PIO	Internal and external communications				

Appendix G: Partner Agency and Vendor Contact List

Figure 13: Vendor Contract List

Vendor	Telephone Number	Contact	Equipment or Service
U.S. Army Corps of Engineers-Los Angeles District	(213) 452-3333		Army Corps of Engineers
San Bernardino County Behavior Health	(888) 743-1478		Behavioral Health
District 8 – San Bernardino / Riverside	(909) 383-4631		Cal Trans
City of Adelanto	(760) 246-2300		City/Town Governments
Town of Apple Valley	(760) 240-7000		City/Town Governments
City of Chino	(909) 334-3250		City/Town Governments
City of Chino Hills	(909) 364-2600		City/Town Governments
City of Colton	(909) 370-5099		City/Town Governments
City of Fontana	(909) 350-7600		City/Town Governments
City of Grand Terrace	(909) 954-5200		City/Town Governments
City of Highland	(909) 864-6861		City/Town Governments
City of Loma Linda	(909) 799-2800		City/Town Governments
City of Montclair	(909) 626-8571		City/Town Governments
City of Ontario	(909) 395-2000		City/Town Governments
City of Rancho Cucamonga	(909) 477-2700		City/Town Governments
City of Redlands	(909) 798-7555		City/Town Governments
City of Rialto	(909) 820-2525		City/Town Governments
City of San Bernardino	(909) 384-7272		City/Town Governments
City of Upland	(909) 931-4100		City/Town Governments

AP TRITON

Vendor	Telephone Number	Contact	Equipment or Service
City of Victorville	(760) 955-5000		City/Town Governments
City of Yucaipa	(909) 797-2489		City/Town Governments
County of San Bernardino	(888) 818-8988		County Government
Southern California Edison	(800) 655-4555		Electrical Utility Provider
San Bernardino County Office of Emergency Services	(909) 356-3998		Emergency Management Coordination – San Bernardino County
Apple Valley Fire Protection District	(760) 247-7618		Fire Department
Chino Valley Independent Fire District	(909) 902-5260		Fire Department
Colton Fire Department	(909) 370-5100		Fire Department
Loma Linda Fire Department	(909) 799-2850		Fire Department
Montclair Fire Department	(909) 447-3500		Fire Department
Ontario Fire Department	(909) 395-2000		Fire Department
Rancho Cucamonga Fire District	(909) 477-2770		Fire Department
Redlands Fire Department	(909) 798-7600		Fire Department
Rialto Fire Department	(909) 820-2501		Fire Department
San Bernardino County Certified Unified Program Agency (CUPA) Hazardous Materials	(909) 386-8401		Hazardous Materials
Apple Valley Police Department	(760) 240-7400		Law Enforcement
Chino Police Department	(909) 334-3000		Law Enforcement
Colton Police Department	(909) 370-5000		Law Enforcement
Fontana Police Department	(909) 350-7740		Law Enforcement
Loma Linda Police Department	(909) 387-8313		Law Enforcement
Montclair Police Department	(909) 448-3600		Law Enforcement
Ontario Police Department	(909) 395-2001		Law Enforcement

AP TRITON

Vendor	Telephone Number	Contact	Equipment or Service
Rancho Cucamonga Police Department	(909) 477-2800		Law Enforcement
Redlands Police Department	(909) 798-7681		Law Enforcement
Rialto Police Department	(909) 820-2550		Law Enforcement
San Bernardino Police Department	(909) 384-5742		Law Enforcement
San Bernardino County Sheriff's Department	(909) 884-0156		Law Enforcement
Upland Police Department	(909) 931-7624		Law Enforcement
Victorville Police Department	(760)241-2911		Law Enforcement
Yucaipa Police Department	(909) 918-2305		Law Enforcement
Inland Counties Emergency Medical Agency (ICEMA)	(909) 388-5823		Local Emergency Medical Agency
Pacific Gas and Electric	(800) 743-5000		Natural Gas Provider
Southwest Gas	(877) 860-6020		Natural Gas Provider
So Cal Gas	(800) 427-2200		Natural Gas Provider
San Bernardino County Public Health	(800) 782-4264		Public Health
Omnitrans	(800) 966-6428		Public Transportation
Victor Valley Transit Authority	(760) 948-3030		Public Transportation
City of Adelanto	(442) 249-1171		Public Works
Town of Apple Valley	(760) 240-7000		Public Works
City of Chino	(909) 334-3265		Public Works
City of Chino Hills	(909) 364-2800		Public Works
City of Colton	(909) 370-5065		Public Works
City of Fontana	(909) 350-6760		Public Works
City of Grand Terrace	(909) 954-5192		Public Works

AP TRITON

Vendor	Telephone Number	Contact	Equipment or Service
City of Highland	(909) 864-6861		Public Works
City of Loma Linda	(909) 799-2800		Public Works
City of Loma Linda	(909) 625-9478		Public Works
City of Ontario	(909) 395-2800		Public Works
City of Rancho Cucamonga	(909) 477-2730		Public Works
City of Redlands	(909) 798-7698		Public Works
City of Rialto	(909) 820-2602		Public Works
City of San Bernardino	(909) 384-5140		Public Works
City of Upland	(909) 931-2930		Public Works
City of Victorville	(760) 241-6365		Public Works
City of Yucaipa	(909) 797-2489		Public Works
County of San Bernardino	(909) 387-7910		Public Works
Union Pacific	(888) 870-8777		Railroad
BNSF	(909) 386-4140		Railroad
Metrolink	(866) 640-5190		Railroad
San Manuel Band of Mission Indians	(909) 864-8933		Tribal Governments
Burrtec Waste- West End Inland Empire	(909) 987-3717		Waste Removal
Burrtec Waste- Rialto	(951) 786-0639		Waste Removal
Burrtec Waste- San Bernardino City	(909) 804-4222		Waste Removal
Burrtec Waste- San Bernardino County	(909) 889-1969		Waste Removal
Burrtec Waste- High Desert	(760) 245-8607		Waste Removal
Waste Management- Chino	(800) 423-9986		Waste Removal
CR&R- Colton & Loma Linda	(909) 370-3377		Waste Removal

AP TRITON

Item 3.

Vendor	Telephone Number	Contact	Equipment or Service
City of Ontario	(909) 395-2050		Waste Removal
City of Redlands	(909) 798-7529		Waste Removal
Adelanto Water Department	(760) 246-2300		Water Service Provider
Apple Valley Foothill County Water District (APP)	(760) 247-1101		Water Service Provider
Apple Valley Heights Water Districts (APP)	(760) 247-7330		Water Service Provider
City of Chino	(909) 334-3264		Water Service Provider
City of Chino Hills	(909) 364-2660		Water Service Provider
City of Colton	(909) 370-6131		Water Service Provider
City of Loma Linda	(909) 799-2845		Water Service Provider
City of Ontario	(909) 395-2050		Water Service Provider
City of Redlands	(909) 798-7516		Water Service Provider
City of Upland	(909) 291-2930		Water Service Provider
Cucamonga Valley Water District (RCF)	(855) 654-2893		Water Service Provider
East Valley Water District (Highland)	(909) 889-9501		Water Service Provider
Fontana Water Company	(909) 822-2201		Water Service Provider
Golden State Water (APP)	(800) 999-4033		Water Service Provider
Juniper Riviera County Water District (APP)	(760) 247-9818		Water Service Provider
Liberty Utilities (APP)	(760) 247-6484		Water Service Provider
Mariana Ranchos Water Districts (APP)	(760) 247-9405		Water Service Provider
Marygold Water Service Area (Fontana)	(909) 875-1804		Water Service Provider
Monte Vista Water District (CHO, OTO, MNT)	(909) 624-0035		Water Service Provider
Rialto Water Services	(909) 820-2546		Water Service Provider
Riverside Highland Water Company (Grd Ter)	(909) 825-4128		Water Service Provider

AP TRITON

44

Item 3.

Vendor	Telephone Number	Contact	Equipment or Service
San Bernardino Municipal Water Department	(909) 384-5095		Water Service Provider
Thunderbird County Water District (APP)	(760) 247-2503		Water Service Provider
Victorville Water District	(760) 955-5001		Water Service Provider
West Valley Water District	(909) 875-1804		Water Service Provider
Yucaipa Valley Water District	(909) 797-5117		Water Service Provider
National Weather Service – San Diego weather.gov/sgx	(858) 675-8700		Weather Information

Appendix H: Continuity Facilities

A critical element in continuity of operations planning is the identification and preparation of facilities that can be used to accomplish mission-essential functions if CONFIRE's facilities are unusable.

CONFIRE should not limit itself to one alternative work site. Several should be chosen. For instance, CONFIRE can have one alternate site available for lower-level and short-term operations and a larger and more equipped site for higher-level emergencies.

CONFIRE currently operates out of the following fire departments or cities that are part of the CONFIRE EMS Division:

- Apple Valley Fire Protection District
- Chino Valley Independent Fire District
- Colton Fire Department
- Loma Linda Fire Department
- Montclair Fire Department
- Ontario Fire Department
- Rancho Cucamonga Fire District
- Redlands Fire Department
- Rialto Fire Department
- San Bernardino County Fire District
- Victorville Fire Department
- City of Yucaipa

The following will be used as Continuity Facilities:

- Main Headquarters (DOC)   300E. State Street, Suite 300, Redlands, CA
- East Valley Operations Center   195 N. Del Rosa Drive, San Bernardino, CA
- West Valley Operations Center   8055 Klusman Road, Rancho Cucamonga CA
- High Desert Operations Center   14800 Seventh Street, Victorville, CA

In the event of a loss of an EMS facility, CONFIRE EMS will move operations to the next closest station in that geographic area.

Appendix I: Relocation Process

The following is a list of logistical, resource, and infrastructural needs that will be required at the continuity facility in the event CONFIRE has to relocate during a continuity event.

Figure 14: Relocation Process

Continuity Facility	Logistical Supports Required	Continuity Facility Resources and Infrastructure Required	Special Notes
Main Headquarters (DOC)	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event
East Valley Operations Center	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event
West Valley Operations Center	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event
High Desert Operations Center	Setup additional workstations, move equipment	Additional workstations for staff, additional space to house EMS units, access to shore power for ambulances	Leadership will determine the continuity location best suited based on the event

AP TRITON

Appendix J: Continuity Communications

Identify Alternate Methods of Communicating

The communications component of a COOP requires well-defined chains of communication with alternative means of communicating, should the primary chain of communication not be functioning.

Figure 15: Continuity Communications

Communication System	Current Provider	Alternative Provider	Alternative Mode 1
Facebook	Meta Platforms	Hootsuite	Twitter
Instagram	Meta Platforms	Hootsuite	Facebook
Twitter	Twitter, Inc.	Hootsuite	Facebook
Hootsuite			
LinkedIn	Microsoft Corporation/LinkedIn Corporation	Hootsuite	Facebook
Mailchimp	Mailchimp/Intuit		
Internet		Cellular	
Internet Address	Hosted By		
Landline		Cellular	
Microsoft Teams	Microsoft Corporation	Zoom	Google Meet
NextDoor	NextDoor Holdings, Inc.		Facebook
Website	Run by: Hosted by:	Mailchimp	Facebook
YouTube	YouTube/Google		Facebook

AP TRITON ————————————————————————————

Appendix K: Essential Records and Databases

Identify Key Records and Databases

A COOP should account for identifying and protecting essential records, systems, data management software, and equipment (including classified or sensitive data) that are needed to perform mission essential functions (MEFs) and reconstitute normal operations following a disruption event. To the greatest extent possible, CONFIRE should back up electronic files, pre-position duplicate essential records at a separate facility, and update crucial records regularly.

Figure 16: Essential Records and Databases

Mission Essential Function	Essential Record/Database	Form of Infr Record (e.g., hard copy, electronic)	Pre-Positioned at Continuity Facility	Hand-Carried to Continuity Facility	Storage Location(s)
Emergency BLS and ALS response	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed
Non-emergency interfacility and Critical Care transport	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed
EMS stand-by at events that pose an imminent danger of loss of life	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed
Organizational and staff support	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed	Info Still Needed

49

Appendix L: Human Resources

During a COOP event, the Director in coordination with Human Resources will make determinations of pay, benefits, flexibility, and overtime for Continuity Management Group (CMG) and non-CMG employees on a case-by-case basis following policy and collective bargaining agreements.

During a COOP activation, senior leadership may choose to assign staff to various teams, as deemed necessary, to facilitate the continuation of departmental mission essential functions.

CONFIRE needs to assist employees in preparing their families for a disruptive event. Employees who have prepared their families to be self-sufficient during a disruptive event are more likely, and more prepared, to assist in supporting mission essential functions. Good resources for helping employees prepare for disruption events include www.ready.gov and www.redcross.org.

Appendix M: Testing, Training, and Exercising (TTE)

Training Plan

Training should take place annually with the Continuity Management Group (CMG) personnel (see Appendix F: Continuity Management Group (CMG) Personnel) and staff in charge of departments, in conjunction with Emergency Services. This training will concentrate on getting everyone familiar with the plan and all tasks for which management on duty at the time of COOP activation would be responsible. The training would also include detailed information with a contact list of who needs to be notified, how to execute the COOP, what materials are to be taken, and how and where to go during a disruption event.

Testing and Exercising the Plan

Testing and exercising will take place on an annual basis to check staff and equipment capabilities.

Appendix N: Plan Maintenance

The Director will ensure this plan is updated and maintained.

This plan is to be reviewed and updated after every continuity event, exercise, or, at a minimum, annually. Two appendices, Appendix F: CMG and Appendix G: Vendor Contact List, should be updated twice a year.

After each update, CONFIRE EMS will provide an updated copy of the COOP to the CONFIRE Director.

All notes, changes, or updates are to be attached to this document after every test or exercise to support changes made to the plan.

Appendix O: Glossary of Terms

Activation: The implementation of continuity of operations (COOP) capabilities, procedures, activities, and plans in response to a disruption event.

Backup (Data): A process by which data, electronic or paper-based, is copied in some form so as to be available and used if the original data is lost, destroyed, or corrupted.

Backup Generator: An independent source of power, usually fueled by diesel or natural gas.

Business Continuity: The ability of a department to ensure continuity of service and support for its customers and to maintain its viability before, after, and during an event.

Business Continuity Planning (BCP): The process of developing advance arrangements and procedures that enable a department to respond to an event in such a manner that critical business functions continue with planned levels of interruption or essential change. Related terms: *Contingency Planning, Disaster Recovery Planning, Business Resumption Planning, Continuity Planning*

Business Continuity Strategy: An approach by a department that will ensure its recovery and continuity in the face of a disaster or other major outage. Plans and methodologies are determined by the department's strategy. There may be more than one solution to fulfill a department's strategy. Examples: internal or external hot site or cold site, alternate work area, reciprocal agreement, mobile recovery, quick ship/drop ship, consortium-based solutions, etc.

Business Impact Analysis (BIA): A process designed to prioritize business functions by assessing the potential quantitative (financial) and qualitative (non-financial) impact that might result if a department was to experience a business continuity event.

Business Interruption: Any event, whether anticipated (e.g., public service strike) or unanticipated (e.g., blackout), that disrupts the normal course of business operations at a department's location. Related terms: *Outage, Service Interruption, Business Interruption Costs, Business Interruption Insurance*

Business Recovery Timeline: The chronological sequence of recovery activities or critical paths that must be followed to resume an acceptable level of operations following a business interruption. This timeline may range from minutes to weeks, depending upon the recovery requirements and methodology.

Call Tree: A document that graphically depicts the calling responsibilities and the calling order used to contact management, employees, customers, vendors, and other key contacts in the event of an emergency, disaster, or severe outage situation.

Cold Site: A continuity facility that already has the environmental infrastructure in place that is required to recover critical business functions or information systems but does not have any pre-installed computer hardware, telecommunications equipment, communication lines, etc. These must be provided at the time of a disaster. Related terms: *Alternate Site, Hot Site, Interim Site, Internal Hot Site, Recovery Site, Warm Site*

Contingency Plan: A plan used by a department or business unit to respond to a specific systems failure or disruption of operations. A contingency plan may use any number of resources, including workaround procedures, an alternate work area, a reciprocal agreement, or replacement resources.

Continuity Facility: An alternate operating location to be used for business functions when the primary facilities are inaccessible. 1) Another location, computer center, or work area designated for recovery. 2) A location, other than the main facility, that can be used to conduct business functions. 3) A location, other than the normal facility, used to process data and/or conduct critical business functions in the event of a disaster. Related terms: *Cold Site, Hot Site, Interim Site, Internal Hot Site, Recovery Site, Warm Site*

Continuity Management Group (CMG): Teams of individuals who have been trained to deploy to a continuity facility to continue essential functions.

Continuity of Operations Plan: A COOP provides guidance on the system restoration for emergencies, disasters, and mobilization, and for maintaining a state of readiness to provide the necessary level of information processing support commensurate with the mission requirements/priorities identified by the respective functional proponent. The Federal Government and its supporting agencies traditionally use this term to describe activities otherwise known as Disaster Recovery, Business Continuity, Business Resumption, or Contingency Planning.

Crisis: A critical event that, if not handled in an appropriate manner, may dramatically impact a department's profitability, reputation, or ability to operate; or, an occurrence and/or perception that threatens the operations, staff, shareholder value, stakeholders, brand, reputation, trust, and/or strategic/business goals of a department.

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Critical Functions: Business activities or information that could not be interrupted or unavailable for several business days without significantly jeopardizing the operation of the organization.

Critical Infrastructure: Systems whose incapacity or destruction would have a debilitating impact on the economic security of an organization, community, nation, etc.

Critical Records: Records or documents that, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense.

Damage Assessment: The process of assessing damage, following a disaster, to computer hardware, essential records, office facilities, etc., and determining what can be salvaged or restored and what must be replaced.

Data Backup Strategies: Those actions and backup processes determined by a department to be necessary to meet its data recovery and restoration objectives. Data backup strategies will determine the timeframes, technologies, media, and offsite storage of the backups, and will ensure that recovery point and time objectives can be met.

Data Backups: The backup of system, application, program, and/or production files to media that can be stored both onsite and/or offsite. Data backups can be used to restore corrupted or lost data or to recover entire systems and databases in the event of a disaster. Data backups should be considered confidential and should be kept secure from physical damage and theft.

Data Recovery: The restoration of computer files from backup media to restore programs and production data to the state that existed at the time of the last safe backup.

Database Replication: The partial or full duplication of data from a source database to one or more destination databases. Replication may use any number of methodologies, including mirroring or shadowing, and may be performed synchronous, asynchronous, or point-in-time depending on the technologies used, recovery point requirements, distance and connectivity to the source database, etc. Replication can, if performed remotely, function as a backup for disasters and other major outages. Related terms: *File Shadowing, Disk Mirroring*

Declaration: A formal announcement by pre-authorized personnel that a disaster or severe outage is predicted or has occurred and that triggers pre-arranged mitigating actions (e.g., a move to a continuity site). Related term: *Invocation*

Dependency: The reliance, directly or indirectly, of one activity or process upon another.

Devolution: Delegation of authority or duties to a subordinate or substitute in the event of the total dismantlement of an organization and loss of personnel.

Disaster: A sudden, unplanned, calamitous event causing great damage or loss as defined or determined by a risk assessment and Business Impact Analysis. Any event that creates an inability on a department's part to provide critical business functions for one predetermined period of time. Related terms: *Business Interruption, Outage, Catastrophe*

Disaster Recovery Plan: The management-approved document that defines the resources, actions, tasks, and data required to manage the recovery effort. Usually refers to the technology recovery effort. This is a component of the Business Continuity Management Program.

Disaster Recovery Planning: The technological aspect of business continuity planning. The planning and preparation that is necessary to minimize loss and ensure continuity of the critical business functions of a department in the event of a disaster. Related terms: *Contingency Planning, Business Resumption Planning, Corporate Contingency Planning, Business Interruption Planning, Disaster Preparedness*

Disruption Event: Any event, whether manmade or natural, that disrupts the ability of an organization to conduct its essential functions.

Emergency: An unexpected or impending situation that may cause injury, loss of life, destruction of property, or that may cause the interference, loss, or disruption of a department's normal business operations to such an extent that it poses a threat.

Essential Record: A record that must be preserved and available for retrieval if needed.

Event: Any occurrence that may lead to a business continuity incident.

Executive/Management Succession: A predetermined plan for ensuring the continuity of authority, decision making, and communication in the event that key members of senior management suddenly become incapacitated, or in the event that a crisis occurs while key members of senior management are unavailable.

Exercise: A people-focused activity designed to execute business continuity plans and evaluate the individual and/or department performance against approved standards or objectives. Exercises can be announced or unannounced and are performed for the purpose of training and conditioning team members and validating the business continuity plan. Exercise results identify plan gaps and limitations and are used to improve and revise the business continuity plans. Types of exercises include Tabletop Exercise, Simulation Exercise, Functional Exercise, Operational Exercise, Mock Disaster, Desktop Exercise, and Full-scale Exercise.

Hot Site: A continuity facility that already has the computer, telecommunication, and environmental infrastructure in place that is required to recover mission essential functions (MEFs) immediately upon COOP activation. Related Terms: *Alternate Site, Cold Site, Warm Site*

Incident: An event that is not part of a standard operating business, may impact or interrupt services, and, in some cases, may lead to disaster. Related terms: *Crisis, Event*

Manual Procedures: An alternative method of working following a loss of IT systems. As working practices rely more and more on computerized activities, the ability of a department to fall back on manual alternatives decreases. However, temporary measures and methods of working can help mitigate the impact of a business continuity event and give staff a feeling of being productive.

Mission-critical Application: An application that is essential to the department's ability to perform necessary business functions. Loss of the mission-critical application would have a negative impact on the business, as well as legal or regulatory impacts.

Offsite Storage: Any place physically located a significant distance away from the primary site where duplicated equipment and essential records (hard or electronic copies) may be stored for use during recovery.

Plan Maintenance: The management process of keeping a department's business continuity management plans current and effective. Maintenance procedures are a part of the process of reviewing and updating the business continuity plans on a defined schedule.

Reciprocal Agreement: An agreement between two departments (or two internal business groups) with similar equipment/environment that allows each one to recover at the other's location.

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Reconstitution: The process of planning for and/or implementing the restarting of defined business processes and operations following a disaster. This process commonly addresses the most critical business functions within Business Impact Analysis-specified timeframes.

Recovery: Implementing the prioritized actions required to return the processes and support functions to operational stability following an interruption or disaster.

Recovery Point Objective (RPO): From a business perspective, RPO is the maximum amount of data loss the business can incur in an event; the targeted point in time in which systems and data must be recovered after an outage, as determined by the business unit.

Recovery Time Objective (RTO): The period of time within which systems, applications, or functions must be recovered after an outage (e.g., one business day). RTOs are often used as the basis for the development of recovery strategies and as a determinant for implementing the recovery strategies during a disaster situation. Related term: *Maximum Allowable Downtime*

Resilience: The ability of a department to absorb the impact of a business interruption while continuing to provide a minimum acceptable level of service.

Response: The reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required. In addition to addressing matters of life safety and evacuation, response also addresses the policies, procedures, and actions to be followed in the event of an emergency. Related terms: *Emergency Response, Disaster Response, Immediate Response, Damage Assessment*

Restoration: The process of planning for and/or implementing procedures for the repair of hardware, relocation of the primary site and its contents, and return to normal operations at the permanent operational location.

Risk: The potential for exposure to loss. Risks, either man-made or natural, are constant. The potential is usually measured by its probability in years.

Simulation Exercise: One method of exercising teams in which participants perform some or all of the actions they would perform in the event of plan activation. Simulation exercises, which may involve one or more teams, are performed under conditions that at least partially simulate "disaster mode." They may or may not be performed at the designated alternate location, and they typically use only a partial recovery configuration.

Single Point of Failure (SPOF): A unique pathway or source of a service, activity, and/or process. Typically, there is no alternative, and a loss of that element could lead to a failure of a critical function.

Stand Down: A formal notification that the response to a business continuity event is no longer required or has been concluded.

Supply Chain: All suppliers, manufacturing facilities, distribution centers, warehouses, customers, raw materials, work-in-process inventory, finished goods, and all related information and resources involved in meeting customer and departmental requirements.

Tabletop Exercise: One method of exercising teams in which participants review and discuss the actions they would take per their plans, but in which they do not perform any of these actions. The exercise can be conducted with a single team or multiple teams, typically under the guidance of exercise facilitators.

Test: A pass/fail evaluation of infrastructure (e.g., computers, cabling, devices, hardware) and/or physical plant infrastructure (e.g., building systems, generators, utilities) to demonstrate the anticipated operation of the components and system. Tests are often performed as part of normal operations and maintenance. Tests are often included within exercises. Related term: *Exercise*

Threat: A combination of the risk, the consequence of that risk, and the likelihood that the negative event will take place. (Example threats: natural, man-made, technological, and political disasters). Related term: *Risk*

Uninterruptible Power Supply (UPS): A backup power supply that provides continuous power to critical equipment if commercial power is lost.

Warm Site: An alternate processing site that is equipped with hardware, communications interfaces, power, and environmental conditioning capable of providing backup after additional provisioning, customization, or data restoration.

Workaround Procedures: Interim procedures that may be used by a business unit to enable it to continue to perform its critical functions during temporary unavailability of specific application systems, electronic or hard copy data, voice or data communication systems, specialized equipment, office facilities, personnel, or external services. Related term: *Interim Contingencies*

Table of Figures

References

Below is a list of authorities and references applicable to the Authority and this Plan:

- DHS Federal Continuity Directives (FCDs) 1 and 2, January 2017

- Continuity Guidance Circulars (CGC), February 2018

- National Incident Management System (NIMS), DHS, October 2017

- CPG 101, version 3.0, September 2021

- International Organization for Standardization (ISO) 22301

- National Fire Protection Association (NFPA) 1600

- PPD-21; Critical Infrastructure Security and Resilience, February 12, 2013

- PPD-40, National Continuity Policy, July 15, 2016

- Federal Continuity Directive 1, January 17, 2017

All the above-listed authorities and references have been checked against this plan for consistency based on versions approved by their respective governing body as of the approval date of this plan.

STAFF REPORT

DATE: **February 11, 2025**

FROM: **Joe Barna**
Admin Section Chief

TO: **CONFIRE EMS Subcommittee**

SUBJECT: Emergency Operations Plan

Recommendation

It is recommended that the CONFIRE EMS Subcommittee approve the Emergency Operations Plan (EOP) for the CONFIRE EMS division.

Background Information

On December 5, 2023, the County of San Bernardino awarded CONFIRE the Advanced Life Support and Basic Life Support Ground Ambulance Services, Interfacility, and Critical Care Transport Services for Exclusive Operating Areas contract. The ambulance contract requires CONFIRE to develop and submit an EOP before the implementation of services.

In February 2024, CONFIRE contracted with AP Triton to complete the EOP. AP Triton's team collaborated with the ambulance implementation team to complete a risk assessment of the EMS system before the plan development. The EOP is a strategic framework outlining the procedures and protocols for responding to and managing emergencies and disasters that could impact operations. The plan covers several critical issues, including triggers for activation, notifications, communications, staffing, vehicles, equipment, and hospital and healthcare facility evacuations. The plan also identifies the EMS surge supplies needed for up to 5 days.

Fiscal Impact

The cost of the EOP was approved for purchase by the Administrative Committee and budgeted for in EMS fund 5020.

CONSOLIDATED FIRE AGENCIES
CONFIRE EMS Division
California

EMERGENCY MEDICAL SERVICES
All Hazards Emergency Operations Plan

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Contents

AP TRITON

AP TRITON

AP TRITON

Acknowledgments

This Department Emergency Operations Plan is prepared by AP Triton, LLC and CONFIRE EMS Division Staff and approved by the Consolidated Fire Agencies (CONFIRE) Joint Powers Authority (JPA) Administrative Committee, enabling activities within this document to be performed within CONFIRE EMS Division's authority and capabilities.

This document contains sensitive information relating to mitigation, response, and recovery operations for CONFIRE EMS Division's jurisdiction in response to emergencies and events. Sensitive portions that include personal privacy information or information with significant implications on City, County, State, or National security are contained in attachments that are exempt from public disclosure under the provisions of the California Public Records Act (California Government Code §6250-6276.48). A copy of this document may be requested through public request at CONFIRE EMS Division Headquarters, 300 E. State Street, Suite 300, Redlands, CA 92373.

The National Preparedness Goal:

*"A secure and resilient nation with the capabilities required across
the whole community to prevent, protect against, mitigate, respond to,
and recover from the threats and hazards that pose the greatest risk."*

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Promulgation Statement

This CONFIRE EMS Division Department Emergency Operations Plan (DEOP or "The Plan") is a multi-discipline, all-hazards plan that establishes a comprehensive framework for management and response to major incidents and disasters within the CONFIRE EMS Division's jurisdiction and surrounding areas as well as the Medical and Health Branch support role that will be maintained in the San Bernardino County Emergency Operations Center (EOC). The Plan is developed in support of a whole-community based approach based upon the National Response Framework as flexible, scalable, and adaptable for all emergencies and short-term recovery activities. The community-based concept engages the whole community through the planning process and includes all levels of government, the private sector, and nonprofit organizations.

Local government and agencies share a responsibility to County and State governments to be prepared in the event of a natural, technological, or human-caused emergency or disaster that threatens life, property, or the environment. The California Emergency Service Act (ESA) confers emergency powers on the Governor, the California Office of Emergency Services (Cal OES), executive heads of governing bodies of municipalities and agencies, and counties of the state to meet this responsibility.

The Plan has been written in accordance with state and federal guidelines and statutes and is a fundamental part of the National Response Framework and the National Preparedness System that provides emergency management partners to undertake activities to prevent, protect against, mitigate, respond to, and recover from all threats and hazards. Departments and outside agencies supporting this DEOP shall prepare and maintain procedures and guidelines for emergency management, committing to carry out the training, exercises, and plan management necessary to sustain this plan. The Plan will be reviewed, exercised, and revised in accordance with the Federal Emergency Management Agency's *Developing and Maintaining Emergency Operations Plan, Comprehensive Planning Guide 101,* Version 3.0, September 2021, and the California Standardized Emergency Management System (SEMS).

The goal of this plan is to provide a systematic, coordinated, and capable response of all resources and personnel of the CONFIRE EMS Division to any emergency. The Plan is not a script to be followed to the letter; rather, it is scalable, flexible, and adaptable to the actual situation.

Therefore, by virtue of the authority vested in the Administrative Committee as Consolidated Fire Agencies (CONFIRE) Joint Powers Authority (JPA) in San Bernardino County, we hereby promulgate the CONFIRE EMS Division All-Hazards Department Emergency Operations Plan (DEOP). Furthermore, we charge the Executive Director of CONFIRE with responsibility for implementing this plan under emergency conditions and its ongoing development, as experience and changing conditions require.

_____   _____

CONFIRE Executive Director Nathan Cooke   Date

California OES Mission Statement

"Through leadership and guidance, strengthen
county-wide emergency management capabilities
to ensure the protection of life and property
before, during, and after disasters."

Approval & Implementation

CONFIRE Administrative Committee

Plan Concurrence

The following agencies and agency partners certify their review and approval of the CONFIRE EMS Division Department Emergency Operations Plan (DEOP) and fully acknowledge their commitment and responsibility to the DEOP. When activated, these agencies are committed to the DEOP implementation in response to an emergency or non-emergency event. This Plan is designed to function alongside and in support of Local, County, State, and Federal EOPs and standard operating guidelines/policies/protocols in relation to the Disaster Preparedness Cycle of prevention, mitigation, preparedness, response, and recovery.

The Plan shall be implemented by the CONFIRE EMS Division Emergency Management Team to save lives and protect property and critical infrastructure. CONFIRE EMS Division personnel and community partners, especially those with assigned roles and responsibilities, should be familiar with the entire plan and exercise it regularly.

By signing this letter of agreement, the municipalities and county departments/agencies agree to conduct operations in accordance with the National Incident Management System (NIMS), the California Standardized Emergency Management System (SEMS), and the Incident Command System (ICS), and maintain supporting plans, policies, procedures, and checklists to accomplished assigned responsibilities. These agencies also agree to participate in training and exercises as deemed appropriate by county or municipal agencies.

_____   _____
Name/Title/Agency   Date

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Name/Title/Agency   Date

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Record of Revisions

This Plan is subject to information updates and changes. The use of this Record of Revisions table helps manage DEOP modifications throughout the life of this document. CONFIRE EMS Division, with input from essential stakeholders across the county, is responsible for maintaining, reviewing, and updating this Department Emergency Operations Plan (DEOP). They will—at a minimum—review this DEOP every year. It is essential that CONFIRE EMS Division makes reviews and updates in collaboration with participating local jurisdictions and other planning partners identified in this DEOP to ensure accuracy and validity. The Executive Director will maintain the official copy of the CONFIRE EMS Division Department Emergency Operations Plan. All changes will be noted in the table below.

Modification	Date	Made By	Authority
Creation of the DEOP	10/2024	CONFIRE EMS Division	*Executive Director*

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Record of Distribution

This DEOP will be distributed manually or digitally based on the assignment of interested partners who may require a copy for operational guidance. Additional copies may be requested.

Departments and Agencies	No. of Copies
ICEMA	1
San Bernardino County Office of Emergency Services	1
Apple Valley Fire Protection District	1
Chino Valley Independent Fire District	1
Colton Fire Department	1
Loma Linda Fire Department	1
Montclair Fire Department	1
Ontario Fire Department	1
Rancho Cucamonga Fire District	1
Redlands Fire Department	1
Rialto Fire Department	1
San Bernardino County	1

The Basic Plan

Introduction

Effective emergency medical services (EMS) are crucial for safeguarding public health and safety during emergencies. A Department Emergency Operations Plan, hereafter "DEOP" or "The Plan," addresses CONFIRE EMS Division responses to medical emergencies associated with natural disasters and human-caused emergencies in accordance with the California Emergency Services Act (ESA). The Plan describes the framework and procedures necessary to ensure a timely, efficient, and effective EMS response, thereby minimizing the impact on affected communities.

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

Purpose

The Department Emergency Operations Plan (DEOP) aims to establish a comprehensive and coordinated approach to effectively manage and respond to emergencies, disasters, and mass casualty incidents. This plan outlines the procedures, responsibilities, and resources necessary to ensure the continuity of emergency medical services, protect public health and safety, and facilitate timely and efficient recovery operations. It is designed to enhance the readiness and resilience of the CONFIRE EMS Division in providing critical medical support and care during emergency situations.

The Plan will utilize various sources to ensure compliance with Federal, State, and Local planning guidance. CONFIRE EMS Division will develop emergency medical disaster and multi-casualty procedures based in accordance with the Standardized Emergency Management System (SEMS) as defined in Government Code Section 8607(a) and the National Incident Management System (NIMS) as defined by Presidential Executive Orders for managing response to multi-agency and multi-jurisdictional emergency responses. The Plan is flexible and adaptable for all emergencies and will facilitate response and short-term recovery activities. SEMS and NIMS will incorporate the use of the Incident Command System (ICS), mutual aid, the operational area concept, and multi/interagency coordination.

San Bernardino County Operational Area Resolution No. 1995-219, forming the Operational Area (OA) and Operational Area Council (OACC), was adopted by the County Board of Supervisors on September 19, 1995, and is reviewed and revised as appropriate. According to San Bernardino County Operational Area Resolution No. 2006-329, the OA will continue to use SEMS to meet the objectives of the NIMS, as adopted by the Board of Supervisors on September 19, 2006. The Plan also adheres to the National Fire Protection Association (NFPA) 1660: *Standard for Emergency, Continuity, and Crisis Management: Preparedness, Response, and Recovery.*

Scope

The scope of the CONFIRE EMS Division DEOP encompasses response to the most likely and demanding emergency conditions. The plan does not supersede the established protocols for managing day-to-day emergencies involving EMS operations. Instead, it emphasizes disaster emergency conditions that require extraordinary responses beyond the capability of any one organization. At a minimum, the DEOP describes what CONFIRE EMS Division does when conducting emergency operations. The DEOP will:

- Provide a description of the legal authorities upon which CONFIRE EMS Division has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, and request for resources.

- Describe the context under which the Department/Agency will respond to an incident to ensure continuity of government and continuation of operations, including a department profile and discussion of hazards and threats facing the community.

- Assign and describe roles and responsibilities for the Department/Agency divisions and essential personnel tasked with emergency preparedness and response functions.

- Describe a concept of operations for the Department/Agency divisions that provides a framework upon which the CONFIRE EMS Division will conduct its emergency operations and coordinate with other agencies and jurisdictions to ensure continuity of government and continuity of operations.

- Describe CONFIRE EMS Division's emergency response structure, including activation and operation of the Department Operations Center (DOC), if applicable, and implementation of ICS.

- Discuss CONFIRE EMS Division protocols for maintaining and reviewing this DEOP, including training, exercises, and plan maintenance.

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This DEOP applies to all EMS Division personnel, partners, and stakeholders involved in emergency medical services, including public and private sector entities, and serves as a guiding document for coordinated emergency management efforts.

This Plan does not include detailed operational instructions. CONFIRE EMS Division is responsible for developing, implementing, and testing policies, procedures, instructions, and standard operating guidelines (SOGs) or checklists that align with emergency management concepts. CONFIRE EMS Division will define a coordinated response and support roles to effectively handle any incident.

