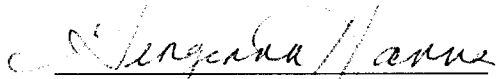


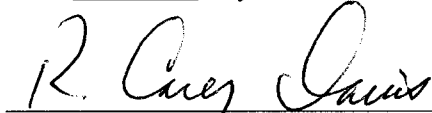
RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE CITY OF SAN BERNARDINO TO APPROVE AND ADOPT THE CITY'S UPDATED EMERGENCY OPERATIONS PLAN (EOP)

I HEREBY CERTIFY that the foregoing Resolution was duly adopted by the Mayor and Common Council of the City of San Bernardino at a joint adjourned regular meeting thereof, held on the 10th day of October, 2016, by the following vote, to wit:

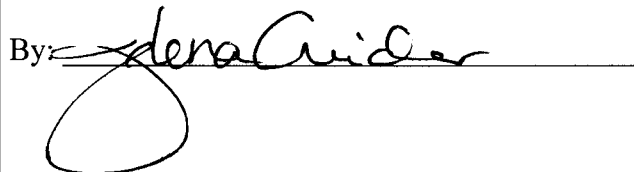
COUNCILMEMBERS:	AYES	NAYS	ABSTAIN	ABSENT
MARQUEZ	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
BARRIOS	<u> </u>	<u> </u>	<u> </u>	<u> X </u>
VALDIVIA	<u> </u>	<u> </u>	<u> </u>	<u> X </u>
SHORETT	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
NICKEL	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
RICHARD	<u> </u>	<u> </u>	<u> </u>	<u> X </u>
MULVIHILL	<u> X </u>	<u> </u>	<u> </u>	<u> </u>


 Georgeann Hanna, CMC, City Clerk

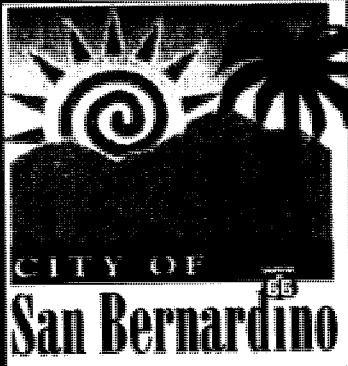
The foregoing Resolution is hereby approved this 14th day of October, 2016.


 R. Carey Davis, Mayor
 City of San Bernardino

Approved as to form:
 Gary D. Saenz, City Attorney

By: 

ATTACHMENT "A"



CITY OF SAN BERNARDINO Emergency Operations Plan (EOP)

Part I – Basic Plan

**PREPARED BY:
SAN BERNARDINO COUNTY FIRE
OFFICE OF EMERGENCY SERVICES**

**In Partnership With
CITY OF SAN BERNARDINO POLICE DEPARTMENT
&
CITY OF SAN BERNARDINO FIRE DEPARTMENT**

**FINAL DRAFT
June 30, 2015**

"This document was prepared under federal financial assistance provided by FEMA's Grant Programs Directorate, U.S. Department of Homeland Security and sub-granted through the California Governor's Office of Emergency Services. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's Grant Programs Directorate of the U.S. Department of Homeland Security or the California Governor's Office of Emergency Services"



CITY OF SAN BERNARDINO
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Part I – Basic Plan

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CITY OF SAN BERNARDINO
Emergency Operations Plan
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Resolution

RESOLUTION

RESOLUTION NO. [REDACTED]

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN BERNARDINO, CALIFORNIA, APPROVING AND ADOPTING THE EMERGENCY OPERATIONS PLAN (REVISED 2015) AND RESCINDING ALL PREVIOUS PLANS FOR THE CITY OF SAN BERNARDINO (REPLACING RESOLUTION [REDACTED])

WHEREAS, the preservation of life and property is an inherent responsibility of local, state and federal government, and

WHEREAS, the City of San Bernardino has prepared an Emergency Operations Plan to ensure the most effective and economical allocation of resources for the maximum benefit protection of the civilian population in time of emergency, and

WHEREAS, this plan establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements using the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), and

WHEREAS, the objective of this plan is to incorporate and coordinate all the facilities and personnel of the City into an efficient organization capable of responding to any emergency, and

WHEREAS, San Bernardino's Emergency Operations Plan is an extension of the California Emergency Plan and will be reviewed and exercised periodically and revised as necessary to meet changing conditions, and

WHEREAS, the Governor's Office of Emergency Services requires that the City Council approve and adopt its Emergency Operations Plan by resolution.

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF SAN BERNARDINO, CALIFORNIA, hereby rescinds any and all previous emergency operations plan, and

BE IT FURTHER RESOLVED by the City council of the City of San Bernardino that the Emergency Operations Plan, Revised 2015, gives its full support to this plan and urges all officials, employees, and citizens, individually and collectively, to do their share in the total emergency effort in the City and hereby approves and adopts the Emergency Operations Plan for the City of San Bernardino.

APPROVED AND ADOPTED THIS [REDACTED]

Name
Mayor

ATTEST

Name
CITY CLERK

RESOLUTION NO. [REDACTED]
Page 2

STATE OF CALIFORNIA)
COUNTY OF SAN BERNARDINO)
CITY OF SAN BERNARDINO)

I, [REDACTED] City Clerk of the City of San Bernardino, do hereby certify that the foregoing Resolution was duly adopted by the City Council at a regular meeting held on the [REDACTED] by the following vote:

AYES COUNCIL MEMBERS
NOES COUNCIL MEMBERS None
ABSENT COUNCIL MEMBERS None

Name
CITY CLERK



CITY OF SAN BERNARDINO
Emergency Operations Plan
Part I – Basic Plan

Letter of Promulgation

LETTER OF PROMULGATION

LETTER OF PROMULGATION

, 2015

TO: OFFICIALS, EMPLOYEES, AND CITIZENS OF THE CITY OF SAN BERNARDINO

The preservation of life and property is an inherent responsibility of local, state, and federal government. The City of San Bernardino has prepared this Emergency Operations Plan to ensure the most effective and economic allocation of resources for the maximum benefit and protection of the civilian population in time of emergency.

Good plans carried out by knowledgeable and well-trained personnel can and will minimize loss of life and property. This Plan describes the Emergency Organization, assigns tasks, specifies policies and general procedures, and provides for coordination of the planning efforts of various emergency staff and service elements. This updated plan supersedes all previous Emergency Operations Plans.

The objective of this Plan is to incorporate and coordinate all the facilities and personnel of the City into an efficient organization as defined under the California 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 emergencies.

This Emergency Operations Plan (EOP) is an extension of the California Emergency Plan and the San Bernardino County Operational Area Plan. It will be reviewed and tested periodically and updated as needed to meet changing conditions. Minor modifications to this Plan can be made by the City's Administrative Services Manager without the signature of Council.

The San Bernardino City Council gives its full support to this Plan and the use of the Incident Command System (ICS) and urges all officials, employees, and citizens - individually and collectively - to participate in the overall emergency effort of the City of San Bernardino.

Name

Mayor

City of San Bernardino



**CITY OF SAN BERNARDINO
Emergency Operations Plan
Part I – Basic Plan**

Plan Concurrence

PLAN CONCURRENCE

The following list of signatures documents the San Bernardino Disaster Council's concurrence with this Emergency Operations Plan (EOP). As needed, revisions will be submitted to the Disaster Management Coordinator (DMC)/Police Department.

Having reviewed the foregoing **City of San Bernardino Emergency Operations Plan** and approved same, I hereto set my signature:

Name
Mayor/Chairman

Name
Mayor Pro-Tempore / Vice-Chairman

Name
City Attorney

Name
Chief of Police

Name
Director of Emergency Services

Name
Assistant Director of Emergency Services

Name
The Disaster Management Coordinator

Name
City Clerk



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CITY OF SAN BERNARDINO
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Part I - Section 1:
Forward

PART I - SECTION 1: FORWARD

This Emergency Operations Plan (EOP) addresses the City of San Bernardino's (*hereafter, may be referred to as, the City*) planned response to extraordinary emergency situations associated with natural disasters, technological incidents, and national security emergencies. The plan does not address normal day-to-day emergencies, or the well-established and routine procedures used in coping with such emergencies. Instead, the operational concepts reflected in this plan focus on potential large-scale disasters which can generate unique situations, requiring unusual emergency responses. This plan is flexible enough to use in all emergencies and will facilitate the City of San Bernardino's response and short-term recovery activities.

This plan is a preparedness document—designed to be read, understood, and exercised prior to an emergency. It is consistent with the requirements of the California 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 emergencies.

Each element of the emergency management organization is responsible for assuring the preparation and maintenance of appropriate and current Standard Operating Procedures (SOPs)/Emergency Operating Procedures (EOPs), policies, instructions, resource lists and checklists that detail how assigned responsibilities are performed to support SEMS/NIMS implementation and to ensure successful response during a major disaster. Such SOPs/EOPs should include the specific emergency authorities that designated officials and their successors can assume during emergency situations. This plan meets the requirements of NIMS for the purposes of emergency management.

1.1 Recent Trends In Emergency Management

Since 1996, a variety of emerging trends have influenced emergency management, including an increasing diversity of California's population, greater vulnerability to floods and wildland fires as development expands, and the need for more emphasis on disaster recovery and hazard mitigation efforts to reduce disaster impact.

According to a 2011 report issued by FEMA's Strategic Foresight Initiative (SFI); the emergency management community faces a future with challenges likely to be far different from those we confront today with ***increasing complexity and decreasing predictability in its operating environment***. Complexity will take the form of more incidents, new and unfamiliar threats, more information to analyze (possibly with less time to process it), new players and participants, sophisticated technologies, and exceedingly high public expectations.

Emergency services in the City of San Bernardino are provided without regard to race, gender, color, national origin, socioeconomic status, age, disability, marital status, religion, sexual orientation, or political affiliation.



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PART I - SECTION 3: INTRODUCTION

3.1 Purpose

This Emergency Operations Plan addresses the City of San Bernardino's planned response to extraordinary emergency situations associated with natural disasters, technological incidents, and national security emergencies. It provides an overview of operational concepts, identifies components of the City's emergency management organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

It also describes the overall responsibilities of the federal, state, and county entities for protecting life and property and assuring the overall well-being of the population. Each organization identified in this Plan is responsible for, and expected to develop, implement, and test policies, procedures, instructions, and checklists that reflect cognizance of the emergency management concepts contained herein. Coordinated response and support roles must be defined by these organizations to facilitate the ability to respond to any given incident. This plan meets the requirements of NIMS for the purposes of emergency management.

3.2 Scope

SEMS is the system required by *Government Code Section 8607(a)* for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels that are activated as necessary: field response, local government, operational area, region and state. The National Incident Management System (NIMS) is required by Homeland Security Presidential Directive-5 (HSPD-5) *Management of Domestic Incidents*.

SEMS and NIMS incorporate the use of the Incident Command System (ICS), the Master Mutual Aid Agreement, existing mutual aid systems, the operational area concept, and multi-agency or inter-agency coordination. SEMS/NIMS help unify all elements of the City of San Bernardino's emergency management organization into a single integrated system. Its use is mandatory in order to be eligible for state funding of response-related personnel costs resulting from a disaster.

ICS is used to organize on-scene operations for a broad spectrum of emergencies from small to complex incidents, both natural and manmade. The field response level is where emergency management/response personnel, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat.

Additional information may be found in *California Code of Regulations (CCR), Title 19, Section 2400*, and the SEMS Approved Course of Instruction. NIMS information is available through FEMA at www.FEMA.gov.



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3.3 Plan Organization

There are five parts to a comprehensive Emergency Operations Plan: The Basic Plan, Emergency Function Annexes, Support Annexes, Hazard-specific Annexes and Appendices.

3.3.1 Part I Basic Plan

The basic plan describes the fundamental systems, strategies, policies, assumptions, responsibilities and operational priorities that the City will utilize to guide and support emergency management efforts. Essential elements of the basic plan include:

- A description of the emergency services that are provided by governmental agencies and how resources are mobilized,
- An outline of the methods for carrying out emergency operations and the process for rendering mutual aid,
- An overview of the system for providing public information and,
- Emphasis on the need for continuity planning to ensure uninterrupted government operations.