Plan Organization

There are four parts to a Department-Focused Emergency Operations Plan: The Basic Plan, Lead and Support Agencies, Hazard-Specific Procedures, and Support Documentation.

- **Basic Plan:** The basic plan provides an overview of the agency's preparedness and response strategies. It summarizes the basic tasks to prepare for emergencies and disasters and defines how the plan is developed and maintained. The Basic Plan will also:

  - Provide a description of the legal authorities upon which the agency has structured its emergency management organization.

  - Describe the context under which the agency will respond to an incident, including a community profile and discussion of hazards and threats facing the community.

  - Assign and describe roles and responsibilities within the agency with emergency preparedness and response functions.

  - Describe a concept of operations for the agency that provides a framework upon which CONFIRE EMS Division will conduct its emergency operations and coordinate with other agencies and jurisdictions.

- **Lead and Support Agencies:** The lead and support agency annexes/sections discuss the emergency functions for which individual departments, agencies, and nonprofit partners are responsible for implementing. Each agency section will refer to other agency sections or annexes to coordinate respective emergency management strategies.

- **Hazard-Specific Procedures Annexes:** The hazard-specific procedures annexes/sections address the unique preparedness, response, and recovery strategies relevant to each department or agency for specific disaster types.

AP TRITON

- **Support Documentation:** Supplemental materials and procedures developed to support the Department EOP are incorporated and maintained separately from the basic plan.

Objectives

The primary objectives of this EMS Department Emergency Operations Plan (DEOP) include:

- **Establish a command structure** that facilitates effective decision-making and resource allocation.

- **Ensuring communication** channels are clear and reliable for coordination among all stakeholders.

- **Maintaining readiness** through continuous training and evaluation of EMS personnel and resources.

- **Providing support and resources** to EMS personnel to perform their duties effectively under challenging conditions.

- **Implementing best practices** and lessons learned from past incidents to enhance future responses.

The following figure contains the CONFIRE EMS Division's Mission, Vision, Values, Service Motto, and Pillars of Service Statements.

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Figure 1: CONFIRE EMS Division Mission, Vision, Values, Service Motto, and Pillars of Service Statements

CONFIRE EMS Division Mission Statement

CONFIRE EMS Division provides regional Fire, Rescue, and Emergency Services communications and technology services to enable allied agencies to meet the safety and welfare needs of those we serve.

CONFIRE EMS Division Vision Statement

To be recognized as an exceptional Regional Emergency Communications and Public Safety Information Technology and Services provider for public and private Fire Rescue, and Emergency Service agencies.

CONFIRE EMS Division Values

PEOPLE: Dignity and Respect

SERVICE EXCELLENCE: All the Time, Every Time

TEAMWORK: Strength Through Collaboration

INTEGRITY: Honest, Accountable and Transparent

EFFECTIVENESS: Time, Cost and Quality

INNOVATION: Future Ready

CONFIRE EMS Division Service Motto

Always There, Always Ready, Always Proud

CONFIRE EMS Division Pillars of Service

Emergency Communications

Emergency Medical Services

Public Safety Information Technology and Services

Limitations

CONFIRE EMS Division makes every reasonable effort to respond to a disaster and related hazards. Division resources may be overwhelmed by the magnitude of the disaster. Widespread infrastructure impacts may also delay outside resources and hinder the movement of them as well. The guidance in this Plan does not guarantee that conditions will exist in which all activities can be achieved.

Planning Assumptions

By incorporating these planning assumptions, CONFIRE EMS Division will be more robust, realistic, and effective in addressing the complexities of emergency medical response.

- **All** incidents are local.

- **No Prior Notice**: Emergencies may occur at any time with little to no prior notice of the event, necessitating rapid mobilization and response.

- **Multiple Incidents**: Multiple incidents may occur simultaneously, straining available resources and requiring prioritization of response efforts.

- **Triage, Treatment, and Transport**: Emergencies may result in casualties, fatalities, and displace people from their homes. Patients will need to be triaged, treated, and transported in a timely and efficient manner to prevent further deterioration.

- **Resource Overwhelm**: Local resources, including EMS, hospitals, and emergency services, will be immediately overwhelmed by the influx of patients. The closest hospitals to the incident will be inundated with self-referral (walk-in) patients, potentially exceeding their capability quickly.

- **Access and Functional Needs:** San Bernardino County planning strategies follow Assembly Bill 2311 (Brown, Chapter 520, Statutes of 2016 adding California Government Code section 8593.3), requiring each county and city to integrate access and functional needs into its emergency response plan.

  The County has integrated access and functional needs stakeholders in planning and/or how the County will serve the access and functional needs community concerning emergency communications, emergency evacuations, and emergency sheltering, which are included throughout the San Bernardino County EOP and this Plan.

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- **Response and Recovery Operations**: An emergency will require prompt and effective response and recovery operations by agency and County emergency services, disaster relief, volunteer organizations, and the private sector. All emergency response staff are trained and experienced in operating under the NIMS/SEMS protocol.

- **Communication Disruptions**: Expect potential disruptions in communications systems, necessitating backup and alternative communication methods (e.g., radios, satellite phones).

- **Infrastructure Damage**: Assume that critical infrastructure, including transportation, utilities, and healthcare facilities, may be damaged, affecting the ability to deliver emergency medical services.

- **Extended Response Times**: Anticipate that response times may be significantly extended due to increased demand and infrastructure damage.

- **Limited Access to Supplies**: Expect shortages, depletion, or delays in accessing medical supplies, fuel, and other essential resources during large-scale or prolonged emergencies.

- **Staff Shortages**: Plan for potential shortage of EMS personnel caused by factors like injuries, personal concerns, or transportation challenges. It's important to prioritize the safety, well-being, and fatigue management of staff during these times.

- **Mutual Aid and External Support**: Rely on mutual aid agreements and external support from neighboring regions, states, or federal agencies.

- **Shelter and Care for Responders**: Ensure that there are shelter, food, and mental health support provisions for EMS personnel working extended shifts.

- **Public Information and Education**: Assume a need for continuous public information and education to manage expectations and provide instructions.

- **Emergency Declarations:** Emergency declarations at the local, state, or federal level may alter normal regulatory and legal requirements, impacting EMS operations.

- **Coordination with Multiple Agencies**: Coordinate with various agencies, including public health, healthcare facilities, law enforcement, fire services, and emergency management.

- **Environmental Hazards**: Consider potential environmental hazards (e.g., hazardous materials, weather conditions) that may complicate the response.

- **Evacuation Protocols**: Have clear protocols for evacuation, including identifying and prioritizing vulnerable populations.

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- **Special Protocols**: Public health emergencies, such as pandemics, may require specific protocols for infection control, personal protective equipment (PPE), and quarantine measures.

- **Family Reunification**: Implement plans for family reunification and manage inquiries from concerned relatives.

- **Legal and Regulatory Considerations**: Compliance with relevant laws, regulations, and standards must be maintained, even during emergencies, to ensure the continuity of care and protection of patient rights.

- **Collaboration:** Collaboration with community organizations, healthcare providers, and other stakeholders is essential for a comprehensive and effective emergency response, including private-sector partnerships.

Whole Community Approach

The entire community embodies a philosophical approach to emergency management. This concept involves a process where residents, businesses, faith-based and community organizations, nonprofit groups, schools and academia, medical outlets, and all levels of government (local, state, and federal) collaborate to understand and assess community needs.

By employing this whole community approach, we can better organize and enhance assets, capabilities, and interests. Involving the entire community in emergency management planning fosters resilience, creating relationships that support effective prevention, mitigation, preparedness, response, and recovery efforts.

Figure 2: Whole Community Approach[1]

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Relationship to Other Plans

The intent of the CONFIRE EMS Division DEOP is to provide the concept of operations and strategic activities for responding to any type of emergency incident affecting the County that involves Emergency Medical Services. This plan is part of a larger framework that supports emergency management within the state and the operational area (OA).

A number of agency and organization-specific plans and organizational procedures support Inland Counties Emergency Medical Agency (ICEMA) and the County EOP. These plans and procedures are interrelated and have a direct influence on emergency or disaster preparation for the County, its activities in response to such an emergency or disaster, and its ability to successfully recover from such incidents or events. These plans include:

- The 2022 Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)

- The future development of a County Continuity of Operations (COOP) Plan

- The CONFIRE EMS Division Continuity of Operations (COOP) Plan

- Phase I of the County's Disaster Recovery Plan (DRP) approved in March 2017

Legal Authority Description

Consolidated Fire Agencies (CONFIRE) EMS Division

Through a Contractual Agreement between Consolidated Fire Agencies (CONFIRE) JPA and San Bernardino County, a political subdivision of the State of California, the CONFIRE EMS Division offers a public-private alliance model for an Exclusive Operations Area (EOA) in San Bernardino County as provided for in Section 1797.224 of the California Health and Safety Code. The agreement provides for the unification of existing Exclusive Operating Areas (EOAs) 1, 2, 3, 4, 5b, 6, 7, 8, 9, 11, and 12a.

The agreement also states the CONFIRE EMS Division shall perform as an independent contractor. Contractor and the officers, agents, and employees of Contractor are not, and shall not be deemed, County employees for any purpose, including workers' compensation and employee benefits.[2] The agreement also acknowledges that CONFIRE EMS Division will subcontract with a private ambulance to perform services and may subcontract for ancillary services, such as billing, professional, legal, and advisory services, and fleet maintenance.

Under this agreement, CONFIRE is given the exclusive right to provide both emergency and non-emergency ambulance requests originating in the Comprehensive Service Area including:

- All ALS and BLS 911 requests for ambulance service.

- Requests for emergency ambulance service made directly to CONFIRE EMS Division without going through the authorized dispatch center, including a seven-digit phone number.

- Ambulance transport to an emergency department from the scene of an emergency.

- Ambulance transports to an emergency department originating from a skilled nursing facility, physician's office, medical clinic, residential care facility, or other medical facilities.

- Potential non-transport response with treatment and referral.

- Potential transport to an alternative destination.

- All Advanced Life Support (ALS), Basic Life Support (BLS), Interfacility Transport (IFT), and Critical Care Transport (CCT) requests directed to the CONFIRE.

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- Requests for mutual aid by the ICEMA-designated Emergency Medical Dispatch (EMD) Center.

  - ICEMA has authorized CONFIRE as a designated EMD dispatch center.

  - CONFIRE provides all required emergency, non-emergency, IFT, and standby ambulance dispatch, Emergency Medical Dispatch (EMS), and System Status management (SMS), including all necessary technology and radio needs to perform these functions in accordance with California Senate Bill 438 (2019, Government Codes 53110 and 53100.5) and Sections 1797.223 and 1798.8 to the Health and Safety Code and ICEMA Policy 4100.

- Requests for ambulance stand-by services for situations like working fires, hazardous materials incidents, hostage or SWAT operations, disaster drills, and other requests made by ICEMA.

CONFIRE holds exclusive authority over and sole responsibility for planning, implementing, and evaluating the County's EMS System. This authority designates CONFIRE as the 911 Ambulance Service Provider.

Inland Counties Emergency Medical Agency

ICEMA is designated as the Local Emergency Medical Services Agency (LEMSA) by the State of California, responsible for coordinating and managing the entire EMS system within the county. ICEMA is committed to safeguarding public health and safety across San Bernardino, Inyo, and Mono Counties. ICEMA ensures that all Emergency Medical Technicians (EMTs), Paramedics, and Mobile Intensive Care Nurses are properly certified, licensed, and in good standing with their educational institutions.

ICEMA represents San Bernardino County in all matters that pertain to the CONFIRE EMS Division Agreement and serves as the Agreement Administrator on behalf of the County.

A list of ICEMA policies and procedures can be found in Appendix A or online at ICEMA Policies and Procedures.

Medical Control Authority

ICEMA establishes policies and procedures to ensure medical control of the EMS system. These policies and procedures include requirements for emergency dispatch, patient destination policies, patient care guidelines, and quality assurance.

Medical Director

Every LEMSA is required to have a designated licensed physician. ICEMA's Medical Director has the authority to develop overall plans, policies, and medical standards to ensure that effective levels of Ambulance and prehospital EMS care are maintained within the county.

- The Medical Director has the authority to establish the required drug inventories and medical protocols.

Hazard and Threat Vulnerability Analysis

Introduction

CONFIRE EMS Division evaluated threats and risks to the California EMS System, incorporating the San Bernardino Hazard Mitigation and Emergency Operations Plans and other U.S. Census information. This assessment focuses on understanding hazards in the local community by considering the following factors:

- Barriers to maintaining a robust, well-trained, and capable EMS workforce.

- Increasing demand for EMS and disaster services.

- Impact of climate change on the health of California communities.

- Integration challenges with public health, behavioral health, and social services.

- Dependence on a single-source supply chain.

- Limitations in hospital workforce and capacity.

- Gaps in deployment practices for EMS services in underserved and vulnerable communities.[3]

Situation

San Bernardino County, California, is located in southeastern California and is part of the Inland Empire (Riverside-San Bernardino Metropolitan Area). The County lies just 55 miles east of Los Angeles, California, and 110 miles southwest of Las Vegas, Nevada. The county shares its eastern border with Nevada and Arizona, Inyo County on the north, Kern and Los Angeles Counties on the west, and Orange and Riverside Counties on the south.

The following figure shows the San Bernardino County area.

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Figure 3: San Bernardino County Area
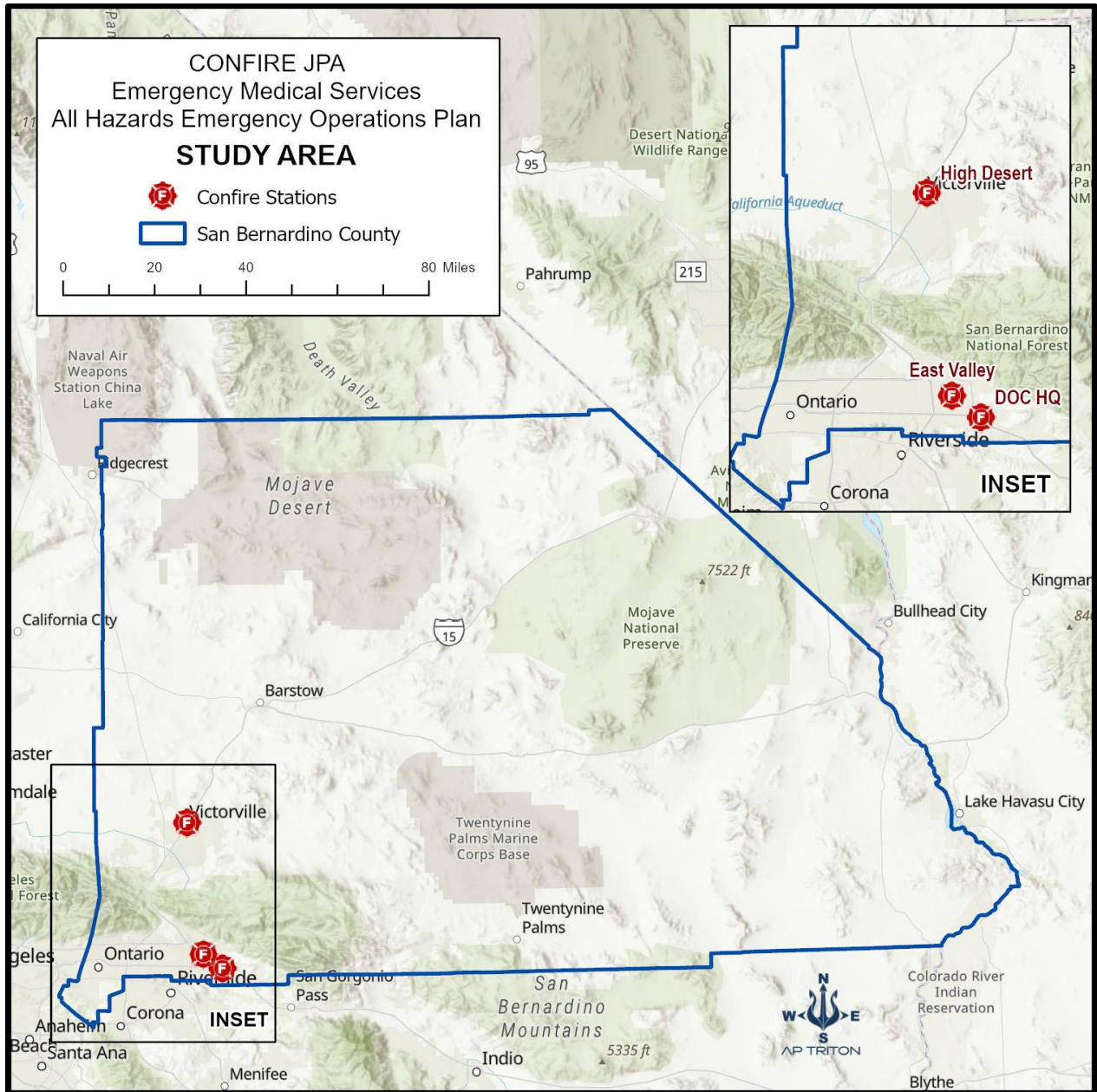
Geography

San Bernardino County, the largest county in the continental United States, covers over 21,105 square miles and includes 24 cities and many unincorporated areas at an elevation of 1,049 feet. In total, the unincorporated area of the County covers approximately 98.7% of the entire County. The remaining 1.3% is under the jurisdiction of incorporated cities and towns, concentrated mainly in the south and west portions of the County.[4] The cities/towns are concentrated in the southwest portion of the County. The county's diverse geography and natural resources support various industries such as commerce, education, tourism, and recreation.[5]

San Bernardino County is characterized by three regions: Valley, Mountain, and Desert. The Valley Region, the most populated, contains most of the incorporated areas. The Mountain Region consists of public lands managed by federal and state agencies. The Desert Region, the largest at about 93% of the county's land area, includes part of the Mojave Desert.[6] Aside from open or undeveloped land, the largest land use is for military purposes. The following figure shows the land use for San Bernardino County:

Figure 4: County Land Use
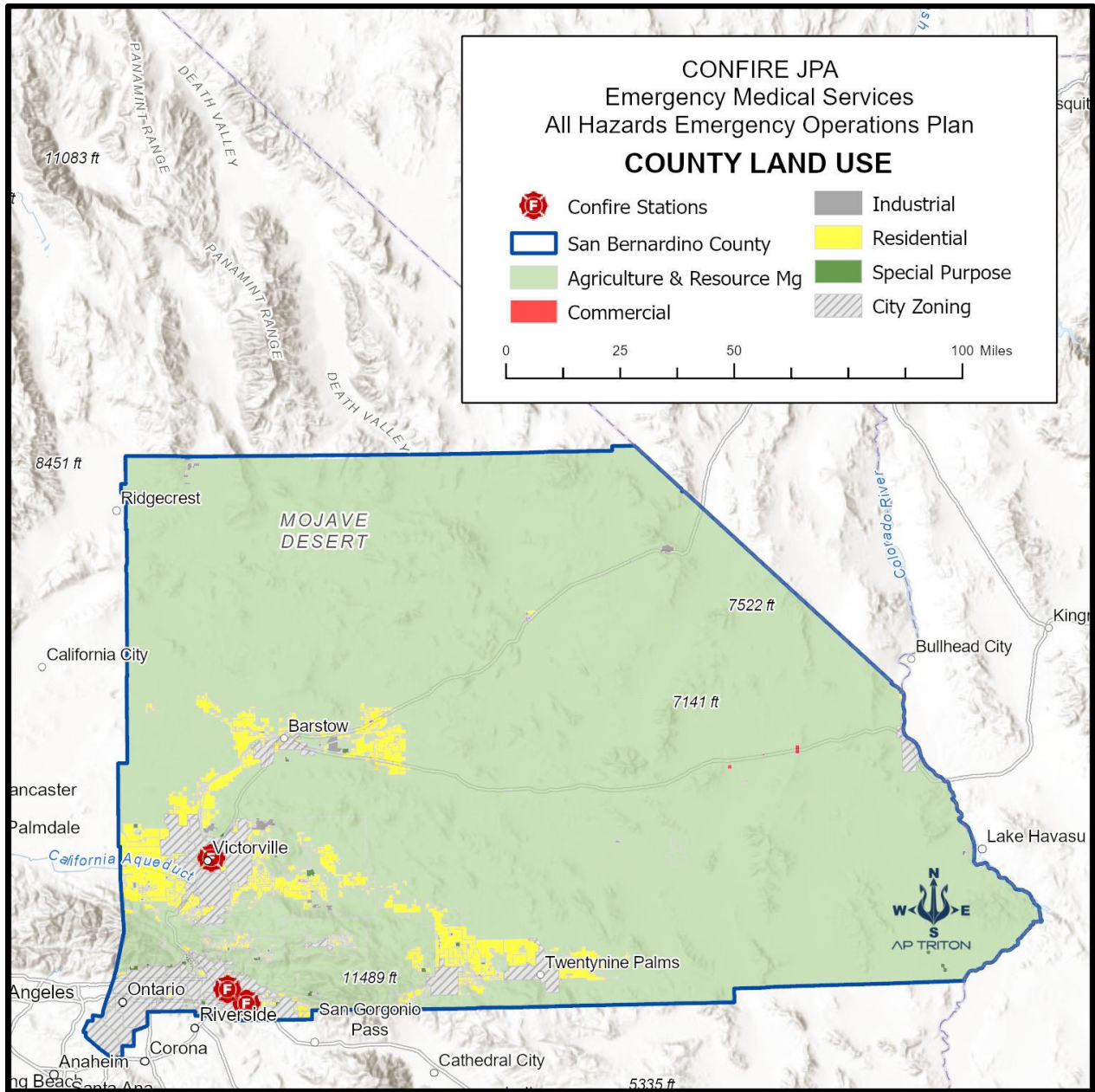
Population

San Bernardino County has a population of 2,181,654 (2022), making it the fifth-most populous county in California. Nearly 2 million residents are concentrated in about 480 square miles south of the San Bernardino Mountains, adjacent to Riverside, and in the San Bernardino Valley in the southwestern portion of the county. The county's population has growth moderately over the past 40 years, increasing by approximately 21% since 2000. This growth is projected to continue at an average annual rate of between one and two percent, reaching 2.75 million by 2035.[7]

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The overall population density is approximately 108.7 people per square mile, lower than the state's average of 253.7 people per square mile and the neighboring counties of Riverside, San Diego, Orange, and Los Angeles. The Valley Region, home to 73% of the county's population, has a density of 2,977 people per square mile, similar to that of Los Angeles and Orange Counties.[8]

Climate and Weather

San Bernardino County features a semiarid climate with hot summers, cool winters, and low humidity. Rainfall is minimal throughout the year, with less than 10–15 inches annually. Snowfall occurs during the winter months in higher elevations of the county. The county's desert climate makes it vulnerable to drought conditions.

San Bernardino County is a region of relatively high temperatures, low humidity, and low precipitation during the summer. The summer season is followed by a fall season famous for high-velocity, very dry winds coming out of the desert. The Santa Ana winds very consistently arrive from the middle of October to the end of November.

The following figure shows the monthly high and low temperatures and precipitation.[9]

Figure 5: San Bernardino County Climate Graph

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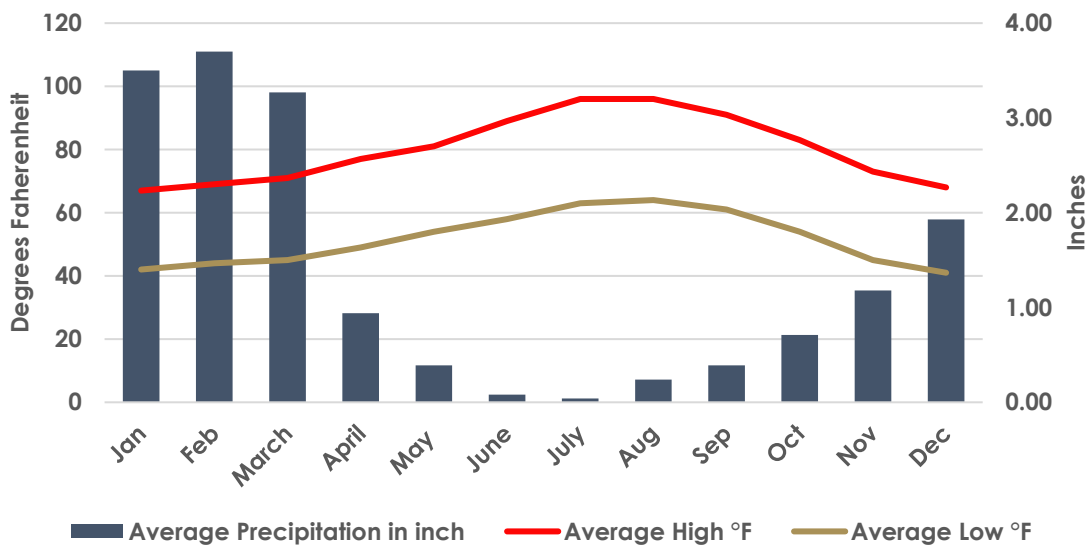
Demographic Characteristics

Demographic characteristics are crucial for planning and executing EMS during disasters. Understanding factors age, race, ethnicity, and socioeconomic status helps develop effective response strategies, allocate resources, and conduct community outreach. Demographic insights optimize service delivery, anticipate healthcare demands, and improve response times. By analyzing these trends, CONFIRE EMS Division can identify high-risk areas, tailor training programs, and enhance overall preparedness, ultimately leading to more resilient communities and efficient emergency responses.

The following figure compares demographics for San Bernardino County and the State of California.

Figure 6: Demographic Characteristics for San Bernardino County and the State of California[10]

Description	County	California
👥 **Population**	**2,181,654**	**38,965,193**
Population Over The Age of 65	12.5%	16.2%
Population Under 18 Years Of Age	25.4%	21.7%
Population per Square Mile	108.7	253.7
Population without Health Care Coverage	9.5%	7.5%
Race & Ethnicity: Hispanic or Latino	55.9%	40.4%
🏠**Housing Units**	**749,746**	**14,763,237**
Owner-Occupied Housing Rate	61.1%	55.6%
Median Home Value	$438,000	$659,300
Education – Bachelor's Degree or Higher	22.4%	35.9%
Median Household Income	$79,091	$91,905
Poverty Rate	13.4%	12.2%
Employment Rate	58.1%	60.0%
🚗 Travel Time to Work (minutes)	32.4	29.2
Disability Rate	11.6%	11.7%
Median Age	34.4	37.9
Second Language Spoken in the Household	45.7%	44.4%

Socioeconomic Factors

The severity of a disaster is influenced by both the physical characteristics of the extreme event and the socioeconomic conditions of the affected populations. Socioeconomic factors play a significant role in disaster severity, as vulnerability analysis shows that individuals, even within the same region, can have varying levels of vulnerability to natural hazards.

Income and Wealth

Income and wealth are crucial factors in vulnerability to natural hazards, as low-income populations are less able to afford housing and infrastructure that can withstand extreme events. Low-income populations:

- Have limited liability to purchase resources needed for disaster response and are less likely to have insurance policies that support recovery efforts.

- Low-income elderly individuals often struggle to access medical care due to financial constraints.

- Low-income residents are much more likely to be injured or left without food, medication, and shelter during and after a disaster.

Age

Children and older adults are particularly more vulnerable during extreme natural disasters. Due to their reduced physical strength, they are less likely to such events and are more susceptible to certain diseases. Children, especially young ones, are unable to provide for themselves and often rely on others for daily care. Similarly, older adults frequently depend on others for survival and have fewer financial resources.

People over 65 years of age are likely to place a significant strain on Emergency Medical Services (EMS) during a disaster due to several factors:

- **Increased Medical Needs:** Older adults generally have higher rates of chronic conditions that can worsen and require immediate attention during a disaster.

- **Mobility and Accessibility Issues:** Many older adults may have mobility and accessibility issues, making it difficult to evacuate or move quickly to safe areas. Additional resources will be needed for evacuation and care.

- **Medication Management:** Disasters can disrupt access to necessary medications, complicating the management of medical regimens.

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- **Communication Barriers:** Hearing or vision impairments in some older adults can hinder communication during a disaster, complicating coordination and response efforts.

- **Mental Health Considerations:** The stress and trauma of a disaster can significantly impact the mental health of older adults, potentially leading to increased instances of anxiety, depression, or other mental health issues that require attention.

Tourism Industry

The county's forested areas are among the most popular destinations for visitors nationwide and are also densely populated with homes and businesses. During holiday weekends, the population can surge by 50,000 to 100,000 as vacationers arrive for recreation. The influx of tourism can lead to an increased risk of several potential hazards:

- **Wildfires**: Increased human activity can lead to accidental fires from campfires, discarded cigarettes, or other ignition sources.

- **Erosion and Land Degradation**: Increased foot and vehicular traffic can cause soil erosion on trails, roads, and other infrastructure. This traffic can increase the risk of landslides and negatively impact the ecosystem.

- **Traffic Congestion and Accidents:** High volumes of tourists can lead to increased traffic accidents and make it difficult for emergency vehicles to navigate the area during a disaster.

- **Overuse of Emergency Services:** Increased demand for emergency services can strain local resources, making it harder to respond effectively to larger-scale disasters.

- **Health Hazards:** The presence of many tourists can increase the spread of infectious diseases.

National Risk Index

The National Risk Index (NRI) is a dataset and online tool to help illustrate the United States communities most at risk for 18 natural hazards: avalanche, coastal flooding, cold wave, drought, earthquake, hail, heat wave, hurricane, ice storm, landslide, lightning, riverine flooding, strong wind, tornado, tsunami, volcanic activity, wildfire, and winter weather. Only those hazards with a defined risk to San Bernardino County are included. The National Risk Index information is a broad nationwide comparison and not a substitute for localized risk assessment analysis. The methodology used has been reviewed by subject matter experts in the fields of natural hazard risk research, risk analysis, mitigation planning, and emergency management.

The National Risk Index leverages available source data for expected annual loss due to these 18 hazard types, social vulnerability, and community resilience to develop a baseline relative risk measurement. These measurements are calculated using average past conditions but cannot be used to predict future outcomes for a community. The National Risk Index is intended to fill gaps in available data and analyses to better inform federal, state, local, tribal, and territorial decision-makers as they develop risk reduction strategies. A low-risk index is driven by lower loss due to natural hazards, lower social vulnerability, and higher community resilience. The following figure is the San Bernardino County National Risk Index Summary.

Figure 7: National Risk Index Summary—San Bernardino County[11]

Risk Index is **Very High**   Score **99.9**   0   100

Expected Annual Loss is **Very High**   Score **99.8**   0   100

Social Vulnerability is **Very High**   Score **90.6**   0   100

Community Resilience is **Relatively Moderate**   Score **42.1**   0   100
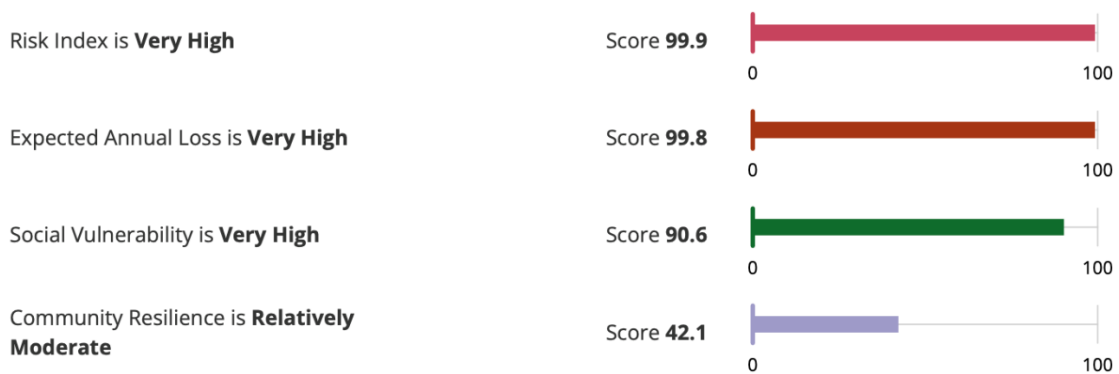
Social Vulnerability

Social Vulnerability measures the susceptibility of social groups to the adverse impacts of natural hazards, including disproportionate death, injury, loss, or disruption of livelihood. Social vulnerability scores in the county have a **Very High** susceptibility to the adverse impacts of natural hazards compared to the rest of the United States.[12]

Figure 8: San Bernardino County Social Vulnerability FEMA NRI Score

Score	90.58

National Percentile
90.58

Percentile Within California
81.00

0 — 100

91% of U.S. counties have a lower Social Vulnerability

81% of counties in California have a lower Social Vulnerability

Social Vulnerability Legend
■ Very High　■ Relatively High　■ Relatively Moderate　■ Relatively Low　□ Very Low
■ Data Unavailable
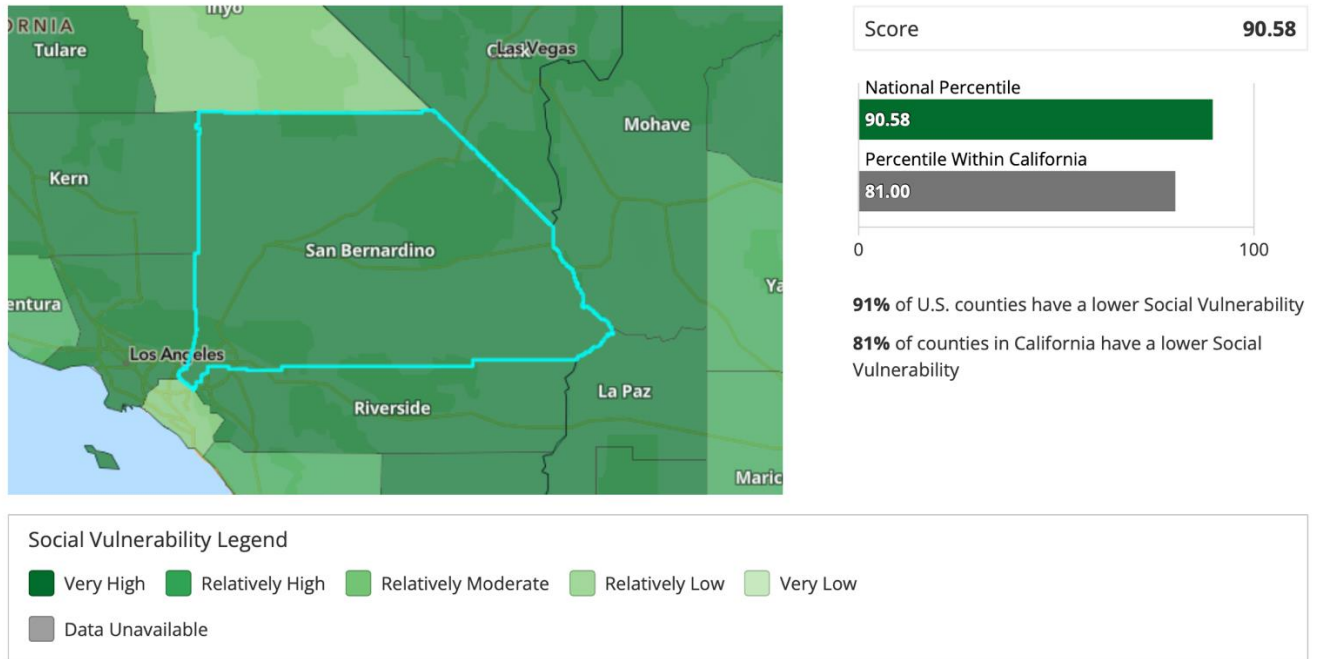
Social Vulnerability is measured using the Social Vulnerability Index (SoVI) published by the University of South Carolina's Hazards and Vulnerability Research Institute (HVRI). **Source:** http://hazards.fema.gov/nri/social-vulnerability.

Community Resilience

Community Resilience measures a community's ability to prepare for anticipated natural hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Communities in the county have a **Relatively Moderate** ability to prepare for anticipated natural hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions when compared to the rest of the United States.[13]

Figure 9: Community Resilience Measures for San Bernardino County
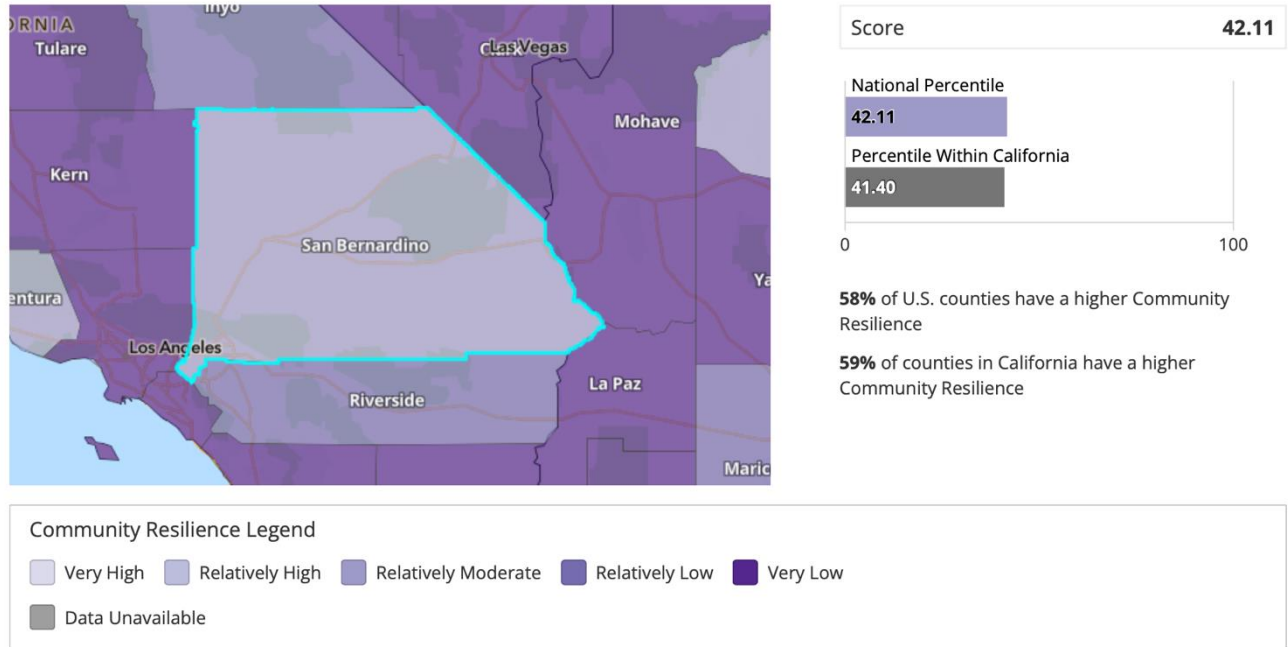
Community Resilience is measured using the Baseline Resilience Indicators for Communities (HVRI BRIC) published by the University of South Carolina's Hazards and Vulnerability Research Institute (HVRI). **Source**: http://hazards.fema.gov/nri/community-resilience.

Expected Annual Loss

Expected Annual Loss (EAL) represents the average economic loss in dollars resulting from natural hazards each year. It is calculated for each hazard type and quantifies loss for relevant consequence types: buildings, people, and agriculture. Expected annual loss scores for hazard types are calculated using data for only a single hazard type and reflect a community's relative expected annual loss for only that hazard type. **13 of 18** hazard types contribute to the expected annual loss for San Bernardino County, CA. In the county, the expected loss each year due to natural hazards is **Very High** when compared to the rest of the United States.

Figure 10: FEMA NRI Expected Annual Loss for San Bernardino County[14]

Score	99.85

National Percentile
99.85

Percentile Within California
93.10

0 100

100% of U.S. counties have a lower Expected Annual Loss

93% of counties in California have a lower Expected Annual Loss
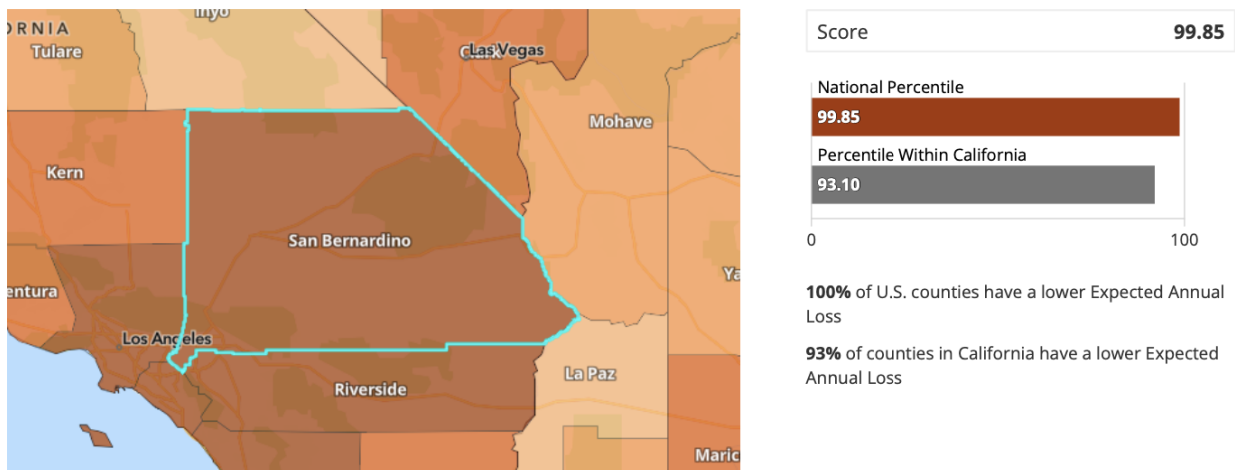
Expected Annual Loss Legend

■ Very High   ■ Relatively High   ■ Relatively Moderate   ■ Relatively Low   ■ Very Low

□ No Expected Annual Losses   ■ Not Applicable   ■ Insufficient Data

Composite Expected Annual Loss		**$1,137,542,458.04**
Composite Expected Annual Loss Rate National Percentile		**90.9**
Building EAL	$882,565,705.57	Population EAL	**21.86** fatalities
Building EAL Rate	**$1 per $427.85 of building value**	Population EAL Rate	**1 per 99.71K people**
Agriculture EAL	**$1,351,714.68**	Population Equivalence EAL	**$253,625,037.78**
Agriculture EAL Rate	**$1 per $317.29 of agriculture value**		

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Potential Hazards for the CONFIRE EMS Division

The 2022 San Bernardino County Hazard Mitigation Plan planning team determined the County and its Special Districts should focus on mitigation efforts to reduce or eliminate risks over the next five years on hazards that fall into the HIGH and MEDIUM "Probability" and "Impact" categories.

Figure 11: Risk Impact and Probability Focus for San Bernardino County

		Impact		
		High	**Medium**	**Low**
Probability	**High**	Wildfire Flood Earthquake/ Geologic Hazards	Drought	
	Medium	Terrorism	Climate Change Extreme Heat Landslide	
	Low		Dam Inundation	Hail Tornado High Winds Winter Storm Lightning Extreme Cold

The 2022 San Bernardino County Hazard Mitigation Plan's highest priorities include natural and human-made hazards: earthquake, wildfire, flood, drought, terrorism, and climate change.

Earthquake

Earthquakes cause damage by strong ground shaking and secondary effects like ground failures and tsunamis. The shaking is usually weaker the farther you are from the earthquake source. However, shaking can be much stronger when waves pass through bedrock and then softer materials like sediment. Earthquakes can also cause ground failures such as fault rupture, ground cracking, landslides, rock fall, liquefication, and uplift. Faults rarely break through to the surface, but unstable ground is at risk for other effects, which can impact structures above or below them.

Earthquakes can happen suddenly, without warning, at any time of year or day. Every year, 70 to 75 damaging earthquakes occur worldwide. The last major earthquake in San Bernardino County was a 7.1 magnitude on the Ridgecrest Fault Line on July 4, 2019.

Faults in San Bernardino County

Southern California, particularly San Bernardino County, is home to four major faults: the Southern San Andreas, the San Jacinto, the Elsinore, and the Garlock Faults. Additionally, there are numerous smaller faults in the region capable of causing significant earthquakes. However, the four major fault lines are the most likely to produce the largest earthquakes. Geographic hazards associated with these faults include liquefaction and landslides, which can occur during and after earthquakes.

Figure 12: Historical Earthquakes & Significant Faults in Southern California[15]
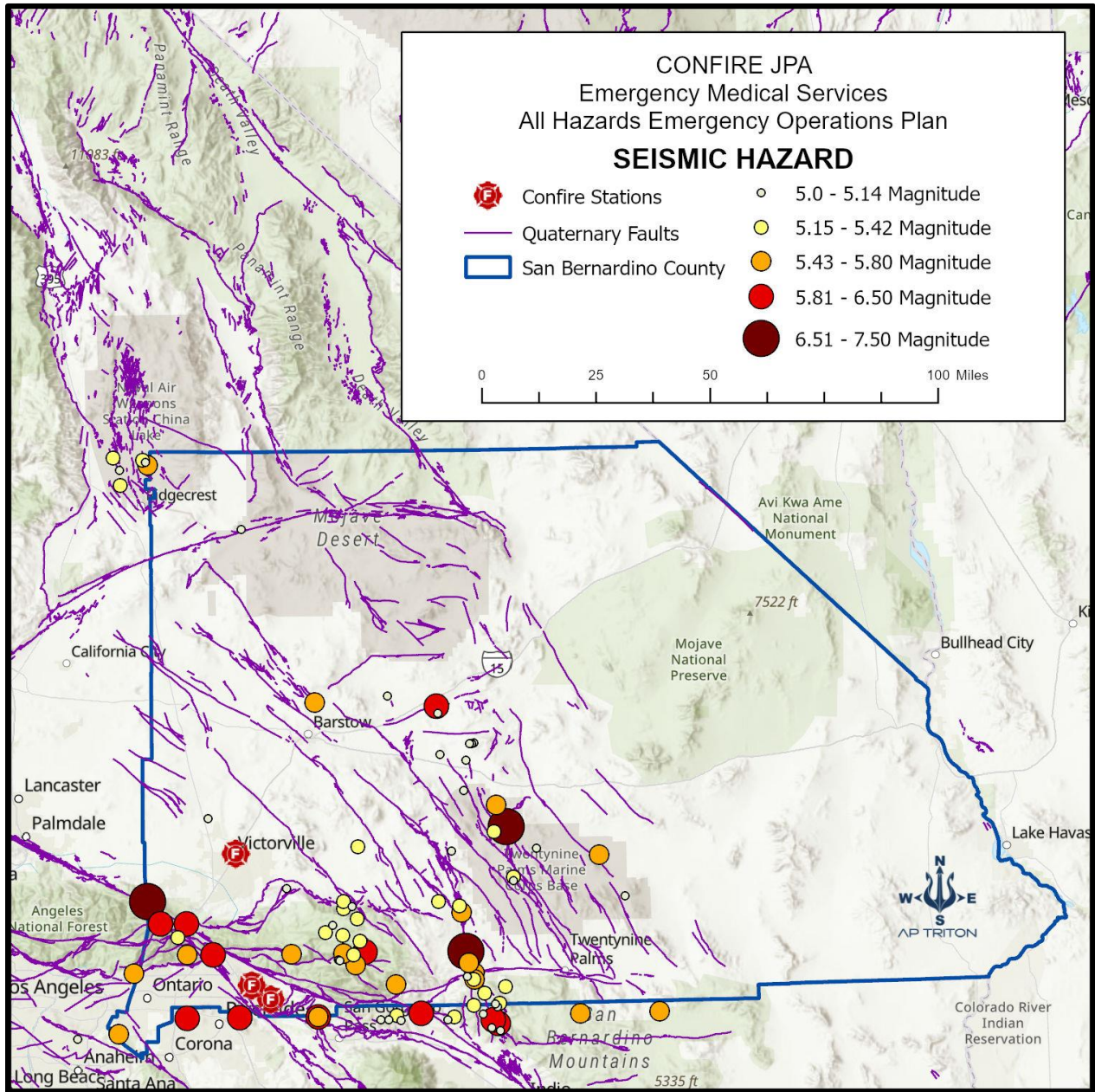
Wildfire

A wildfire is an unplanned, unwanted fire burning in natural areas like forests, grasslands, or prairies. While they can start from natural causes such as lightning, most wildfires are caused by human activity, either accidentally or intentionally. Wildfires can damage natural resources, destroy homes, and threaten human lives and safety.[16]

San Bernardino County faces a significant risk of severe wildfires due to several factors:

- Weather patterns and unnaturally dense forests and undergrowth, which have been allowed to grow unabated for the last several decades, present a significant potential for disaster.

- Unchecked development of substantial housing and business in the mountain communities.

- The mountain region has an over-densified forest due to dead trees and a Bark Beetle infestation over the past 10 years.

- The steep mountain terrain has only five routes in and out for nearly 60,000 residents, with an additional 50,000–100,000 tourists on any given holiday weekend.

To reduce the wildfire threat, the San Bernardino County Fire Hazard Abatement (FHA) Program enforces the fire hazard requirements outlined in San Bernardino County Code Section 23.0301–23.0319. The program's primary function is to reduce community fire risk by pro-actively establishing defensible space and reducing/removing flammable materials on properties. Fuel reduction programs limit fire spread, upgraded building codes make structures more fire resistant, and public education prepares residents for wildfires.

Topography, particularly the steepness of the slopes (as fires burn faster uphill), and weather (temperature, humidity, and wind) significantly influence wildfire behavior. Potential fire risk is constantly increasing as human development expands into wildland-urban interface areas. The following figure shows the Fire Hazard Severity Zones for San Bernardino County.

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Figure 13: Fire Hazard Severity Zones for San Bernardino County[17]
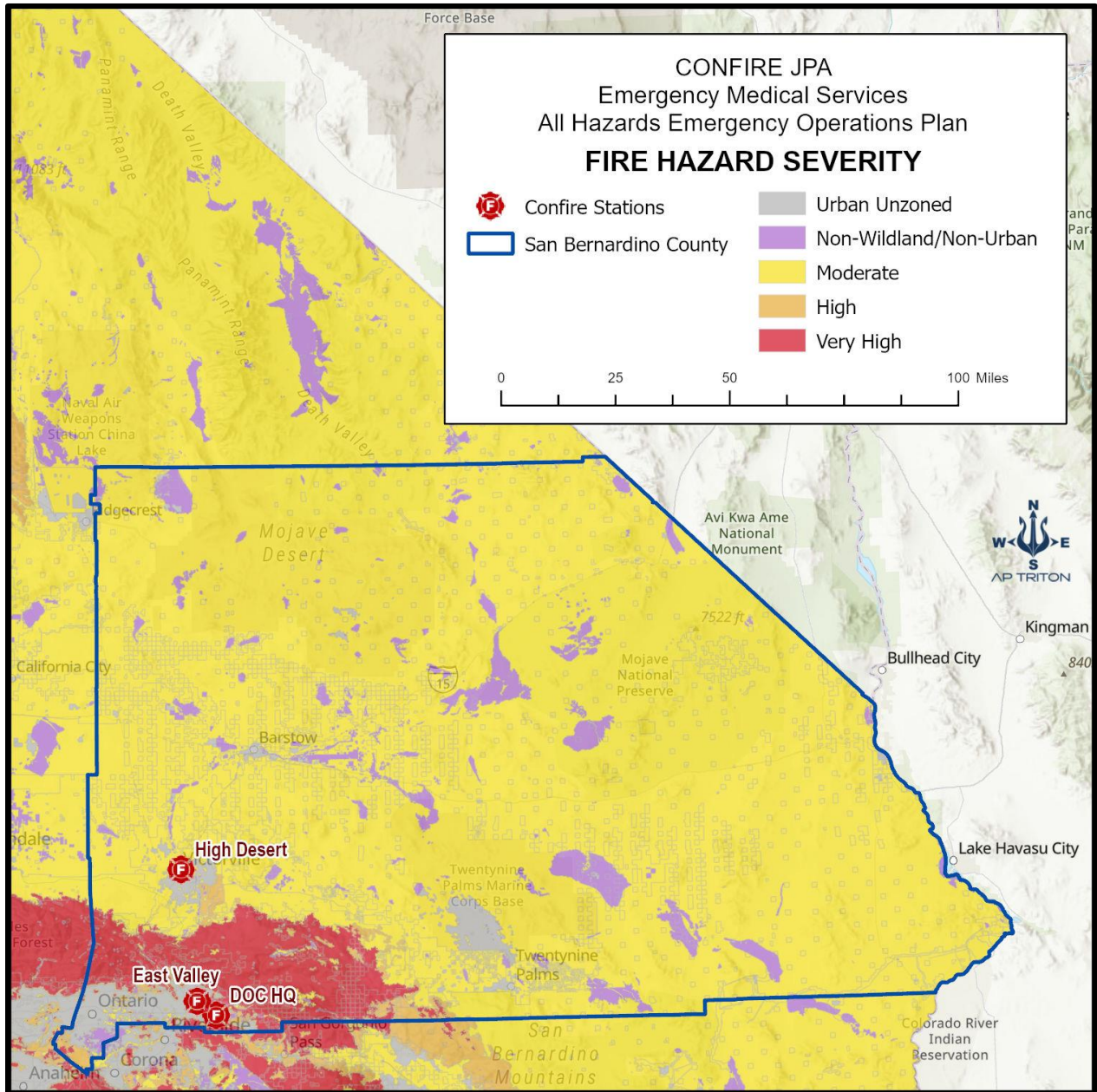
Flood

Floods are the second most common and widespread natural disaster in San Bernardino County and its Special Districts. According to the National Flood Insurance Program, a flood is "a general and temporary condition of partial or complete inundation of two or more acres of normally dry land area or two or more properties from:

- Overflow of inland or tidal waters.

- Unusual and rapid accumulation or runoff of surface waters from any source.

- Collapse or subsidence of land along the shore of a lake or similar body of water as a result of erosion or undermining caused by waves or currents of water exceeding anticipated cyclical levels."

Floods can be slow or fast rising over hours or days. Flash floods, which are more common in summer and early fall due to monsoon rains, are characterized by high humidity and elevated temperatures.

- The desert areas, with steep mountain ranges, experience flash floods during summer thunderstorms, leading to washouts in dry washes on the desert floor. These floods can damage roads and bridges, erode earthen channels and basins, and transport sediment, causing several-day street closures.

- The urban valley can also experience flash flooding, especially in narrow canyons and within the many unimproved creeks and interim channels feeding the Santa Ana River.

San Bernardino County has significant assets at risk at the 1% annual chance of flood or a 100-year flood zone. The County has 101.89 square miles in the 100-year floodplain and 21.62 square miles in the 500-year floodplain (0.2% annual chance of flood). San Bernardino County is dedicated to regulating development in the FEMA-regulated floodplain areas in accordance with NFIP criteria.[18]

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Figure 14: Flood Hazards for San Bernardino County[19]
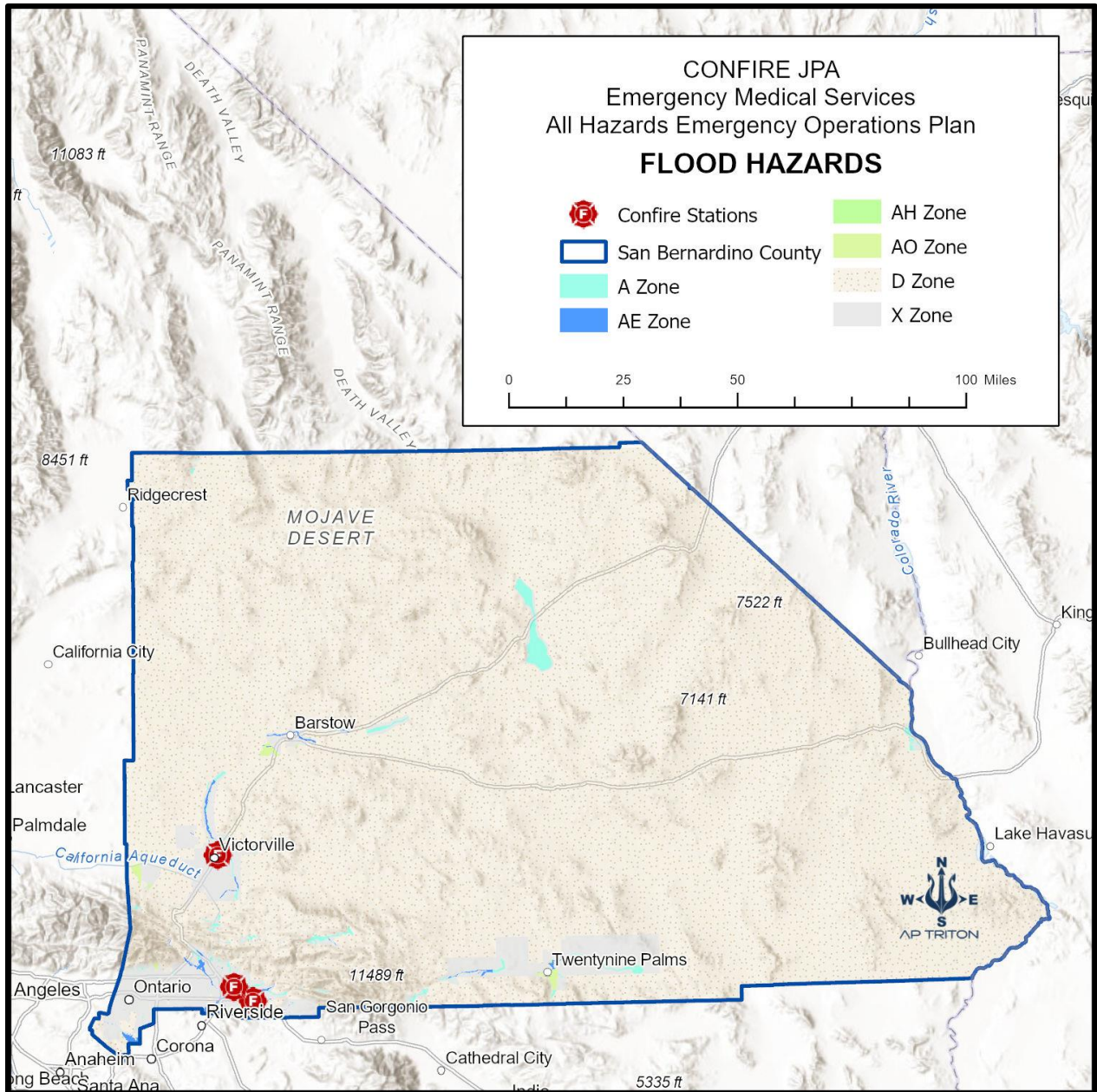
Drought

Drought occurs when a lack of precipitation over an extended period, typically a season or more, leads to water shortages. This lack of rainfall can significantly impact crops and livestock, alter the frequency and intensity of severe weather events, and affect the quality and quantity of water available for municipal and industrial use. San Bernardino County's primary water source is imported by the San Bernardino Valley Municipal Water District through participation in the State Water Project (SWP).

The severity of drought is influenced by factors such as duration, intensity, geographic extent, and the regional water supply demands by both humans and vegetation. High winds and low relative humidity can worsen drought conditions.

Land use changes, land degradation, and dam construction also impact the basin's hydrological characteristics. These changes can be interconnected between regions or result from modifications in upstream land use.

The following figure shows the drought monitor for San Bernardino County.

Figure 15: Drought Monitor for San Bernardino County[20]
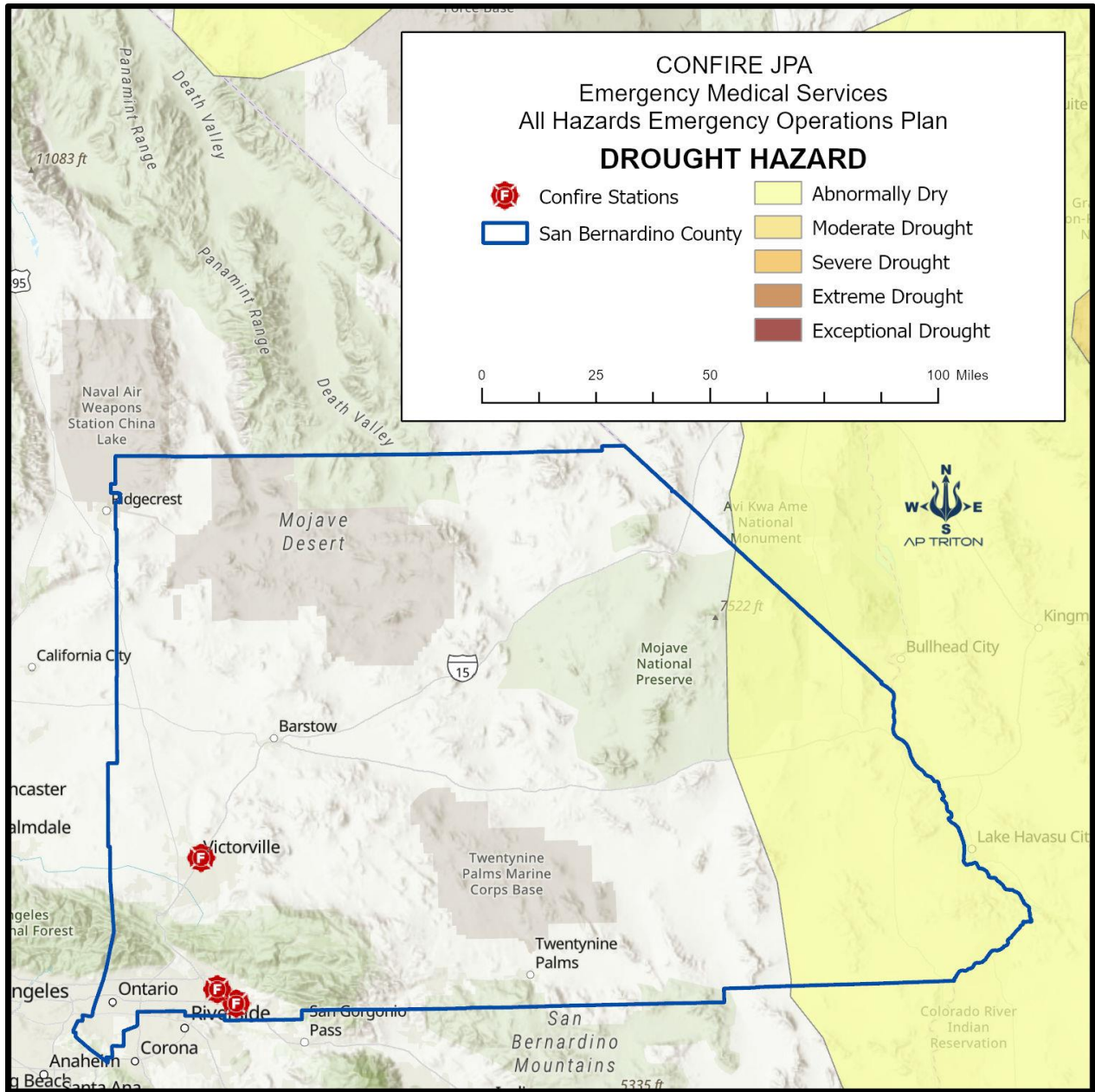
Terrorism

There is no single, universally accepted definition of terrorism; however, FEMA defines "terrorism" as intentional, criminal, malicious acts. According to FEMA document 386-7, terrorism involves the use of Weapons of Mass Destruction (WMD) such as biological, chemical, nuclear, and radiological weapons, as well as arson, incendiary, explosive, and armed attacks, industrial sabotage, intentional hazardous materials releases, and "cyberterrorism." Mitigation typically involves traditional measures that reduce the risk and potential consequences of these hazards by "modifying the built environment" or implementing anti-terrorism strategies.

Human-made hazards like acts of terrorism are high unpredictable and tend to target specific locations rather than widespread areas. Identifying critical facilities and systems at risk within the community is crucial. The 10 types of terrorist attacks and technological hazards include:

- Conventional Bomb/Improvised Explosive Device
- Chemical Agent
- Arson/Incendiary Attack
- Armed Attack
- Biological Agent
- Cyberterrorism
- Agriterrorism
- Radiological Agent
- Nuclear Bomb
- Hazardous Materials Release (fixed facility or transportation)

Climate Change

Climate change refers to any significant change in climate measures that lasts for an extended period, such as major shifts in temperature, rainfall, snow, or wind patterns. These changes can occur in a specific region or across the entire Earth. Climate change may result from:

- Natural factors
- Natural processes within the climate system
- Human activities that alter the atmosphere's composition and the land surface

AP TRITON

The effects of climate change are diverse and impact various natural hazards, including:

- Warmer and more varied weather patterns
- Melting ice caps
- Poor air quality

Despite California's efforts to address climate change for over the past 20 years, the state continues to experience its impacts:

- Over the last century, sea levels have risen by up to seven inches along the California coast, increasing erosion and pressure on infrastructure, water supplies and natural resources.
- Average temperatures have increased, leading to more extreme hot days, fewer cold nights, a longer growing season, changes in the water cycle with less winter precipitation falling as snow, and earlier snowmelt and rainwater runoff.
- The intensity of extreme weather events is also changing.

The 2022 County of San Bernardino Multi-Jurisdictional Hazard Mitigation Plan considers the following climate change impacts in the Desert region:

- Reduced water supply
- Increased temperature
- Reduced precipitation
- Diminished snowpack
- Wildfire risk
- Public health and social vulnerability
- Stress on special-status species

Those most at risk of climate-related illnesses include the elderly, individuals with chronic conditions such as heart and lung disease, diabetes, and mental illnesses, infants, the socially or economically disadvantaged, and those who work outdoors. The following figure shows the climate impact regions.

Figure 16: Climate Impact Regions[21]

Item 4.

Other Hazards

Within the 2022 San Bernardino County Hazard Mitigation Plan, lower-priority hazards are addressed at a lesser level of detail due to their relatively fewer impacts. Lower priority hazards include:

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

Critical Infrastructure

Critical Facilities

The San Bernardino County Sheriff's Department (Sheriff) is the lead County agency in identifying critical infrastructure in the County and its Special Districts. A Sheriff's Department Working Group was established to identify critical facilities throughout San Bernardino County and establish emergency response folders on each location.[22] The list is available through the Sheriff's Department only. The following figure shows the critical facility counts from the 2022 County of San Bernardino Multijurisdictional Hazard Mitigation Plan.

113

Figure 17: Critical Facility Points[23]

Infrastructure Type	Feature Count
Essential Facility	**268**
EOC	1
Fire Station	99
Hospital	9
Police Station	28
School	130
High Potential Loss	**1,155**
Child Care Center	91
Child Residential Care – 24 hour	2
Foster Family Agency	2
Adult Residential Care	52
Home Care Organization	2
Elder Residential Care	35
Communication Facility	40
Dam	24
Wastewater Facility	2
HAZMAT	51
EPA FRS Facility	731
FCC ASR	107
Electric Power Facility	6
Natural Gas Facility	7
Potable Water Facility	3
Transportation and Lifeline	**636**
Airport	34
Runway	36
Bus Facility	2
Highway Bridge	553
Railway Bridge	11
Grand Total	**2,059**

AP TRITON ————————————————————

114

Utilities

The utilities and transportation infrastructure are another significant concern for the County and its Special Districts. Various laws, ordinances, regulations, standards, and guidelines have been established to ensure proper and thorough mitigation measures to decrease the effects of hazards.

The following are three of the major utility agencies:

- Southern California Edison (SCE)

- SoCal Gas (SCG)

- Southwest Gas Corporation (SWG)

Risk Assessment Overview

According to the 2022 County of San Bernardino multi-jurisdictional, the entire population (100%) of San Bernardino County's population is vulnerable to one or more hazards within or near the San Bernardino County boundaries. Each natural hazard scenario affects San Bernardino County residents differently depending on the location of the hazard and the population density of where the hazard could occur.

Emergency Management Organization

This Plan integrates regulations and guidelines at the state and federal level. The state level incorporates regulations and guidelines of the California Standard Emergency Management System (SEMS) and the California Emergency Services Act. The federal level establishes principles from the National Incident Management System (NIMS). San Bernardino County and CONFIRE EMS Division have adopted SEMS and NIMS as part of local emergency management and field-level operations. The Incident Command System (ICS) will be used to manage all incidents and major planned events.

National Response Framework

The National Response Framework (NRF) is based on the principle that incidents are managed at the lowest jurisdictional level. Most incidents are handled by local and state resources, with interstate mutual aid providing initial support. When state resources are overwhelmed, Governors can request federal assistance. The NRF outlines the framework for federal support to state, local, tribal, private sector, and non-governmental entities in managing domestic incidents, ensuring effective federal aid.

The NRF serves as the core operational plan for national incident management, establishing structures, processes, and protocols to be integrated into federal interagency incident or hazard-specific plans. The NRF facilitates coordination among governments and the private sector without hindering any jurisdiction's operations or first responders' duties.

The NRF and NIMS work together to enhance the nation's incident management capabilities. NIMS enables effective collaboration among all levels of government, the private sector, and NGOs to prevent, prepare for, respond to, and recover from domestic incidents, regardless of their cause, size, or complexity.

National Incident Management System (NIMS)

Homeland Security Presidential Directive 5 (HSPD 5) directs the United States Department of Homeland Security (DHS) to lead a coordinated national effort with other federal departments and agencies, as well as state, local, and tribal governments, to establish a National Response Framework (NRF). NIMS was developed out of HSPD 5.

AP TRITON ————————————————————————————————— 41

Presidential Policy Directive 8 (PPD-8) is a companion policy to HSPD 5, aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation, namely acts of terrorism, cyberattacks, pandemics, and catastrophic natural disasters.

- PPD-8 identifies a national preparedness system to guide activities that will enable the Nation to achieve an integrated, capabilities-based approach to preparedness that includes training, exercising, employee certification, credentialing, and National Resource Typing Protocols.

The National Incident Management System (NIMS) is designed to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. It is designed as a national, systematic approach that guides all levels of government, nonprofits, and the private sector to work together and provide interoperability and compatibility to manage all incidents regardless of cause, size, location, or complexity.

Standardized Emergency Management System (SEMS)[24]

The California Office of Emergency Services (Cal OES) uses the Standardized Emergency Management System (SEMS) as the foundation for emergency response. The California Emergency Services Act 2021 (ESA) provides statutory guidance for planning, safety, and mutual aid, organizing the state into regions and operational areas. SEMS is required for multiagency and multi-jurisdictional emergency management, and local governments must use SEMS to qualify for state disaster assistance reimbursements.

SEMS enhances emergency response by facilitating coordination, priority setting, interagency cooperation, and resource flow. It includes:

- **Incident Command System (ICS):** Field-level emergency management.
- **Multi-Interagency Coordination:** Agencies collaborating on resource allocation and response activities.
- **Mutual Aid:** Obtaining resources from unaffected jurisdictions.
- **Operational Area Concept:** Counties and subdivisions coordinate damage information and resource requests.

SEMS operates at five levels: Field Response, Local Government, Operational Area, OES Region, and State Level.

Figure 18: The Five Levels of SEMS[25]

Field Response Level

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. SEMS regulations require the use of ICS at the field response level for any incident, including multi-agency and multi-jurisdictional types. Lead agencies for the Fire Department, Emergency Medical Services (EMS), Law Enforcement, and Public Works serve at the field level. Requests for any resources or support that cannot be filled at the field level are requested through other agencies.

Local Government Level

The role of a local government is to manage and coordinate emergency response and recovery activities within its jurisdiction. A local government is responsible for coordinating with other local governments, the field response level, and the operational area and it provides mutual aid within its capabilities.

Operational Area/County

Under SEMS, the operational area means an intermediate level of the state's emergency management organization, which encompasses the County, and all political subdivisions located within the county area. Political subdivisions include cities and special districts.

The operational area has a memorandum of understanding that outlines roles, responsibilities, and jurisdictional authority during emergencies. Multi-agency or inter-agency coordination is used to support decision-making for emergency response activities at the operational level.

San Bernardino County Office of Emergency Services (OES)

The San Bernardino Office of Emergency Services (OES) was established under County Code Chapter 1, Division 1, Title 2: *Public Morals, Safety, and Welfare.* The OES and Disaster Council are tasked with developing and implementing preparedness and response plans to protect life and property. They provide leadership and guidance to strengthen countywide emergency management capabilities, ensuring protection before, during, and after disasters. The OES develops and executes various countywide emergency plans, offers training for responders and community members, and conducts simple and complex drills and exercises to ensure the County's preparedness.

In the event of an emergency, the County is responsible for executing plans to protect life and property, directing the emergency organization, and coordinating emergency functions with all other public agencies, corporations, organizations, and affected private individuals.

The San Bernardino County Plans are linked here: San Bernardino EOP and Hazard Mitigation Plan. The following figure shows the San Bernardino County Emergency Organization.