These elements culminate with a comprehensive emergency management concept of operations that outlines the relationships and responsibilities for all levels of government, nongovernmental organizations, and the private sector.

3.3.2 Part II - Emergency Function Annexes

This plan implements Emergency Function working groups, which will develop functional annexes that follow an established format to describe discipline-specific goals, objectives, operational concepts, capabilities, organizational structures and related policies and procedures. The functional annexes will be developed separately from the basic plan and will make reference to existing agency and department plans and procedures.

3.3.3 Part III - Support Annexes

The support annexes describe the framework through which the City departments and agencies, the private sector, not-for-profit and voluntary organizations, and other non-governmental organizations coordinate and execute the common emergency management strategies. The actions described in the support annexes apply to nearly every type of emergency.

Support annexes may include, but are not limited to, mass care and shelter plans, animal plans, continuity of government plans, and financial recovery plans. The support annexes will be maintained separate from the basic plan.



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3.3.4 Part IV - Hazard Specific Annexes

The hazard, threat, or incident-specific annexes describe the policies, situation, concept of operations, and responsibilities for particular hazards, threats, or incidents. Additionally, these annexes may be referenced as plans or standard operating guides (SOGs) that have already been developed, plans/SOGs that are under development, or plans/SOGs that are scheduled for future development.

3.3.5 Appendices

Subsequent plans and procedures that are developed in support of the Emergency Plan, such as mutual aid plans, hazard-specific plans, catastrophic plans and related procedures will be incorporated by reference and maintained separate from the basic plan.

3.4 Relationship to other Plans

3.4.1 Emergency Operations Plan (EOP)

The intent of the City's EOP is to provide the concept of operations and strategic activities for responding to any type of emergency incident impacting the City.

3.4.2 Local Hazard Mitigation Plan (LHMP/HMP)

The City of San Bernardino and the surrounding jurisdictions have developed their Local Hazard Mitigation Plans (LHMP/HMP) and the City is expecting FEMA approval in 2015. The plan identifies hazards, assesses the losses associated with the hazards, and investigates the vulnerability of the community towards different hazards. The plan also identifies alternatives for the future of the community to better prepare, minimize loss and educate the public of the hazards identified.

3.4.3 General Plan

The City of San Bernardino's General Plan incorporates elements of both the Emergency Operations Plan and the Local Hazard Mitigation Plan. All plans reflect the local hazards and address the City's response to dealing with these hazards.



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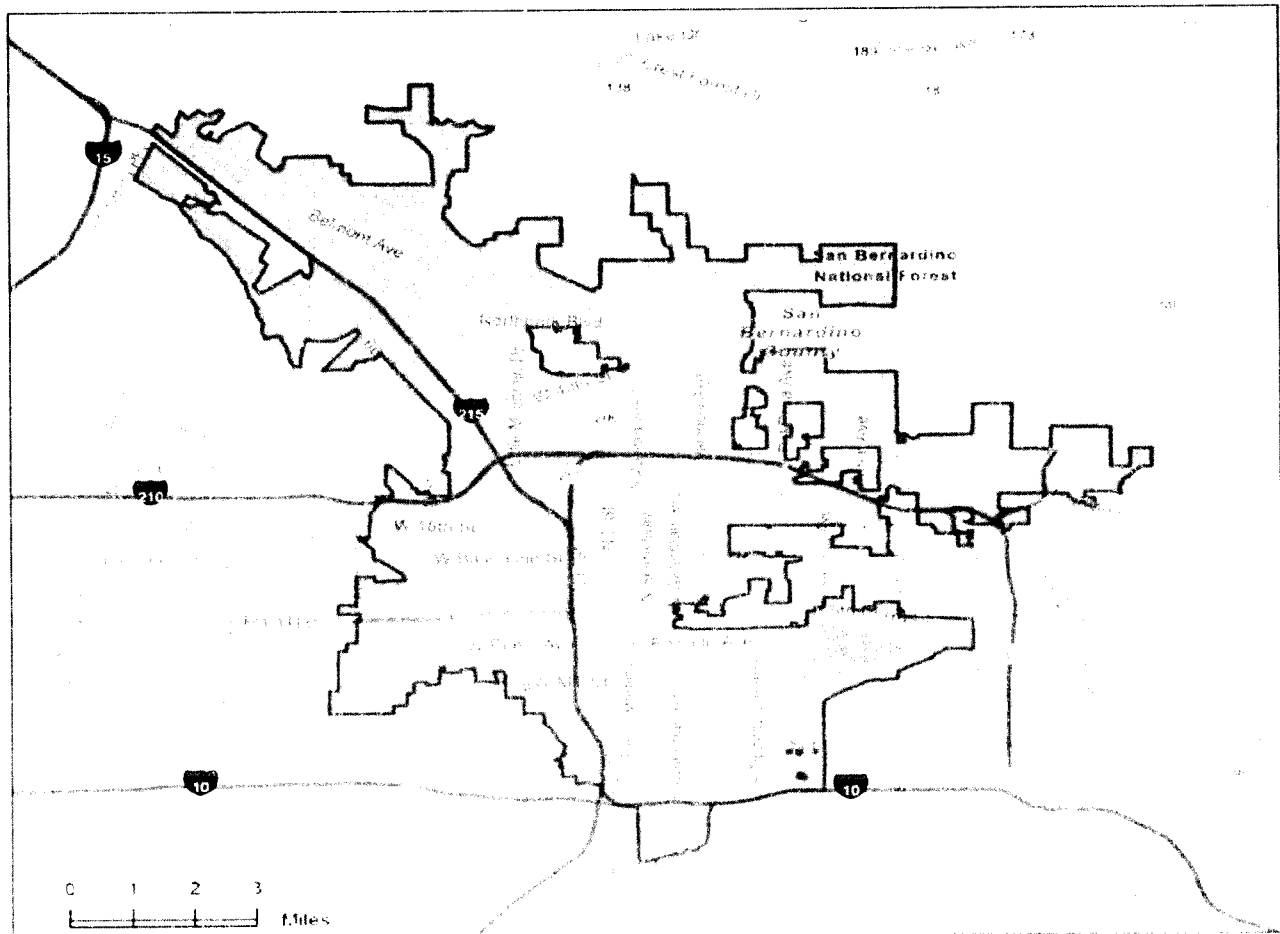
PART I - SECTION 4: SITUATION AND ASSUMPTIONS

4.1 Community Profile

The City of San Bernardino covers 59.7 square miles and is geographically the largest City in the County of San Bernardino. The City lies in the San Bernardino foothills and the eastern portion of the San Bernardino Valley, roughly 60 miles (97 km) east of Los Angeles. Some major geographical features of the City include the San Bernardino Mountains and the San Bernardino National Forest, in which the City's northernmost neighborhood, Arrowhead Springs, is located and the Cajon Pass adjacent to the northwest border. City Creek, Lytle Creek, San Timoteo Creek, Twin Creek, Warm Creek (as modified through flood control channels) feed the Santa Ana River, which forms part of the City's southern border south of San Bernardino International Airport.

The City is bounded by the City of Highland on the east, the San Manuel Indian Reservation and the San Bernardino National Forest on the north, the Cities of Rialto and Fontana on the west, and the cities of Redlands, Loma Linda, and Colton on the south.

Figure 4.1.1: City of San Bernardino Jurisdiction Map





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San Bernardino is unique among Southern Californian cities because of its wealth of water, which is mostly contained in underground aquifers. A large part of the City is over the Bunker Hill Groundwater Basin, including downtown. This fact accounts for a historically high water table in portions of the City, including at the former Urbita Springs, a lake that no longer exists and is now the site of the Inland Center Mall. Seccombe Lake, named after a former mayor, is a manmade lake at Sierra Way and 5th Street. The San Bernardino Valley Municipal Water District ("Muni") has plans to build two more large, multi-acre lakes north and south of historic downtown in order to reduce groundwater, mitigate the risks of liquefaction in a future earthquake, and sell the valuable water to neighboring agencies.[citation needed]

The City has several notable hills and mountains; among them are: Perris Hill (named after Fred Perris, an early engineer, and the namesake of Perris, California); Kendall Hill (which is near California State University); and Little Mountain, which rises among Shandin Hills (generally bounded by Sierra Way, 30th Street, Kendall Drive, and Interstate 215).

Freeways act as significant geographical dividers for the City of San Bernardino. Interstate 215 is the major east-west divider, while State Route 210 is the major north-south divider. Interstate 10 is in the southern part of the City. Other major highways include State Route 206 (Kendall Drive and E Street); State Route 66 (which includes the former U.S. 66); State Route 18 (from State Route 210 north on Waterman Avenue to the northern City limits into the mountain communities), and State Route 259, the freeway connector between State Route 210 and I-215. The Santa Ana River originates in the San Bernardino Mountains and flows southwest to the ocean. The Santa Ana Watershed includes streams flowing south from the San Gabriel Mountains and streams flowing north and west from the San Jacinto Mountains in Riverside County.

The City of San Bernardino may be exposed to many hazards, all of which have the potential to disrupt the community, causing damage, and creating casualties. Possible natural hazards include earthquakes, floods, wildfires, and winter storms. The threat of a war-related incident such as a nuclear, biochemical, or conventional attack is present as well. Other man-made disaster situations could develop from hazardous material (HazMat) accidents, public health-related incidents, major transportation accidents, or acts of terrorism.

4.2 Climate

San Bernardino features a somewhat cooler version of a Mediterranean climate with cool to chilly winters (frost is common during this time of the year) and hot, dry summers. Relative to other areas in Southern California, winters are colder, with frost and with chilly to cold morning temperatures common. The particularly arid climate during the summer prevents tropospheric clouds from forming, meaning temperatures rise to what is considered by NOAA scientists as Class Orange.

Summer is also a lot warmer with the highest recorded summer temperature at 117 °F (47.2 °C) in 1971. In the winter, snow flurries occur upon occasion. San Bernardino gets an average of 16 inches (406 mm) of rain, hail, or light snow showers each year. Arrowhead Springs, San



Bernardino's northernmost neighborhood, gets snow, heavily at times due to its elevation of about 3,000 feet (910 m) above sea level.

The seasonal Santa Ana winds are felt particularly strongly in the San Bernardino area as warm and dry air is channeled through nearby Cajon Pass at times during the autumn months. This phenomenon markedly increases the wildfire danger in the foothills, canyon, and mountain areas of the City that the cycle of cold, wet winters and dry summers helps create.

4.3 Demographics

The 2010 United States Census reported that San Bernardino had a population of 209,924. The population density was 3,519.6 people per square mile (1,358.9/km²). The racial makeup of San Bernardino was 95,734 (45.6%) White, 31,582 (15.0%) African American, 2,822 (1.3%) Native American, 8,454 (4.0%) Asian, 839 (0.4%) Pacific Islander, 59,827 (28.5%) from other races, and 10,666 (5.1%) from two or more races. Hispanic or Latino of any race were 125,994 persons (59.0%). Non-Hispanic Whites were 20.0% of the population in 2010, compared to 65.6% in 1970.

(Figure 4.3.1) below shows the demographic shifts from 2000 to 2015. (Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015).

Figure 4.3.1: City of San Bernardino Demographics

Race and Ethnicity	2000		2010		2015	
	Number	Percent	Number	Percent	Number	Percent
White Alone	88,488	46.1%	86,098	40.1%	82,859	37.8%
Black Alone	30,576	15.9%	30,875	14.4%	29,538	13.5%
American Indian Alone	2,706	1.4%	2,897	1.4%	2,855	1.3%
Asian Alone	7,824	4.1%	10,386	4.8%	11,326	5.2%
Pacific Islander Alone	709	0.4%	780	0.4%	776	0.4%
Some Other Race Alone	51,424	26.8%	71,365	33.2%	79,086	36.1%
Two or More Races	10,121	5.3%	12,270	5.7%	12,848	5.9%
Hispanic Origin (Any Race)	90,536	47.2%	123,828	57.7%	136,272	62.1%

4.2 Housing

The Census reported that 202,599 people (96.5% of the population) lived in households, 3,078 (1.5%) lived in non-institutionalized group quarters, and 4,247 (2.0%) were institutionalized. There were 65,401 housing units at an average density of 1,096.5 per square mile (423.4/km²), of which 29,838 (50.3%) were owner-occupied, and 29,445 (49.7%) were occupied by renters. The homeowner vacancy rate was 3.2%; the rental vacancy rate was 9.5%. 102,650 people (48.9% of the population) lived in owner-occupied housing units and 99,949 people (47.6%) lived in rental housing units.