Figure 19: San Bernardino County Emergency Organization
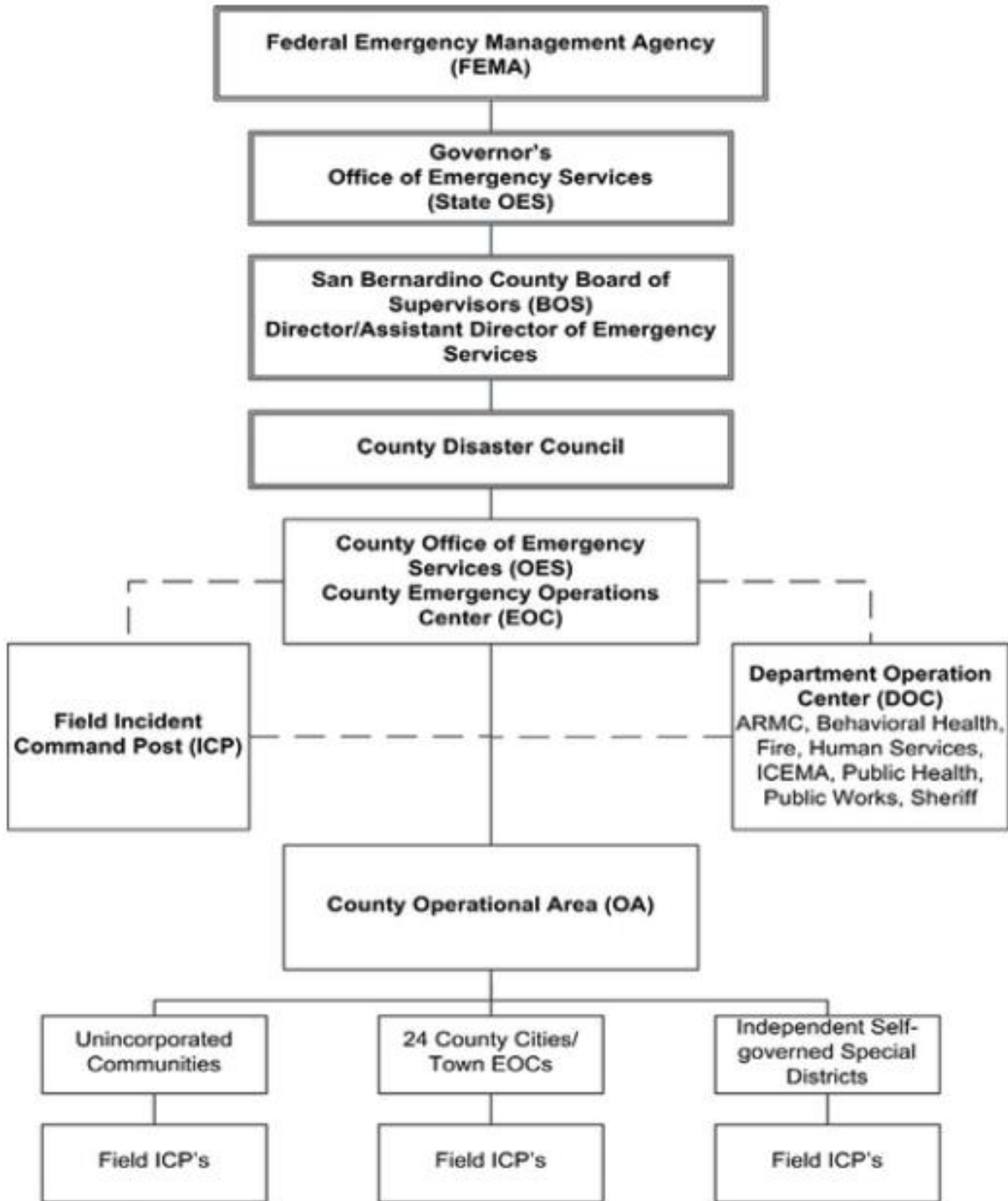
Regional OES Level

The regional level manages and coordinates information and resources among operational areas within the mutual aid regions, and also between the operational areas (OA) and the state level. The regional-level coordinates overall state agency support, providing more effective application of mutual aid and other emergency-related activities. Cal OES has divided California into three Administrative Regions—Inland, Coastal, and Southern. These regions are further divided into six mutual aid regions.

State Level

The state-level manages state resources and coordinates mutual aid among the mutual aid regions and between the regional and state levels. The state level also serves as the coordination and communication link between the state and the federal disaster response system.

Federal Level

The Federal Emergency Management Agency (FEMA) within the Department of Homeland Security serves as the main federal government contact during disasters and national security emergencies. Federal disaster assistance is organized under the Emergency Support Function (ESF) Concept as defined in the National Response Framework. Contact with FEMA and other federal agencies is received through the Operational Areas during the response phase. During the recovery phase, FEMA and other federal agencies provide direct contact with San Bernardino County.

Private Sector

Private sector organizations play a crucial role before, during, and after an emergency. Their primary responsibility is to ensure the safety and well-being of their employees in the workplace. Additionally, seamless collaboration between the County and business is essential, especially with those providing vital services such as water, power, communication networks, transportation, medical care, and security—services that are critical to both response and recovery efforts.

Non-Governmental Organizations

Non-governmental Organizations (NGOs) play critical roles before, during, and after an emergency. In the County, NGOs such as the American Red Cross (ARC) are essential in providing shelter, emergency food supplies, counseling, and other vital services that support response efforts and aid in the recovery of disaster victims. NGOs collaborate with responders, government agencies at all levels, and other organizations to ensure a coordinated and effective response.

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Individuals and Households

While individuals and households are not formally integrated into the County's emergency operations, they play a vital role in the broader emergency management strategy. Community members contribute by:

- Reducing hazards in their homes

- Preparing emergency supply kits and household emergency plans

- Closely monitoring emergency communications

- Volunteering with established organizations

- Enrolling in emergency response training courses

Standardized Emergency Management System Functions/ Incident Command Structure

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

Figure 20: SEMS Functions/Standard Incident Command System (ICS) Structure
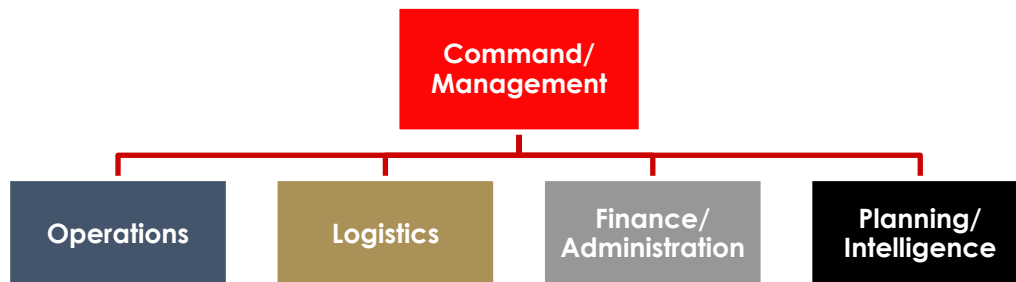
Command/Management

Command: Responsible for directing, ordering, and controlling resources at the field response level, the key principle in emergency planning is to establish command and tactical control at the lowest effective level within the organization. Within the SEMS/ICS, the Incident Commander (IC), guided by the policy direction and authority of the responding agency, sets the objectives and approves the strategies and tactics to achieve them.

The IC is accountable to a higher authority, which may vary depending on the size and scope of the incident. This higher authority could be the next level in the organizational hierarchy, up to the agency or department executive. This chain of command ensures an operational link with policy executives, who are typically based in the Department Operations Center (DOC) or Emergency Operations Center (EOC) when activated.

Management: Responsible for overseeing emergency policy and coordination at the SEMS DOC level, the DOC functions as a central hub where various departments or divisions coordinate information collection, evaluation, priority setting, and resource management. Within the DOC, the primary management responsibilities include:

- Facilitating interdepartmental coordination and executive decision-making to support incident response.

- Implementing policies established by departmental leadership.

- Supporting the activities of the Multiagency Coordination (MAC) Group.

Operations

The Operations Section is responsible for coordinating and supporting all jurisdictional activities in response to the emergency by implementing the organizational level's Action Plans (AP).

- At the Field level, the Operations Section Chief oversees the coordinated tactical response, ensuring it aligns with the objectives outlined in the Incident Action Plan (IAP).

- In the DOC, the Operations Section Coordinator manages functional coordinators, facilitating the exchange of information and decision-making for discipline-specific operations.

Logistics

The Logistics Section is responsible for supplying facilities, services, personnel, equipment, and materials to support the emergency response. To ensure proper control and accountability, all resource requests are managed through the Logistics Section. Depending on the needs of the situation, Unit Leaders may be appointed to handle specific areas such as communications, information systems, transportation, food, personnel, and facilities.

Finance/Administration

The Finance and Administration Section is responsible for managing all financial and cost analysis activities during the emergency, as well as handling any administrative tasks not covered by other functions. Unit Leaders in this section may be appointed as needed to track time for the incident or DOC personnel and hired equipment, oversee procurement activities, process claims, and monitor costs.

Planning/Intelligence (County Level Only)

The Planning and Intelligence Section is responsible for collecting, evaluating, and disseminating operational information related to the incident, which is essential for preparing and documenting the Incident Action Plan (IAP) at the Field Level or the Action Plan (AP) at the EOC level. This section also manages information within the EOC. Unit Leaders may be appointed as needed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, maintain documentation, conduct advance planning, manage technical specialists, and coordinate demobilization.

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

Figure 21: Field and EOC Functions

SEMS/ICS Function	Field Response Level	DOCs At Other SEMS/ICS Levels
Command/ Management	Command is responsible for the directing, ordering, and/or controlling of resources.	DOC Management focuses on facilitating overall agency policy, coordinating with other departments, and supporting the broader incident management efforts of the County.
Operations	The coordinated tactical response at the field level focuses on executing operations as per the Incident Action Plan (IAP).	The DOC supports the agency's operations, ensuring alignment with the County EOC (Emergency Operations Center) Action Plan, and providing support as needed.
Logistics	Focused on providing the necessary support to the field operations.	The DOC ensures that the necessary facilities, services, personnel, and equipment are available to support the agency's operations, coordinating with other agencies as required.
Finance/ Administration	Involves handling financial and administrative tasks directly related to the incident.	The DOC is responsible for managing the agency's administrative and fiscal aspects, ensuring proper coordination with the overall emergency response framework.
Planning/ Intelligence (County Level)	The collection, evaluation, documentation, and use of intelligence related to the incident.	Collecting, evaluating, and disseminating information and maintaining documentation relative to all jurisdiction activities.

SEMS/ICS Principles

The system's organizational structure adapts to any emergency or incident to which emergency response agencies would expect to respond. Components of ICS are:

- Common terminology

- Modular organization

- Unified command structure

- Consolidated action plans

- Manageable span-of-control

- Pre-designed incident facilities

- Comprehensive resource management

- Integrated communications

Together, these characteristics make SEMS/ICS a highly effective tool for managing emergencies of all types and sizes, providing a standardized approach that can be easily adjusted to meet the unique needs of each incident.

Modular Organization

SEMS/ICS is designed with a modular structure, meaning that it can be expanded or contracted based on the needs of the incident. The system is composed of various functional components or modules, such as operations, planning, logistics, finance, and administration. Each module can be activated as needed, allowing for tailored response to the specific demands of the incident.

Scalable

SEMS/ICS is scalable, meaning it can be adjusted in size to accommodate incidents of varying magnitudes. Whether dealing with a small, routine emergency or large-scale disaster, SEMS/ICS can expand or contract to fit the scope of the situation. This scalability ensures that the right number of resources and personnel are deployed without overwhelming the system or leaving gaps in response.

Hierarchy of Command and Span-of-Control

Each activated function will have a person in charge of it, but a supervisor may oversee more than one functional element. Every individual will have a supervisor, and each supervisor will generally be responsible for no more than seven employees, with the ideal span of control being three-to-five persons.

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Flexible

The flexibility of SEMS/ICS allows it to be used in any type of incident, regardless of cause, location, or complexity. The system is designed to be adaptable to changing conditions, allowing for quick reorganization as an incident evolves. This flexibility is crucial for effective incident management, ensuring that response efforts remain efficient and effective as the situation develops.

Unified Command

A Unified Command structure fosters a collaborative team effort, enabling all agencies with responsibilities for an incident to manage it by establishing a common set of objectives and strategies. In certain situations, multiple organizations may share response authority. The ICS offers the advantage of integrating various local, county, regional, state, and federal agencies into a unified organizational framework. This approach maximizes coordination of response activities and minimizes duplication of efforts.

Under Unified Command (UC), the Incident Commander (IC) role can be shared among several agencies and organizations that maintain jurisdiction. While UC members retain their original authority, they work together to resolve issues cooperatively, leading to a more efficient response and recovery process. In large incidents involving multiple jurisdictions or regional, state, and federal response partners, a Unified Command may replace a single organization IC. However, in smaller situations where additional personnel are not needed, the IC will directly manage all aspects of the incident.

California Emergency Organization

All resources are available within the State for disaster response and recovery phases and, together with the private sector, are collectively known as the California Emergency Organization, as shown in the following figure.

Figure 22: California Emergency Organization

SEMS LEVELS

State

Region

Operational Area

Local

Field

Governor

California Emergency Council

Governor's Cabinet

FEMA Federal Agencies

California Governor's Office of Emergency Services

Director of State Agencies

Cal OES Administrative Region

Mutual Aid Regions

State Agency Field Units: Regional and Local Offices

Operational Areas

Cities, Counties, and Other Local Jurisdictions

Incident Commander

Volunteer Organizations   Business   Individual

PRIVATE SECTOR RESOURCES

———————— Emergency Management Lines of Authority

———————— Emergency Resource Coordination/Support

-------------- Coordination per FEMA/Cal OES MOU Federal State Agreement

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Emergency Medical Services Organization

California Emergency Medical Services Authority (EMSA)

The California Emergency Medical Services Authority (EMSA) is charged with providing leadership in developing and implementing the California Emergency Medical Services (EMS) System and setting standards for the training and scope of practice of various levels of EMS professionals. EMSA is created through Division 2.5 of the Health and Safety Code (Sections 1797, 1798, and 1799) and is one of thirteen departments within California's Health and Human Services Agency.

State Disaster Coordination and Support

EMSA is responsible for promoting disaster medical preparedness throughout the state, and, when required, coordinating and supporting the state's medical response to major disasters.

EMSA provides medical resources to local governments in support of their disaster. These resources may include the identification, acquisition, and deployment of medical supplies and personnel from unaffected regions of the state to meet the needs of disaster victims. Response activities may also include arranging for evacuation of injured victims to hospitals in areas/regions not impacted by a disaster.

The EMSA works closely with the California Governor's Office of Emergency Services (Cal OES), California National Guard (CNG), California Department of Public Health (CDPH), and other local, state, and federal agencies to improve disaster preparedness and response. The EMSA also works closely with the private sector, including hospitals, ambulance companies, and medical supply vendors.

Responsibilities for disaster medical services preparedness and response include:

- Development and maintenance of disaster medical response plans, policies, and procedures, such as the California Public Health and Medical Emergency Operations Manual.

- Provide guidance and technical assistance to local EMS agencies (LEMSAs), county health departments, and hospitals to develop local disaster medical plans, policies, and procedures.

- **Ambulance Strike Teams (AST):** Protocols are established for Ambulance Strike Team (AST) responders and AST unit leaders. CONFIRE EMS Division will participate in the Ambulance Strike Team (AST) program and must ensure that AST responders and AST unit leaders have been appropriately trained and approved by ICEMA.

  - The California Emergency Medical Services Authority Ambulance Strike Team (AST)/Medical Task Force (MTF) System Manual (2021) is used as a resource and reference to support the County MH/MHOAC function. However, the actual role belongs to San Bernardino County/ICEMA with support from CONFIRE EMS Division.

- **California Medical Assistance Team (CAL-MATs):** Enhancement of State and local disaster medical response capabilities through the development of civilian disaster medical response teams, known as California Medical Assistance Team (CAL-MATs), response management teams, disaster medical communications systems, and a statewide medical mutual aid system.

  - **Federal DMAT**: A Federal Disaster Medical Assistance Team (DMAT) offers emergency medical support and supplements local medical services during disasters. DMATs deploy as a unit of approximately 35–50 professionals to deliver medical care to those affected by the disaster. They provide critical medical assistance at the disaster site, triage and treat victims at casualty collection points, and offer care at staging and reception areas.

California Medical and Health Operational Area Coordinator (MHOAC)

The Medical and Health Operational Area Coordinator (MHOAC), authorized by the California Health and Safety Code Section 1797.153 with the designated person(s) filling the MHOAC Position, operates as a key figure in California's emergency management and public health system. The MHOAC plays a critical role in coordinating medical and health resources during emergencies. San Bernardino County is part of the Region VI MHOAC System.

California MHOAC Program

The MHOAC Program is responsible for planning and facilitating the strategic deployment of necessary emergency medical and health resources. This program involves coordinating resources within and outside the operational area (OA) and sharing information among healthcare entities through situation reporting as needed.

The California Health and Safety Code (1797.153) directs the MHOAC program to:

- Recommend to the operational area coordinator of the Office of Emergency Services (OES) a medical and health disaster plan for providing medical and health mutual aid within the OA.

- Include preparedness, response, recovery, and mitigation functions consistent with the State Emergency Plan, as established under Sections 8559 and 8560 of the Government Code.

- Develop, at a minimum, a medical and health disaster plan, policy, and procedures with its partners that include all of the following 17 functions.

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Figure 23: MHOAC 17 Functions and Assigned Agency[26]

Please note: The assigned agency for each function may differ based upon individual organizational structure.	Agencies			
MHOAC Function	**LEMSA**	**Public Health**	**Environmental Health**	**Behavioral/ Mental Health**
1. Assessment of immediate medical needs	X	X	X	X
2. Coordination of disaster medical and health resources	X	X	X	X
3. Coordination of patient distribution and medical evaluations	X			
4. Coordination with inpatient and emergency care providers	X			
5. Coordination of out-of-hospital medical care providers	X	X		
6. Coordination and integration with fire agency personnel, resources, and emergency fire pre-hospital medical services	X			
7. Coordination of providers of non-fire-based pre-hospital emergency medical services	X			
8. Coordination of the establishment of temporary field treatment sites	X			
9. Health surveillance and epidemiological analyses of community health status		X		
10. Assurance of food safety		X	X	
11. Management of exposure to hazardous agents	X		X	
12. Provision or coordination of Behavioral/Mental Health services				X
13. Provision of medical and health public information and protective action recommendations	X	X	X	X
14. Provision or coordination of vector control services		X	X	
15. Assurance of drinking water safety		X	X	
16. Assurance of the safe management of liquid, solid, and hazardous waste			X	
17. Investigation and control of communicable disease		X		

Provided by the California Public Health and Medical Emergency Operations Manual (EOM) Working Group

AP TRITON

131

California Medical and Health Operational Area Coordinator (MHOAC) Program Manual
The California Department of Public Health and Medical Emergency Operations Manual provides a tool that assists local Medical Health Operations Area Coordinator (MHOAC) programs to efficiently and effectively respond to a wide variety of emergencies and disasters. The manual includes operational checklists, policies, and other matrices that are consistent with the California Public Health and Medical Emergency Operations Manual (EOM).

San Bernardino County Medical and Health Operational Area Coordinator (MHOAC)
The County Operational Area has a Program Manual and Memorandum of Understanding (MOU), identifying ICEMA as the lead agency in fulfilling the MHOAC role. The San Bernardino County Medical and Health Operational Area Coordinator (MHOAC) Program Manual details the areas of responsibilities of the Operational Area MHOAC as integrated with other local agencies and state resources.

- Office of Emergency Services (OES)

- Department of Public Health (DPH)

- Department of Behavioral Health (DBH)

- Fire Departments

- 911 Call Centers

- Regional Disaster Medical and Health Coordinator (RDMHC)

- Regional Disaster Medical and Health Specialist (RDMHS)

- Regional Office of the Governor's Office of Emergency Services (Cal-OES)

CONFIRE EMS Division

CONFIRE EMS Division was established to provide a holistic approach to emergency medicine. The approach incorporates access to a state-of-the-art Command and Control center featuring Emergency Medical Protocol Dispatching (EMD) and Emergency Communications Nurse Systems (ECNS), ensuring the right medical resources are dispatched to an emergency.

The following fire departments or cities are part of the CONFIRE EMS Division:

- Apple Valley Fire Protection District

- Chino Valley Independent Fire District

- Colton Fire Department

- Loma Linda Fire Department

- Montclair Fire Department

- Ontario Fire Department

- Rancho Cucamonga Fire District

- Redlands Fire Department

- Rialto Fire Department

- San Bernardino County Fire District

- Victorville Fire Department

- City of Yucaipa

CONFIRE EMS Division retained Priority Ambulance, the nation's second-largest ambulance provider, to begin a public-private alliance model, assisting CONFIRE EMS Division with the management of the ambulance transportation for a large portion of San Bernardino County, collectively identified as a Comprehensive Service Area.

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Organizational Structure of CONFIRE Divisions

The following figure shows the CONFIRE Division Organizational Chart for all divisions.

Figure 24: CONFIRE Division Organizational Chart
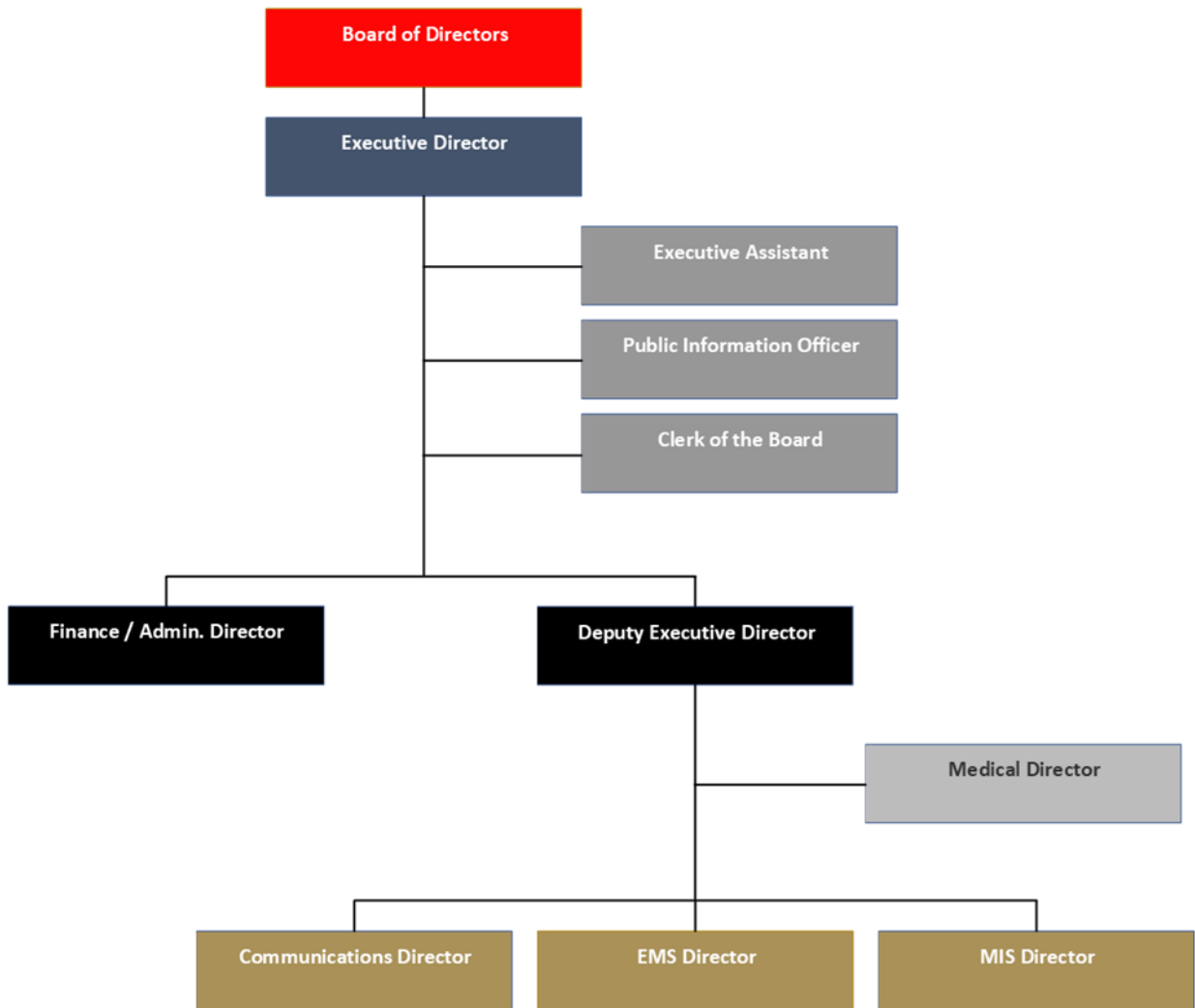
Ambulance Deployment Requirements

CONFIRE EMS Division is responsible for deploying and monitoring ambulances throughout the comprehensive service area. Complex ambulance demand analysis and deployment models that consider normal, surge, and disaster operations are implemented.

Complex ambulance demand and deployment analysis, as referenced in the CONFIRE Ambulance System Status Plan (SSP), will consider daily operational requirements as well as periods of unusually high call volume and surge events up to and including disasters, large fires, a pandemic, or high flu season.

Staffing

During normal operations, staffing will be distributed between three divisions—West Valley, East Valley, and High Desert. Staffing will be divided between Priority Ambulance and Fire Department staffing, with a total of 468 personnel available systemwide.

The following figure shows the total global ambulance staffing for the CONFIRE EMS Division.

Figure 25: Total Global Staffing for the CONFIRE EMS Division

CONFIRE EMS AMBULANCE STAFFING DETAILS

PRIORITY PROVIDED STAFFING

High Desert			West Valley			East Valley			TOTALS	
Staffing			Staffing			Staffing			Staffing	
EMT FTE's	42		EMT FTE's	102		EMT FTE's	116		EMT FTE's	260
Medic FTE's	34		Medic FTE's	32		Medic FTE's	50		Medic FTE's	116
CC Medic FTE's	2		CC Medic FTE's	2		CC Medic FTE's	3		CC Medic FTE's	7
CC RN	1		CC RN	1		CC RN	1		CC RN	3
CC EMT	3		CC EMT	3		CC EMT	4		CC EMT	10
Total	82			140			174		PRIORITY TOTAL	396

FD PROVIDED STAFFING

EMT FTE	3		EMT FTE	24		EMT FTE	9		EMT FTE	36
Medic FTE	3		Medic FTE	24		Medic FTE	9		Medic FTE	36
Total	6		Total	48		Total	18		FD TOTAL	72

AMBULANCE GLOBAL STAFFING ALL DEPARTMENTS

High Desert			West Valley			East Valley			Global Total Staffing	
Staffing			Staffing			Staffing			Staffing	
EMT FTE's	45		EMT FTE's	126		EMT FTE's	125		EMT FTE's	296
Medic FTE's	37		Medic FTE's	56		Medic FTE's	59		Medic FTE's	152
CC Medic FTE's	2		CC Medic FTE's	2		CC Medic FTE's	3		CC Medic FTE's	7
CC RN	1		CC RN	1		CC RN	1		CC RN	3
CC EMT	3		CC EMT	3		CC EMT	4		CC EMT	10
Total	88		Total	188		Total	192		ALL TOTAL	468

** This summary still includes the 6 FTE's from Chino FD for Station 62 that will not be deployed. It should be anticipated that a minimum of 4 FTE's will be added into the Priority staffing requirements (2 EMTs and 2 Medics) that fill 12 hours / day 7 days per week, or 84 UHs / week. This summary also includes 7 FTE's for CCEMTP that have not officially been approved by ICEMA yet. It should be anticipated that these 7 FTEs will be CCRN positions.

Ambulance Deployment—Normal Operations

The CONFIRE EMS Division has systems and ambulance coordinators in the Command Center who are responsible for deploying and monitoring ambulances through the Comprehensive Service Area. Complex ambulance demand analysis and deployment models that consider normal, surge, and disaster operations are implemented.

CONFIRE EMS Division response time obligations for normal operations are performance-based.

- An initial minimum of 10,371 unit hours per week, averaging 1,482 unit hours per day.
  - Deployment of 93 peak ambulances, including Advanced Life Support (ALS), Basic Life Support (BLS), Interfacility Transport (IFT), and Critical Care Transport (CCT), and a low 30 ambulances for all 911 emergency, interfacility, and CCT responses.

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- CONFIRE EMS Division is responsible for deploying and increasing the initial minimum number of ambulances to achieve the response time requirements for ambulance service requests within the Comprehensive Service Area.

The following figure shows the total units available and the staffing model requirements for each unit.

Figure 26: The CONFIRE EMS Division Unit Deployment Requirements

	West Valley	East Valley	High Desert	Total
Supv (ALS) – 1 Paramedic	2	2	1	5
QRV (ALS) – 1 Paramedic	4	4	2	10
ALS – 1 Paramedic & 1 EMT	27	25	17	69
BLS – 2 EMTs	20	16	0	36
CCT/Bariatric CCT – EMT & RT or CCT RN Bariatric – 1 PM & 1 EMT	4	4	3	11
Kais/LLU PICU – 2 EMTs (Hosp. provides Specialty Staff)	0	8	0	8
CONFIRE EMS Division 24 Units 1 Paramedic & 1 EMT	0	1	2	3
FD Based (24 plus Surge) 1 Paramedic & 1 EMT	13	8	2	23
Total	**70**	**68**	**27**	**165**

The following figure shows the number of response units staffed per day and hour.

Figure 27: Response Units Staffed by Day and Hour (2024)

Day/Hour	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Monday	52	49	44	40	37	38	42	48	54	62	67	70	74	81	85	84	83	83	80	76	72	67	61	55
Tuesday	50	46	42	38	34	37	45	53	60	66	73	76	80	87	92	90	86	84	81	77	74	69	62	55
Wednesday	50	45	42	38	34	40	46	52	60	66	73	76	81	87	91	89	85	84	81	77	74	67	60	53
Thursday	49	43	40	36	32	37	44	52	60	66	73	76	80	85	88	86	82	80	76	74	71	65	58	53
Friday	49	43	40	38	34	40	45	52	59	67	73	76	79	83	88	84	83	81	79	77	75	71	66	61
Saturday	55	50	45	43	39	39	40	45	50	57	61	65	68	71	74	74	75	75	75	74	70	67	64	60
Sunday	55	50	45	42	38	39	41	46	50	57	61	64	68	74	76	72	74	76	75	73	69	67	63	57

Surge Staffing Model

The surge or disaster staffing adds 33% of staffing or units to the number in Figure 27. A unit must be staffed with the proper staffing model to allow for a response from that unit.

Emergency Workforce Recall

The CONFIRE EMS Division employs an application-based system for employee and disaster-related recall procedures. The CONFIRE IT Division department sends messages to all employees through Paycom's scheduler section. Individuals with schedule access can send messages to select employees or the entire workforce. These messages are delivered via email and push notifications if the employee has installed the mobile app. SMS functionality is currently being developed and will be added as a future enhancement to the emergency workforce recall system. In the meantime, Paycom will continue to serve as the scheduling platform.

Incident Response Protocols

Response and Transport Exceptions and Limitations

Response exceptions and limitations include:

- The CONFIRE EMS Division has an obligation to respond to all emergency medical requests in the Comprehensive Service Area and provide at-scene care and ambulance transport in accordance with ICEMA Policy and Procedures, except for mutual aid requests.

- Pursuant to the California Health and Safety Code, including Sections 1798.6(a) and 1797.220, ICEMA delegates to CONFIRE EMS Division's first arriving ALS response unit the authority and responsibility to function as the authority for patient health care management at the scene of the emergency, unless an ALS fire agency provider with jurisdiction for that area is on the scene.

- CONFIRE EMS Division is authorized to use the following alternative modes to provide improved ALS access at the scene of an emergency in accordance with ICEMA approval; "Rapid Resource Vehicles" (RRV), bicycle paramedics, water rescue boats, and off-road vehicles to support and improve ALS access in remote areas, special events, and challenging response areas.

Vehicle and Equipment Inventory

Disaster Response Vehicle

CONFIRE EMS Division has contracted with the California Emergency Medical Services Authority (EMSA) to house, maintain, manage, and staff the EMSA state-issued Disaster Medical Support Unit (DMSU). Deployment of the DMSU will occur when requested by the ICEMA Administrator or the Medical Health Operational Area Coordinator (MHOAC) via the MHOAC/Regional Disaster Medical Health Specialist (RDMHS) mutual assistance system.

- The vehicle is not to be in routine, day-to-day operations and shall be fully stocked at all times and kept in good working order.

- The DMSU shall be available for emergency response to a disaster site or designated location. This vehicle may carry EMS personnel and equipment to a disaster site.

- CONFIRE EMS Division shall be required to participate in any ICEMA-approved disaster drill in which the County disaster plan/multi-casualty incident plan is exercised.

Air Ambulance Service

San Bernardino County does not expect the CONFIRE EMS Division to provide air ambulance services and reserves the right to enter into separate transport agreements with air ambulance providers.

Personal Protective Equipment

Personal Protective Equipment (PPE) shall be provided by the CONFIRE EMS Division for all field personnel, consistent with the standards of Emergency Medical Services Authority (EMSA) Guideline 216: Minimum PPE for Ambulance Personnel in California, as well as all other applicable State and Federal requirements.

Concept of Operations

The Department of Operations Center (DOC) plays a pivotal role in coordinating emergency responses within San Bernardino County. As the operational hub, the DOC ensures seamless communication, resource allocation, and strategic decision-making across all levels of government and partnering organizations. This section outlines the Concept of Operations (CONOPS) framework, which guides the DOC's actions to ensure a rapid, effective, and unified response to a wide range of emergencies, from natural disasters to complex, multi-agency incidents. By adhering to established protocols and leveraging inter-agency collaboration, the DOC works to mitigate impacts and protect lives and property in times of crisis.

Emergency Management Phases

The five phases of emergency management provide a structured approach to minimizing the impact of disasters and ensuring a swift recovery, encompassing mitigation, preparedness, response, recovery, and prevention. The following figure shows the five phases of emergency management.

Figure 28: Five Phases of Emergency Management

Phase 1: Prevention

Prevention focuses on preventing hazards from occurring, whether they are natural, technological, or caused by humans. Not all hazards are preventable, but the risk of loss of life and injury can be reduced or eliminated with good evacuation plans, environmental planning, and design standards. (Hierarchy of Risk Reduction)

Phase 2: Mitigation

Mitigation is a community's effort to reduce loss of life and property by reducing the impact of disasters and emergencies. Corrective measures and actions can be taken to prevent or reduce an emergency or lessen the damaging effects of unavoidable emergencies. Building codes and zoning requirements, creating defensible space to protect homes from wildfire, and strengthening levies and dams are examples of mitigation efforts.

Phase 3: Preparedness

Preparedness involves the development of operational capabilities and effective responses to disasters. Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action, cultivating operational redundancies and community resilience. Training and exercising plans are the cornerstone of preparedness and developing and increasing response capabilities are crucial for emergency response.

Phase 4: Response

Response is the actual delivery of emergency services during an emergency or disaster. These actions benefit the community, reducing casualties, property damage, and environmental effects. Response activities include warning and alerting, evacuation, fire response, emergency rescue and medical care, and other similar operations.

Phase 5: Recovery

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations, which span both short- and long-term processes. Recovery involves restoring critical community functions and stabilizing the area to return to normalcy, beginning immediately after the threat to human life subsides. Key recovery actions include debris cleanup, repairing infrastructure, and sustaining mass care for affected populations. This phase also presents an opportunity to implement mitigation measures and reassess the All-Hazards Plan for improvements. Resources may be available to upgrade damaged areas if it can be demonstrated that such enhancements will reduce the risk or impact of future disasters.

Situational Awareness

Situational awareness education focuses on contributing to the whole community approach to include this concept at the CONFIRE EMS Division Department Operations Center (DOC) level and the public. Situational awareness is the ability to identify, process, and comprehend critical information about an incident. More simply, it is knowing what is going on around you. Situational Awareness requires continuous monitoring of relevant sources of information regarding actual incidents and developing hazards.

- A common core function of DOCs and EOCs is gaining, maintaining, and sharing Situational Awareness and developing a Situation Picture (SitPic) that is shared between ICS, EOC, DOC, MAC Group, and JIS participants in the incident.

In the early stages of activation, the DOC will obtain Situational Awareness. This The operational area has a memorandum of understanding in place that defines roles and responsibilities, as well as jurisdictional authority, in an emergency. Using multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency response activities.

- Situational awareness is important because accurate, timely information will enable more informed, effective decision-making.

See Something Say Something® #SeeSayDay

As part of situational awareness, the Department of Homeland Security's *See Something, Say Something* Campaign is a familiar slogan. Our nation remains in a heightened threat environment as events in our country have unfolded and so tragically demonstrated. The public can play an important role by being aware of their surroundings and by reporting suspicious activity to local authorities. September 25th is National "If You See Something, Say Something® Awareness Day.

Emergency Proclamations

For those directly impacted, every disaster is catastrophic and justifies an "*emergency proclamation*." However, various types of governmental disaster proclamations or declarations can be issued independently. The California Emergency Services Act outlines three types of emergency proclamations in the state:

- Local Emergency Proclamation

- Governor's Proclamation of State of Emergency

- State of War Emergency

These emergency proclamations expand the emergency powers and authorities of the state and its political subdivisions, enabling unaffected areas to provide resources and assistance to those affected. While these proclamations help facilitate the flow of resources and support to affected areas and local governments, they are not required to render mutual aid, request assistance from the American Red Cross (ARC), or disaster loan programs offered by the U.S. Small Business Administration (SBA) or the U.S. Department of Agriculture (USDA).

Local Emergency Proclamation

A local governing body or authorized official can declare a local emergency under the California Emergency Services Act when a disaster or extreme peril endangers public safety within a County, City, or similar jurisdiction. These declarations are completed when conditions exceed local resources and require outside assistance or in cases of severe energy shortages.

Emergency Powers Granted:

- Issue and suspend local orders for public safety.

- Acquire or commandeer supplies and equipment.

- Conduct emergency responses with legal immunity.

Authority to Declare:

- The Board of Supervisors, if in session.

- The Director of Emergency Services/Chief Administrative Officer, if the Board is not in session.

- The Board must ratify the emergency proclamation within seven days if made when they are not in session.

Notification Process:

- The local governing body drafts and signs the proclamation.

- Notify the Operational Area (OA) and provide a copy.

- OA informs Cal OES, which notifies its Director and maintains communication with local authorities.

Deadlines:

- **Issuance:** Within 10 days of the disaster, if requesting assistance.

- **Ratification:** Must be done within seven days by the governing body if declared by an official.

- **Renewal:** Reviewed every 30 days until the emergency ends.

- **Termination:** Ends as soon as conditions allow or when the State ends its proclamation.

Request for the Governor to Proclaim a State of Emergency

In the event that emergency conditions exceed or have the potential to exceed local resources and capabilities, local governments in California can request state assistance under the California Emergency Services Act (ESA). Additionally, local governments may seek cost reimbursement for disaster-related expenses through the California Disaster Assistance Act (CDAA).

If the situation warrants, the County's Board of Supervisors may petition the Governor to proclaim a State of Emergency for San Bernardino County. This petition typically includes a resolution requesting the proclamation, an Initial Damage Estimate (IDE) report detailing the severity and extent of the damage, and a summary of county resources committed to disaster mitigation. The IDE report is critical in assessing the need for state or federal assistance and is reviewed by the California Governor's Office of Emergency Services (Cal OES). If the situation is of significant magnitude, Cal OES may conduct a State Pre-Assessment and, if necessary, coordinate a joint Preliminary Damage Assessment (PDA) with federal partners to determine if federal assistance is required.

The Governor's decision to declare a State of Emergency is based on various factors, including the jurisdiction's ability to respond and recover, the extent of the damage, the potential needs of the affected areas, and the availability of local resources. Once a State of Emergency is declared, the Governor is granted broad powers, including the ability to suspend state regulations, commandeer private property, and issue necessary orders to manage the situation effectively. If the situation is severe enough, the Board of Supervisors may request the Governor to seek a Presidential Declaration of a Federal Emergency, which must be done within 10 days of the event.

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In the absence of a Presidential Declaration, local Operational Areas have other short-term recovery options, such as the California Natural Disaster Assistance Act and the Corps of Engineers Emergency Authorities under Public Law 84-99, which provides flood-fighting assistance when local resources are exhausted. Requests for assistance from the Corps of Engineers are coordinated through the County's Public Works Group and processed through the County's Office of Emergency Services to the State's Regional Emergency Operations Center at Los Alamitos. This structured approach ensures that emergencies are managed effectively, with the appropriate level of state and federal support.

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

State of War Emergency
In addition to declaring a State of Emergency, the Governor can proclaim a State of War Emergency if California or the nation is attacked by an enemy of the United States or if California receives a warning from the federal government that such an attack is likely or imminent. The powers granted to the Governor under a State of War Emergency are equivalent to those granted during a State of Emergency.

Presidential Declaration
If a situation exceeds the capacity of local and state governments to handle it effectively, the Governor will seek federal assistance. The Federal Emergency Management Agency (FEMA) reviews the request and advises the White House based on the disaster's specifics, the local community, and the state's recovery capabilities. The President then either approves the request for federal disaster funding or FEMA informs the governor if it has been denied. The time frame for this decision can vary from a few hours to several weeks, depending on the nature of the disaster. Once a Presidential Declaration is made, federal assistance becomes available to support state and local governments in addressing both public and private sector damage and losses.

Declaration of an Emergency:

- Facilitates response efforts by federal, state, and local governments; authorizes federal agencies to provide essential assistance such as debris removal, temporary housing, and the distribution of medicine, food, and other necessary supplies.

- The Governor must request federal emergency assistance on behalf of the local government within 5 days of recognizing the need, but no later than 30 days after the incident occurs, as outlined in Title 44 of the Code of Federal Regulations (44 CFR) section 206.35(a).

- Required documentation includes a Local Emergency Proclamation, an Initial Damage Estimate (IDE) prepared in "Cal EOC," a request from the County, the Governor's Proclamation, certification by the Governor that an effective response is beyond the state's capabilities, confirmation that the Governor has implemented the state's emergency plan, details of state and local efforts, and identification of the specific type and extent of federal emergency assistance needed.

Declaration of a Major Disaster:

- Facilitates response and recovery efforts by federal, state, and local governments, along with disaster relief organizations; authorizes the activation of certain or all federal recovery programs, including public assistance, individual assistance, and hazard mitigation.

- The Governor must request a federal declaration of a major disaster within 30 days of the incident, as specified in 44 CFR section 206.36(a).

- Required documentation includes all previously mentioned information, along with a Governor's Proclamation, certification that the state's response capabilities are insufficient, confirmation that the state's emergency plan has been executed, and identification of the specific type and extent of federal aid needed.

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146

Figure 29: San Bernardino County Flow Chart for Proclamation/Declaration Sequence[27]

147
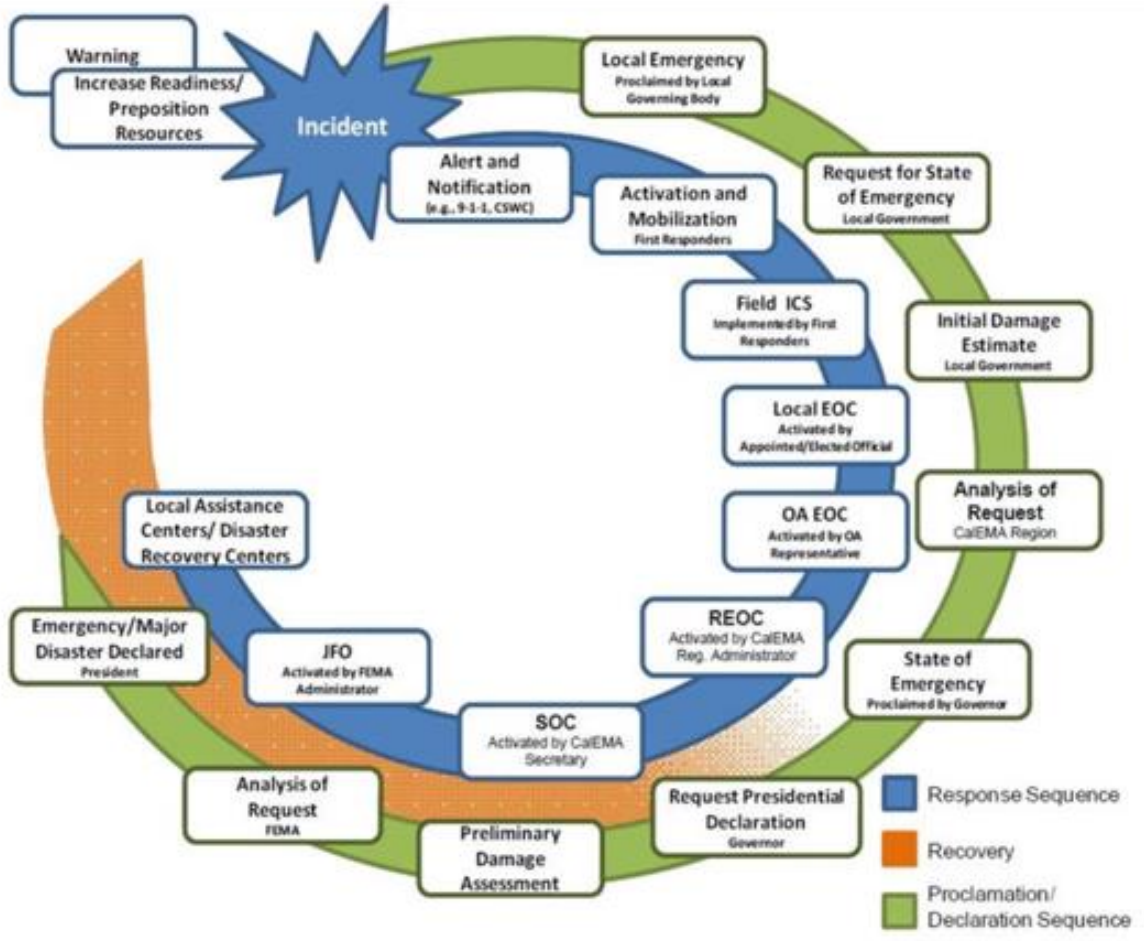
Action Planning

Action plans are a crucial element of the Standardized Emergency Management System (SEMS) at all operational levels. For any incident affecting the County that requires support from the CONFIRE EMS Division, two kinds of action plans will be issued—an Incident Action Plan (IAP) generated at the field level and an EOC Action Plan (EAP) generated by an Emergency Operations Center (EOC). The purpose and components of these Action Plans are explained here for training purposes only.

During disaster operations, incident management personnel utilize the ICS/SEMS incident action planning process to develop these plans, ensuring unity of effort through a structured approach. These action plans not only provide clear direction but also establish a framework for measuring the achievement of objectives and the overall performance of the system. The Incident Action Plan (IAP) is a written document that outlines the objectives for managing the incident and addresses the operational priorities at the field response level. Action planning is an important management tool that involves:

- Specifies incident priorities and objectives for emergency response or recovery efforts.

- Documenting these priorities and objectives in ICS forms that outline activities to be completed, and tasks, resources, and personnel assignments needed to achieve them.

    - Provide work assignments delineated by division and group
    - Covers a specified timeframe, called an operational period
    - Delineates operational facilities and reporting locations for plan execution
    - Includes organizational charts, contact information, and medical safety and communication plans.

- Initially, the action plan should be organized by community lifeline stabilization priorities, and then the priority should shift to recovery outcome priorities as the lifelines stabilize.

- Serving as a record of the incident.

The following figure shows the Planning "P" for each phase of the operational period.

Figure 30: Incident Planning Process[28]
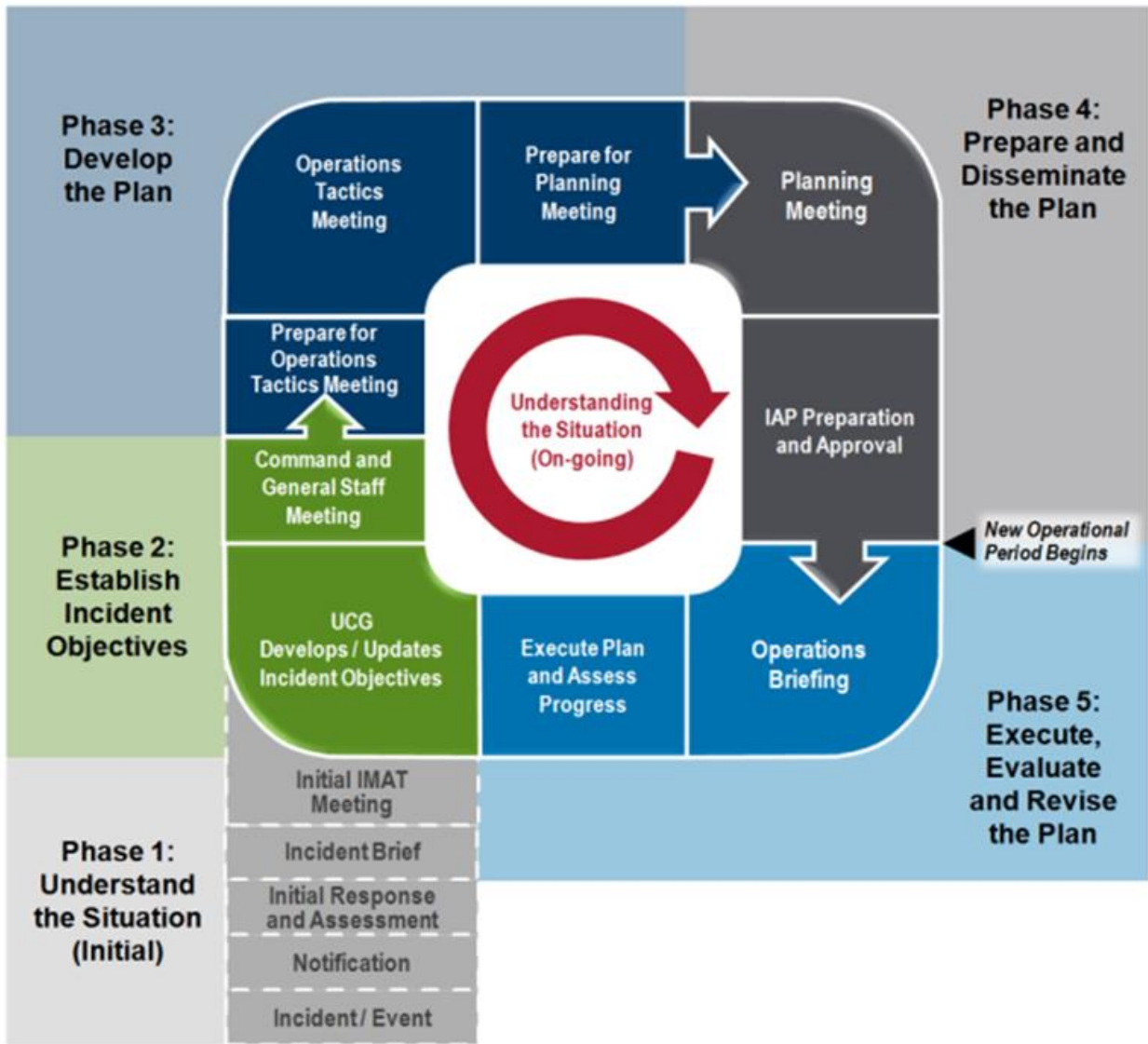
Operational Period

The operational period, or O-Period, is a timeframe designated to execute a specific set of actions. For the most part, during the response phase, the operational period includes 12–24 hours. An operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable timeframe is then established for accomplishing those actions. As the response phase transitions into the recovery phase, the operational period can expand to 24–96 hours or longer.

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ICS Forms

ICS Forms are used for both plans and are required for each operational period. An IAP can be verbal or written; an EAP must be written. Written plans are recommended for:

- Any multi-agency and multi-jurisdictional incident

- Complex incidents

- Long-term incidents with more than one operational period.

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

- **ICS 200-Incident Action Plan Cover Page**: Indicates the incident name, plan operational period, date prepared, approvals, and attachments.

- **ICS 201-Incident Briefing:** Provides the Incident Command/Unified Command and General Staff with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.

- **ICS 202-Incident Objectives:** Describes the basic strategy and objectives for use during each operational period.

- **ICS 203-Organization Assignment List:** Provides information on the response organization and personnel staffing.

- **ICS 205-Incident Communications Plan:** Provides, in one location, information on the assignments for all communications equipment for each operational period. The plan is a summary of information.

- **ICS 209-Incident Status Summary:** Summarizes incident information for staff members and external parties and provides information to the Public Information Officer for preparation of media releases.

- **ICS 211-Check-In/Out List:** Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.

- **ICS 213-General Message**: This form can be used by:

  - Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients.

  - EOC and other incident personnel to transmit messages via radio or telephone to the addressee.

  - Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.

- **ICS 214-Unit Log:** Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.

- **ICS 215-Operational Planning Worksheet**: Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident.

EOC Action Plan (EAP)

To ensure the organization progresses in a unified direction, it is essential to have a clear understanding of the objectives, the established timeline, and how the efforts of individual units contribute to the organization's overall goals. The action planning process plays a critical role in identifying organizational objectives and priorities, ensuring that the entire organization operates as a cohesive and coordinated entity.

County EOC staff responsibilities for the EAP include:

- The EOC Director is responsible for the overall accomplishment of the EAP, ensuring the Plan is consistent with agency policy and direction and supports the EOC's overall priorities.

- The Planning/Intelligence Section is responsible for facilitating the Action Planning process and meetings.

- Situation Analysis Unit Coordinator gathers information from each section chief and develops the action plan for the operational period.

Current Field Information and ICS Forms

CONFIRE EMS Division shall provide current field information to the appropriate ICEMA staff in a format as specified and approved by the ICEMA Administrator. Field information shall be communicated to ICEMA staff during multi-casualty, disaster response, hazardous materials incidents, and other unusual occurrences as specified.

In support of ICEMA and the County Plans and reimbursement purposes, disaster incidents should be documented through an ICS 214 – Unit Log Form. The form should be completed for each unit and for each operational period.

Deactivation

The CONFIRE EMS Division Executive Director will continually assess disaster response and coordination activities, and the continued restoration of community services to normal, pre-disaster conditions. The Executive Director will consult with the EMS Director and other Command Staff to determine the appropriate time to reduce DOC functions and/or deactivate the entire DOC.

Responsibilities include, but are not limited to:

- Ensure that any open actions are completed or transferred to other DOC elements when a unit begins to demobilize.

- Ensure that all required forms, logs, and reports are completed.

- Return all checked-out equipment.

- Provide all documentation to the Section Coordinator prior to the unit's release.

- Inform the San Bernardino County MHHOAC and Medical/Health Branch of the San Bernardino County EOC (if activated) and other relevant agencies that the position is being demobilized.

- Participate in all scheduled debriefings and critiques.

- Be prepared to provide input to the After-Action Report.

Deactivation is a functional unit within the Operations Section responsible for assuring orderly, safe, and efficient demobilization of incident or DOC-assigned resources. Deactivation or out-processing of personnel and equipment may be conducted at a mobilization center, local staging, or the DOC.

Mutual Aid

California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)

The California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA) defines a statewide mutual aid system designed to provide support/resources to a jurisdiction when its own resources are overwhelmed or inadequate to manage an emergency. The mutual aid system is divided into three geographic administrative regions (Inland/Coastal/Southern) and six mutual aid regions (San Bernardino County is part of Region VI). The mutual aid and administrative regions are shown in the following figure.

Figure 31: Mutual Aid and Administration Regions for California
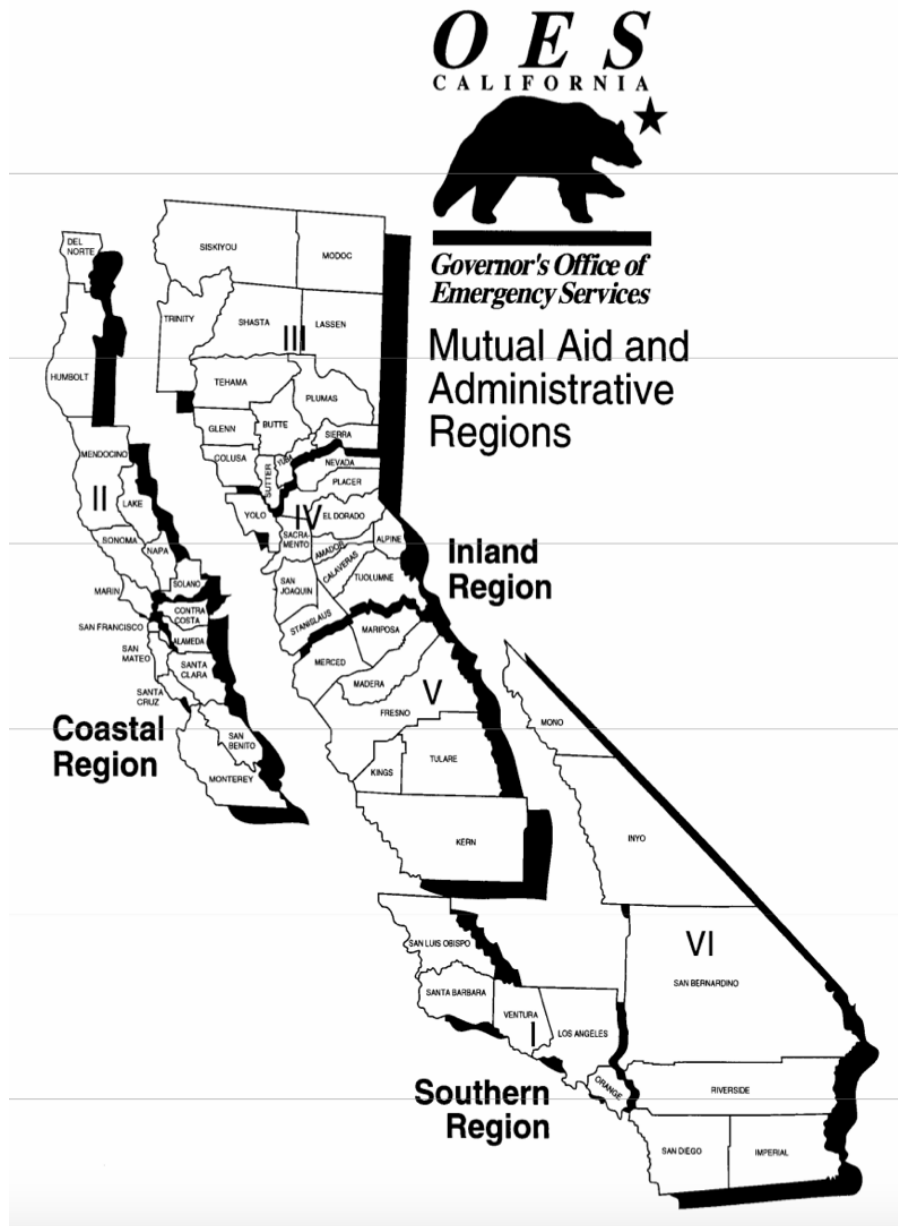
Mutual Aid Management

Emergency mutual aid response and recovery activities are coordinated by San Bernardino County Emergency Management.

- **Mutual Aid Request Outside of OA:** Requests for CONFIRE EMS Division resources outside of the operational area (e.g., ambulance strike team, individual ambulance units, etc.) will be initiated through the ICEMA Duty Officer or MHOAC.

- **Mutual Aid Request into OA:** Requests for additional resources to support CONFIRE EMS Division resources within the operational area will be requested and coordinated by CONFIRE EMS Division through the ICEMA Duty Officer or MHOAC.

Fatality Management

The San Bernardino County Sheriff-Coroner is responsible for fatality and coroner management for a disaster or emergency incident. The Coroner's Office investigates deaths falling under the guidelines of the California Government Code §27491 guidelines. A catastrophic mass fatality event is one in which loss of life overwhelms the Coroner's mutual aid system and requires extraordinary support from state, federal, and private services.

- The San Bernardino Coroner's office utilizes the State of California Coroners' Mutual Aid system and remains a valuable organization and process for managing the significant number of disasters with mass casualties within the State of California.

The Disaster Mortuary Operational Response Team (DMORT) is a federally funded team of forensic and mortuary personnel experienced in disaster victim identification, and search and recovery. DMORT provides a mobile morgue, victim identification, tracking software, and specific personnel to augment local resources. DMORT is part of the National Disaster Medical System. DMORT can be activated by one of four methods:

- **Federal Disaster Declaration:** A request by a local official through the State Office of Emergency Services (24–48 hours to activate).

- **Aviation Disaster Family Assistance Act:** NTSB coordinates with the local Coroner/M.E. authority to access local resources and capabilities and can activate DMORT at the request of the local Coroner/M.E.

- **Public Health Act:** The U.S. Public Health Service can provide support to a State or locality that cannot provide the necessary response. However, the State or locality must pay for DMORT's services, including salary, expenses, and other costs.

- **Memorandum of Understanding (MOU) with Federal Agency:** A Federal agency may request that DMORT provide disaster victim identification. Under this mechanism, the requesting agency must pay the cost of the DMORT deployment.

The following figure shows the Coroner/Medical Examiner Mutual Aid Quick Reference Guide.

Figure 32: Coroner/Medical Examiner Mutual Aid Quick Reference Guide

Mutual Aid Resource Management

It is the policy of the state that contracts and agreements for emergency response and disaster repair and restoration should be entered into by the lowest level of government. When local resources are exhausted and additional resources are required, resource requests (mission tasking) will follow an established process for ordering, tracking, mobilizing, and demobilizing. Each agency identifies sources for materials and supplies internally and externally. The County has implemented the Web EOC Resource Manager Database program for the following county assets:

- Office of Emergency Services (OES) Resources

- Public Health Resources

- ICEMA (Inland Counties Emergency Medical Agency) Resources

CONFIRE EMS Division Surge Supplies

EMS surge supplies provide Advanced Life Support (ALS) and Basic Life Support (BLS) surge capability to the CONFIRM JPA EMS Division by creating readily accessible and deployable cash of ALS equipment to upgrade existing EMS units as needed and place additional in service if necessary. This capability also includes deployable caches of BLS equipment to place reserve units in service as additional EMS units during a surge.

See Appendix B for a list of emergency surge supplies for five days.

156

CONFIRE EMS Division Department Operations Center

During a disaster activation, CONFIRE EMS Division provides agency coordination, provides logistical support, establishes common operating procedures, identifies overarching priorities, and prioritizes available resources by activating the Department Operations Center (DOC). Additionally, the DOC coordinates with ICEMA and the San Bernardino County Office of Emergency Services (OES).

DOC Organizational Structure

CONFIRE EMS Division will operate as a Department Operations Center (DOC) during disasters and pre-planned events. A DOC is an operations or coordination center dedicated to a single, specific department or agency. A DOC focuses on internal agency incident management and response.

CONFIRE EMS Division shall designate management personnel who have primary responsibility and accountability for preparedness and disaster operations as well as access to local resources. Emergency response personnel and resources at the Field Response Level will carry out tactical decisions and activities in direct response to an incident or threat. A Department Operations Center (DOC) will be established with three field operation divisions: West Valley, East Valley, and High Desert.

Although CONFIRE EMS Division is a government agency, the ambulance service is considered a contract provider of a private ambulance service. CONFIRE EMS Division will operate within the County EOC as a Department Operations Center (DOC) and will support ICEMA's role in the County EOC plan. The following figure shows the CONFIRE EMS Division DOC organizational structure.

Figure 33: CONFIRE EMS Division DOC Organizational Structure
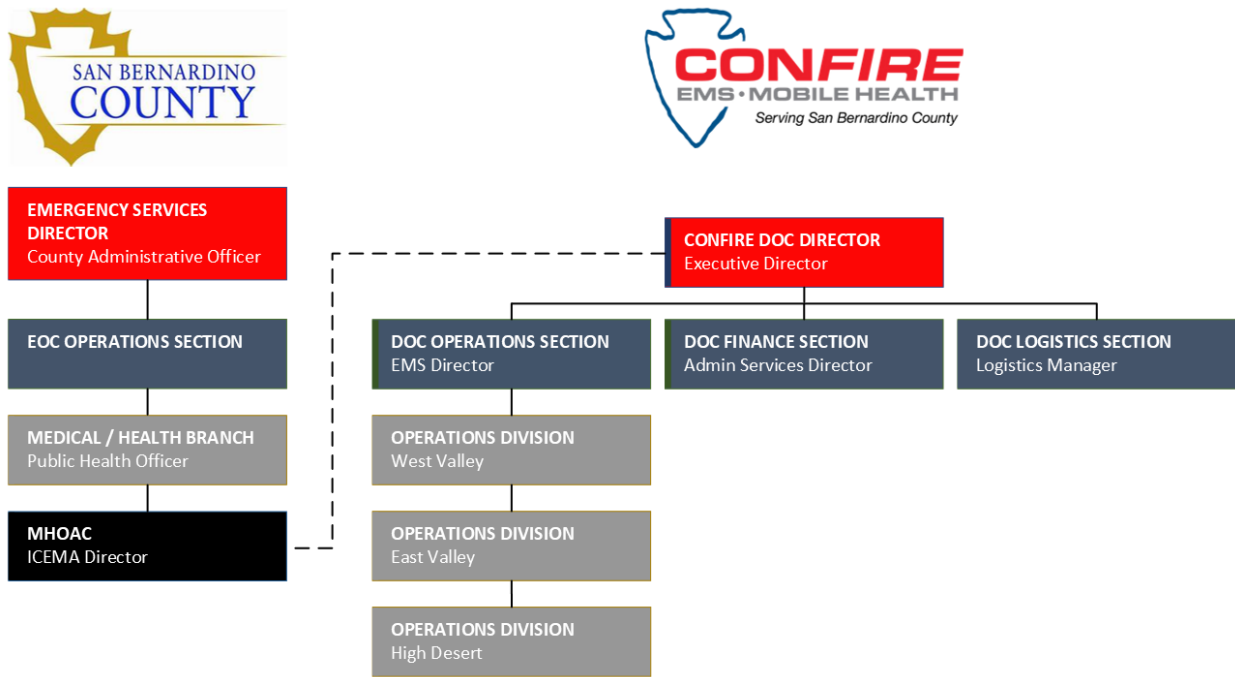
Roles and Responsibilities of the DOC Sections

CONFIRE EMS Division DOC serves as a central point for:

- Coordination of all the agency's emergency medical services during a disaster or large event.
- Information gathering and dissemination.
- Coordination with other local agencies, MHOAC, and the operational area.

The San Bernardino County Emergency Services Director is supported by the CONFIRE EMS Division Department Operations Center (DOC) staff. They manage the agency's strategic disaster response and management out of the agency's DOC and, if requested, work in coordination with the San Bernardino County OES Emergency Operations under the MHOAC (ICEMA).

When the CONFIRE EMS Division activates the agency's DOC, either partially or fully, in response to a disaster or emergency, the emergency management team members support the field-level incident commander(s) across one or more of the three divisions. The organizational chart of the Department Operations Center outlines the specific roles and functions used within this structure. DOC staff are responsible for assessing the potential economic, social, and environmental impacts of the disaster to ensure they can fulfill all contracted obligations.

The DOC coordinates the actions of the organization, establishes operational priorities, and ensures the development and implementation of strategies to meet the needs of the emergency. The DOC also supports and coordinates with County of San Bernardino representatives, including the ICEMA Administrator, Medical Health Operational Coordinator (MHOAC), and the Medical/Health Branch of the County Emergency Operations Center (EOC). The DOC may be requested to send an Agency Representative (AREP) to the County EOC for coordination and communication purposes.

The DOC Sections include:

- DOC Director—CONFIRE EMS Division Executive Director
- DOC Operations Section—CONFIRE EMS Division EMS Director
- DOC Finance Section—CONFIRE EMS Division Administrative Services Director
- DOC Logistics Section—CONFIRE EMS Division Logistics Manager

DOC Director Responsibilities
The CONFIRE EMS Division Executive Director shall be the DOC Director. In the absence of the Executive Director, the Deputy Executive Director shall serve in this capacity. The DOC Director is responsible for the overall management of the DOC, including all staff, and shall assume responsibility for each position until active.

Primary responsibilities include:

- Establish communications with all Department Management.
- Attend all county and internal conference calls and meetings if applicable.
- Make executive decisions based on organizational policies.
- Authorize appropriate level (Level 1, 2, or 3) activation of the DOC.

- Establish the appropriate level of organization to manage the coordination of resources with the ICEMA Administrator and/or MHOAC or Medical/Health Branch of the County EOC while still ensuring normal operational needs are met. Continuously monitor the effectiveness of the organization and make changes as needed.

- Provide dissemination of accurate and timely emergency information and warnings to the organization.

- Oversee all liaison activities, including coordinating with outside agency representatives assigned to the County EOC and handling requests from DOCs.

- Aid in coordinating efforts with other agencies to reduce the risk of agencies operating independently.

Operations Section Responsibilities

The Operation Section Coordinator acts as the primary point of contact between the DOC and the field Incident Command Post(s), if established, or the operation managers for each region. The DOC Operations Section Coordinator receives incoming situation reports, departmental status, resource requests, and field intelligence. Incoming information will be routed to the appropriate DOC Sections.

Primary responsibilities include:

- Maintain contractual requirements for system performance.

- Coordinate and direct all ambulance operations in support of the emergency response with the San Bernardino County Medical Health Operational Area Coordinator (MHOAC) or Medical/Health Branch of the Santa Bernardino County EOC (if activated).

- Support Mutual Aid requests, including the Ambulance Strike Team. Request needed resources in coordination with MHOAC.

- Ensure current information is being disseminated through the organization accurately and assist with rumor control.

Finance/Administration Section Responsibilities

The Finance/Administration Section Coordinator is responsible for managing and coordinating various financial and administrative functions to support emergency response and recovery efforts in a disaster.

Primary responsibilities include:

- Oversee resource management allocation and tracking to include personnel, equipment, and supplies.

- Cost and Time Tracking

- Procurement

- Payroll and Compensation

- Claims Tracking/Processing

- Financial Reporting/Cost Recovery

- Administrative Support

Logistics Section Responsibilities

The Logistics Section Coordinator manages and coordinates logistical operations within the organization's DOC for disaster response and large-scale events.

Primary responsibilities include:

- Develop and execute logistics plans in coordination with the overall management of the incident.

  - Services Branch (Information Services & Communications, Medical, Food)
  - Support Branch (Transportation, Purchasing, Personnel, Supplies, Facilities, DOC Support)

Location of DOC

The CONFIRE EMS Division DOC will provide a primary location as well as three division locations. These locations are:

- **DOC Main Headquarters:** 300 E. State Street, Suite 300, Redlands, CA 92373

- **East Valley Division:** 195 N. Dela Rosa Drive, San Bernardino, CA 92408

- **West Valley Division:** 8055 Klusman Road, Rancho Cucamonga, CA 91730

- **High Desert Division:** 14800 Seventh Street, Victorville, CA 92395 (Temporary)

In the event of a loss of a CONFIRE EMS Division facility, operations will be moved to the next member agency fire station in that geographic area.

Headquarters and Division locations will have capabilities to sustain DOC and Division operations including, but not limited to:

- Wi-Fi Technology

- TV Screens

- Electrical Power

- Tables and chairs available for 5–15 personnel

- Activated personnel must bring a laptop computer

- Emergency Power Capability

- Reference the CONFIRE EMS Division Continuity of Operations plan for Database/Operating Systems and Social Media Provider information.

Orders of Succession

Emergency actions are delivered by designated authorities during a disaster or large event. The California Emergency Services Act authorizes a government to:

- Establish a method for reconstituting the governing body, authorizing that should all members, including standbys, be unable to perform duties, temporary officers should be appointed:

  - By the chairman of the board of the county in which the political subdivision is located.

  - By the chairman of the board of any other county within 150 miles (nearest and most populated down to farthest and least populated).

  - By the mayor of any city within 150 miles (nearest and most populated down to farthest and least populated)(Article 15, §8633).

- To provide for the succession of officers (department heads) having duties related to law and order and/or health and safety (Article 15, §8637). Notification of any successor changes shall be made through the established chain of command.

- Designate and appoint three (3) alternates for each member of the governing body and for the chief executive. These personnel may be residents or officers of a political subdivision other than the currently designated office in the political subdivision currently occupied (Article 15, §8638).

- Authorize local governing bodies to convene as soon as possible whenever a State of War Emergency, State of Emergency, or Local Emergency exists and at a place not necessarily within the political subdivision (Article 15, §8642).

- Provide duties of a governing body during emergencies as follows:

  - Ascertain the damage to the jurisdiction and its personnel and property.

  - Reconstitute itself and any subdivisions.

  - Perform function in preserving law and order and furnishing local services (Article 15, §8643).

AP TRITON

Key departments and officials have provided for continuity through designating successor positions:

Director of the DOC (currently the Executive Director)
1st Alternate: Deputy Executive Director
2nd Alternate: To be determined by CONFIRE

DOC Operations Section Coordinator (currently the EMS Director)
1st Alternate: To be determined by CONFIRE
2nd Alternate: To be determined by CONFIRE

DOC Finance Section Coordinator (currently the Admin Services Director)
1st Alternate: To be determined by CONFIRE
2nd Alternate: To be determined by CONFIRE

DOC Logistics Section (currently the Logistics Manager)
1st Alternate: To be determined by CONFIRE
2nd Alternate: To be determined by CONFIRE

Activation Levels and Notifications

Figure 34: SEMS EOC Activation Requirements—Field Through State

Situation Identified in SEMS Regulations	SEMS Levels:				
	Field Response	Local Government	Operational Area	Regional	State
Incident involving two or more emergency response agencies §2405 (a),(b)	Use ICS				
Local emergency declared or proclaimed* §2407 (a)(2)	Use ICS	Use SEMS			
Local government EOC activated §2407 (a)(1)	Use ICS	Use SEMS			
Local government activates EOC and requests OA EOC activation §2407 (a)(1)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Two or more cities within an OA declare or proclaim a local emergency §2409(f)(2)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
County and one or more cities declare or proclaim a local emergency §2409(f)(3)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
City, city, and county, or county requests Governor's state of emergency proclamation §2409(f)(4)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims a state of emergency for the county or two or more cities §2409(f)(5)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
OA requests resources from outside its boundaries **§2409(f)(6)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
OA receives resource requests from outside its boundaries**§2409(f)(7)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
An OA EOC is activated §2411(a)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
A regional EOC is activated §2413(a)(1)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims a state of emergency §2413(a)(2)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims an earthquake or volcanic prediction §2413(a)(3)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC

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

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

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

AP TRITON

CONFIRE EMS Division will utilize activation levels similar to those in the San Bernardino County Emergency Operations Plan:

- **Level 3 is a minimum activation**. This level is used for events that require only a small team or monitoring of low-risk situations such as a planned event, a storm alert, or low-level earthquake prediction. At this level, county staffing will include the EOC Director, Section Coordinators, and personnel for situation assessment within the Planning and Intelligence section. Department Operations Centers (DOCs) may also be activated as needed.

- **Level 2 status is a "medium level" activation.** This activation usually serves as a transition either from Level 3 or to Level 1. It does not require a full activation of all organizational elements but expands upon Level 3 by incorporating trained EOC responders with subject matter expertise to support specific functions within the within the Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration sections. Department Operations Centers (DOCs) may also be activated if needed.

- **Level 1 activation involves a full activation.** Level 1 activation signifies a full-scale response, with all organizational elements fully staffing and Emergency Support Functions fully operational. In addition to the staffing required at Level 2, Level 1 includes trained EOC responders to fill positions within the Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration sections, each of which will have designated Section Chiefs. During a Level 1 activation, the EOC operates 24/7 with 12-hour shift assignments. County Department Operations Centers (DOCs) may also be activated. This level of activation is initiated for major emergencies that demand significant assistance from the State. This level of activation is initiated for major emergencies that demand significant assistance from the State.