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Currently, 44.6 percent of the 71,509 housing units in the market area are owner occupied; 42.2 percent, renter occupied; and 13.2 percent are vacant. In 2000, there were 65,668 housing units - 47.0 percent owner occupied, 41.6 percent renter occupied and 11.3 percent vacant. The rate of change in housing units since 2000 is 0.83 percent. Median home value in the market area is \$137,979, compared to a median home value of \$157,913 for the U.S. In five years, median home value is projected to change by 3.72 percent annually to \$165,604. From 2000 to the current year, median home value changed by 3.72 percent annually.

4.3 Natural Hazards

Starting with the 2005 LHMP and updated in 2015 as necessary, the Local Planning Team identified thirteen (13) natural hazards that have potential to affect the City: For detailed hazard information, see *Part IV - Hazard Specific Annexes*

- | | |
|---|--|
| <input type="checkbox"/> Wildfires | <input type="checkbox"/> Lightning |
| <input type="checkbox"/> Flood | <input type="checkbox"/> Extreme Heat |
| <input type="checkbox"/> Earthquake/Geologic Hazards | <input type="checkbox"/> Extreme Cold |
| <input type="checkbox"/> Dam Inundation | <input type="checkbox"/> Hail |
| <input type="checkbox"/> Infestation | <input type="checkbox"/> Tornado |
| <input type="checkbox"/> Drought | <input type="checkbox"/> Winter Storm (Heavy Snowfall) |
| <input type="checkbox"/> High Winds/Straight Line Winds | |

Additional details, a summary for each of the natural hazards listed above, and/or references to hazard specific plans/standard operating guides (SOGs) are located in *Part IV – Hazard Specific Annexes* of this plan.

4.4 Other Hazards

- | | |
|---|------------------------------------|
| <input type="checkbox"/> Hazardous Materials Incident | <input type="checkbox"/> Terrorism |
| <input type="checkbox"/> Civil Unrest | |

These other hazards were not included in the Risk Assessment or ranked for the LHMP 2015 update, however, the City recognizes the potential impact and threat from these other hazards.

4.5 Situation

- The citizens of the City will be expected to provide for their immediate needs to the extent possible for at least 72 hours following a catastrophic event, or for at least 24 hours following a location-specific event. This may include public as well as private resources in the form of lifeline services.
- A catastrophic earthquake would adversely impact local, County, and state government response capabilities. Consequently, a number of local emergencies may be declared.



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- Communications, electrical power, water and natural gas lines, sewer lines and fuel stations will be seriously impaired during the first 24 hours following a major earthquake and may not be fully restored for 30 days or more.
- Transportation corridors may be affected so only equipment, foodstuffs, supplies, and materials on hand will be available for use during the first 72 hours of emergency operations.
- It is possible only emergency response personnel on duty at the time of a significant earthquake will be available during the first 6 hours. Mission capability may be available within 24 hours.
- In event of a catastrophic earthquake, a clear picture regarding the extent of damage, loss of life, and injuries may not be known for at least 36 hours.
- The City's Emergency Operations Center (EOC) capability may be limited for at least 8 hours if communications links to other agencies and City Departments are degraded.

4.6 Planning Assumptions

Below are assumptions reflecting the situations that must be considered in order to achieve effective emergency management in the City of San Bernardino:

- All incidents are local.
- Emergencies may occur at any time with little or no warning and may exceed capabilities of local, state, federal, tribal governments and the private sector in the affected areas.
- Emergencies may result in casualties, fatalities and displace people from their homes.
- An emergency will require prompt and effective response and recovery operations by City 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.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that State and Federal assistance is required.
- An emergency can result in property loss, interruption of essential public services, and damage to basic infrastructure and significant harm to the environment.
- The greater the complexity, impact and geographic scope of an emergency, the more multiagency coordination will be required.
- The City will mobilize to deliver emergency and essential services under all threats and emergencies.
- Individuals, community-based organizations, faith-based organizations, and businesses will offer services and support in time of disaster.



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- The City will utilize mutual aid and other forms of assistance when the City exhausts or anticipates exhausting its resources.
- Once local resources have been exhausted, or nearly exhausted, the City will request resources from the San Bernardino County Fire Office of Emergency Services, according to the Standardized Emergency Management System (SEMS).
- The City will be responsible for establishing and maintaining contact with the San Bernardino County Office of Emergency Services throughout the duration of the emergency in order to assist them in sustaining county-wide situational awareness.
- The emergency management function for the City of San Bernardino is coordinated through the Police Department.
- The City's planning strategies will make every effort to consider the needs of the general population, children of all ages, people with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and other diverse racial and ethnic populations.



PART I - SECTION 5: EMERGENCY MANAGEMENT ORGANIZATION

5.1 Overview

Local and City agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes.

Typical duties and roles may also vary depending on the severity of impacts, size of the incident(s), and availability of local resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

The City of San Bernardino conducts all emergency management functions in accordance with the guidelines set by the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). The function of Emergency Management is carried out by the Disaster Management Coordinator (DMC)/Police Department.

The DMC assists with training and preparing essential response staff and supporting personnel to incorporate SEMS/NIMS concepts in all facets of an emergency. Each City Department is responsible for ensuring that critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies.

During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event. Some responsibilities may be shared under mutual consent. Most City Departments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures.

5.2 Disaster Ordinance – MC-1142, Chapter 2.46

In accordance with *City of San Bernardino Municipal Code, Chapter 2.46 (Certain Sections Amended: April 21, 2003) - Disaster Council Section 2.46.010 - , Purposes:*

- The City provides for the preparation and carrying out of plans for the protection of persons and property within this City in the event of an emergency;
- The direction of the emergency organization; and
- The coordination of the emergency functions of this City with all other public agencies, corporations, organizations and affected private persons.

5.2.1 Definition of Emergency – 2.46.020

Per *City of San Bernardino Municipal Code Section 2.46.020 – “Emergency” means:*



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- Actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within this City;
- Caused by air pollution, fire, flood, storm, epidemic, riot, or earthquake, or other conditions;
- Including terrorist activities or imminent threat of terrorist activities;
- War or imminent threat of war; but other than conditions resulting from a labor controversy or;
- Other conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of this City, requiring the combined forces of other political subdivisions to combat.

5.2.2 Disaster Council Membership – 2.46.030

The San Bernardino Disaster Council consists of the following members:

- A. The Mayor who shall be chairman;
- B. The Mayor Pro-Tempore who shall be vice-chairman;
- C. The City Attorney;
- D. The Chief of Police;
- E. The Director of Emergency Services;
- F. The Assistant Director of Emergency Services;
- G. The Disaster Management Coordinator;
- H. Such chiefs of emergency services as are provided for in a current emergency plan of the City;
- I. Such representatives of civic, business, labor, veterans, professional, or other organizations having an official emergency responsibility, as may be appointed by the Mayor with the advice and consent of the Common Council.

5.2.3 Powers and Duties – 2.46.040

The San Bernardino Disaster Council has the duty and is empowered to:

- Develop and recommend for adoption by the Common Council, emergency and mutual aid plans and agreements; ordinances, resolutions and rules and regulations as necessary to implement such plans and agreements;
- Shall be advisory to, and make recommendations to, the Mayor, who shall have the sole decision making authority;
 - In the absence of the Mayor, the Mayor's decision making authority shall be with the Mayor Pro-Tempore for the duration of such absence;



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- If the Mayor Pro Tempore as determined is likewise absent or otherwise unavailable to serve, the next Council member by order of rotation shall serve as Mayor Pro Tempore for that period of absence;
- The disaster council shall meet upon call of the chairman or, in his/her absence from the City or inability to call such meeting, upon call of the vice-chairman.

5.3 Executive Director of Emergency Services

Per *City of San Bernardino Municipal Code, Section 2.46.050*:

- The office of Executive Director of Emergency Services is created; The **Mayor** shall be the **Executive Director of Emergency Services**.

5.3.1 Powers and Duties – 2.46.060

The Mayor as Chairman of the San Bernardino Disaster Council and Executive Director of Emergency Services is empowered to:

1. Request the Common Council to proclaim the existence or threatened existence of a local emergency, or to issue such proclamation if the Common Council is not in session; the Common Council shall take action to ratify the proclamation within seven days thereafter or the proclamation shall have no further force or effect;
2. Request the Governor to proclaim a state of emergency when, in the opinion of the Mayor, the locally available resources are inadequate to cope with the emergency;
3. Control and direct the effort of the emergency organization of this City;
4. Direct cooperation between and coordination of services and staff of the emergency organization of this City; and resolve questions of authority and responsibility that may arise between them;
5. Represent this City in all dealings with public or private agencies on matters pertaining to emergencies as defined in Section 2.46.020;
6. In the event of the proclamation of a local emergency, the proclamation of a state of emergency by the Governor or the Director of the State Office of Emergency Services, or the existence of a state of war emergency, the Mayor is empowered to:
 - Make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the Common Council;
 - Obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property and bind the City for the fair value thereof and, if required immediately, commandeer the same for public use;
 - Require emergency services of any City officer or employee and, in the event of the proclamation of a state emergency in the county in which this City is located or the existence of a state of war emergency, command the aid of as many citizens of this community as he/she deems necessary in the execution of his/her duties; such persons



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shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster service workers;

- Requisition necessary personnel or material of any City Department or agency; and
- Execute all of his/her ordinary power as Mayor, all of the special powers conferred upon him/her by this Chapter or by resolution or emergency plan, all powers conferred upon him/her by any statute, by an agreement approved by the Common Council, and by any other lawful authority.

5.4 Director and Assistant Director of Emergency Services

Per City of San Bernardino Municipal Code, Section 2.46.050:

- The office of Director of Emergency Services is created; the **City Administrator** shall be the **Director of Emergency Services**.
- The office of Assistant Director of Emergency Services is created, the **Fire Chief** shall be the **Assistant Director of Emergency Services**.

5.4.1 Powers and Duties – 2.46.060

The **Director and Assistant Director of Emergency Services**, under the general supervision of the Mayor and with the assistance of the various chiefs of emergency services:

1. Develop emergency plans and manage the emergency programs of the City; and shall have other powers and duties as may be assigned by the Mayor;
2. The Director of Emergency Services shall recommend to the Mayor the order of succession to this office, to take effect in the event the Director is unavailable to attend meetings and otherwise perform duties during an emergency;
3. Upon approval by the Mayor, such order of succession for the Director shall be approved by the Common Council;
4. The Assistant Director of Emergency Services shall have such powers and duties as may be assigned by the Mayor.

5.5 Disaster Management Coordinator

Per City of San Bernardino Municipal Code, Section 2.46.050:

- The office of **Disaster Management Coordinator** is created, the Disaster Management Coordinator, who is approved by the Common Council, shall be the head of this office.

5.5.1 Powers and Duties – 2.46.060

The **Disaster Management Coordinator**, under the direct supervision of the Assistant Director of Emergency Services, and the general supervision of the Mayor, is responsible for:

1. Routine disaster preparedness activities



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2. Emergency management training for City personnel
3. Coordination of emergency planning
4. Maintenance of emergency management equipment and facilities
5. Public education in the area of disaster preparedness

5.6 Emergency Organization

Per *City of San Bernardino Municipal Code, Section 2.46.070 – “Emergency Organization”* includes:

- All officers and employees of the City
- Volunteer forces
- All groups, organizations, and persons who may by agreement or operation of law, be charged with duties incident to the protection of life and property during an emergency

Per *City of San Bernardino Municipal Code, Section 2.46.080:*

- The structure, duties and functions of the City emergency organization and the order of succession to the position of Mayor and Chairman of the San Bernardino Disaster Council shall be adopted by resolution of the Common Council

5.7 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders. All City departments have the following common responsibilities:

- Support EOC operations to ensure the City is providing for the public safety and protection of the citizens it serves
- Establish, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the Common Council and Disaster Management Coordinator
- Develop alert and notification procedures for department personnel
- Develop operating guidelines to implement assigned duties specified by this plan
- Track incident-related costs incurred by the department
- Ensure that vehicles and other equipment are equipped and ready
- Identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other City departments
- Assign personnel to the EOC, as charged by this plan



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- Develop and implement procedures for protecting vital records, materials, and facilities
- Promote family preparedness among employees
- Ensure that staff complete any NIMS required training
- Ensure that department plans and SOPs incorporate NIMS components, principles, and policies
- Allow staff time for preparedness training and participation in exercises

In addition to the responsibilities outlined above, each City Department plays its own unique role in the Emergency Management Organization, outlined below by City Department and/or Division.

5.7.1 City Clerk's Office

The City Clerk's Office consists of five divisions: *Administration, Passports, Business Registration, Elections, and Records Management.*

Emergency Management Organization Role/Responsibilities:

- Keep all books, papers, records and other documents and provide for a secure and safe place for all vital records
- Attend all meetings of the Mayor and Common Council; and keep minutes of all Council meetings
- Process ordinances, Local Emergency Proclamations and Resolutions
- Serve as liaison to the Council, City Attorney, and outside agencies

5.7.2 Community Development

The Community Development Department is comprised of six program areas including: *Administration, Planning, Land Development, Building and Safety, and Stormwater Management/National Pollution Discharge Elimination System (NPDES).*

Emergency Management Organization Role/Responsibilities:

- Inspect and post as necessary all damaged buildings, both public and private, and determine if they are safe or if they should be evacuated
- Estimate the extent of damage/cost of repair of structures
- Assist in the Preliminary Damage Assessment (PDA) with local, state, and federal organizations to determine losses and recovery needs
- Coordinate damage assessment teams for City facilities, possible shelter sites, and structures throughout the community
- Assist with the review and permit process of the repair or replacement of damaged structures, both public and private



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5.7.3 Parks, Recreation and Community Services

The Parks, Recreation and Community Services Department maintains City open space or retreats known as parks, manage a variety of programs and activities for the youth, adult and senior populations, and develop cultural offerings.

Emergency Management Organization Role/Responsibilities:

- Take the lead role in shelter operations for residents and employees requiring shelter during an emergency
- Assist in providing resources to support the event (personnel, equipment, transportation, etc.)
- Provide child care for employees who have no alternative child care as a result of the emergency
- Provide counseling and other human services to first responders, City employees, and community members
- Assist in donations and volunteer management

5.7.4 Finance

Finance is responsible for the City's financial planning (budgeting); accounting of the City's resources; fair and accurate reporting of the City's financial position; and management and control of all of the City's financial activities. Additionally, the Finance Department provides data and analysis to assist the City Manager, Mayor, and Common Council in formulating policies.

Finance provides the following support services to City departments: accounting, accounts payable, payroll, purchasing, budgeting, and cash management. Finance also provides backup staff support for the elected City Treasurer.

Emergency Management Organization Role/Responsibilities:

- Financial support, response, and recovery for the emergency/disaster
- Support the response effort and the acquisition, transportation and mobilization of resources
- Oversee the procurement and allocation of supplies and materials not normally provided through mutual aid channels
- Ensure the payroll, accounts payables, and revenue collection process continues
- Assist in the tracking and distribution of donations
- Assist with managing a message center to direct the public to needed resources



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5.7.5 Human Resources

The Human Resources Department consists of the *Personnel Services, Workers' Compensation and Risk Management Divisions*.

Emergency Management Organization Role/Responsibilities:

- Maintain current addresses and telephone numbers of all city employees
- Process claims for injuries to employees and volunteers
- Provide Information Technology support to all city facilities
- Provide cross-training as needed to fill vacant positions
- Administer acceptance and settlement of general liability claimed losses
- Notify insurance carriers to obtain assistance with policy coverage
- Continue to hire new employees as needed

5.7.6 Police Department

The primary endeavor of the San Bernardino Police Department is to provide the most efficient and effective use of available resources, in order to afford its residents the most desirable of municipal police services.

Emergency Management Organization Role/Responsibilities:

- Protect lives, property, and the environment
- Coordinate emergency response with all departments and agencies involved with the event
- Activate and support all activities in the Emergency Operations Center (EOC)
- Access and perimeter control
- Evacuation of threatened populations to safe areas
- Dissemination of accurate and timely emergency public information and warning to the public
- Serve as the primary liaison between the City and the County's Office of Emergency Services, providing ongoing information on the City's response
- Identify the need for and request law enforcement mutual aid

5.7.7 Public Works

The City of San Bernardino Public Works Department has five divisions: *Administration, Engineering, Fleet Management, Integrated Waste Management and Operations & Maintenance*.



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Emergency Management Organization Role/Responsibilities:

- Provide assistance with barricades, sandbags, road closures, debris removal, emergency road repair, traffic control, and damage surveys and assessments of roadways and facilities
- Eliminate an immediate threat to lives or public health and safety
- Take protective measures to minimize damage to private and public facilities
- Demolition and removal of public and private buildings and structures that pose an immediate threat to the safety of the general public
- Track and documentation of all emergency activities

5.7.8 Fire Department

The City of San Bernardino Fire Department consists of twelve (12) fire stations, Fire Administration Division, and Fire Prevention/Community Risk Reduction Division.

Emergency Management Organization Role/Responsibilities:

- Respond to all types of fires, including structure, vegetation, and those involving vehicles or aircraft
- Assist with medical aids from injuries or medical conditions
- Respond to all types of hazardous materials spills, exposures, and releases
- Assist with rescues such as swift water, vehicle collisions, confined spaces, and structural collapses

5.7.9 Information Technology

Information Technology (IT) is an internal service department that serves the information technology needs of the City's departments, including the Water Department. IT is responsible for enterprise-wide communication and information technology services.

Emergency Management Organization Role/Responsibilities:

- *Business Systems*: technology services for enterprise/departmental applications, the public and internal websites, and non-public safety City departments
- *Geographic Information Systems (GIS)*: technology that combines geographic data and other types of information to generate visual maps, reports, and interactive maps for the City
- *Network Services*: Develops and maintains network infrastructure for the City
- *Client Services*: maintains and repairs all City desktop equipment and software
- *Public Safety Systems*: technology support to Police and Fire Departments including Computer Aided Dispatch (CAD), Records Management Systems (RMS), radios, Mobile



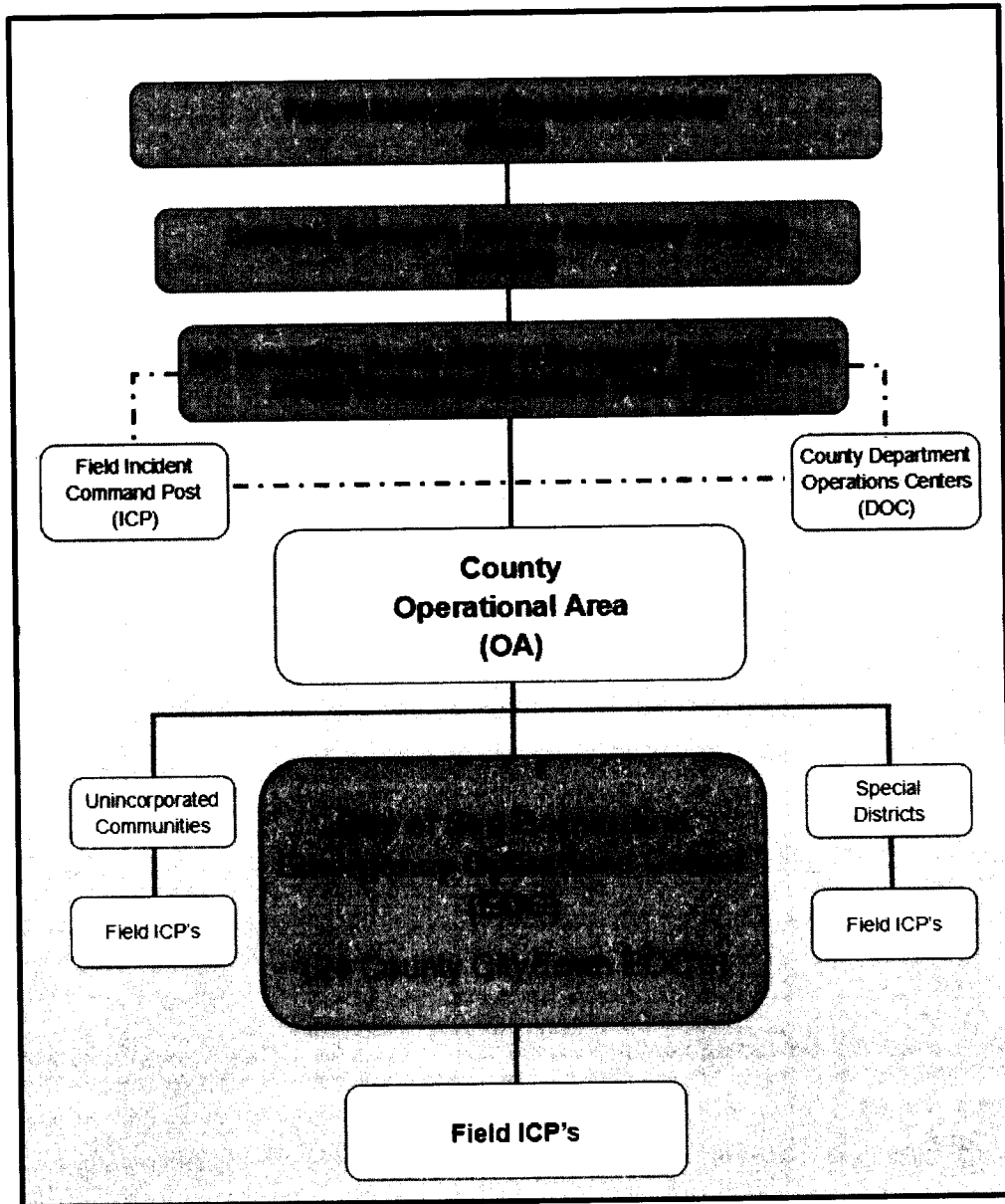
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Data Computers (MDCs), desktop computers, laptops and other related public safety gear.

- *Telephone Support:* services for telephones and wireless devices to City departments and facilities

Figure 5.7.10: City of San Bernardino Emergency Organization





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5.8 Emergency Management Partners

In the Nation's system of emergency management, the local government must act first to address the public's emergency needs. Depending on the nature and size of the emergency, Federal, state, regional, and Operational Area (OA) assistance may be provided to the local jurisdiction. The focus of local is on the emergency measures that are essential for protecting the public. At the minimum, these measures include warning, emergency public information, evacuation, and shelter.

States, regional, and the OA play three roles: assisting local jurisdictions whose capabilities must be augmented or are overwhelmed by an emergency; responding first to certain emergencies; and working with the Federal Government when Federal assistance is necessary. The state EOP is the framework within which local EOPs are created and through which the Federal Government becomes involved.

As such, the state EOP ensures that all levels of government are able to mobilize in a unified way to safeguard the well-being of their citizens. The state, regional, and OA EOPs should synchronize and integrate with local and regional plans. The information below describes the relationship between the City and these emergency management partners, including volunteer organizations.