Activation Levels

CONFIRE EMS Division will utilize activation levels similar to those in the San Bernardino County Emergency Operations Plan.

Figure 35: San Bernardino County Activation Levels

EOC System Activation	Event Examples & Characteristics	Response	Threat Assessment
Level 3	• Earthquake Predictions/Advisories • Severe Weather • Minor Localized Incidents • Short Term Duration (4-12 hours) • One City/Town EOC Activation	• Initially activate with County OES staff • Increase/Reduce staff as appropriate	LOW
Level 2	• Moderate Earthquake affecting OA • Major fire, wind, storm affecting OA • Two (2) or more large-scale incidents involving three (3) or more departments or Cities • Major Scheduled Event • Longer-term incidents: two or more shifts	• Activate Level 2 EOC staff: • EOC Section Coordinator/Branch Leaders as appropriate • Liaison Reps as appropriate • Activate Recovery Organization if warranted	MEDIUM
Level 1	• Major County or regional emergency • Three (3) or more departments with heavy resource involvement • Mutual Aid resources unavailable for 24-hours • Portions of County cutoff/isolated • Significant injury, damage, loss • Long duration: several days to weeks	• Activate full EOC organization • Brief full EOC organization • Operate 12-hour shifts • Activate Recovery Organization • Request mutual aid via REOC • Demobilize Branches not required	HIGH

CONFIRE EMS Division Activation Notification

All notifications for disasters are made via email, electronic pages via app-based programs, and/or direct phone call.

When a state of emergency is declared, whether by a city, town, or county-wide, they must declare that state of emergency through County OES.

Notification is then made by County OES (SBCOA@oes.sbcounty.gov) to CONFIRE Comm Center via email and/or direct phone call to the Dispatch Supervisor (dispatchsup@confire.org). The dispatch supervisor will then ensure dispatch staff notifies:

- ICEMA Duty Officer
- The County Health Officer/Designee
- The County Sheriff's Department and/or Area Police Agency
- Area Fire and EMS providers
- Area hospitals.

As an EMS provider, CONFIRE EMS Division notifications will be made by CONFIRE Comm Center with the same modes of notification:

- EMS Division Director

- EMS Division Duty Officer

- EMS Division Operation Managers (High Desert, West Valley, and East Valley)

- EMS Division Supervisors

- All EMS Division Personnel.

Direction, Control, & Coordination

The CONFIRE EMS Division Executive Director shall be responsible for the overall coordination, direction, and control of all disaster operations that the agency may encounter. The Executive Director is responsible to the Board for the conduct of all the affairs of the CONFIRE EMS Division and will act as the Agency Representative at the San Bernardino County Emergency Operations Center.

Field/DOC/EOC Communications and Coordination

Effective communication and coordination across SEMS levels are essential for a successful emergency response. In a major emergency, the County's Emergency Operations Center (EOC) may be activated to oversee and coordinate the overall response. Department Operations Centers (DOCs) are activated to support and coordinate the command posts in the field. CONFIRE EMS Division will be activated as a Department Operations Center, tasked with supporting and coordinating the field-level command post(s).

The CONFIRE EMS Division Field Areas or CONFIRE EMS Division DOC may be activated even if the San Bernardino County EOC is not, particularly in cases where multiple incidents occur but do not require external resources. The decision to activate the CONFIRE EMS Division DOC is made by the Division On-Duty Supervisor or the EMS Director.

Chain of Command

When an emergency situation has been declared, the normal everyday established chain-of-command of the CONFIRE EMS Division shall continue in operation for all CONFIRE Divisions (Comm Center, IT, Finance, and EMS Divisions).

Public Warning

The San Bernardino County EOC shall be responsible for determining under what conditions the total community, or localized sections of the County, shall be warned of an anticipated or impending disaster or emergency.

AP TRITON

Information Collection, Analysis, and Dissemination

Information collection, analysis, and dissemination are essential to preventing or reducing the loss of life and property. All incident-related information is directed to the incident command and, when activated, the DOC. This information flow is facilitated via telephones, first responder radios, Amateur Radio Emergency Service (ARES) operators, and social media platforms.

Situation Reports

Emergency Operations Centers (EOCs) are tasked with collecting timely, accurate, accessible, and consistent intelligence during an emergency. Situation reports are essential in creating a common operating picture and should be used to adjust operational goals, priorities, and strategies.

Dependent on the event's scope, situation reports generated by incident command or the DOC help establish a common operating picture, providing critical information about operational objectives, priorities, and strategies. The County EOC/MHOAC may request a situation report, or alternatively, the County EOC/MHOAC might provide a County situation report to CONFIRE EMS Division staff.

- Field response for the incident must provide incident command or the DOC with as much information as possible to make informed decisions about incident response priorities and objectives.

- All DOC sections must maintain and display current status information to enable other sections to quickly understand the actions taken, the available resources, and the extent of damage impacting the organization.

- Typically, two situation reports are issued per day, one for each (12-hour) operational period.

Briefings

County EOC Operational Period briefings are held at the start of each operational period to review the current action plan for the upcoming operational period. Additional briefings may be scheduled as needed to convey critical information. It is essential for the CONFIRE EMS Division to attend these briefings alongside the MHOAC or, if attendance is not possible, to receive a pass-down briefing from the MHOAC. Any CONFIRE EMS Division staff with important information or updates should be ready to disseminate that information during the operational period briefings, coordinating with the MHOAC. All briefings will adhere to the Planning P schedule.

Technology

The integration of technology via the internet has significantly transformed the landscape of emergency management, enhancing simultaneous record-keeping for the County. The use of web-based applications ranges from basic email communication to comprehensive emergency management software. This software supports various functions, including event and situation reporting, press releases, image sharing, electronic notification systems, event mapping, weather monitoring, and real-time video/audio conferencing.

WebEOC

San Bernardino County employs WebEOC as its primary communication platform for managing and sharing crisis-related information. This tool provides the County with a unified operational picture, situational awareness, and coordinated information across the entire Operational Area (OA) during emergencies. With WebEOC, OA EOC responders can share real-time information with other agencies within the County, as well as cities and towns, facilitating the coordinated deployment of resources available to emergency managers.

In addition to WebEOC, the OA utilizes other emergency management information systems in the EOC, including the Operational Area Satellite Information System (OASIS), Electronic Digital Information System (EDIS), and Emergency Alert System (EAS). These systems link the county/operational area EOC with the cities and towns within the OA, County DOCs, the State of California Office of Emergency Services, and local radio stations.[29]

First Responder Radio Systems

Emergency communications rely on a robust, redundant radio-based platform designed for first responders. These radio systems are built with disaster recovery features that ensure reliable communication under extreme conditions. The system is monitored 24/7, 365 days a year, to guarantee its availability. Coordination of incident-related radio communications is outlined in the Incident Action Plan (IAP).

After Action Reviews and Reporting

The CONFIRE EMS Division EMS Director shall be responsible for conducting an after-action review with all divisions that responded to a disaster or major event within 180 days after the incident. In addition to the CONFIRE EMS Division after-action report, California Emergency Services Act (ESA), Article 9.5, Government Code Section 8607(f) requires the state to work in cooperation with involved state and local agencies to complete an after-action report within 180 days after each declared disaster.

After-Action Reviews (AARs) of emergency responses can yield valuable feedback to the emergency management planning process and enable the CONFIRE EMS Division to improve future emergency response. The criteria for conducting an After-Action Review includes:

- Following a major event or festival in San Bernardino County

- Incident requiring an emergency declaration or activation level, including activation of the Department Operations Center

- Exercise of the All-Hazards Emergency Operations Plan

- Death of an employee

- Breach of security

- Significant release of a hazardous substance

- Major disaster or traffic incident

- Significant change to the All-Hazards Emergency Operations Plan

- If requested by the Executive Director.

The after-action meeting should include:

- Post-incident recap—*Was this a drill or an incident?*

- Incident Review—*What occurred?*

- Incident Analysis—*What went well, and why?*

- Improvement Areas—*What can be improved, how, and who is responsible for completing the improvements?*

The after-action report shall include:

- Completion within 180 days after the incident.

- After-Action meeting input, follow-up meetings, or written comments provided by persons involved or observing the emergency action or exercise.

- Summary of the incident to include response actions, timeline information, the overall application of SEMS for the incident or exercise, and all participating response organizations.

- Review of any records including dispatch CAD information.

- Major strengths and areas for improvement regarding response.

- Modifications to plans and/or procedures, training needs, and recovery activities.

- Ensure all damages are documented and photographed.

A copy of the report will be available to all involved responders as requested.

Communications

Internal and External Communications

Effective communication is essential for incident management. CONFIRE EMS Division supports a communications plan designed to ensure clear and effective communication both within the agency and all incident response personnel, as well as other agencies, especially ICEMA and San Bernardino County Emergency Management.

Notifications for a Disaster

In the event of an emergency or disaster that may require activation of the Department Operations Center (DOC), notifications and mobilization are based upon the defined DOC assignment rather than individual personnel. These assignments may be adjusted as an incident evolves or as needs are reassessed. The emergency assignment notifications inform employees when and where to respond during disaster operations, reducing the volume of necessary telephone calls. This process does not impact the management of smaller, localized emergencies, which can be handled by on-duty units and/or limited call-back of off-duty units.

CONFIRE Comm Center is the 24-hour point of contact for warnings and emergency notifications involving County personnel. Although initial notifications may come through various other internal or external communications channels, the communications center will notify the EMS Duty Officer. The Duty Officer will then notify the Executive Director, who will determine if a DOC activation is necessary.

Field/DOC/EOC Communications and Coordination

Responsibility for emergency response is based on statutory authority; however, the emergency response is coordinated using the Standardized Emergency Management System (SEMS) and Incident Command System (ICS). These systems offer a flexible, adaptable, and expandable organization for managing emergencies.

The DOC is activated to support field operations when an emergency requires additional resources or when requested resources exceed those available within the CONFIRE EMS Division. Field Incident Commanders and the DOC will establish communications upon activation. The DOC will also establish formal communications with the County EOC if it is activated.

Multi-Agency Coordination (MAC) Communications and Coordination

Multi-Agency Coordination (MAC) is a process that allows the Operating Area to coordinate activities above the field level and to prioritize the incident demands for critical, limited, or competing resources. CONFIRE EMS Division will provide situational awareness updates, system status, and all additional resource needs with the MHOAC/ICEMA Duty Officer. The MHOAC/ICEMA Duty Officer will then submit these needs to the MAC for prioritization and consideration.

Internal Communications and Coordination

The DOC should establish a communications strategy to regularly update all CONFIRE EMS Division employees on incident status, potential call-backs of off-duty personnel, and changes in reporting location.

Public Information

The purpose of providing public information is to create accurate, coordinated, timely, and accessible information for all types of affected audiences, including those with access and functional needs.

Public information is coordinated and integrated as part of the Multiagency Coordination System (MACS) across jurisdictions, agencies, and organizations among federal, state, tribal, and local governments, the private sector, and non-governmental organizations.

The County's PIO officer is the spokesperson for the County as directed. San Bernardino County Fire, Sheriff, and CONFIRE EMS Division also have full-time PIOs who respond to all emergencies for dissemination of information.

Public Information Officer

The Public Information Officer is a key member of the CONFIRE EMS Division. PIO functions include:

- Advising the Incident Commander, Unified Command, or the Department Emergency Operations Center (DEOC) Director on public information matters.
- Gathering, verifying, coordinating, and disseminating accurate, accessible, and timely information.
- Handling inquiries from the media, public, and elected officials.
- Providing emergency public information and warnings.
- Conducting rumor monitoring and response.

AP TRITON

Joint Information Center (JIC)

The Joint Information Center (JIC) is a central location that houses operations and where public information staff and agencies perform critical emergency information and public affairs functions, crisis communications, and public affairs functions. A JIC will be established through San Bernardino County EOC.

Typically, an incident-specific JIC will be established at a single, on-scene location in coordination with Federal, State, and local agencies or at the national level if the situation warrants. Information releases must be cleared through Incident Command/Unified Command, the EOC/MAC Group, and/or Federal officials in the case of federally coordinated incidents to ensure consistent messaging, avoid releasing conflicting information, and prevent negative impacts on operations. Agencies may issue their own releases related to their policies, procedures, programs, and capabilities; however, these should be coordinated with the incident-specific JIC(s). A single JIC is preferred; however, the system is flexible and adaptable.

Public Awareness and Education

The County prioritizes public disaster education by offering citizens emergency training, such as the Federal Emergency Management Agency (FEMA) Community Emergency Response Team (CERT) training.

Access & Functional Needs

Nearly 4.1 million Californians have a disability. This is equal to 10.4% of the population, or approximately one in ten Californians.[30] Older adults, persons with disabilities, and others with access and functional needs (AFN) may be harder to reach during a disaster and are often significantly impacted by emergencies.

Before, during, and after a disaster, it is critical to recognize and address the unique needs of individuals with access and functional needs (AFN). This group includes, but is not limited to, people with developmental, intellectual, or physical disabilities, older adults, children, pregnant women, individuals with limited English proficiency, and those with chronic health conditions. The goal is to ensure that all individuals have equitable access to emergency services and resources regardless of their circumstances.

CONFIRE EMS Division values its diverse population, is committed to the inclusion of access and functional needs in planning efforts, and will do everything reasonably possible to communicate, coordinate, and collaborate with local disability stakeholders to ensure compliance with the California Governor's Office of Emergency Services (Cal OES), Office of Access and Functional Needs (OAN) Assembly Bill 2311 and the Government Code Section 8593.3.

Identification and Assessment

Part of any successful planning effort is to understand the impacted population(s). During emergencies, real-time assessments of AFN populations should be conducted to determine specific needs for medical care, transportation, shelter, and communication. Personnel should ensure assessments are culturally sensitive and language-appropriate, with interpreters available as needed. Additional considerations include:

- Partnering with local agencies and organizations that serve AFN populations to identify and communicate with these individuals to address the needs of AFN populations throughout all phases of an emergency.

- Engaging with stakeholders in the planning process to ensure that the voices of individuals with access and functional needs are heard and considered.

- Educating citizens with disabilities about realistic expectations of services during and after an emergency even while demonstrating a serious commitment to their special needs.

AP TRITON

Communication

During a disaster, effective communication becomes especially critical. The information delivered at press conferences by public officials and broadcasted on television and social media sites during a disaster must be effective, understood, consumable, and actionable by the whole community.

- Provide emergency information in multiple formats (e.g., large print, braille, sign language, plain language) and languages to ensure it reaches all individuals, including those with sensory, cognitive, or language barriers.

- Utilize a variety of communication channels, including social media, emergency alert systems, and local community networks, to disseminate information to AFN populations.

- Allow for two-way communications that will establish feedback mechanisms to allow individuals with access and functional needs to communicate their needs and receive timely responses.

- Ensure that all communication lines are accessible, including TTY/TTD for the hearing impaired and language translation services for non-English speakers.

Emergency Services and Response

Local EMS, public transportation, and non-profit organizations should coordinate individuals with AFN to ensure transportation and medical services are accessible. These services include wheelchair-accessible vehicles, ambulances equipped for patients with special medical needs, and trained personnel to assist during transport.

The delivery of life-sustaining services and medical supplies to individuals who depend on them for survival, such as dialysis patients, individuals with respiratory conditions, and those requiring durable medical equipment, should be prioritized.

Evacuation plans must integrate accessible transportation providers within the planning process and movement of people with mobility impairments and those with transportation disadvantages. Planning should incorporate public transit, paratransit, school bus, and private sector transportation resources.

AP TRITON

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

- Accessible transportation options

- Medical needs

- Keeping individuals connected with their families, personal care providers, essential equipment and technologies, and service animals.

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

Personnel Training

CONFIRE EMS Division will regularly train all EMS personnel to recognize and address the specific needs of AFN populations. This includes training on communication strategies, the use of specialized equipment, and the principles of inclusive emergency planning.

Continuous Improvement

After each incident or drill, the AFN section of the emergency operations plan shall be reviewed and updated based on lessons learned and feedback from affected individuals and partner organizations.

CONFIRE EMS Division and San Bernardino County will incorporate new technologies and best practices to enhance the accessibility and effectiveness of emergency services for all community members.

Please reference the San Bernardino County Emergency Operations Plan for further information regarding Access and Functional Needs for emergency communications, emergency evacuation, and sheltering.

Administration, Finance, & Logistics

Administration

A major disaster or emergency incident could result in the death or injury of key staff or the partial or complete destruction of established facilities. Additionally, the preservation of public and private records is essential to the continuity of operations. Government at all levels is responsible for providing continuity of effective leadership, authority, and adequate direction of emergency and recovery operations. California Code Title 2, Article 15 §8643(b) and the Constitution of California provide the authority for local and state government to reconstitute the governing body of the CONFIRE EMS Division by filling Board vacancies until there are enough members to form a quorum.

Vital Records

The Clerk to the Board is responsible for the preservation of vital records. While some physical storage is utilized for hardcopies of minutes, resolutions, contracts, and other records, a server-based storage solution with nightly back-up is utilized for other records and documents. Essential vital records are defined as:

- Records that protect and preserve the rights and interests of individuals, government agencies, corporations, and other entities (e.g., contracts, legislative actions, land and tax records, license registers, birth and death records, and articles of incorporation).

- Records pertaining to emergency response and recovery operations (e.g., system maps, emergency operations plans, standard operating guidelines (SOGs), damage assessments, personnel rosters).

- Records that reestablish normal government functions and protect the rights and interests of the government (e.g., constitutions and charters, statutes and ordinances, court records, official proceedings, financial records).

Finance/Human Resources

Finance management and Human Resources enhance the capability of the organization to respond and recover from major incidents by providing financial support and coordination to incident operations and coordinating costs as allowed by Federal and State laws and the contract with the County of San Bernardino. Financial priorities are:

- Provide continuity of financial support to the organization.

- Cooperate with the County EOC/MHOAC.

- Provide accurate and timely documentation.

- Document the organization's costs for protective measures, response, and recovery as allowable.

Funding and Tracking of Resources and Expenditures

The Finance/Administrative Services Director shall be responsible for tracking resources and expenditures using generally accepted accounting principles to track specific costs related to an emergency incident. Section 3.6(B) of the contract between CONFIRE EMS Division and the County of San Bernardino states, "ICEMA will make reasonable efforts to support the Contractor in obtaining reimbursement for disaster response efforts both within and outside the County when such funds are available. The contractor will ensure all documentation meets the Federal Emergency Management Agency (FEMA) eligibility and/or other federal funding standards, policies, and guidelines."

Cost Tracking

Section 3.6(B) of the contract between CONFIRE EMS Division and the County of San Bernardino states, "ICEMA will make reasonable efforts to support the Contractor in obtaining reimbursement for disaster response efforts both within and outside the County when such funds are available. The contractor will ensure all documentation meets the Federal Emergency Management Agency (FEMA) eligibility and/or other federal funding standards, policies, and guidelines."

- Upon declaration of a state of emergency, the Finance/Administrative Services Director will issue a project number for use by all personnel and contractors participating in the disaster.

- The project number should begin with the last two digits of the year (e.g., 24-01). Often, the project number is expressed as DE 24-01.

- The project number will be utilized with the applicable accounting code to document and track all response and recovery costs (including employee timesheets) associated with any disaster or emergency requiring a substantial response effort.

- Begin referencing all disaster assessment guidelines set forth in FEMA's Public Assistance Program and Policy Guide (PAPPG), Version 4 (2020) or higher, and those guidelines, statutes, and ordinances provided by the state, county, and local governments.

Departments participating in the emergency response will maintain detailed records of costs for emergency operations to include:

- Protective measures completed before the event or disaster.

- Activate the use of the ICS 214 Form (Activity Log) in every vehicle on a 24-hour operational basis. These logs will assist in compiling equipment usage and tracking personnel who participated in the disaster or event.

- Personnel costs (overtime, premium pay, and back-fill), including contractors.

- Equipment operations costs: Refer to the Schedule of Equipment Rates from FEMA.gov.

- Costs of leased or rented equipment.

- Costs of contract services to support emergency operations.

- Costs of specialized supplies expended for emergency operations.

If a disaster is anticipated, and protective measures (e.g., labor costs, premium pay, equipment usage, special purchases) must be tracked before the disaster strikes, such as a tropical storm or hurricane, the project number should be communicated after the emergency declaration is approved.

Worker Health and Safety

The organization provides guidelines for implementing worker safety and health support functions during potential events or disaster incidents. Threats to worker safety and health are anticipated, recognized, evaluated, and controlled consistently to protect workers during disaster operations. Critical functions must support and protect worker safety and health for all emergency responders and response organizations during potential and actual emergencies or disasters. The following policies and procedures apply:

- The organization activates the Finance/Human Resources Department as the overall coordinator for Worker Safety and Health technical support.

- Specific cooperating agencies, especially Fire and Police, who train intensively for certain situations shall maintain control of operations to address first responder safety and health.

- Risk Management and Safety assistance and coordination at the field response and DOC levels may be requested during the course of an incident if specific needs are identified; all normal reporting operating procedures will remain in effect unless otherwise noted.

- Private sector employers are responsible for the safety and health of their own employees.

- Government agencies are tasked with ensuring worker safety and health in accordance with local and state laws, including, where applicable, 40 CFR 311, Worker Protection. This responsibility includes allocating sufficient resources for safety and health initiatives, training personnel, acquiring necessary protective clothing and equipment, and addressing unsafe or unsanitary conditions. Additional information can be found through the California Department of Industrial Relations—Cal/OSHA Division (https://www.dir.ca.gov/dosh/).

- Organizational response assets shall plan and prepare in a consistent manner that is upheld by industry standards and mutual aid agencies throughout the operational area; interoperability is a primary consideration for worker safety and health.

- Several State and Federal agencies have oversight authority for responders and response operations. While these agencies retain their authorities, they are expected to work with local, state, federal, and private sector responders prior to and during response operations to ensure the adequate protection of all workers.

- The organization should anticipate the need for Critical Incident Stress Management (CISM), Critical Incident Stress Debriefing (CISD), or Peer Support Team opportunities to staff as a consideration for the mental health recovery of all personnel. A mental health counselor specializing in large-scale emergency counseling may need to be provided to all personnel involved in the incident or disaster. Peer Support Personnel may be available from local fire and police departments.

Personnel Guidelines

- Maintain situational awareness and document response activities before, during, and after a disaster.

- Stay hydrated, wear appropriate weather gear, and be mindful of slip, trip, and fall hazards.

- Report injuries to supervisors.

- Follow CONFIRE EMS Division Personal Protective Equipment (PPE) guidelines.

- Provide traffic control as directed by law enforcement and report any suspicious behavior.

Agency-Specific Safety Officers Responsibilities

- Offer occupational safety and health advice to Incident Safety Officers at the Field Operations Level or EOC.

- Develop and implement coordinated safety and health plans across multiple sites.

- Identify and assess health and safety hazards, monitor personal exposure to contaminants, and manage responder safety needs.

- Coordinate incident-specific responder training and manage a comprehensive PPE program, including fit-testing and decontamination.

- Collect and manage data on exposure, accidents, and injuries.

- Provide responder medical monitoring.

- Provide appropriate immunization and prophylaxis support for responders.

Peer Support Counseling

CONFIRE EMS Division offers Critical Incident Stress Management (CISM), Critical Incident Stress Debriefing (CISD), and/or Peer Support Team services to support the mental health recovery of all personnel. A specialized mental health counselor may be provided for those involved in large-scale emergencies. Additionally, Peer Support Personnel from local fire and police departments may be available to assist.

Logistics

The CONFIRE EMS Division DOC Logistics Section will determine the location(s) needed for staging sites and alternate facility locations. Staging sites augment existing emergency supply chains and expand the organization's ability to manage a surge of critical supplies, equipment, fuel, and other commodities during an emergency.

Plan Maintenance

The Executive Director within the CONFIRE EMS Division is designed as the DOC Director and responsible for the development and maintenance of this plan. The Executive Director will establish a systematic approach for the development, implementation, review, and updating of the All-Hazards Emergency Operations Plan.

The EMS Director is responsible for updates and revisions to the Plan annually and will coordinate annual reviews and other planning activities with the Executive Director and the Deputy Executive Director.

- The EMS Director is responsible for recording the changes and maintaining the Records of Revisions within this Plan. The EMS Director will review all documents to ensure they conform to the NIMS/SEMS requirements.

- Keep detailed records of all planning activities. All updates and revisions should be documented within the DEOP.

- A copy of the All-Hazards Emergency Operations Plan with all exhibits, appendices, attachments, and changes, and an electronic DEOP shall be accessible in the CONFIRE EMS Division Headquarters, 300 E. State St., Suite 300, Redlands, CA 92373.

CONFIRE EMS Division should consider reviewing and updating the DEOP after the following events:

- A major incident.

- A change in operational resources (e.g., policy, personnel, organizational structures, management process, facilities, equipment).

- A formal update of planning guidance or standards.

- A change in leadership or board members.

- Each time the plan is used.

- Major exercises.

- Change in jurisdiction's demographics or hazard/threat profile.

- Changes in the jurisdiction's tolerance of identified risks.

- The enactment of new or amended laws or ordinances.

Training & Exercises

Training and exercises are essential at all levels of the CONFIRE EMS Division to improve operational readiness, continuity of operations, and the emergency management system. The EMS Director is responsible for:

- Emergency management development and training to include SEMS, NIMS, and ICS for all CONFIRE EMS Division personnel.

- Coordinating and scheduling emergency management training and exercising this Plan annually.

Disaster Coordinator

The position of Disaster Coordinator is assigned to the EMS Director, who shall be responsible for multi/mass-casualty and disaster planning. The Disaster Coordinator shall provide field personnel and transport resources for participation in any ICEMA-approved disaster drill in which the disaster plan/multi-casualty incident plan is exercised.

Training

Mass Testing, Vaccination, Public Responses, Prophylaxis, and PPE Distribution
CONFIRE EMS Division will coordinate with public health, the Office of Emergency Services, ICEMA, and first responders to plan and exercise for mass testing, vaccination, public responses, prophylaxis, and PPE distribution.

SEMS/NIMS/ICS Training
CONFIRE EMS Division will ensure all EMS personnel, supervisory personnel, and management personnel receive training in SEMS/NIMS/ICS Training. Basic emergency management systems and NIMS training are foundational guidelines and require personnel to update training a minimum of every 5 years. ICS/NIMS courses are available online through the National Fire Academy. ICS and NIMS courses include but are not limited to:

- IS-100.c: Introduction to the Incident Command System, ICS 100

- IS-200.c: Basic Incident Command System for Initial Response, ICS 200

- IS-700.b: An Introduction to the National Incident Management System

- IS-800.d: National Response Framework, An Introduction

Those employees who are in a supervisory role should also receive training for:

- ICS 300: Intermediate ICS for Expanding Incidents
- ICS 400: Advanced ICS Command and General Staff – Complex Incidents

Additionally, those persons whose responsibilities would include EOC Director, Command Staff, or Section Coordinator for Logistics, Finance, and Operations should attend courses recommended through the California Specialized Training Institute (CSTI).

All EMS personnel responding to a Mass Casualty Incident (MCI), disaster, or other large-scale emergencies must be fully trained in the Emergency Medical Service (EMS) system.

Disaster Planning Activities

CONFIRE EMS Division shall participate in disaster planning activities with ICEMA. CONFIRE EMS Division will also participate in the Healthcare Preparedness Planning Partnership and other disaster committees as requested by ICEMA.

EOC Responder Database

San Bernardino OES has implemented an annual EOC responder training program, which includes ICS, SEMS, and EOC Section-specific training, as well as Web EOC orientation. Once completed, personnel are added to an access EOC Responder Database and Department Roster to be utilized for EOC responder callouts.

- The database is comprised of contact information (3 deep) from County Department/Division personnel and personnel from other governmental, utilities, and non-profit agencies that have been designated as EOC Responders for their respective department/division or agency. Additionally, the EOC Responder Contact Information Form contains training information, staffing availability, and EOC assignments.
  - On an annual basis, OES requests that all existing EOC Responders verify their contact information and that each department/division/agency update their Department Roster as appropriate. If any gaps and/or changes in personnel are identified, replacement responders are identified, and the process is repeated. It is important all employees and supervisors are aware of their position, especially in the case of assignment changes.

Data Collection

CONFIRE EMS Division personnel shall receive training on the value and importance of accurate data collection in continuous quality improvement and assurance (QI/QA).

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Ambulance Strike Team

CONFIRE EMS Division will participate in the Ambulance Strike Team (AST) program and must ensure that AST responders and AST unit leaders have been appropriately trained and approved by ICEMA.

California Tactical Casualty Care Training

CONFIRE EMS Division shall have field and supervisory personnel familiar with and trained in, the California Tactical Casualty Care Training Guidelines to respond as a medical support service provider to law enforcement incidents and provide field tactical medical care to casualties, as necessary.

Exercises

Training should include exercises that test the interaction between EMS Division and San Bernardino County personnel, mutual aid agencies, and county and state-level agencies. The best method for training is through realistic exercises that require a response as if a real emergency has occurred and engages team members. Several types of exercises may be conducted:

- **Walkthroughs, Workshops, or Orientation Seminars**—basic training for team members. These are designed to familiarize team members with emergency response, business continuity, and crisis communications plans and their roles and responsibilities as defined in the plans.

- **Tabletop Exercises**—a convenient, low-cost method designed to evaluate the All-Hazards DEOP, policies, and procedures, and to recognize any coordination and responsibility issues. This type of exercise can be completed virtually.

- **Functional Exercises**—test and evaluate the coordination and capabilities of specific functional annexes such as evacuation, public alert and warning, or communications. This exercise provides a realistic scenario in the Department Operations Center (DOC) environment.

- **Full-scale Exercises**—simulate an actual emergency. These exercises would include emergency management staff and operational units, as well as interaction with local and county emergency response organizations. All necessary municipal staff shall be required to participate in exercises to acquire proper response/recovery skills for disaster situations and incidents. During these exercises, personnel are required to respond as though the exercise is a real emergency.

- The public will be notified of the exercise through normal media communications.
- All employees responsible for emergency response or are assigned a position in the CONFIRE EMS Division Department Operations Center will be required to train on this All-Hazards Emergency Operations Plan.
- Exercises will be conducted utilizing the concepts and principles of SEMS/NIMS.

Training Record Retention

CONFIRE EMS Division shall document the training and exercises provided to all personnel. The EMS Training Manager shall maintain copies of SEMS/NIMS training records, exercises, and actual emergency response:

- An individual training record for each employee is kept in each employee's personnel file or in a separate training record file.
- The name of the course, instructor, location of the training course, and the date the course was delivered shall be included in the training record.
- Maintain the employee's training record for as long as the person is employed in a position with the CONFIRE EMS Division.
- Records of employees involved in an actual emergency shall be archived for five (5) years after the close of the disaster or indefinitely.
- Documentation of the agency's SEMS/NIMS training program, including copies of the training materials such as the instructor syllabus, lesson plans, student notebooks, exercises, and tests.
- Exercises should be documented with an after-action briefing to address any corrective measures and deadlines for completion.

Recovery Operations & Disaster Assessment/Reimbursement

Recovery addresses three key activities: short-term recovery, long-term recovery, and damage assessment/reimbursement. The Finance Section is responsible for damage assessment/reimbursement coordination.

Disaster Recovery Plan

Phase I of the County's **Disaster Recovery Plan (DRP)** was approved in March 2017. The purpose of the DRP is to organize and manage a coordinated recovery effort for those affected by a disaster within the San Bernardino County Operational Area (SBCOA).

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

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

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

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

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

Short-Term Recovery

CONFIRE EMS Division should consider a short-term recovery process to ensure a timely and orderly restoration. Short-term recovery goals include:

- **Restore Emergency Medical Services:** Reestablish full operational capacity for EMS units to ensure immediate response capabilities across affected areas.

- **Assess and Address Equipment and Supply Needs:** Evaluate and replenish depleted medical supplies and equipment to maintain readiness for ongoing and future emergencies.

- **Support Personnel Well-Being:** Provide mental health support and rest periods for EMS personnel to ensure their physical and emotional recovery.

- **Reestablish Communication Networks:** Ensure that all communication channels, including radio and dispatch system, are fully functional for efficient coordination.

- **Coordinate with Local Hospitals and Healthcare Facilities:** Collaborate with ICEMA and hospitals to manage patient overflow and ensure continuity of care.

- **Conduct Debriefings and Initial Evaluations:** Gather feedback from EMS teams to identify immediate challenges and improve response strategies for future incidents.

Community Lifeline Stabilization

Community lifeline stabilization priorities should initially organize the Incident Action Plan and shift to recovery outcome priorities as the lifelines are stabilized. Community lifelines are identified in the following figure.

Figure 36: FEMA Community Lifelines[31]

Disaster Reimbursement

ICEMA will make reasonable efforts to support CONFIRE EMS Division in obtaining reimbursement for disaster response efforts within and outside the County when such funds are available.

- The Contractor (CONFIRE EMS Division) will ensure all documentation meets the Federal Emergency Management Agency (FEMA) eligibility and/or other federal funding standards, policies, and guidelines.

CONFIRE EMS Division can ensure clarity and compliance by implementing standard practices for reimbursement:

- A pre-existing contract with San Bernardino County that outlines the scope of services, including provisions for emergency or disaster response.

- Receive and document explicit activation by ICEMA and/or San Bernardino County as part of the disaster response efforts.

- Provide detailed records of the services rendered during the disaster, including time logs, resource usage, and specific tasks performed.

- Comply with the County's disaster reimbursement policies and any relevant local, state, or federal guidelines, such as those outlined by FEMA.

- Submit a formal reimbursement request, including all required documentation, such as invoices, receipts, service reports, and ICS Forms.

Long-Term Recovery

Long-term Recovery begins when the San Bernardino EOC demobilizes and continues until the last recovery project is complete. This recovery process can extend over several years and involve many projects. Long-term recovery goals should consider:

- **Strengthen Infrastructure and Resources:** Upgrade EMS facilities, equipment, and technology to enhance resilience and improve response capabilities for future emergencies.

- **Enhance Training and Preparedness:** Develop and implement advanced training programs focused on lessons learned from the recent disaster, including specialized response techniques and mental health support.

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- **Improve Interagency Coordination:** Foster stronger partnerships with local, state, and federal agencies to streamline collaboration and resource sharing during future emergencies.

- **Expand Community Outreach and Education:** Engage in community education initiatives to improve public awareness of emergency procedures and foster a culture of preparedness.

- **Implement Mitigation Strategies:** Apply insights gained during recovery to integrate mitigation strategies that reduce vulnerability to similar incidents in the future.

- **Review and Revise Emergency Response Plans:** Continuously update the EMS Division's emergency response plans based on post-disaster evaluations to address any gaps or inefficiencies.

- **Support Personnel Retention and Recruitment:** Develop initiatives to retain experienced staff and attract new talent, focusing on building a resilient and capable workforce for the future.

Authorities & References

Local, State, and Federal statutes, standards, agreements, and guidelines are considered standard practices for emergency management planning and response coordination.

Local

- San Bernardino County Emergency Operations Plan (March 2014, Reviewed January 2019).

- County of San Bernardino Multi-Jurisdictional Hazard Mitigation Plan (2022).

- San Bernardino County Code Chapter 1 of Division 1 of Title 2: Public Morals, Safety, and Welfare – Establishes the County Emergency Services Organization, the Office of Emergency Services, and the San Bernardino County Disaster Council (2012).

- Medical and Health Operational Area Coordinator (MHOAC) Program Manual and Memorandum of Understanding (MOU) – San Bernardino County (2013).

- San Bernardino County Operational Area Resolution 1995-219 forming the Operational Area and Operational Areas Coordinating Council (September 1995).

State of California

- California Code of Regulations Chapter 1 of Division 2 of Title 19 and Government Code Section 2400 through 2450 – Standardized Emergency Management System (SEMS) Regulations.

- California State Emergency Plan (2017, 2023 Coordinating Draft).

- California Office of Emergency Services California Disaster Medical Response Plan.

- California Public Health and Medical Emergency Operations Manual, California Department of Public Health (2011).

- California Health and Safety Code Division 2.5 Emergency Medical Services Law (2019).

- California Code of Regulations Title 22, Division 9 Prehospital Emergency Medical Services.

- California Disaster Medical Response Plan, California Emergency Medical Services Authority (2007).

  - Medical Health Operational Area Coordinator (MHOAC) Health & Safety Code Division 2.5, Article 4, Section 1797.153.

- Emergency Management Assistance Compact (2005).

- Governor of the State of California, Executive Order S-2-05 (2005).

- California Master Mutual Aid Agreement.

- California Fire and Rescue Operations Plan.

- California Emergency Services Act (ESA), Chapter 7, Division 1, Title 2 of the Government Code, Section 8550-8668.

- California Health and Safety Codes, §§101025 and 34070-34082.

- California Hazardous Materials Incident Contingency Plan.

- California Assembly Bill 450, Standardized Emergency Management System: animals. Pets Evacuation Transportation Standards Act of 2006, H.R. 3858.

- State of California Coroners' Mutual Aid Plan.

- The California Mass Fatality Management Guide: A Supplement to the State of California Coroners' Mutual Aid Plan.

- California Senate Bill 160 (October 2019) – requires plans to address how culturally diverse communities within its jurisdiction are served.

- California Assembly Bill 477 (September 2019) – requires that jurisdictions specifically serve the access and functional needs population through the following actions: emergency communication, including the integration of interpreters, translators, and assistive technology; emergency evacuation, including the identification of transportation resources and resources that are compliant with the Federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12101 et seq.) for individuals who are dependent on public transportation; and emergency sheltering, including ensuring that designated shelters are compliant with the Federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12101 et seq.) or can be made compliant through modification and that showers and bathrooms are fully accessible to all occupants.

Federal

- The Disaster Relief Act of 1974, PL 93-288, as amended.

- U.S. Department of Homeland Security National Incident Management System (NIMS).

- U.S. Department of Homeland Security National Response Framework (NRF).

- National Response Plan.

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- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93- 288), as amended.

- Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA).

- Americans with Disabilities Act Accessibility Guidelines (ADAAG) – U.S. Department of Justice https://archive.ada.gov/emergencyprepguide.htm.

- Executive Order 13347 – Individuals with Disabilities in Emergency Preparedness.

- Public Assistance Program and Policy Guide, June 1, 2020, Version 4.0 (FP 104-009-2) – https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf.

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

- Homeland Security Act of 2022.

- The Homeland Security Act of 2022, PL 107-296, as amended.

- Title VI of PL 109-295 (H.R. 5441), the Post-Katrina Emergency Management Reform Act of 2006.

- H.R. 3858 (109th): Pets Evacuation and Transportation Standards Act of 2006, amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

- Emergency Management and Assistance, Code of Federal Regulations, Title 44.

- Superfund Amendments and Reauthorization Act of 1986, PL 99-499.

- Emergency Planning and Community Right to Know Act (SARA Title III) of 1986.

- OSHA 1910.120. OSHA Hazardous Waste Operation and Emergency Response.

- Clean Water Act, (Section 311 of USC 1251).

- Oil Pollution Act of 1990 (OPA 90).

- Comprehensive Environmental Compensation and Recovery Act (CERCLA).

- Homeland Security Presidential Directive: HSPD 3,5 (Management of Domestic Incidents), and 8 (National Preparedness).

- Developing and Maintaining Emergency Operations Plan – Comprehensive Preparedness Guide (CPG) 101, September 2021, Version 3.0.

- United States Department of Homeland Security National Incident Management Systems (NIMS).

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- United States Department of Homeland Security National Response Framework (NRF).

- National Response Plan.

Lead and Support Agencies

Local Government

Emergency Management—County Level

The San Bernardino County Operational Area (SBCOA) Emergency Management System consists of all County departments, 24 cities and towns, unincorporated areas, and special districts, together with the private and volunteer sector. The system represents all resources available within the County that may be directed to disaster response and recovery. The goal is to support emergency activities to protect life, property, and the environment.

All participating agencies and response organizations will have various roles and responsibilities throughout an emergency. San Bernardino County is responsible for managing and coordinating the overall emergency response and recovery activities. The County has identified and trained critical staff to execute existing response policies, plans, and procedures.

Therefore, it is critical the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and/or contract as the situation evolves. It is important to maintain depth within the command structure and response organizations.

Fire Department

Fire Department: Administration

The response role includes:

- Management of fire emergency organization, fire suppression and rescue, fire mutual aid, emergency services, hazardous materials, and communications.
- Support field operations.

The EOC roles include:

- Management and Operations Sections of the County EOC.
- Support Planning/Intelligence Section of the County EOC.

The recovery role will be designated as necessary.

Fire Department: Fire Prevention

The response role includes:

- Fire/arson investigation operations.
- Damage assessment operations.
- Suppression support activities.
- Community safety/support operations.
- Inspect/investigate potential threats to public safety.

The EOC role includes:

- Damage assessment operations.
- Public Outreach/Information operations.
- Action planning operations.

The Recovery role will be determined as necessary.

Fire Department: Hazardous Materials (HazMat)

The response role includes:

- Respond to all hazardous materials emergencies for the purpose of protecting life, property, and the environment.

The EOC role includes:

- Operations – HazMat Branch.
- Support Planning/Intelligence Section.

The Recovery role will be determined as necessary.

Fire Department: Office of Emergency Services (OES)

The response role includes:

- Lead agency for the San Bernardino County Operational Area (OA).
- Provide timely and accurate situation status reports and resource status reports to appropriate policymakers, elected officials, and to State OES Southern Region EOC (REOC).
- Monitor situation status and resource status in each local jurisdiction within the County.
- Coordinate with each jurisdiction to facilitate the rapid and efficient procurement of resources needed in response to an emergency.
- Provide any appropriate services needed to support the area-wide response.
- Assist in the coordination between County departments to efficiently utilize County resources to produce the most effective response to an emergency.
- Assist in the facilitation of the rapid restoration of business, government, and other institutions.

The EOC role includes:

- Overall EOC management and Planning/Intelligence Section and support to other EOC Sections as required.
- Utilize WebEOC and the OA communications platform.

See the County Disaster Recovery Plan for recovery role information.

Fire Department: Suppression

The response role includes:

- Respond to all fire incidents for the purpose of protecting life, property, and the environment.

- Search and rescue operations.

- Manage/active Incident Command Posts (ICPs).

- OA Fire/Rescue coordination.

EOC and recovery roles are to be determined (TBD).

Law Enforcement & Coroner

The response role includes:

- Coordinate law enforcement response to proclaimed disasters.
- Control and allocate all law enforcement resources sent in or from outside the County.
- Serve as an action agency that implements evacuation of disaster victims.
- Direct movement of people, vehicles, and equipment in and around disaster areas.
- Coordinate law enforcement mutual aid within OES Region VI.
- Provide security of EOC and County buildings.
- Coordinate/activate the Department Operations Center (DOC) when necessary.

Law enforcement fulfills two roles in the EOC:

- Operations section: Law Branch/Area Law Coordinator.
- Management Section – when an emergency is criminal in nature (e.g., terrorism).

The recovery role of law enforcement is to be determined (TBD).

Emergency Medical

California EMS System

The California EMS System is comprised of two tiers. The first is EMSA at the state level, and the second is the Local EMS Agencies (LEMSAs).

Figure 37: California EMS System[32]
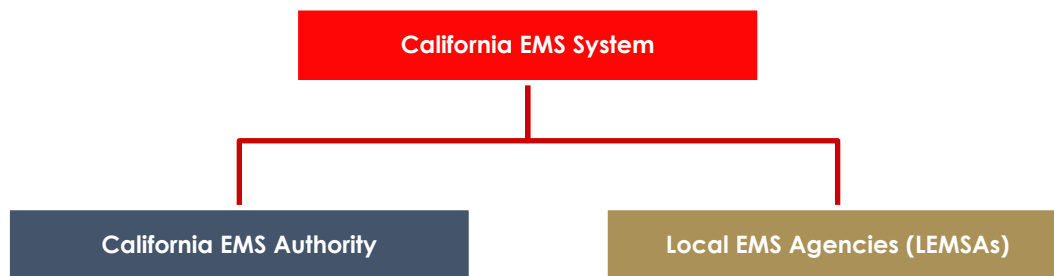
Local governments have a shared responsibility with counties to make prehospital EMS services available. The California EMS System is a complex network of many types of professionals, all of whom serve a broad range of roles:

- Providing 911 emergency services and critical care in the prehospital setting.

- Serve as educators.

- Practice community paramedicine.

- Provide triage to alternate destinations.

- Conduct research.

California's public and private EMS providers across the state include nearly 90,000 members who deliver vital care to all people in California.

Accessible and Equitable

The California EMS System of Care's core principles are centered on inclusivity, diversity, and equitable quality care, free from bias and regardless of socioeconomic status. Despite these core values, EMS utilization rates and the availability of health resources differ based on socioeconomic disparities across communities in the state. The California EMS System is dedicated to mirroring the diversity of the communities it serves and continues to focus on delivering culturally competent services.

California EMS System Priorities

Six overarching priorities are provided through the California EMS System:

- Ensure the California EMS System is equitable and transparent.

- Develop an innovative and data-driven approach to lead the future of the California EMS System policymaking.

- Maintain, evaluate, and adapt disaster medical response operations to meet future challenges.

- Establish a real-time Health Information Exchange (HIE) for patient tracking, care, and analytics.

- Create a resilient California EMS System by identifying and mitigating current and future vulnerabilities.

- Unify and synchronize the administrative practices within the California EMS System, ensuing integration and coordination.

Inland Counties Emergency Medical Agency (ICEMA)

The Inland Counties Emergency Medical Agency (ICEMA) is the Local Emergency Medical Agency (LEMSA). ICEMA's response role is to coordinate the provision of out-of-hospital acute and pre-hospital medical care transport to definite care and other medical transport to patients with illnesses and injuries. ICEMA utilizes a Duty Officer Program to maintain a full-time point of contact for the MHOAC function. The ICEMA Duty Officer will be the primary means of initial contact during a critical incident.

ICEMA's response role includes:

- Coordinate provision of out-of-hospital acute and pre-hospital medical care, transport to definitive care, and other medical transport to patients with illnesses and injuries.

- Determine and direct patient transport to receiving hospitals, specialty care centers, and potential mass care sites within and outside of the Operational Area.

- Provide Subject Matter Technical Support to Local Assistance Centers (LAC).

- Coordinate the provision of staff at shelters/SHOCs as needed with Public Health.

ICEMA's EOC roles are in the Operations Section—Medical and Health Branch.

ICEMA's recovery role is to be decided (TBD).

Priority Ambulance

Priority Ambulance will manage the majority of ambulance transportation needs for CONFIRE EMS Division. Priority Ambulance serves communities in 13 states nationwide. Priority Ambulance is well-capitalized and supported by Consonance Capital Partners, a strategic investment firm focused exclusively on companies' longer-term success in the healthcare sector.

The company provides:

- Trained paramedics and EMTs.

- State-of-the-art ambulances.

- Support vehicles.

- Latest medical equipment and technology throughout its national service area.

Public Health

Public Health: Administration

Response roles include:

- Hospital capacity assessment and resource allocation.
- Regional disaster medical health coordination.
- Environmental health assessment and mitigation.
- Laboratory/Epidemiological evaluation.
- Organize mass immunization or mass prophylaxis responses.
- Provide staff at shelters/SHOCs as needed.
- Support Department Operations Center (DOC).

The Public Health Administration is part of the Operations Section within the County EOC under the Medical and Health Branch and will fill the recovery role as needed.

Public Health: Environmental Health Services

Response roles include:

- Protect public health, promote safety, and prevent environmental hazards during disasters.
- Prevention of illness and injury during disasters.

The Public Health Environmental Health Services is part of the Operations Section within the County EOC under the Medical and Health Branch and will fill the recovery role as needed.

San Bernardino Behavioral Health Department

Response roles include:

- Disaster crisis counseling services.
- Linage to other resource agencies.
- Provide relief for disaster workers.
- Provide staff/counselors at shelters/SHOCs as needed.

This department is part of the Operations Section—Care and Shelter Branch within the County EOC.

San Bernardino Aging and Adult Services

Response roles include:

- Provide information and assistance to targeted populations.
- Provide staff at Local Assistance Centers (LAC).
- Provide staff at shelters/SHOCs as needed.

This department is not part of the EOC or Recovery role unless necessary.

Child Support Services

Response roles include:

- Support Local Assistance Centers (LAC).
- Provide staff at shelters/SHOCs as needed.

This department is a support service within the Operations Section—Care and Shelter Branch within the County EOC.

Children and Family Services

Response roles include:

- Coordination of emergency care for foster children.
- Provide staff at Local Assistance Centers (LAC).
- Provide staff at shelters/SHOCs as needed.

This department is not part of the EOC or Recovery role unless necessary.

Others as Needed

CERT Agencies

Community Emergency Response Teams (CERT) are located in the unincorporated County Area. The fourteen (14) CERT Teams within the unincorporated County include:

Figure 38: CERT Agencies

CERT Teams		
Angelus Oaks CERT	Big Bear Valley CERT	Helendale CERT
Lucerne Valley CERT	Lytle Creek CERT	Mill Creek Canyon CERT
Morongo Basin CERT	Mountain CERT	Oak Hills CERT
Phelan/Pinon Hills CERT	Rosena Beach CERT	San Antonio Heights CERT
Silver Valley CERT	Wrightwood CERT	

Special Districts

The response role of special districts includes:

- Provide information regarding the condition of Board-governed and Self-Governed Special Districts, including water, sanitation, road, park, dam, and TV translator districts throughout the County.

- Conduct damage assessment of all infrastructure and assist in getting services back online.

- Department Operations Center (DOC).

Special Districts provide support in the County EOC Operations Section and support a recovery role as needed.

Hazard-Specific Procedures

Medical Patient Care/ Mass Casualty Incident Plan

EMS field personnel shall follow the procedures and guidelines outlined in the ICEMA and CONFIRE EMS Division Policy and Protocol Manual under Local Medical Emergency.

Purpose

To provide guidelines to emergency medical services (EMS) field personnel regarding the treatment and transportation of patients during a declared Local Medical Emergency.

Policy

EMS field personnel shall follow the procedures and guidelines outlined in the CONFIRE EMS Division and ICEMA policy and protocol manual regarding the treatment and transportation of patients during a declared Local Medical Emergency.

Procedures

These procedures shall apply during a Local Medical Emergency:

- A public safety agency of the affected jurisdiction shall notify the San Bernardino County Communications Center (Comm Center) of the proclamation of a local emergency and shall provide information specifying the geographical area of the affected proclamation.

- The Comm Center notifies:
    - The County Health Officer/Designee
    - ICEMA Duty Officer
    - The County's Sheriff's Department
    - Area EMS providers
    - Area hospitals

- This policy shall remain in effect for the duration of the declared Local Medical Emergency or until rescinded by the Medical and Health Operational Area Coordinator (MHOAC), which can be the County Health Officer and/or the ICEMA EMS Administrator or his/her designee.

Medical Control

- EMS field personnel (BLS, LALS, and ALS) may function within their Scope of Practice as established in the ICEMA Policy, Procedure, and Protocol Manual without base hospital contact.

- No care will be given unless the scene is secured and safe for EMS field personnel.

- Transporting EMS providers may utilize BLS units for patient transport as dictated by transport resource availability. In cases where no ambulance units are available, EMS field personnel will utilize the most appropriate method of transportation at their disposal.

- Patients who are too unstable to be transported outside the affected area should be transferred to the closest secured appropriate facility.

- Comm Center should be contacted on the 700/800 MHz system for patient destination by transporting unit.

- Base hospital contact criteria outlined in ICEMA Reference #3040 – Radio Communication, may be suspended by the ICEMA Director. EMS providers will be notified. Receiving hospitals should be contacted with the following information once responding:

  - Estimated time of arrival (ETA)
  - Number of patients
  - Patient status: Immediate, delayed, or minor
  - Brief description of injury
  - Treatment initiated

Documentation

EMS field personnel (first responder and transport) may utilize Cal Chief's approved triage tags as the minimum documentation requirement. The following conditions will apply:

- One section to be kept by the jurisdictional public safety agency. A patient transport log will also be kept indicating time, incident number, patient number (triage tag), and receiving hospital.

- One section to be retained by the transporting EMS provider. A patient log will also be maintained indicating time, incident number, patient number (triage tag), and receiving hospital.

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- The remaining portion of the triage tag to accompany the patient to the receiving hospital, which is to be entered into the patient's medical record.

- All Radio Communication Failure reports may be suspended for the duration of the Local Medical Emergency.

All refusals of treatment and/or transport will be documented as scene safety allows.

San Bernardino County Communications Center

Comm Center will initiate a Multiple Casualty Incident (MCI) according to ICEMA Reference #8090 – Medical Response to a Multiple Casualty Incident. This information will be coordinated with appropriate fire/rescue zone dispatch centers and medical unit leaders in the field as needed.

Responsibilities of the Receiving Hospitals

- Receiving hospitals upon notification by the communications center of a declared Local Medical Emergency will provide hospital bed availability and Emergency Department capabilities for immediate and delayed patients.

- Receiving hospitals will utilize ReddiNet to provide the communications center and ICEMA with hospital bed capacity status minimally every four (4) hours, upon request or when capacities are reached.

- It is strongly recommended that receiving hospitals establish a triage area in order to evaluate incoming emergency patients.

- In the event that incoming patients overload the service delivery capability of the receiving hospital, it is recommended that the hospital consider implementing its disaster surge plan.

- Saturated hospitals may request evacuation of stable inpatients. Movement of these patients should be coordinated by County Emergency Operations Centers (EOC) and in accordance with local disaster response plans and, if necessary, National Disaster Medical System categories.

References
ICEMA Policy and Procedures Manual References:

3040   Radio Communication
8080   Medical Response to a Multiple Casualty Incident

Pandemic Annex

The COVID-19 pandemic has driven many organizations, including the California EMS System, to adopt new processes, positions, or departments, which will continue beyond the public health emergency.

California Health Corps (CAHC) Program

The CAHC program is the state's response to an increased need for licensed medical professionals within healthcare facilities experiencing a medical surge due to a disaster such as the COVID-19 pandemic.

CAHC temporarily deploys licensed and trained medical personnel to healthcare facilities per their request to provide patient care.

CONFIRE EMS Division Designated Infectious Officer

The health and safety of patients and team members is a priority. The Designated Infectious Officer (DIO) oversees the infectious disease control protocols. The DIO plays a critical role in ensuring that CONFIRE EMS Division personnel adhere to rigorous standards and procedures designed to prevent the spread of infectious diseases.

<div align="center">

CONFIRE EMS & Mobile Health

Attention: Designated Infectious Officer

1743 Miro Way

Rialto, CA 92376

(909) 356-2334

</div>

Public Health

California Public Health & Medical—Emergency Operations Manual: Use as a resource/reference to support the County MH/MHOAC Function. The actual role belongs to the County/ICEMA. The client supports the MH/MHOAC.

California Conference of Local Health Officers (CCHO) and Emergency Medical Services Administrators' Association of California (EMSAAC)—MHOAC Program Manual (2016): Use as a resource/reference to support the County MH/MHOAC function. The actual role belongs to the County/ICEMA. The client supports the MH/MHOAC.

CONFIRE EMS Division DOC Position Checklists

DOC Common & Leadership Responsibilities Checklist

Emergency management involves a range of activities to prepare for, respond to, and recover from various types of emergencies and disasters. Creating checklists for different sections within the CONFIRE EMS Division DOC ensures that all necessary steps are taken.

Common Responsibilities Checklist

Common Responsibilities Checklist
Check-In Responsibilities
Receive assignments, reporting locations, reporting time, and travel instructions.
Monitor incident status via media, radio, etc.
Communications: Obtain special communications instructions; know the assigned telephone, cellular number, and/or radio frequency(ies) for your area of responsibility and ensure that communication equipment is working properly. Use clear text and ICS terminology.
Acquire and organize work materials.
Anticipate travel time and needed rest periods before shift, if possible.
DOC Responsibilities
Upon arrival at the DOC, sign in at the check-in location.
Receive briefing from supervisor.
Ensure proper equipment is available and operational prior to the work period.
Public Awareness: Information should be disseminated to include emergency notifications, evacuation information, and shelter opening
Meetings and Briefings: Attend all meetings and briefings for your position. Pay attention to the Planning "P" meeting schedules for your shift. Ensure all documentation needed for the DOC Action Plan for the next Operational Period is complete.
Accountability: Maintain accountability for assigned personnel and resources. Maintain an accurate record of personnel, equipment, and materials.
Health and Safety: Ensure compliance with all safety practices and procedures
Execute the tasks of your section and monitor the process with the EOC Emergency Services Director's stated objectives.
Give priority to the following: • Resource Allocation and Control • Evacuation and Rescue Operations • Medical triage, treatment, and transport operations (EMS) • Care and Shelter Operations • Access and Perimeter Control • Public Health Operations (See Community Lifelines) • Restoration of Vital Services and Utilities (See Community Lifelines) • Critical facilities should be secured

AP TRITON ———————————————————

Common Responsibilities Checklist

Documentation: Complete all documentation required of the assigned position (e.g., MHOAC requests for resources, Internal Communications, ICS 214 forms) through the chain of command to the Planning/Intelligence Section's Documentation Unit.

Additional Responsibilities

Expenditures: Send all documentation for all expenditures to the Finance & Administration Section Coordinator.

Brief replacements, if available, at the end of the shift. Ensure that activities in progress are communicated and fully understood.

Demobilization Responsibilities

Begin demobilizing when authorized by your Supervisor/Coordinator.

Ensure that any open actions are completed or transferred to other EOC elements, as appropriate.

Ensure that all required forms and reports are completed; close out activity logs, return all checked out equipment, and provide all documentation to the Section Coordinator or appropriate designee Planning/Intelligence Section's Documentation Unit is being demobilized.

Inform counterparts at the San Bernardino County Operational Area EOC and DOCs, as well as other relevant agencies that the position is being demobilized.

Leave forwarding information, including cell numbers and email, with the Section Coordinator or Documentation Unit Leader.

Participate in all scheduled debriefings and critiques. Be prepared to provide input to the After-Action Report.

Critical Incident Stress Debriefing and Mental Health Support: Ensure that all staff have the opportunity for critical incident stress debriefing. Ensure that staff is aware of the Employee Assistance Program within the organization.

Leadership Responsibilities Checklist

Leadership Responsibilities Checklist
Check-In Responsibilities
Review all personnel checklists.
After checking in and confirming the assignment, receive a briefing from the Supervisor.
Participate in all meetings and briefings as required throughout the activation cycle.
DOC Responsibilities
Evaluate the current status of assigned resources in the service area.
Assess resource needs.
Request additional resources as needed.
Conduct briefings to ensure situational awareness and understanding of the current activation cycle.
Assign duties to assigned staff; supervise and evaluate efficacy.
Be sure your staff understands how to operate all equipment for use.
Additional Responsibilities
Organize and brief subordinates, make sure that they understand their role in your section.
Ensure compliance with all safety and health practices.
Brief your DOC Section on the Deactivation Plan.
Debrief assigned personnel before demobilization and be sure that all ICS 214 forms are complete and signed before staff is released from the Section.
Maintain Unit Log and Unit/Section documentation.
Perform personnel performance and/or provide feedback as needed.
Lead after-action review activities.
Critical Incident Stress Debriefing and Mental Health Support: Ensure that all staff have the opportunity for critical incident stress debriefing. Ensure that staff is aware of the Employee Assistance Program within the organization.

Department Operations Center Section Checklists

The DOC coordinates the actions of the organization, establishes operational priorities, and ensures the development and implementation of strategies to meet the needs of the emergency. The DOC supports and coordinates with County of San Bernardino representatives, including the ICEMA Administrator, Medical Health Operational Coordinator (MHOAC), and the Medical/Health Branch of the County Emergency Operations Center (EOC). The DOC may request that an Agency Representative (AREP) be sent to the County EOC for coordination and communication purposes.

The DOC staff must evaluate the potential economic, social, and environmental impacts of the disaster on the ability to perform all contracted responsibilities.

The DOC Sections include:

- DOC Director—Executive Director

- DOC Operations Section—EMS Director

- DOC Logistics Section—Logistics Manager

- DOC Finance/Administration Section—Administrative Services Director

CONFIRE EMS Division DOC Director

DOC Section: Management Staff	
Position Description	The DOC Director is responsible for the overall management of the DOC, including all staff, and shall assume responsibility for each position until active. Establishes communications with all ICEMA, Board officers, and the EMS Division. Attends all county and internal conference calls and meetings if applicable.
Primary Responsibilities	• Make executive decisions based on organizational policies • Establish the appropriate level of organization to manage the coordination of resources with the ICEMA Administrator and/or MHOAC, or Medical/Health Branch of the County EOC while still insuring normal operational needs are met. Continuously monitor the effectiveness of the organization and make changes as needed. • Oversee all liaison activities, including coordinating with outside agency representatives assigned to the County EOC and handling requests from DOCs. • Aid in coordinating efforts with other agencies to reduce the risk of agencies operating independently.
Reports and Plans	• Deactivation Plan – Review and Approve • ICS 214 Form – Individual Work Log

CONFIRE EMS Division DOC Director—Actions Checklist

CONFIRE EMS Division DOC Director: Actions to be taken	Notes
Review Common and Leadership Responsibilities.	
Establish coordination with the San Bernardino County Medical Health Operational Area Coordinator (MHOAC) or Medical/Health Branch of the Santa Bernardino County EOC (if activated). • Maintain regular communications and ensure full support through authorization of emergency measures. • Respond immediately to DOC and determine operational status. Be prepared to support the Agency Representative position request by MHOAC or Medical/Health Branch to be positioned at EOC. • Determine the requested frequency of situational updates to be submitted to MHOAC or Medical/Health Branch (EOC).	
Provide dissemination of accurate and timely emergency information and warning to the organization.	
Authorize appropriate level (Level 1, 2 or 3) activation of the CON FIRE DOC. • Establish and direct the DOC to be activated as necessary to support the disaster based on County EOP activation criteria. • Ensure the DOC is properly set up and ready for operations. • Organize and staff DOC positions to manage disaster response and recovery as needed. • Initiate staff call-back procedures. • Consider the need to move the DOC based on operational needs and facility conditions.	
Authorize Operational Period and Priorities. Determine the operational period and the priorities for the operational period. Keep DOC staff informed of operational periods.	
Authorize the approval of emergency resources. Primary considerations include approval of controlled asset re-assignment (relieve employees of normal duties and temporarily reassign them to other emergency duties), and emergency purchasing/leasing/renting. • Ensure that all available personnel, services, facilities, equipment, supplies, and funds are made available to maintain continuity of operations and support response/recovery.	
Prepare and convene the DOC Initial Action Planning Meeting with Operations Section Coordinator. • In coordination with Management Staff, prepare management function objectives for the action planning meeting with the Operations, Finance, and Logistics Coordinator. • Ensure that all Section Coordinators, Management Staff and other key agency representatives are in attendance. • Ensure that appropriate Action Planning procedures are followed and conveyed to MHOAC. • Ensure meetings are facilitated appropriately by the Operations Section Coordinator. • Utilize the Planning "P" to conduct periodic briefings to ensure strategic objectives are current and appropriate. • Respond to information briefings as appropriate.	
Ensure that inter-agency coordination is accomplished effectively within the DOC and with the County MHOAC and/or County EOC.	

AP TRITON

148

223

CONFIRE EMS Division DOC Director: Actions to be taken	Notes
Coordinate with legal counsel as needed for disaster risk management actions regarding policy, legal liability, and insurance claims. • Ensure appropriate priority to the protection of life safety, incident stabilization and property conservation with due care.	
Coordinate and support the Organization, County, and MHOAC, including reporting requirements, agency or jurisdictional priorities, and support the County plan for public information management.	
Ensure compliance with all safety work practices and procedures in the DOV. Consider the mental health of staff and support teams.	

CONFIRE EMS Division DOC Operations Section

CONFIRE EMS Division DOC Section: Operations	
Position Description	The Operation Section Coordinator acts as the primary point of contact between the DOC and the field Incident Command Post if established, or the operation managers for each region. The DOC Operations Section Coordinator receives incoming situation reports, departmental status, resource requests, and field intelligence. Incoming information will be routed to the appropriate DOC Sections.
Primary Responsibilities	• Responsible for coordinating and directing all ambulance operations in support of the emergency response and in coordination with the San Bernardino County Medical Health Operational Area Coordinator (MHOAC) or Medical/Health Branch of the Santa Bernardino County EOC (if activated). • Requests and releases resources.
Reports and Plans	• Weather Map/Chart • CONFIRE EMS Division All-Hazard Emergency Operations Plan • San Bernardino County Emergency Operations Plan • ICS 214 – Individual Log Form

CONFIRE EMS Division DOC Operations Section—Actions Checklist

CONFIRE EMS Division DOC Operations Section: Actions Checklist	Notes
Review Common and Leadership Responsibilities.	
Provide dissemination of accurate and timely emergency information and warnings to the organization.	
Understand the current situation and predict probable resource needs.	
Ensure that all field supervisors report and receive current information.	
Enhance the capability of the organization to respond to emergencies in coordination with the San Bernardino County Medical Health Operational Area Coordinator (MHOAC) or Medical/Health Branch of the San Bernardino County EOC (if activated). Priorities include but are not limited to: • Maintain capabilities for ongoing routine operations. • Cooperate with other sections of the DOC. • Provide up-to-date information regarding the incident to the DOC Director. • Ensure current information is being disseminated accurately and assist with rumor control.	
Attend all meetings and briefings.	
Prepare alternative strategies for procurement and resource management to support the incident.	
Provide information to all DOC Section Coordinators (Logistics and Finance/Administration) as well as any Command Staff.	
Ensure all pertinent information is confirmed and given to the DOC Director as soon as possible.	
Work with the Logistics Section to order resources and staffing.	
Develop action planning for each operation period as needed.	
Ensure compliance with all safety work practices and procedures in the DOC and confer with the safety officer(s). Consider the mental health of staff and support teams.	

CONFIRE EMS Division DOC Logistics Section—Logistics Manager

CONFIRE EMS Division DOC Section: Logistics	
Position Description	Manages and coordinates logistical operations within the organization's DOC for disaster response and large-scale events.
Primary Responsibilities	• Develop and execute logistics plans in coordination with the overall management of the incident. • Responsible for providing facilities, services, and materials in support of the incident response. • Assess and Repair Communications and IT technology.
Reports and Plans	• ICS 214 – Individual Log Form • CON FIRE All-Hazard Emergency Operations Plan (DEOP) • San Bernardino County EOP • CONFIRE EMS Division Vendor Database • CONFIRE EMS Division Purchasing Policy • MHOAC Resource Ordering System

CONFIRE EMS Division DOC Logistics Section—Actions Checklist

CONFIRE EMS Division DOC Logistics Section: Actions Checklist	Notes
Review Common and Leadership Responsibilities.	
Ensure the efficient allocation and utilization of resources, including personnel, equipment, and supplies.	
Oversee the procurement, storage, and distribution of goods and materials needed for the operation.	
Plan and manage the transportation of personnel, equipment and supplies to and from the incident or event site.	
Establish effective communication channels with other sections of the DOC, the San Bernardino County Medical Health Operational Area Coordinator (MHOAC) or Medical/Health Branch of the Santa Bernardino County EOC (if activated), and other departments and agencies to ensure smooth flow of information and resources.	
Assess the status of information technology systems.	
Maintain accurate records of inventory levels and manage the inventory to prevent shortages or excesses.	
Assess facility needs (i.e., building integrity, relocation needs, and needed inventory. Establish back-up facilities as needed.	
Use the San Bernardino County Medical Health Operational Area Coordinator (MHOAC) or Medical/Health Branch of the Santa Bernardino County EOC (if activated) to order resources and enhance efficiency.	
Maintain detailed records of all logistical activities, such as shipments, inventory levels, and resource allocations.	
Establish and maintain relationships with suppliers and vendors to ensure a reliable supply of goods and services.	
Ensure that vehicles, machinery, and equipment used in logistics operations are in good working order and arrange for maintenance when necessary.	
Identify potential risks in logistics operations and develop strategies to mitigate them.	
Prepare regular reports on logistics activities and performance for the disaster.	
Ensure compliance with all safety work practices and procedures in the DOC. Consider the mental health of staff and support teams.	

CONFIRE EMS Division DOC Finance/Administration Section—Administrative Services Director

CONFIRE EMS Division DOC Section: Finance/Administration Section	
Position Description	The Finance/Administration Section Coordinator is responsible for managing and coordinating various financial and administrative functions to support emergency response and recovery efforts in a disaster.
Primary Responsibilities	• Oversee resource management allocation and tracking to include personnel, equipment, and supplies. • Cost Tracking • Procurement • Payroll and Compensation • Contract Management • Financial Reporting/Cost Recovery • Administrative Support
Reports and Plans	• ICS 214 – Individual Log Form • CON FIRE All-Hazard Emergency Operations Plan (DEOP) • San Bernardino County EOP • CONFIRE Purchasing Policy

CONFIRE EMS Division DOC Finance/Administration Section—Actions Checklist

CONFIRE EMS Division DOC Finance/Administration Section: Actions Checklist	Notes
Review Common and Leadership Responsibilities.	
Communicate emergency spending delegation of authority to all appropriate staff (Finance/Administration Section Coordinator).	
Initiate procedures to gather time-reporting data from all applicable personnel.	
Initiate tracking of all costs, including personnel time, loss of revenue, repairs, acquisition of supplies and equipment, and altered operations.	
Participate in planning and operational meetings as needed.	
Initiate the documentation of all damages, prepare insurance and other claim reports. Work with county, state, and federal agencies on documentation and tracking of all costs.	
Prepare and sign contracts and agreements as needed for the incident.	
May assign a procurement, compensation claims, or cost unit as necessary.	
Ensure compliance with all safety work practices and procedures in the DOC. Consider the mental health of staff and support teams.	
Consider policies and procedures for the following: • **Time:** Initiate procedures to gather time-reporting data from all applicable personnel. • **Cost:** Initiate tracking of all costs, including personnel time, loss of revenue, repairs, acquisition of supplies and equipment, emergency protective measures, and altered operations. • **Claims:** Activate the documentation of all damages, prepare insurance and other claim reports, and work with County, State, and Federal partners/agencies on documentation and tracking of all costs for the incident. • **Procurement:** Establish emergency procurement policy and procedures to include contract management and equipment/supply procurement. Prepare and sign contracts and agreements as needed for the incident.	