5.8.1 Operational Area (OA)

Section 8605 of the California Emergency Services Act designates each county area as an Operational Area. Each Operational Area (OA) is made up of the county government, local governments, and special districts located within the county. During a State of Emergency, a State of War Emergency, or a Local Emergency the Operational Area is required to coordinate resources, priorities, and information and serve as a coordination/communication link to the State Mutual Aid system.

Per SB 1841 dated December 1, 1996, utilization of the Operational Area during emergencies is now mandatory for local governments wishing to receive financial reimbursement for personnel-related response costs. The City of San Bernardino signed the agreement (*Resolution No. 95-129*) on May 1, 1995 confirming that the City is a signatory to the San Bernardino County Operational Area Agreement. The San Bernardino County Operational Area Emergency Operations Plan was updated in 2012. The San Bernardino County EOC serves as the OA EOC. It is physically located at 1743 Miro Way, Rialto, California.

5.8.2 State Government

During a state of war emergency, a state of emergency, or a local emergency, the Cal OES Secretary coordinates the emergency activities of all state agencies in connection with such emergency and has the authority to use any state government resource to fulfill mutual aid requests or to support emergency operations. Cal OES operates the California State Warning Center (CSWC) 24-hours a day to receive and disseminate emergency alerts and warnings.



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When needed the State Operations Center (SOC) and Regional Emergency Operations Centers (REOCs) are activated to coordinate emergency management information and resources. Cal OES also coordinates the delivery of federal grant programs under Presidential declarations of emergency and major disaster.

5.8.3 Federal Government

The federal government supports emergency management throughout the nation and in California by providing tools, resources, and guidance to support California's emergency management system. When an emergency occurs that exceeds, or is anticipated to exceed resources located within the state, or when federal departments or agencies acting under their own authorities are partners in the unified command for an emergency, the federal government will implement the National Response Framework (NRF) to access federal department and agency capabilities, organize the federal response and ensure coordination with all response partners.

5.8.4 Private Sector

Private sector organizations play a key role before, during, and after an emergency. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent.

5.8.5 Non-Governmental Organizations

Non-governmental Organizations (NGOs) play extremely important roles before, during, and after an emergency. For the City, NGOs such as the American Red Cross (ARC) provide sheltering, emergency food supplies, counseling services, and other vital services to support response and promote the recovery of disaster victims. NGOs collaborate with responders, governments at all levels, and other agencies and organizations.

5.8.6 Individuals and Households

Although not formally a part of the City's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

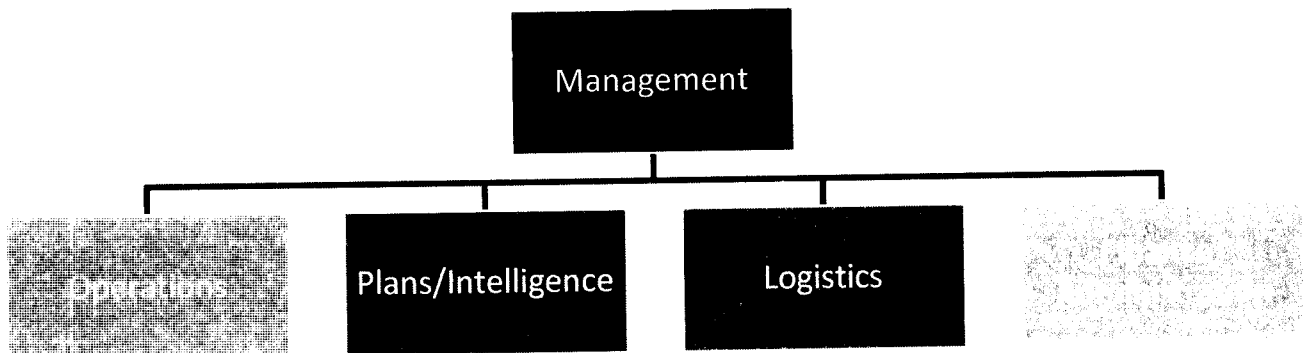
- Reducing hazards in their homes,
- Preparing emergency supply kits and household emergency plans,
- Monitoring emergency communications carefully,
- Volunteering with established organizations, and
- Enrolling in emergency response training courses.



5.9 Standardized Emergency Management System

SEMS requires that every emergency response involving multiple jurisdictions or multiple agencies include the five SEMS functions identified below (**Figure 5.9.1**). These functions must be applied at each level of the SEMS organization.

Figure 5.9.1: Standard ICS Structure (SEMS) Functions



5.9.2 Command

Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. A key concept in all emergency planning is to establish command and tactical control at the lowest level that can perform that role effectively in the organization. In the Incident Command System (ICS), the Incident Commander (IC), with appropriate policy direction and authority from the responding agency, sets the objectives to be accomplished and approves the strategy and tactics to be used to meet those objectives.

The IC must respond to higher authority. Depending upon the incident's size and scope, the higher authority could be the next ranking level in the organization up to the agency or department executive. This relationship provides an operational link with policy executives who customarily reside in the Department Operations Center (DOC) or EOC, when activated.

5.9.3 Management

Management is responsible for overall emergency policy and coordination at the SEMS EOC levels. The EOC serves as a central location from which multiple agencies or organizations coordinate information collection and evaluation, priority setting and resource management. Within the EOC, the primary Management functions are:

- Facilitate multiagency coordination and executive decision making in support of the incident response.
- Implement the policies established by the governing bodies.
- Facilitate the activities of the Multiagency Coordination (MAC) Group.



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5.9.4 Operations

Operations is responsible for coordinating and supporting all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's Action Plans (AP).

- At the Field Level, the Operations Section is responsible for the coordinated tactical response directly applicable to, or in support of the objectives in accordance with the Incident Action Plan (IAP).
- In the EOC, the Operations Section Coordinator manages functional coordinators who share information and decisions about discipline-specific operations.

5.9.5 Planning/Intelligence

Planning and Intelligence is responsible for the collection, evaluation and dissemination of operational information related to the incident for the preparation and documentation of the Incident Action Plan (IAP) at the Field Level or the Action Plan (AP) at an EOC.

Planning/Intelligence also maintains information for the EOC. As needed, Unit Coordinators are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists and coordinate demobilization.

5.9.6 Logistics

Logistics is responsible for providing facilities, services, personnel, equipment and materials in support of the emergency. Unified ordering takes place through the Logistics Section Ordering Managers to ensure controls and accountability over resource requests. As needed, Unit Coordinators are appointed to address the needs for communications, food, medical, supplies, facilities and ground support.

5.9.7 finance/Administration

Finance and Administration is responsible for all financial and cost analysis aspects of the emergency and for any administrative aspects not handled by the other functions. As needed, Unit Leaders are appointed to record time for incident or EOC personnel and hired equipment, coordinate procurement activities, process claims and track costs.

5.10 National Incident Management System (NIMS)

The City of San Bernardino conducts all emergency management functions in accordance with the National Incident Management System (NIMS). Homeland Security Presidential Directive 5 (HSPD-5), "Management of Domestic Incidents," directed the Secretary of Homeland Security to develop and administer NIMS. It is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines.



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NIMS enables jurisdictions to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. NIMS focuses on five key areas, or components, which are preparedness, communications and information management, resource management, command and management, and ongoing management and maintenance.

These components work together to form a comprehensive incident management system. The City has incorporated NIMS into its emergency plans, policies, and procedures. In an effort to prepare all essential staff and supporting personnel to incorporate NIMS concepts, a training program has been established wherein all City employees are required to complete certain NIMS courses.

5.11 Emergency Functions

The California State Emergency Plan establishes the California Emergency Functions (CA-EFs), which consist of seventeen primary activities deemed essential to addressing the emergency management needs of communities in all phases of emergency management. The California Emergency Functions were designed to bring together discipline-specific stakeholders at all levels of government to collaborate and function within the four phases of emergency management.

The EFs consist of an alliance of agencies, departments and other stakeholders with similar functional responsibilities. This grouping allows each EF to collaboratively mitigate, prepare for, cohesively respond to and effectively recover from an emergency.

(Figure 5.11.1) on the next two (2) pages show how the CA-EFs would fit into the City of San Bernardino's SEMS-ICS functions. While each EF is a unique activity, it's assigned to a particular ICS function with a Department serving as the lead agency.

The City of San Bernardino has not developed specific protocols for each EF. Future EOPs may include an annex of EFs that identify their specific concept of operations and stakeholders.

Figure 5.11.1: California Emergency Functions (EF's)

CA-EF Title		Definition	Lead Agency/ICS Function
1.	Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents; including flood control.	Public Works/ LOGISTICS
2.	Communications	Provides resources, support and restoration of government emergency telecommunications, including voice data, and public safety radio.	Information Technology/ LOGISTICS
3.	Construction & Engineering	Organizes capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support.	Public Works – Engineering – Operations and Maintenance – Community Development/ OPERATIONS
4.	Fire & Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural and wildland fires and emergency incident scene rescue activities and provides personnel, equipment and supplies to support local jurisdictions.	City of San Bernardino Fire/ OPERATIONS
5.	Management	Coordinates and resolves issues among the CA-EFs in the four phases of emergency management to ensure consistency in the development and maintenance of the EOP annexes. During emergencies, serves in an advisory capacity to the EOC Director.	City of San Bernardino Police/ MANAGEMENT
6.	Care & Shelter	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident including food assistance, clothing, non-medical care and sheltering, family reunification and victim recovery.	Community Services/ OPERATIONS
7.	Resources	Coordinates plans and activities to locate, procure and pre-position resources to support emergency operations.	Community Services/ LOGISTICS
8.	Public Health & Medical	Coordinates Public Health and Medical activities and services in support of the jurisdictions' resource needs for preparedness, response, and recovery from emergencies and disasters.	County Public Health – Community Services/ OPERATIONS

9.	Search and Rescue	Supports and coordinates response of personnel and equipment to search for and rescue missing or trapped persons that may involve criminal acts and water rescues.	City of San Bernardino Fire/ OPERATIONS
10.	Hazardous Materials	Coordinates resources and supports the responsible agencies to prepare for, prevent, minimize, assess, mitigate, respond to and recover from a threat to the public or environment by actual or potential hazardous materials releases.	City of San Bernardino Fire/ OPERATIONS
11.	Food & Agriculture	Coordinates activities during emergencies impacting the agriculture and food production industries, specifically farms and ranches; supports the recovery of impacted industries and resources after incidents.	San Bernardino County Agriculture Weights & Measures/ COUNTY EOC
12.	Utilities	Provides resources and support to responsible jurisdictions and in partnership with private sector to restore gas, electric, water, wastewater and telecommunications.	Public Works – Engineering – Operations and Maintenance/ OPERATIONS
13.	Law Enforcement	Coordinates law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans.	City of San Bernardino Police/ OPERATIONS
14.	Long-Term Recovery	Supports and enables economic recovery from the long-term consequences of extraordinary emergencies and disasters.	Finance/ FINANCE & ADMINISTRATION
15.	Public Information	Supports the dissemination of accurate, coordinated, timely and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including people with access and functional needs.	Administration/ MANAGEMENT
16.	Evacuation	Supports the safe evacuation of persons, domestic animals and livestock from hazardous areas.	City of San Bernardino Police/ OPERATIONS
17.	Volunteer & Donations Management	Supports responsible jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donated resources to support incidents requiring a state response.	Community Services – Faith Based Partners/ OPERATIONS

Matrix 5.11.2: California Emergency Functions/City Functions

California Emergency Functions		Administration	Mayor/Common Council	City Clerk	City of San Bernardino Fire	City of San Bernardino Police	Community Development	Community Services	Finance	Human Resources	Public Works	Public Works - Engineering	Faith Based Partners	County Public Health Department
1.	Transportation					S		P						
2.	Communications									P				
3.	Construction & Engineering						S				P			
4.	Fire & Rescue				P									
5.	Management	P	S			S								
6.	Care & Shelter							P					S	
7.	Resources							P	S					
8.	Public Health & Medical							P						P
9.	Search & Rescue				P	S								
10.	Hazardous Materials				P									
11.	Food & Agriculture													
12.	Utilities										P			
13.	Law Enforcement					P								
14.	Long Term Recovery	S							P					
15.	Public Information	P	S	S		S								
16.	Evacuation				S	P								
17.	Volunteers & Donations Management							P					S	

P = Primary S = Support



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5.12 Emergency Function Annex Development

Development of Emergency Function Annexes requires a coordinated approach between all stakeholders. A Lead Agency and supporting stakeholders will come together as a working group to develop and maintain Emergency Function Annexes as part of the City's Emergency Operations Plan. Emergency Function working groups will be responsible for identifying capabilities and resources to create and maintain a resource directory.