230

Support Documentation

Appendix A: ICEMA Policy and Protocol Manual Table of Contents

Series	Administrative Policies
1000	**CREDENTIALING (EMT, AEMT, EMT-P, MICN)**
1010	AEMT Certification
1020	EMT Certification
1030	EMT-P Accreditation
1040	MICN Authorization – Base Hospital, Administrative, Flight Nurse, Critical Care Transport
1050	RCP Authorization
1060	EMT/AEMT Incident Investigation, Determination of Action, Notification, and Administrative Hearing Process
1070	Criminal History Background Checks (Live Scan)
1080	EMT-P Student Field Internship Requirements
2000	**EDUCATION**
2010	Continuing Education Provider Requirements
2020	EMT Continuing Education Requirements
2030	Public Safety First Aid Training Program Approval
2040	Public Safety Optional Skills Couse Approval
2050	Tactical Casualty Care Training Programs and Courses
3000	**GENERAL POLICIES**
3010	Licensure Changes – 911 Receiving Hospitals
3020	Base Hospital Designation
3030	Adoption of Policies and Protocols
3040	Radio Communication
3050	Controlled Substance
3060	Ground Based Ambulance Rate Setting (San Bernardino County)
3070	Ambulance Exemption Policy
4000	**SPECIALTY CARE PROGRAMS AND SPECIALTY SERVICE PROVIDER POLICIES**
4010	Paramedic Vaccination
4020	ChemPack Deployment
4030	Specialty and Optional Scope Program Approval
4040	ST Elevation Myocardial Infarction Critical Care System Designation
4050	EMT-P Blood Draw for Chemical Testing at the Request of a Peace Officer
4060	Fireline EMT-P
4070	Stroke Critical Care System Designation
4080	Tactical Medicine for Special Operations
4090	Emergency Medical Dispatch Center Requirements (San Bernardino County Only)
4100	Medical Priority Dispatch Minimum Response Assignments for Emergency Medical Dispatch (EMD) Categories
4110	Trauma Critical Care System Designation

AP TRITON ⎯⎯⎯⎯⎯⎯⎯⎯⎯⎯

SERIES	EMS SYSTEM POLICIES
5000	**DATA COLLECTION**
5010	ICEMA Abbreviation List
5020	Minimum Documentation Requirements for Transfer of Patient Care
5030	Requirements for Patient Care Reports
5040	Requirements for Collection and Submission of EMS Data
6000	**GENERAL OPERATIONAL POLICIES**
6010	Physician on Scene
6020	Responsibility for Patient Management
6030	Reporting Incidents of Suspected Abuse
6040	Organ Donor Information
6050	Local Medical Emergency
6060	Patient Restraints
6070	Care of Minors in the Field
6080	Patient Refusal of Care – Adult
6090	Treatment and Transportation Recommendations of Patients with Emerging Infectious Diseases
6100	EMS Fellow Field Response
6110	Transport of Critical 911 Patients when No Ambulance is Available
6120	Special Event and Mass Gathering Event Policy
7000	**DRUG AND EQUIPMENT LISTS**
7010	Standard Drug and Equipment List – BLS/LALS/ALS
7020	Standard Drug and Equipment List – EMS Aircraft
8000	**RESPONSE, TRANSPORT, TRANSFER, AND DIVERSION POLICIES**
8010	Interfacility Transfer Guidelines
8020	Specialty Care Transport
8030	Transport of Patients (BLS)
8050	Requests for Hospital Diversion and Ambulance Redirection
8060	Hospital Emergency Response Team (HERT)
8070	Medical Response to Hazardous Materials/Terrorism Incident
8080	Medical Response to a Multiple Casualty Incident
8090	Medical Response to a Multiple Casualty Incident (Inyo and Mono Counties)
8100	Ambulance Patent Offload Delay (APOD)
8110	EMS Aircraft Utilization (San Bernardino County Only)
8130	Assess and Refer Response Plan (San Bernardino County Only)
9000	**CONTINUATION OF CARE AND DESTINATION POLICIES**
9010	Continuation of Care
9020	Continuation of Trauma Care (Fort Irwin)
9030	Destination

AP TRITON

SERIES	EMS SYSTEM POLICIES
9040	Trauma Triage Criteria
10000	**PILOT PROJECTS AND TRIAL STUDIES**
10010	Emergency Medical Transport of Police Dogs – Pilot Project (San Bernardino County Only)
10020	Trial Study Participation
10030	Leave Behind Naloxone Distribution – Pilot Project
10040	Paramedic Prehospital Utilization of Ultrasound – Trail Study
10050	Opioid Withdrawal
11000	**STANDARD ORDERS**
11010	Medication – Standard Orders
11020	Procedure – Standard Orders
12000	**GENERAL PATIENT CARE**
12010	Patient Care Guidelines
12020	Glasgow Coma Scale
13000	**ENVIRONMENTAL EMERGENCIES**
13010	Poisonings
13020	Heat Related Emergencies
13030	Cold Related Emergencies
13040	Nerve Agent Antidote Kit (Training, Storage, and Administration)
13050	Smoke Inhalation/CO Exposure/Suspected Cyanide Toxicity
13060	Drowning/Submersion Injuries
14000	**TREATMENT PROTOCOLS**
14010	Respiratory Emergencies – Adult
14020	Airway Obstruction – Adult
14030	Bradycardias – Adult
14040	Tachycardias – Adult
14050	Cardiac Arrest – Adult
14060	Altered Level of Consciousness/Seizures – Adult
14070	Burns – Adult (15 years of age and older)
14080	Stroke Treatment – Adult
14090	Trauma – Adult (15 year of age and older)
14100	Pain Management
14110	Behavioral Emergencies
14120	Respiratory Emergencies – Pediatric (Less than 15 years of age)
14130	Airway Obstruction – Pediatric (Less than 15 years of age)
14140	Allergic Reactions – Pediatric (Less than 15 years of age)
14150	Cardiac Arrest – Pediatric (Less than 15 years of age)
14160	Altered Level of Consciousness – Pediatric (Less than 15 years of age)

SERIES	EMS SYSTEM POLICIES
14170	Seizure – Pediatric (Less than 15 years of age)
14180	Trauma – Pediatric (Less than 15 years of age)
14190	Burns – Pediatric (Less than 15 years of age)
14200	Newborn Care
14210	Obstetrical Emergencies
14220	Nausea and Vomiting
14230	Shock (Non-Traumatic)
14240	Suspected Acute Myocardial Infarction (AMI)
14250	Determination of Death on Scene
14260	End of Care and Decisions
14270	Ventricular Assist Device (VAD)
14280	Sepsis-Adult
15000	**Public Safety First Aid**
15010	Allergic Reaction and Anaphylaxis (Authorized Public Safety Personnel)
15020	Nerve Agent Exposure (Authorized Public Safety Personnel)
15030	Opioid Overdose (Authorized Public Safety Personnel)
15040	Respiratory Distress (Authorized Public Safety Personnel)
15050	Optional Skills and Medications (Authorized Public Safety Personnel)
15060	Public Safety AED Service Provider

SERIES	APPENDIX
16000	**MISCELLANEOUS**
16010	Definitions

Appendix B: Emergency Surge Supplies for up to 5 Days

	Description	Essential Equipment Based on Level of Service x 5 days						
		BLS	**ALS**	**CCT**	**NICU PICU**	**Supervisor**	**QRV**	**Total**
PPE	N95/N100 = 5 every 24 hrs.	900	1750	275	200	125	250	3500
	Surgical Masks 1 every hours for 24 hrs.	4000	8000	1320	960	600	1200	16080
	Goggles/Shields = 2 per 24 hrs.	360	690	110	80	50	100	1390
	Disp. Gowns = 2 gown 24 hrs.	360	690	110	80	50	100	1390
	Gloves = 1 box of each size (x2 medium & large)	180	345	55	40	25	50	695
Basic Medical Equipment	Stretchers	36	69	11	8	0	0	124
	AED's	36	69	11	8	5	10	139
	Portable O2 Tanks = 3 portable tanks per Veh	108	207	33	24	15	30	417
	NRB Masks = 5 per 24 hrs.	900	1750	275	200	125	250	3500
	NRB Masks (PED) = 5 per 24 hrs.	900	1750	275	200	125	250	3500
	Nasal Cannulas = 5 per 24 hrs.	900	1750	275	200	125	250	3500
	Nasal Cannulas (PED) = 5 per 24 hrs.	900	1750	275	200	125	250	3500
	NaCl Bags plus Macro Drip Tubing x 3	0	1035	165	120	0	0	1320
	IV Catheters (14G, 16G, 18G, 20G, 22G, 24G) x4	0	8280	1320	960	600	1200	12360
	Disp. Splint x5	900	1750	275	200	125	250	3500
	BP Cuffs (Infant, Ped, small, large, thigh) x 1	36	69	11	8	5	10	139
	Stethoscopes	36	69	11	8	5	10	139
	Thermometers	36	69	11	8	5	10	139
Meds/Pharmaceuticals	Fentanyl x 4 (200-400 mcg)	0	1380	220	160	0	0	1760
	Ketamine x 2 (120-1000 mg)	0	690	110	80	0	0	880
	Midazolam x 3 (20-40mg)	0	1035	165	120	0	0	1320
	Acetaminophen x 1	0	345	55	40	0	0	440
	Adenosine (6mg) x 1	0	690	110	80	0	0	880
	Albuterol (4 dose 1 pack)	0	345	55	40	0	0	440
	Aspirin x 1 bottle	0	345	55	40	0	0	440
	Atropine 1 mg preload x 2	0	690	110	80	0	0	880
	Calcium Chloride 1gm preload x 1	0	345	55	40	0	0	440
	Dextrose 10% 250ml x 2	0	690	110	80	0	0	880
	Diphenhydramine 50mg x 1	0	345	55	40	0	0	440
	Epinephrine 1mg/ml x 2	0	690	110	80	0	0	880
	Glucagon 1mg	0	345	55	40	0	0	440
	Glucose past 1 tube	180	345	55	40	0	0	620
	Ipratropium Bromide (p.5mg 1 pack)	0	1380	460	160	0	0	2000
	Lidocaine 2% 100 mg x 3	0	1035	165	120	0	0	1320
	Magnesium Sulfate 10 gm x 1	0	345	55	40	0	0	440
	Naloxone 2mg preload x 2	360	690	110	80	0	0	1240

AP TRITON

	Description	Essential Equipment Based on Level of Service x 5 days						
		BLS	ALS	CCT	NICU PICU	Supervisor	QRV	Total
	Nitroglycerin Spray 0.4mg x 2	0	690	110	80	0	0	880
	Nitroglycerine Paste (1 gm packet/30 gm tube/60 mg tube) x 2	0	690	110	80	0	0	880
	Normal Saline Flushes 10cc x 5	0	1725	275	200	0	0	2200
	Ondansetron ODT 4 mg tablets x 4	0	1380	220	160	0	0	1760
	Sodium Bicarbonate 50mEq preload x 2	0	690	110	80	0	0	880
	Tranexamic Acid 1 gm x 2	0	690	100	80	0	0	870
Emergency Medical Supplies	Trauma Dressings 10 x 30 = 2	360	690	110	80	50	100	1390
	Cervical Collar Adult & Peds x 4	720	1380	220	160	100	200	2780
	Rolled Gauze (Kerlix) x 6	1080	2070	330	240	150	300	4170
	4" x 4" Gauze Pads x 4	720	1380	220	160	100	200	2780
	IV Tape x 2	360	690	110	80	50	100	1390
	EMS Tourniquets x 1	180	345	55	40	25	50	695
	IV Tourniquets x 2	0	690	110	80	50	100	1030
	Burn Kits sheets x 2	360	690	110	80	50	100	1390
	Cold Packs x 2	360	690	110	80	50	100	1390
	Antiseptic Wipes (alcohol wipes) x 10	1800	3450	550	400	250	500	6950
Miscellaneous Supplies	Flashlights/Penlight x 1	36	69	11	8	5	10	139
	Batteries	36	69	11	8	5	10	139
	Disp. Blankets x 5	900	1750	275	200	125	250	3500
	CaviWipes x 1	36	69	11	8	5	10	139
	Hand Sanitizer	36	69	11	8	5	10	139
	Biohazard Bags	36	69	11	8	5	10	139
	Non-Bio Trash Bags	36	69	11	8	5	10	139
	Portable Radios	36	69	11	8	5	10	139
	Cell Phones	36	69	11	8	5	10	139
Documentation	Paper PCR Forms/Templates	36	69	11	8	5	10	139
	ePCR System	36	69	11	8	5	10	139
	Pens, Markers, Scratch Pads	36	69	11	8	5	10	139
	MCI Tags x 20	1000	X	X	X	X	X	10
Specialty	Cardiac Monitors	36	69	11	8	5	10	139
	OB Kits x 1	180	345	55	40	25	50	695
Vehicles	Fuel	36	69	11	8	5	10	139
	Spare Tires	36	69	11	8	5	10	139
	Cleaning Supplies	36	69	11	8	5	10	139

Appendix C: Contractor/Agency List

Vendor	Telephone Number	Contact	Equipment or Service
U.S. Army Corps of Engineers- Los Angeles District	(213) 452-3333		Army Corps of Engineers
San Bernardino County Behavior Health	(888) 743-1478		Behavioral Health
District 8 – San Bernardino/Riverside	(909) 383-4631		Cal Trans
City of Adelanto	(760) 246-2300		City/Town Governments
Town of Apple Valley	(760) 240-7000		City/Town Governments
City of Chino	(909) 334-3250		City/Town Governments
City of Chino Hills	(909) 364-2600		City/Town Governments
City of Colton	(909) 370-5099		City/Town Governments
City of Fontana	(909) 350-7600		City/Town Governments
City of Grand Terrace	(909) 954-5200		City/Town Governments
City of Highland	(909) 864-6861		City/Town Governments
City of Loma Linda	(909) 799-2800		City/Town Governments
City of Montclair	(909) 626-8571		City/Town Governments
City of Ontario	(909) 395-2000		City/Town Governments
City of Rancho Cucamonga	(909) 477-2700		City/Town Governments
City of Redlands	(909) 798-7555		City/Town Governments
City of Rialto	(909) 820-2525		City/Town Governments
City of San Bernardino	(909) 384-7272		City/Town Governments
City of Upland	(909) 931-4100		City/Town Governments
City of Victorville	(760) 955-5000		City/Town Governments
City of Yucaipa	(909) 797-2489		City/Town Governments
County of San Bernardino	(888) 818-8988		County Government
Southern California Edison	(800) 655-4555		Electrical Utility Provider

Vendor	Telephone Number	Contact	Equipment or Service
San Bernardino County Office of Emergency Services	(909) 356-3998		Emergency Management Coordination – San Bernardino County
Apple Valley Fire Protection District	(760) 247-7618		Fire Department
Chino Valley Independent Fire District	(909) 902-5260		Fire Department
Colton Fire Department	(909) 370-5100		Fire Department
Loma Linda Fire Department	(909) 799-2850		Fire Department
Montclair Fire Department	(909) 447-3500		Fire Department
Ontario Fire Department	(909) 395-2000		Fire Department
Rancho Cucamonga Fire District	(909) 477-2770		Fire Department
Redlands Fire Department	(909) 798-7600		Fire Department
Rialto Fire Department	(909) 820-2501		Fire Department
San Bernardino County Certified Unified Program Agency (CUPA) Hazardous Materials	(909) 386-8401		Hazardous Materials
Apple Valley Police Department	(760) 240-7400		Law Enforcement
Chino Police Department	(909) 334-3000		Law Enforcement
Colton Police Department	(909) 370-5000		Law Enforcement
Fontana Police Department	(909) 350-7740		Law Enforcement
Loma Linda Police Department	(909) 387-8313		Law Enforcement
Montclair Police Department	(909) 448-3600		Law Enforcement
Ontario Police Department	(909) 395-2001		Law Enforcement
Rancho Cucamonga Police Department	(909) 477-2800		Law Enforcement
Redlands Police Department	(909) 798-7681		Law Enforcement
Rialto Police Department	(909) 820-2550		Law Enforcement
San Bernardino Police Department	(909) 384-5742		Law Enforcement
San Bernardino County Sheriff's Department	(909) 884-0156		Law Enforcement

AP TRITON

239

Vendor	Telephone Number	Contact	Equipment or Service
Upland Police Department	(909) 931-7624		Law Enforcement
Victorville Police Department	(760)241-2911		Law Enforcement
Yucaipa Police Department	(909) 918-2305		Law Enforcement
Inland Counties Emergency Medical Agency (ICEMA)	(909) 388-5823		Local Emergency Medical Agency
Pacific Gas and Electric	(800) 743-5000		Natural Gas Provider
Southwest Gas	(877) 860-6020		Natural Gas Provider
Southern Cal Gas	(800) 427-2200		Natural Gas Provider
San Bernardino County Public Health	(800) 782-4264		Public Health
Omnitrans	(800) 966-6428		Public Transportation
Victor Valley Transit Authority	(760) 948-3030		Public Transportation
City of Adelanto	(442) 249-1171		Public Works
Town of Apple Valley	(760) 240-7000		Public Works
City of Chino	(909) 334-3265		Public Works
City of Chino Hills	(909) 364-2800		Public Works
City of Colton	(909) 370-5065		Public Works
City of Fontana	(909) 350-6760		Public Works
City of Grand Terrace	(909) 954-5192		Public Works
City of Highland	(909) 864-6861		Public Works
City of Loma Linda	(909) 799-2800		Public Works
City of Loma Linda	(909) 625-9478		Public Works
City of Ontario	(909) 395-2800		Public Works
City of Rancho Cucamonga	(909) 477-2730		Public Works
City of Redlands	(909) 798-7698		Public Works
City of Rialto	(909) 820-2602		Public Works

AP TRITON

Vendor	Telephone Number	Contact	Equipment or Service
City of San Bernardino	(909) 384-5140		Public Works
City of Upland	(909) 931-2930		Public Works
City of Victorville	(760) 241-6365		Public Works
City of Yucaipa	(909) 797-2489		Public Works
County of San Bernardino	(909) 387-7910		Public Works
Union Pacific	(888) 870-8777		Railroad
BNSF	(909) 386-4140		Railroad
Metrolink	(866) 640-5190		Railroad
San Manuel Band of Mission Indians	(909) 864-8933		Tribal Governments
Burrtec Waste- West End Inland Empire	(909) 987-3717		Waste Removal
Burrtec Waste- Rialto	(951) 786-0639		Waste Removal
Burrtec Waste- San Bernardino City	(909) 804-4222		Waste Removal
Burrtec Waste- San Bernardino County	(909) 889-1969		Waste Removal
Burrtec Waste- High Desert	(760) 245-8607		Waste Removal
Waste Management- Chino	(800) 423-9986		Waste Removal
CR&R- Colton & Loma Linda	(909) 370-3377		Waste Removal
City of Ontario	(909) 395-2050		Waste Removal
City of Redlands	(909) 798-7529		Waste Removal
Adelanto Water Department	(760) 246-2300		Water Service Provider
Apple Valley Foothill County Water District (APP)	(760) 247-1101		Water Service Provider
Apple Valley Heights Water Districts (APP)	(760) 247-7330		Water Service Provider
City of Chino	(909) 334-3264		Water Service Provider
City of Chino Hills	(909) 364-2660		Water Service Provider
City of Colton	(909) 370-6131		Water Service Provider

Vendor	Telephone Number	Contact	Equipment or Service
City of Loma Linda	(909) 799-2845		Water Service Provider
City of Ontario	(909) 395-2050		Water Service Provider
City of Redlands	(909) 798-7516		Water Service Provider
City of Upland	(909) 291-2930		Water Service Provider
Cucamonga Valley Water District (RCF)	(855) 654-2893		Water Service Provider
East Valley Water District (Highland)	(909) 889-9501		Water Service Provider
Fontana Water Company	(909) 822-2201		Water Service Provider
Golden State Water (APP)	(800) 999-4033		Water Service Provider
Juniper Riviera County Water District (APP)	(760) 247-9818		Water Service Provider
Liberty Utilities (APP)	(760) 247-6484		Water Service Provider
Mariana Ranchos Water Districts (APP)	(760) 247-9405		Water Service Provider
Marygold Water Service Area (Fontana)	(909) 875-1804		Water Service Provider
Monte Vista Water District (CHO, OTO, MNT)	(909) 624-0035		Water Service Provider
Rialto Water Services	(909) 820-2546		Water Service Provider
Riverside Highland Water Company (Grd Ter)	(909) 825-4128		Water Service Provider
San Bernardino Municipal Water Department	(909) 384-5095		Water Service Provider
Thunderbird County Water District (APP)	(760) 247-2503		Water Service Provider
Victorville Water District	(760) 955-5001		Water Service Provider
West Valley Water District	(909) 875-1804		Water Service Provider
Yucaipa Valley Water District	(909) 797-5117		Water Service Provider
National Weather Service – San Diego weather.gov/sgx	(858) 675-8700		Weather Information

AP TRITON

Appendix D: Table of Figures

Appendix E: Acronyms

ALS	Advanced Life Support
AC	Area Command
ADA	Americans with Disabilities Act
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
CAA	California Ambulance Association
Cal ACEP	California American College of Emergency Physicians
CAL FIRE	California Department of Forestry and Fire Protection
CAL-MAT	California Medical Assistance Team
Cal OES	California Office of Emergency Services
CBO	Community Based Organization
CBRNE	Chemical, Biological, Radiological, Nuclear, or Explosive
CDC	Center for Disease Control, U.S. Public Health Service
CERT	Community Emergency Response Team
CESFRS	California Emergency Service Fire Radio System
CESRS	California Emergency Services Radio System
CFR	Code of Federal Regulations
CHA	California Hospital Association
CHP	California Highway Patrol
CISA	Cybersecurity & Infrastructure Security Agency
CLEMARS	California Law Enforcement Mutual Aid Radio System
COG	Continuity of Government
COOP	Continuity of Operations Plan
DA	Damage Assessment
DAP	Disaster Assistance Programs
DEOP	Department Emergency Operations Plan
DFCO	Deputy Federal Coordinating Officer
DFO	Disaster Field Office
DHA	Disaster Housing Assistance
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DOC	Department Operations Center
DOD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DOI	Department of Interior
DOL	Department of Labor
DOS	Department of State
DOT	Department of Transportation
DRC	Disaster Recovery Center
DRC	Disaster Resource Center
DSA	Division of the State Architect (California)
DWR	California Department of Water Resources

AP TRITON

EAS	Emergency Alert System
EDD	Employment Development Department
EDIS	Emergency Digital Information Systems
EHR	Electronic Health Record
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EMDAC	Emergency Medical Directors Association of California
EMMA	Emergency Managers Mutual Aid
EMP	Electromagnetic Pulse
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Authority
EMSAAC	Emergency Medical Services Administrators' Association of California
EOC	Emergency Operations Center
EOM	Emergency Operations Manual
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ePCR	Electronic Patient Care Record
EPZ	Emergency Planning Zone
ESA	California Emergency Services Act
ESC	Emergency Services Coordination
ESF	Emergency Services Function
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FD	Fire Department
FEMA	Federal Emergency Management Agency
FFY	Federal Fiscal Year
FHWA	Federal Highway Administration
FIA	Federal Insurance Administration
FOG	Field Operations Guide
FIRESCOPE	Firefighting Resources of California Organized for Potential Emergencies
GIS	Geographic Information System
GSA	General Services Administration
HAZMAT	Hazardous Materials
HHS	Department of Health and Human Services
HIE	Health Information Exchange
HMDA	Hazard Mitigation and Disaster Assistance
HMGP	Hazard Mitigation Grant Program
HMO	Hazard Mitigation Officer
HMT	Hazard Mitigation Team

AP TRITON

HSAS	Homeland Security Advisory System
HSC	Homeland Security Council
HSOC	Homeland Security Operations Center
HSEEP	Homeland Security Exercise Evaluation Program
HSPD	Homeland Security Presidential Directive
HSPD	Homeland Security Presidential Directive – 5
HUD	Housing and Urban Development Program

IAC	Incident Advisory Council
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
IMT	Incident Management Team
IOC	Incident Operations Center
IRS	U.S. Internal Revenue Service
JDIC	Justice Data Interface Controller
JFO	Joint Field Office
JPA	Joint Powers Agreement
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
JTTF	Joint Terrorism Task Force

LALS	Limited Advanced Life Support
LEMSA	Local Emergency Medical Services Agency
LNO	Liaison Officer

MACS	Multi-Agency Coordination System
MARAC	Mutual Aid Regional Advisory Committee
MHCC	Medical and Health Coordination Center
MHOAC	Medical Health Operational Area Coordinator
MMRS	Metropolitan Medical Response Team
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTA	Metropolitan Transit Authority

NAEMSP	National Association of EMS Physicians
NAWAS	National Warning System
NDAA	Natural Disaster Assistance Act (CA)
NDMS	Natural Disaster Medical System
NEP	National Exercise Program
NFA	National Fire Academy
NFIP	National Flood Insurance Program
NGO	Nongovernmental Organization
NHPA	National Historic Preservation Act
NIMS	National Incident Management System

AP TRITON

NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NOI	Notice of Interest
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NSC	National Security Council
NWS	National Weather Service
OA	Operational Area
OASIS	Operational Area Satellite Information System
OEM	Office of Emergency Management
OES	Office of Emergency Services
OSA	California Office of the State Architect
OSHA	Occupational Safety and Health Administration
PA	Public Assistance
PDD	Presidential Decision Directive
PD	Police Department
PFO	Principal Federal Officer
PIO	Public Information Officer
PIS	Public Information Officer
POC	Point of Contact
PNP	Private Nonprofit Organization
PSAP	Public Safety Answering Point
PUC	California Public Utilities Commission
PFO	Principal Federal Official
PVO	Private Voluntary Organizations
R&D	Research and Development
RACES	Radio Amateur Civil Emergency Services
RDMHC	Regional Disaster Medical and Health Coordinator
RDMHS	Regional Disaster Medical and Health Specialist
REOC	Regional Emergency Operations Center
RRCC	Regional Response Coordination Center
RESTAT	Resource Status
ROSS	Resource Ordering and Status System
RIMS	Response Information Management System (State)
RRCC	Regional Response Coordinating Center

AP TRITON

SAP	State Assistance Program
SAR	Search and Rescue
SARA	Superfund Amendment Reauthorization Act (Title III)
SBA	Small Business Administration
SCO	State Coordinating Officer
SEMS	Standardized Emergency Management System
SDO	Standards Development Organizations
SFO	Senior Federal Official
SHMO	State Hazard Mitigation Officer
SITREP	Situation Report
SO	Safety Officer
SOC	State Operations Center
SOG	Standard Operating Guideline
SOP	Standard Operating Procedures/Policy/Protocol
STO	State Training Officer
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TEWG	Terrorism Early Warning Group
UC	Unified Command
USACE	United States Army Corps of Engineers
USAR	Urban Search and Rescue
USDA	U.S. Department of Agriculture
USFA	U.S. Fire Administration
USGS	U.S. Geological Survey
VOAD	Volunteer Organizations Active in Disaster
WMD	Weapons of Mass Destruction

Appendix F: Definitions

Action Plan: The plan prepared in the EOC containing the emergency response objectives reflecting overall priorities and supporting activities for a designated period. The plan is shared with supporting agencies.

Activate: A designated official of the emergency response agency that implements the level of activation and the agency's role in response to the emergency.

After Action Report: A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required after any emergency which requires a declaration of an emergency. Reports are required within 90 days.

Agency: An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident litigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency and Multi-agency.)

Agency Dispatch: The agency or jurisdictional facility from which resources are allocated to incidents.

Agency Executive or Administrator: Chief Executive Officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

Agency Representative: An individual assigned to an incident or to an EOC from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident or at the EOC. Agency Representatives report to the Liaison Officer at the incident, or to the Liaison Coordinator at SEMS EOC Levels.

Air Operations Branch Director: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

Allocated Resources: Resources dispatched to an incident.

Area Command: An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident or EOC Action Plan.

Assistant: Title for subordinates of the Command Staff positions at the Field SEMS level. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistant may also be used to supervise unit activities at camps.

Assisting Agency: An agency directly contributing tactical or service resources to another agency.

Available Resources: Incident-based resources which are available for immediate assignment.

Base: The location at an incident at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term "Base.") The Incident Command Post may be collocated with the Base.

Branch: The organizational level at the SEMS Field Level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.). **Branches are also used in the same sequence at the SEMS EOC Levels.**

Branch Director: The ICS title for individuals responsible for supervision of a Branch at the Field Level. At SEMS EOC levels, the title Branch Coordinator is preferred.

Cache: A pre-determined complement of tools, equipment and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Chain of Command: A series of management positions in order of authority.

Check-in: The process whereby resources first report to an incident or to an EOC.

Clear Text: The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

Command: The act of directing and/or controlling resources at an incident by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Post: (See Incident Command Post).

Command Staff: The Command Staff at the field response level consists of the Information Officer, Safety Officer, and Liaison Officer. These personnel report directly to the Incident Commander. These personnel may have an assistant or assistants as needed. These functions may also be found at the EOC levels. At the EOC, they would report to the EOC Director but may be designated as Coordinators. At EOCs, the Command Staff functions may also be established as Sections or Branches to accommodate subsequent expansion.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide a major part of an Incident Communications Center.

Compacts: Formal working agreements among agencies to obtain mutual aid.

Compensation Unit/Claims Unit: Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident or within an EOC.

Complex: Two or more individual incidents located in the same general area, which are assigned to a single Incident Commander or to a Unified Command.

Cooperating Agency: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., American Red Cross, telephone company, etc.).

AP TRITON

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

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

Cost Sharing Agreements: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost-sharing agreements are normally written but may also be verbal between authorized or jurisdictional representatives at the incident.

Cost Unit: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization Unit: Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident or EOC-assigned resources.

Department Operations Center: A facility used by a distinct discipline, such as flood operations, fire, medical, hazardous material, or a unit, such as Department of Public Works, or Department of Health. Department Operations Centers may be used at all SEMS levels above the field response level depending upon the needs of the emergency.

Deputy Incident Commander (Section Chief or Branch Director): A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and, therefore, must be fully qualified in the position. Deputies may also be found as necessary at all SEMS EOC levels.

AP TRITON

Disaster: A sudden calamitous emergency event bringing great damage loss or destruction.

Dispatch: The implementation of a command decision to move a resource or resources from one place to another.

Dispatch Center: A facility from which resources are assigned to an incident.

Division: Divisions are used to divide an incident into geographical areas of operation. Divisions are identified by alphabetic characters for horizontal applications and, often, by numbers when used in buildings. Divisions are also used at SEMS EOC levels and are found organizationally between Branches and Units.

Division or Group Supervisor: The position title for individuals responsible for command of a Division or Group at an Incident. At the EOC level, the title is Division Coordinator.

Documentation Unit: Functional unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to an incident or within an EOC.

Emergency: A condition of disaster or of extreme peril to the safety of persons and property caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake or other conditions, other than conditions resulting from a labor controversy.

Emergency Management Coordinator: The individual within each jurisdiction that is delegated the day-to-day responsibility for the development and maintenance of all emergency management coordination efforts.

Emergency Management Director (Emergency Services Director): The individual within each political subdivision that has overall responsibility for jurisdiction emergency management. For cities and counties, this responsibility is commonly assigned by local ordinances.

Emergency Medical Technician (EMT): A healthcare specialist with particular skills and knowledge in pre-hospital emergency medicine.

Emergency Operations Center (EOC): A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

Emergency Operations Plan: The plan that each jurisdiction has and maintains for responding to appropriate hazards.

Emergency Response Agency: Any organization responding to an emergency or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

Emergency Response Personnel: Personnel involved with an agency's response to an emergency.

EOC Action Plan: The plan developed at EOC levels, which contains objectives, actions to be taken, assignments, and supporting information for the next operational period.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Facilities Unit: Functional unit within the Support Branch of the Logistic Section at the Field Response Level that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

Field Operations Guide: A pocket-size manual of instructions on the application of the Incident Command System.

Finance/Administration Section: One of the five primary functions found at the ICS and SEMS levels, which is responsible for all costs and financial considerations. At the incident, the Section can include the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

Food Unit: Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident and/or EOC personnel.

Function: In ICS, function refers to the five major activities in ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The same five functions also are found at the EOC levels. At the EOC, the term Management replaces Command. The term function is also used when describing the activity involved, e.g., "the planning function."

Functional Element: Refers to a part of the incident, EOC, or DOC organization such as section, branch, group, or unit.

General Staff: The group of management personnel reporting to the Incident Commander or to the EOC Director. They may each have a deputy, as needed. At the Field level the General Staff consists of:

- Operations Section Chief
- Planning/Intelligence Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

At some EOC levels, the position titles are Section Coordinators.

Generic ICS: Refers to the description of ICS that is generally applicable to any kind of incident or event.

Ground Support Unit: Functional unit within the Support Branch of the Logistics Section at the Field Response level responsible for fueling, maintaining, and repairing vehicles, as well as transportation personnel and supplies.

Group: Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessary within a single geographic division (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Helibase: The main location for parking, fueling, maintenance and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

Helispot: Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

Hierarchy of Command: (See Chain of Command).

AP TRITON

Incident: An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Incident Action Plan: The plan developed at the field response level, which contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written.

Incident Base: Location at the incident where the primary logistics functions are coordinated and administered (Incident name or other designator will be added to the term "Base"). The Incident Command Post may be collected with the Base. There is only one Base per incident.

Incident Commander: The individual responsible for the command of all functions at the field response level.

Incident Command Post (ICP): The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

Incident Command System (ICS): The nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

Incident Communication Center: The location of the Communications Unit and the Message Center.

Incident Management Team: The Incident Commander and appropriate General and Command Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(s), as well as the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable yet flexible enough to allow for strategic and tactical alternatives.

AP TRITON

Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants. This position is also referred to as Public Affairs or Public Information Officer in some disciplines. At EOC levels, the information function may be established as a Coordinator or as a section or branch reporting directly to the EOC Director.

Initial Action: The actions taken by resources that are the first to arrive at an incident. Initial Response: Resources initially committed to an incident.

Jurisdiction: The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., special district city, county, state, or federal boundary lines), or functional (e.g., police department, health department).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or mandated function. (See Multijurisdictional).

Landing Zone: (See Heli spot).

Leader: The ICS title for an individual responsible for a functional unit, task forces, or teams.

Liaison Officer: A member of the Command Staff at the Field level responsible for coordinating with representatives from cooperating and assisting agencies. At EOC levels, the function may be done by a Coordinator and/or within a Section or Branch reporting directly to the EOC Director.

Life-Safety: Refers to the joint consideration of both life and physical well-being of individuals.

Local Government: Means local agencies per Article 3 of the SEMS regulations. The Government Code 8680.2 defines local agencies as any city, city and county, county, school district or special district.

AP TRITON ───────────────────────────────

Local Government Advisory Committee (LGAC): Committees established by the Director of OES to provide a forum for the exchange of information among the cities and counties of a Mutual Aid Region. The LGGAC may develop a consensus of action and policy among local emergency managers on issues, policies, and programs of concern to local governments and, if necessary, bring such concerns to the attention of OES Executive Management.

Logistics Section: One of the five primary functions found at all SEMS levels. The Section responsible for providing facilities, services, and materials for the incident or at an EOC.

Management by Objectives: In SEMS field and EOC levels, this is a top-down management activity, which involves a three-step process to achieve the desired goal. The steps are establishing the objectives, selection of appropriate strategy(s) to achieve the objectives, and the direction or assignments associated with the selected strategy.

Master Mutual Aid Agreement: An agreement entered into by and between the State of California, its various departments and agencies, and the various political subdivision, municipal corporations, and other public agencies of the State of California to assist each other by providing resources during an emergency mutual aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other to prevent and combat any type of disaster or emergency.

Marshaling Area: An area used for the complete mobilization and assemblage of personnel and resources prior to their being sent directly to the disaster affected area. Marshaling Areas are utilized particularly for disasters outside of the continental United States.

Medical Unit: Functional unit within the Service Branch of the Logistics Section at SEMS Field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

Message Center: The Message Center is part of the Incident or EOC Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information to appropriate locations at an incident or within an EOC.

Mobilization: The process and procedures used by all organizations federal, state and local for activating, assembling and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment to incidents, release, or reassignment.

Multi-Agency or Inter-Agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multi-Agency Coordination System (MACS): The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS. MACS organizations are used within the California Fire Services.

Multi-Agency Incident: An incident where one or more agencies assist a jurisdictional agency or agencies. The incident may be managed under single or unified command.

Multijurisdictional Incident: An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS, these incidents will be managed under a Unified Command.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request by furnishing personnel and equipment.

Mutual Aid Coordinator: An individual at local government, operational area, region, or state level who is responsible for coordinating the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

Mutual Aid Region: A mutual aid region is a subdivision of state OES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more county (operational) areas.

Office of Emergency Services: The Governor's Office of Emergency Services.

Operational Area: An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county area.

Operational Period: The period of time scheduled for execution of a given set of operation actions as specified in the Incident or EOC Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Operations Section: One of the five primary functions found at all levels. The Section responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the Field Response Level can include Branches, Division and/or Groups, Task Forces Teams, Single Resources and Staging Areas. At the EOC levels, the Operations Section would contain Branches or Divisions as necessary because of span of control considerations.

Out-of-Service Resources: Resources assigned to an incident but unable to respond for mechanical, rest or personnel reasons.

Planning Meeting: A meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan. Planning meetings are also an essential activity at all SEMS EOC levels.

Planning/Intelligence Section: One of the five primary functions found at the ICS/SEMS levels. Responsible for the collection, evaluation and dissemination of information related to the incident or an emergency, as well as the preparation and documentation of Incident or EOC Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. At the SEMS Field Response level, the Section will include the Situation, Resource, Documentation, Demobilization Units, and Technical Specialists. Other units may be added at the EOC level.

Procurement Unit: Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer: The individual at the field or EOC level that has been delegated the authority to prepare public information releases and to interact with the media. Duties will vary depending on the agency and SEMS level.

Recorders: Individuals within ICS or EOC organizational units responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

Region Emergency Operations Center (REOC): Facilities found at State OES Administrative Regions. REOCS are used to coordinate information and resources among operational areas and between the operational areas and the state level.

Reporting Locations: Specific locations or facilities where incoming resources can check in at the incident. (See Check-in).

Resources: Personnel and equipment available, or potentially available, for assignment to incidents or to EOCs. Resources are described by kind and type and may be used in tactical support or supervisory capacities at an incident or at EOCs.

Resources Unit: Functional unit within the Planning Section at the SEMS Field Response level responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources currently committed to the incident and anticipated resource needs.

Safety Officer: A member of the Command Staff at the incident or within an EOC responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

Section: That organization level with responsibility for a major functional area of the incident or at an EOC, e.g., Operations, Planning/Intelligence, Logistics, and Administration/Finance.

Section Chief: The ICS title for individuals responsible for command of functional sections: Operations, Planning/Intelligence, Logistics, and Administration/Finance. At the EOC level, the position title will be Section Coordinator.

Service Branch: A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical and Food Units.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

Situational Unit: Functional unit within the planning Section responsible for the collection, organization, and analysis of incident status information and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

Span of Control: The supervisory ratio maintained within an ICS or EOC organization. A span of control of five positions reporting to one supervisor is considered optimum.

Special District: A unit of local government (other than a city, county, or city and county) with authority or responsibility to own, operate, or maintain a project (as defined in California Code of Regulations 2900(s) for purposes of natural disaster assistance). This may include a joint power authority established under Section 6500 et. seq. of the Code.

Staging Area: Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Staging Area Managers: Individuals within ICS organizational units who are assigned specific managerial responsibilities at Staging Areas (also Camp Managers).

Standardized Emergency Management System (SEMS): A system required by California Government Code for managing response to multi-agency and multijurisdictional emergencies in California. SEMS consists of five organizational levels, which are activated as necessary: Field Response, Local Government, Operational Area, Region and State.

State Operations Center (SOC): An EOC facility operated by the Governor's Office of Emergency Services at the state level in SEMS.

Strategy: The general plan or direction selected to accomplish incident or EOC objectives.

Supply Unit: Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

Support Branch: A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities and Ground Support Units.

Support Resources: Non-tactical resources under the supervision of the Logistics, Planning/Intelligence, Finance/Administration Sections or the Command Staff.

Supporting Materials: Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

Tactical Direction: Direction given by the Operations Section Chief at the SEMS Field level which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

Task Force: A combination of single resources assembled for a particular tactical need, with communications and a leader.

Team: (See Single Resource).

Technical Specialists: Personnel with special skills that can be used anywhere within the ICS or EOC organization.

Time Unit: Functional unit within the Finance/Administration Section responsible for recording time for incidents or EOC personnel and hired equipment.

Type: Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multijurisdictional (See Area Command and Unified Command).

United Command: In ICS, Unified Command is a unified team effort that allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Unit: An organizational element having functional responsibility. Units are commonly used in Incident Planning, Logistics, or Finance/Administration sections and can be used in operations for some applications. Units are also found in EOC organizations.

Unity of Command: The concept by which each person within an organization reports to one and only one designed person.

Appendix G: References

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AP TRITON

Item 4.

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AP TRITON

266