Once each EF annex has been developed, stakeholders should train on and exercise the plans and procedures described in the annex. **(Matrix 5.11.2)** on the previous page identifies the Lead Agency and supporting stakeholders for each Emergency Function.

5.13 Emergency Functions During EOC Activation

Utilizing EFs during EOC activation provides the greatest possible access to stakeholder resources and capabilities regardless of which organization has those resources. While the Lead Agency is responsible for coordinating the activities of the EF working group during the mitigation and preparedness phases, this responsibility will be shifted to the appropriate SEMS function during the response and recovery phases.

The positions, branches, and units identified in **(Figure 5.13.1)** will be responsible for activating EF annexes as they are needed. Although not solely responsible for carrying out the activities in each EF annex, they are the coordinating entity among all stakeholders that are members of the EF working group.

Figure 5.13.1: Emergency Functions/EOC Positions

Emergency Function		EOC Position, Branch, or Unit (SEMS)
1	Transportation	Public Works Branch (Operations)
2	Communications	Information Systems Branch (Logistics)
3	Construction & Engineering	Public Works Branch (Operations)
4	Firefighting	Fire Branch (Operations)
5	Emergency Management	EOC Coordinator (Management)
6	Care & Shelter	Care and Shelter Branch (Operations)
7	Resources	Procurement Unit (Logistics)
8	Public Health & Medical	Medical/Health Branch (Operations)
9	Search and Rescue	Fire Branch and Law Branch (Operations)
10	Hazardous Materials	Fire Branch (Operations)
11	Food and Agriculture	San Bernardino County Operational Area EOC
12	Utilities	Public Works Branch (Operations)
13	Law Enforcement	Law Branch (Operations)
14	Long –Term Recovery	Recovery Planning Unit (Planning/Intelligence)
15	Public Information	Public Information Officer (Management)
16	Evacuation	Law Branch (Operations)
17	Volunteer & Donations Management	Personnel Unit & Procurement Unit (Logistics)



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PART I - SECTION 6: CONCEPT OF OPERATIONS

6.1 Overview

Emergency operations focus on saving and protecting human lives, while managing and using all available resources at the local level for effectively responding to all types of emergencies. This plan adheres to the emergency management principle of all-hazards planning, recognizing that most responsibilities and functions performed during an emergency are not hazard-specific. Primary roles involved during the initial emergency response will focus on first responders, such as police departments and fire agencies, sometimes also involves hospitals, local health departments, and regional fire and HazMat teams.

Typically, as the emergency situation evolves and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with recovery operations. This EOP should be used when the City of San Bernardino or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency incident and not in response to day-to-day operations. Responsibilities include; management and coordination of large-scale events, Identifying and obtaining additional assistance and resources for emergency response agencies from the County, State, and/or Federal government.

6.2 Four Phases Of Emergency Management

Prevention and Mitigation: Actions taken before/after an emergency:

- To avoid an incident or stop an incident from occurring
- To protect lives, property and closely tied to the *Recovery phase*

Preparedness: Activities done in advance:

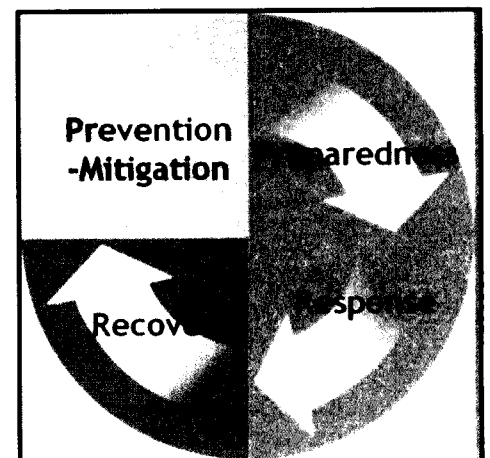
- To develop the City's response capabilities
- *Examples:* emergency planning, training/exercises, and public awareness programs

Response: Initial and extended response activities where the:

- Priority is to save lives and minimize the effects of the emergency/disaster
- Most initial response activities occur at the field level
- Extended response will necessitate the activation of the EOC to support and coordinate response efforts in the field

Recovery: Begins at the time of the disaster and continues long after the response phase:

- Initial goal to restore vital services and provide for the basic needs of the public
- Once stability is achieved this phase moves into the long-term goal of:
 - Restoring the community to a normal or improved state of affairs
 - Instituting mitigation measures, particularly those related to the recent emergency
 - Re-evaluating procedures and functions of the EOP for deficiencies





6.3 Situational Awareness

Lastly, this plan is implemented within the context of a continuous stream of incidents, events, and occurrences, any of which may develop into an emergency. Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively.

Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

When a situation develops into a major emergency, centralized emergency management is necessary and in most cases occurs within an Emergency Operations Center (EOC). This plan and the EOC are therefore very closely related. This EOP is activated in conjunction with EOC activations.

6.4 Emergency Declarations

As necessary, the Emergency Operations Center (EOC) may be activated and EOC staff will convene to evaluate the situation and make recommendations for a possible Local Declaration. Emergency proclamations expand the emergency powers and authorities of the State of California and its political subdivisions. They also provide a mechanism for unaffected jurisdictions to provide resources and assistance to the affected jurisdictions. The following are the four types of emergency declarations possible.

6.4.1 Local Emergency Proclamation

A Local Emergency is defined as:

“[T]he duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation 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, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat . . .” (California Government Code (Govt. Code) section 8558 (c)).



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Issued by: *(Govt. Code section 8630(a))*

- Governing body of a city, county, or city and county, or
- An official designated by an ordinance adopted by that governing body (e.g., police/fire chief, director of emergency services).
- **The authority to proclaim a Local Emergency in the City of San Bernardino is vested in the Mayor and Common Council, or in their absence, the Director of Emergency Services, or designated alternate.**

Purpose: *(Govt. Code sections 8625 and 8634)*

- Authorizes the promulgation of orders and regulations necessary to protect life and property (e.g., special purchasing or emergency contracting).
- Describes the circumstances that exist that may support the need for issuance of a State of Emergency Proclamation and/or Executive Order.
- Supports request for a Director's Concurrence, Governor's Proclamation of a State of Emergency, Executive Order, California Disaster Assistance Act (CDAA) funding, and/or a Presidential Declaration of an Emergency or Major Disaster.
- **(See Figure 6.4.2: Sample Proclamation)**

Deadlines:

- Issuance: Within 10 days after the actual occurrence of a disaster if assistance will be requested through CDAA *(Govt. Code section 8685.2)*.
- Ratification: If issued by official designated by ordinance, must be ratified by governing body within 7 days *(Govt. Code section 8630(b))*.
- Renewal: Reviewed at least once every 30 days by the governing body until terminated *(Govt. Code section 8630(c))*.
- Termination: At the earliest possible date that conditions warrant *(Govt. Code section 8630(d))* or at the same time as the State terminates their proclamation.

Notification Process: *(consistent with SEMS (Govt. Code section 8607))*

- Local governments should notify the Operational Area (OA) and provide a copy of the local emergency proclamation as soon as possible.
- OA shall notify Cal OES and provide a copy of the proclamation as soon as possible.
- Cal OES Region will ensure notification to the Cal OES Director and Deputy Directors, and shall be the primary contact between the Cal OES Director, OA, and the local jurisdiction for updates on any requests for assistance.
- Cal OES Director will respond in writing to the local government concerning the status of any requests for assistance included within the local proclamation or accompanying letter.



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Figure 6.4.2: Sample Proclamation

WHEREAS, Ordinance No. _____ of the City/County of _____ empowers the Director of Emergency Services* to proclaim the existence or threatened existence of a local emergency when said City/County is affected or likely to be affected by a public calamity and the City Council/County Board of Supervisors is not in session, and;

WHEREAS, the Director of Emergency Services* of the City/County of _____ does hereby find; that conditions of extreme peril to the safety of persons and property have arisen within said city/county, caused by _____ (fire, flood, storm, mudslides, torrential rain, wind, earthquake, drought, or other causes); which began on the _____th day of _____, 20____. and;

That these conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of said City/County, and;

That the City Council/County Board of Supervisors of the City/County of _____ is not in session and cannot immediately be called into session;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout said City/County, and;

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the emergency organization of this City/County shall be those prescribed by state law, by ordinances, and resolutions of this City/County; and that this emergency proclamation shall expire 7 days after issuance unless confirmed and ratified by the governing body of the City/County of _____.

Dated: _____ By: _____
 Director of Emergency Services*
 Print Name _____
 Address _____

****Insert appropriate title and governing body***

A local emergency proclamation and/or Governor’s proclamation is not a prerequisite for mutual aid assistance, Red Cross assistance, the federal Fire Management Assistance Grant Program (FMAG), or disaster loan programs designated by the U.S. Small Business Administration or the U.S. Department of Agriculture.

A proclamation of Local Emergency provides the governing body the authority to:

- Provide mutual aid consistent with the provisions of local ordinances, resolutions, emergency plans, and agreements.
- Receive mutual aid from State agencies.
- Seek recovery of the cost of extraordinary services incurred in executing mutual aid agreements.



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- Promulgate orders and regulations necessary to provide for protection of life and property.
- Promulgate orders and regulations imposing curfew.
- Require the emergency services of any local official or employee.
- Requisition necessary personnel and material of any department or agency and obtain vital supplies and equipment.
- Empowered to ask the governor to declare a State of Emergency.
- Allows local government to conduct emergency operations without facing liability for performing or failing to perform discretionary duties.
- Additionally, certain immunities from liability are provided for in the Act.

6.4.3 State of Emergency

A State of Emergency can be declared by the Governor when conditions warrant, and the proclamation is requested by the Mayor or Chief Executive of a City, or the Chairman of the Board of Supervisors or County Administrative Officer. Alternately, the Governor may proclaim a State of Emergency in the absence of a request, if it is determined that: (1) conditions warrant a proclamation and (2) local authority is inadequate to cope with the emergency.

The proclamation must be in writing, be well publicized, and filed with Secretary of State as soon as possible following issuance. The proclamation is effective upon issuance. A State of Emergency must be terminated as soon as conditions warrant.

During a State of Emergency the following will apply:

- Mutual aid shall be rendered as needed.
- The Governor shall have the right to exercise all police powers vested in the State by the Constitution and the laws of the State of California within the designated area.
- The Governor may suspend orders, rules, or regulations of any state agency and any regulatory statute or statute prescribing the procedure for conducting state business.
- The Governor may commandeer or make use of any private property or personnel (other than media) in carrying out the responsibilities of his office.
- The Governor may promulgate issue and enforce orders and regulations deemed necessary.

Provided that the State of Emergency proclaimed by the Governor does not cause a Presidential Declaration of a State of Emergency or State of War, a local OA has other options for short-term recovery and include such programs as:



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- The California Natural Disaster Assistance Act, and
- The Corps of Engineers Emergency Authorities, including those for flood fighting, authorized under the provisions of Public Law 84-99, Flood and Coastal Storm Emergencies (33 U.S.C. 701n) (69 Stat. 186) as amended.

The Natural Disaster Assistance Act is the Act linked to SEMS, which authorizes reimbursement of personnel-related disaster expenses. It does not supplant federal assistance otherwise available in the absence of state financial relief.

6.4.4 State of War Emergency

In addition to a State of Emergency, the Governor can proclaim a State of War Emergency whenever California or the nation is attacked by an enemy of the United States, or upon receipt by California of a warning from the federal government indicating that such an enemy attack is probable or imminent. The powers of the Governor granted under a State of War Emergency are commensurate with those granted under a State of Emergency.

6.4.5 Presidential Declaration

If an emergency is beyond the ability of local and state government to manage effectively, the Governor will request federal assistance. The Federal Emergency Management Agency (FEMA) evaluates the request and recommends an action to the White House based on the disaster, the local community, and the state's ability to recover.

The President approves the request for federal disaster funding or FEMA informs the governor it has been denied. This decision process could take a few hours or several weeks depending on the nature of the disaster. Following a Presidential Declaration, federal assistance is available to supplement the efforts and resources of state and local governments to alleviate public and private sector damage and loss.

6.5 Levels of Disaster Assistance

6.5.1 Director's Concurrence

Purpose: CDAA authorizes the Cal OES Director, at his or her discretion, to provide financial assistance to repair and restore damaged public facilities and infrastructure.

Deadline: Cal OES must receive a request from local government within 10 days after the actual occurrence of a disaster (*Govt. Code section 8685.2*).

Supporting Information: Local Emergency Proclamation, Initial Damage Estimate (IDE) prepared in "Cal EOC," and a request from the City Mayor or Administrative Officer, or County

6.5.2 Governor's Proclamation of State of Emergency

Purpose: Provides the Governor with powers authorized by the Emergency Services Act; may authorize the Cal OES Director to provide financial relief under the California Disaster



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Assistance Act for emergency actions, restoration of public facilities and infrastructure, and hazard mitigation; prerequisite when requesting federal declaration of a major disaster or emergency.

Deadline: Cal OES must receive a request from local government within 10 days after the actual occurrence of a disaster (*Govt. Code section 8685.2*).

Supporting Information: Local Emergency Proclamation, IDE prepared in “CalEOC,” and a request from the City Mayor or Administrative Officer, or County Board of Supervisors.

6.5.3 Presidential Declaration of an Emergency

Purpose: Supports response activities of the federal, state and local government; authorizes federal agencies to provide “essential” assistance including debris removal, temporary housing and the distribution of medicine, food, and other consumable supplies.

Deadline: Governor must request on behalf of local government within 5 days after the need for federal emergency assistance becomes apparent, but no longer than 30 days after the occurrence of the incident (*Title 44 of the Code of Federal Regulations (44 CFR) section 206.35(a)*).

Supporting Information: All of the supporting information required above and a Governor’s Proclamation, certification by the Governor that the effective response is beyond the capability of the state, confirmation that the Governor has executed the state’s emergency plan, information describing the state and local efforts, and identification of the specific type and extent of federal emergency assistance.

6.5.4 Presidential Declaration of a Major Disaster

Purpose: Supports response and recovery activities of the federal, state, and local government and disaster relief organizations; authorizes implementation of some or all federal recovery programs including public assistance, individual assistance and hazard mitigation.

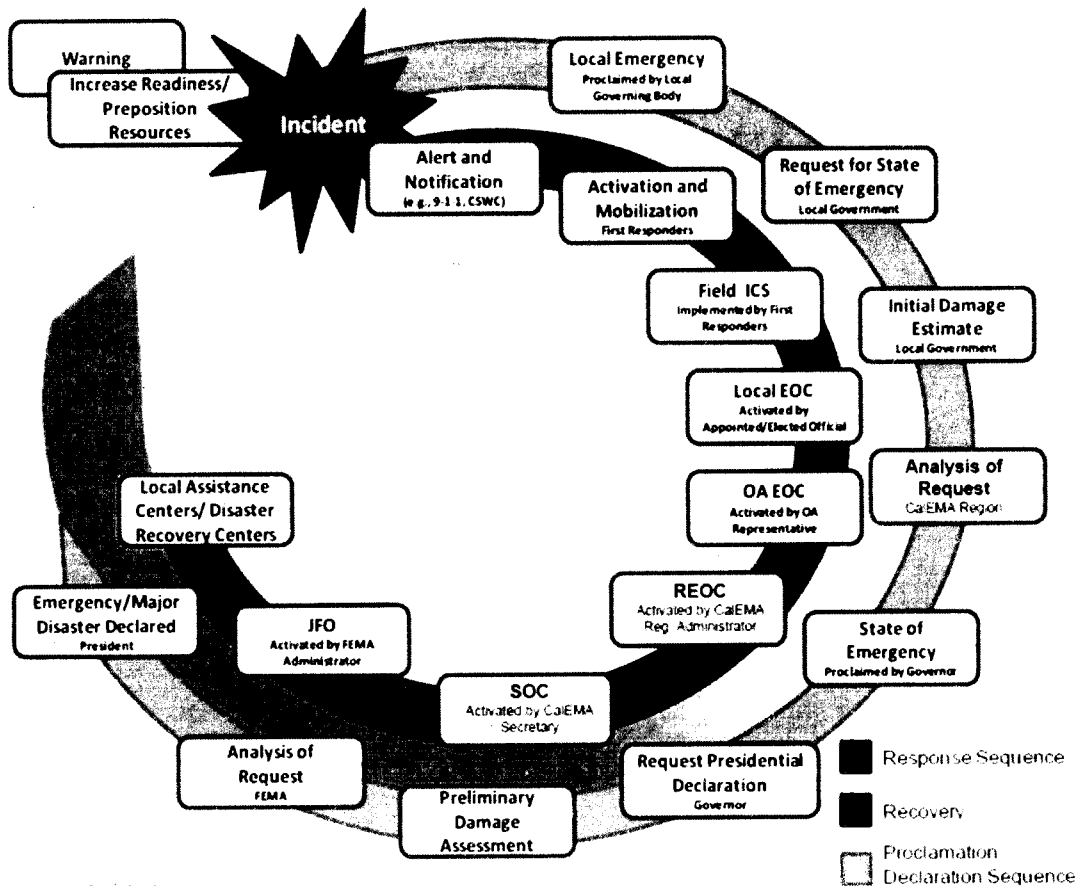
Deadline: Governor must request federal declaration of a major disaster within 30 days of the occurrence of the incident (*44 CFR section 206.36(a)*).

Supporting Information: All of the supporting information required above, as well as a Governor’s Proclamation; certification by the Governor that the effective response is beyond the capability of the state; confirmation that the Governor has executed the state’s emergency plan, and identification of the specific type and extent of federal aid required.

The diagram that follows (***Figure 6.5.5***) depicts the sequence of events in the proclamation and declaration process.



Figure 6.5.5: Proclamation/Declaration Sequence



6.6 Notification and Mobilization

As a part of the City of San Bernardino’s Disaster Service Worker program (*Resolution No. 82-258*), all employees are assigned to one of four categories. The categories are:

- **Responder:** Employees with direct life-saving or life-sustaining responsibilities
- **EOC:** Employees whose primary responsibility following a disaster will be to report to the Emergency Operations Center
- **COOP – Continuity of Operations:** Employees whose primary function has been designated as an essential service of the City. In spite of the emergency, these services need to continue in order for the City to maintain its continuity of operations.
- **Support:** Employees who are available for special assignments, different from their normal primary functions. These employees may serve in a variety of capacities in the City’s response to the disaster.



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It is important that all employees regardless of rank or position within the organization are aware of their assignment. While the emergency may dictate changes to these assignments for some individuals, the categories serve as a reliable starting point for all employees. All employees are to report to an Employee Check-In area upon their arrival to the City. There they will be given more specific instructions and their particular assignment.

6.6.1 Alerting/Notification/Warning System

Alerting, notification and warning within the City is the responsibility of the San Bernardino Police Department. The City of San Bernardino has no NAWAS, CFIRS, CLEMABE statewide or other network that will provide emergency federal or state information. All of the networks are located at the San Bernardino County Communication Center.

Upon receipt of a warning message or need for employee callouts:

- The Police Department will notify the Mayor who will direct the notification and warning of the City staff, San Bernardino Unified School District and the population via telephone, radio or other methods.
- The primary warning system for San Bernardino will be emergency vehicle sirens and loudspeakers. Vehicles will be - dispatched to specific locations and assignments as directed by the on-scene Incident Commander or by the Police Department Watch Commander if no EOC has been established.
- All such warnings will be approved by the Mayor and coordinated through the City Public Information Officer.
- Supporting warning systems include: the local broadcast media and Neighborhood Watch Captains, the City's Community Access TV Station KCSB-3, and radio channel AM 1610.
- Confidential Rosters for alerting and recalling key City employees are kept in the Dispatch Center. Department heads are responsible for ensuring current rosters are maintained within their departments for alerting and/or recalling all their personnel.

6.7 SEMS Coordination Levels

The Standard Emergency Management System (SEMS) is the system required by the *California Government Code Section 8607(a)* for managing response to multi-agency and multi-jurisdiction emergencies in California.

SEMS incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area concept, and multi-agency or inter-agency coordination. SEMS is an integrated management system, with five coordination levels:

1. **Field Level:** where emergency response personnel and resources, under the command of responsible officials, carry out tactical decisions and activities in direct response to an incident or threat.



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2. **Local Government Level:** includes Cities/Towns, Counties and Special Districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their Emergency Operations Center (EOC) is activated or a local emergency is declared or proclaimed in order to be eligible for state reimbursement of response-related costs.
3. **Operational Area (OA) Level:** the intermediate level of the state's emergency management organization which encompasses a County's boundaries and all political subdivisions located within that County, including Special Districts. The OA facilitates and/or coordinates information, resources and decisions regarding priorities among local governments within the OA.

The OA serves as the coordination and communication link between the Local Government Level and Regional Level. State, federal and tribal jurisdictions in the OA may have statutory authorities for response similar to that at the local level.

4. **Regional Level:** manages and coordinates information and resources among OAs within the mutual aid region and also between the OA and the state level. The Regional Level also coordinates overall state agency support for emergency response activities within the region.

California is divided into three California Governor's Office of Emergency Services (Cal OES) Administrative Regions – Inland, Coastal and Southern – which are further divided into six mutual aid regions. The Regional Level operates out of the Regional Emergency Operations Center (REOC).

5. **State Level:** prioritizes tasks and coordinates state resources in response to the requests from the Regional level and coordinates mutual aid among the mutual aid regions and between the Regional Level and State Level. The state level also serves as the coordination and communication link between the state and the federal emergency response system.

The state level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate compacts/agreements and coordinates with the Federal Emergency Management Agency (FEMA) when federal assistance is requested. The state level operates out of the State Operations Center (SOC).

6.7.1 Multi-Agency or Inter-Agency Coordination

Multi-agency or inter-agency coordination is important for:

- Establishing priorities for response
- Allocating critical resources
- Developing strategies for handling multi-agency response problems
- Sharing information
- Facilitating communications



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6.7.2 Coordination with Field Response

Communication and coordination among SEMS levels is clearly necessary for effective emergency response. In a major emergency, the City of San Bernardino's EOC may be activated to coordinate overall response. Incident Commanders (ICs), in the field, may communicate directly with the EOC, or in some cases, may communicate instead with a Department Operations Center (DOC). The DOC would then be in direct communication with the EOC.

6.7.3 Coordination with The County Operational Area (OA)

Coordination and communication should be established early and often between the activated local government's EOC and the Operational Area (OA). The San Bernardino County Office of Emergency Services is managed by the San Bernardino County Fire Department.

6.7.4 Coordination with Special Districts

Special districts often have unique resources, capabilities, and vulnerabilities. Coordination and communications with the EOC should be established among special districts who are involved in emergency response. This may be accomplished in the field at the IC level, or within the EOC, or both. If the special district has their own DOC, communication with the City's EOC will need to be coordinated in order for all agencies to effectively respond.

6.7.5 Coordination with Private And Non-Profit Agencies

City EOCs will generally be a focal point for coordination of response activities with many non-governmental agencies. During an emergency, the City of San Bernardino will establish communication with private and volunteer agencies that provide services in the City.

Whenever possible, those agencies that are participating in the response should have a representative in the EOC. Those agencies with a County-wide response (i.e., American Red Cross) should be represented at the Operational Area EOC. If agencies are unable to report to an EOC, alternate means of communication will be established.

6.8 Incident Command System (ICS)

The Incident Command System (ICS) is a nationally recognized on-scene emergency management system 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 uses a common organizational structure to effectively accomplish management of the incident by objectives. The five functions of the ICS organization are *Command/Management, Operations, Planning/ Intelligence, Logistics, and Finance/Administration*.



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6.8.1 Command

Responsible for directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. It includes the incident commander (IC) who is responsible for the overall management of the incident. The command function also includes the Information Officer, Liaison Officer, and Safety Officer.

6.8.2 Operations

Responsible for the coordinated tactical response of all field operations directly applicable to or in support of the mission(s) in accordance with the Incident Action Plan (IAP). Operations develop the operations portion of the IAP, requests resources to support tactical operations, maintain close communication with the Incident Commander, and ensure safer tactical operations. The operations function includes branches, divisions, groups, and air operations personnel.

6.8.3 Planning/Intelligence

Responsible for the collection, evaluation, documentation, and use of information about the development of the incident. The planning function includes the resource unit, situation unit, documentation unit, and demobilization unit.

6.8.4 Logistics

Responsible for providing facilities, services, personnel, equipment, and tracking the status of resources and materials in support of the incident. The logistics function includes the supply unit, facilities unit, ground support unit, communications unit, food unit, and medical unit.

6.8.5 Finance/Administration

Responsible for all financial and cost analysis aspects of the incident, and/or any administrative aspects not handled by the other functions. The finance function includes the time unit, procurement unit, compensation/claims unit, and the cost unit.

6.8.6 Principles of ICS

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



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- Comprehensive resource management
- Integrated communications

Common titles for organizational functions, resources, and facilities within ICS are utilized. The organizational structure is developed based upon the type and size of an incident. Staff builds from the top down as the incident grows, with responsibility and performance placed initially with the Incident Commander (IC). Then, as the incident grows, each function may be established as a section with several units under each section.

6.8.7 Unified Command

Unified Command (UC) structure is a unified team effort that allows all agencies with responsibility for the incident to manage an incident by establishing a common set of incident objectives and strategies. UC allows the IC position to be shared among several agencies and organizations that maintain jurisdiction. UC members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, County, regional, State, and Federal agencies into the same organizational system, maximizing coordination of response activities and avoiding duplication of efforts.

In a large incident involving multiple jurisdictions and/or regional, State, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional persons are not required, the IC will directly manage all aspects of the incident organization.

6.8.9 Action Planning Process

Action plans are an essential part of SEMS at all levels of government. Action planning is an effective management tool involving:

- Evaluating the situation
- Developing incident objectives
- Selecting a strategy
- Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner
- A process to identify objectives, priorities, and assignments related to emergency response or recovery actions
- Plans that document the priorities, objectives, tasks, and personnel assignments associated with meeting the objectives



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There are two kinds of action plans—*Incident Action Plans (IAPs)* and *EOC Action Plans (EAPs)*. EOC Action Plans should focus on jurisdictional related issues. The format and content for action plans at the Incident (Field) level and at EOC levels will vary.

Incident Action Plan (IAP) – Field Level

At the field level, action plans developed for use at incidents are called Incident Action Plans (IAPs). IAPs are required for each operational period; the length of time scheduled for the execution of a given set of operational actions as specified in the IAP. An IAP can either be verbal or written. Written Incident Action Plans are recommended for:

- Any multi-agency and multi-jurisdictional incident
- Complex incidents
- Long-term incidents when operational periods would span across shift changes

The ICS forms listed below can be used to record information for written IAPs. These forms should be used whenever possible. The format for an IAP 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 Staffs 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: Used by:**
 - Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients



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- 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)

If the organization is going to move forward in a unified manner, there must be clear understanding of the objectives, the time frame used (operational period), and the way individual unit efforts are part of the overall organizational efforts.

The action planning process is a key element to identify the organization objectives/priorities and to ensure that the entire organization will be focused and acting as a unified coordinated body.

Purpose of the EOC Action Plan (EAP):

- Streamlines establishment of objectives/priorities for each of the SEMS functions.
- Ensures functions communicate with and support each other.
- Establishes operational period.
- Objectives are communicated through assignments, procedures and protocols.
- Objectives help define strategic objectives.
- Operational objectives are those action steps that each function will focus on, for a particular operational period to support the next SEMS level below that EOC.
- Objectives are written and communicated between functions.

Responsibilities for Action Planning:

- The *EOC Director* is responsible for the overall accomplishment of the Action Plan.
- He/She is responsible for ensuring the Plan is consistent with agency policy and direction and supports the EOC's overall priorities set shortly after activation.
- The *Planning/Intelligence Section* is responsible for facilitating the Action Planning process. The *P/I Chief* facilitates the Action Planning meeting.
- *Situation Analysis Unit Coordinator* gathers objectives from each of the functions and puts them together in one action plan.



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The Process – Initial Planning Meeting:

- Conduct an initial planning meeting at Activation.
- Collect and review information known about incident – details, stats.
- Establish overall EOC priorities based on information known about incident.
- No more than 10 minutes for this meeting.
- Priorities used as basis for Section development of Section specific objectives.
- Meeting kept short because only big picture details will be known about the incident at this point.
- Initial meeting outcomes:
 - EQC Mission Identified – Initial Priorities
 - Staff know focus
 - First formal Action Planning Meeting scheduled

The Process – Preparing for the Action Planning Meeting:

- Who attends the meeting? Section Chiefs
- Who facilitates? Planning/Intel Chief
- Duration of meeting - 30 minutes max
- Purpose of meeting:
 - Review overall EOC mission
 - Review objectives written by each Function (Mgmt, Ops, P/I, Logistics, Fin/Adm)
 - Update progress of Function objectives
 - Action Planning meetings occur at the least, prior to the end of a shift; otherwise as situation of field activity warrants or new needs emerge

The Process – Conducting the Meeting:

- The Planning/Intelligence Chief, as facilitator of the AP meeting:
 - Reviews the purpose
 - Reviews ground rules
 - Highlight Situation Status Report
 - Presents overall EOC priorities
- Section Chiefs then present their objectives and/or resource needs in the following order; Management, Operations, Plans/Intel, Logistics, and Finance/Administration
- Following each Section's report on their specific objectives, the facilitator ensures all objectives are understood, announces the time of the next meeting, and adjourns the meeting.



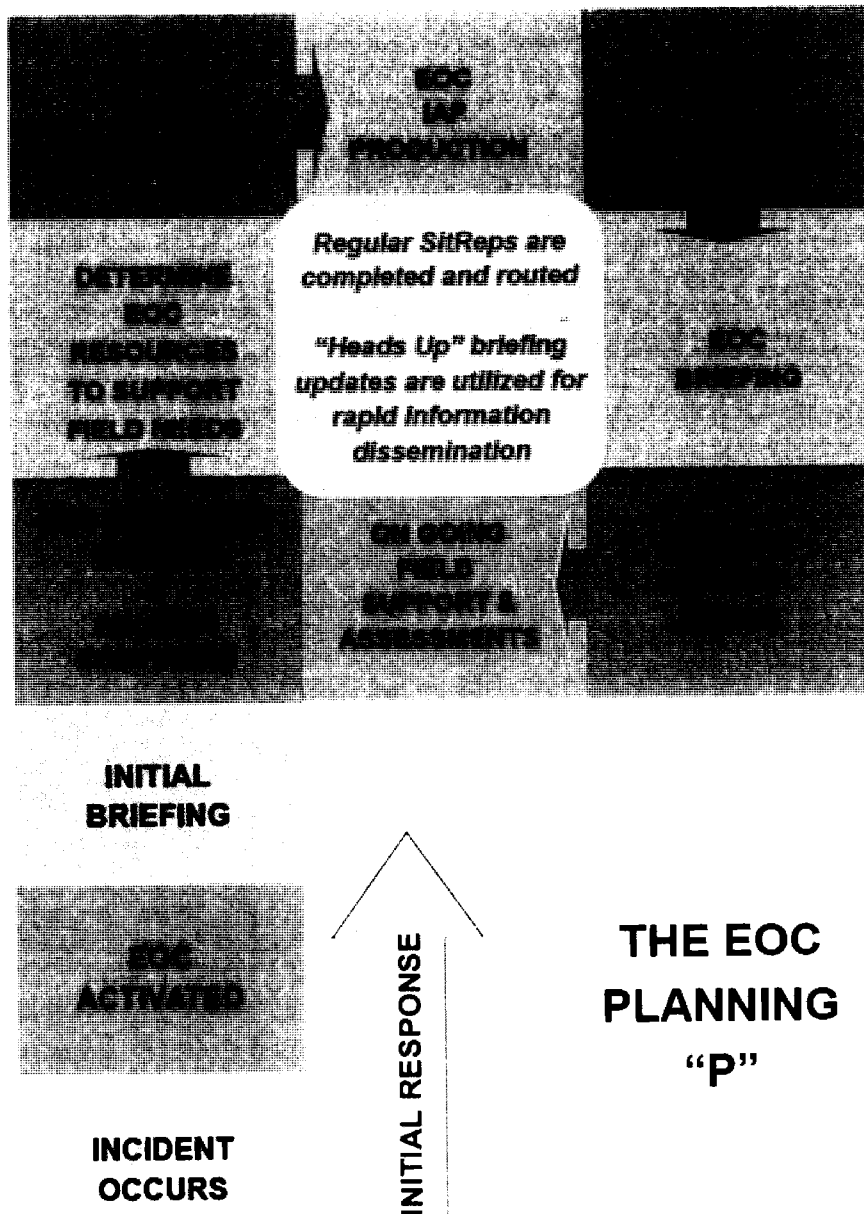
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The primary focus of the EOC Action Plan should be on jurisdictional issues. The plan sets overall objectives for the jurisdiction and may establish the priorities as determined by the jurisdictional authority. It can also include mission assignments to departments; provide policy and cost constraints, inter-agency considerations, etc.

Properly prepared, the EOC Action Plan becomes an essential input to developing departmental action plans. **(Figure 6.8.10)** illustrates the EOC Action Planning process that can be utilized for every operational period.

Figure 6.8.10: EOC Operational Period Planning Cycle – “Planning P”





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PART I - SECTION 7: EMERGENCY OPERATIONS CENTER (EOC)

7.1 Overview

The City of San Bernardino's Emergency Operations Center (EOC) is a centralized location for decision making regarding the jurisdiction's emergency response. The EOC is where the emergency response actions can be managed and resource allocations and responses can be traced and coordinated with the field, Operational Area (OA), and State. The City's Disaster Management Coordinator (DMC) is responsible for the operational readiness of the EOC.

When an emergency or disaster occurs, or has the potential to occur, the jurisdiction will activate the EOC. The EOC will organize according to the SEMS functions of Management, Operations, Planning/Intelligence, Logistics and Finance/ Administration and will activate those functions necessary for the emergency. (*See Figure 7.1.6.*) for the City's EOC organization chart.

7.1.1 Management Section Activities and Responsibilities

- Overall EOC Management
- Facilitation of Multiagency Coordination System (MACS) and MAC Groups
- Public Information Coordination and Joint Information Center (JIC) Management
- Provision for Public Safety and Risk Communications and Policy

7.1.2 Operations Section Activities and Responsibilities

- Transportation
- Construction and Engineering
- Fire and Rescue
- Care and Shelter
- Resources
- Public Health and Medical
- Hazardous Materials
- Utilities
- Law Enforcement
- Long-Term Recovery
- Evacuation
- Volunteer and Donations Management
- Others as Needed



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7.1.3 Planning/Intelligence Section Activities and Responsibilities

- Situation Status
- Resource Status
- Situation Analysis
- Information Display
- Documentation
- Advance Planning
- Technical Services
- Action Planning
- Demobilization

7.1.4 Logistics Section Activities and Responsibilities

- Field Incident Support
- Communications Support
- Transportation Support
- Personnel
- Supply and Procurement
- Resource Tracking
- Sanitation Services
- Computer Support

7.1.5 Finance/Administration Activities and Responsibilities

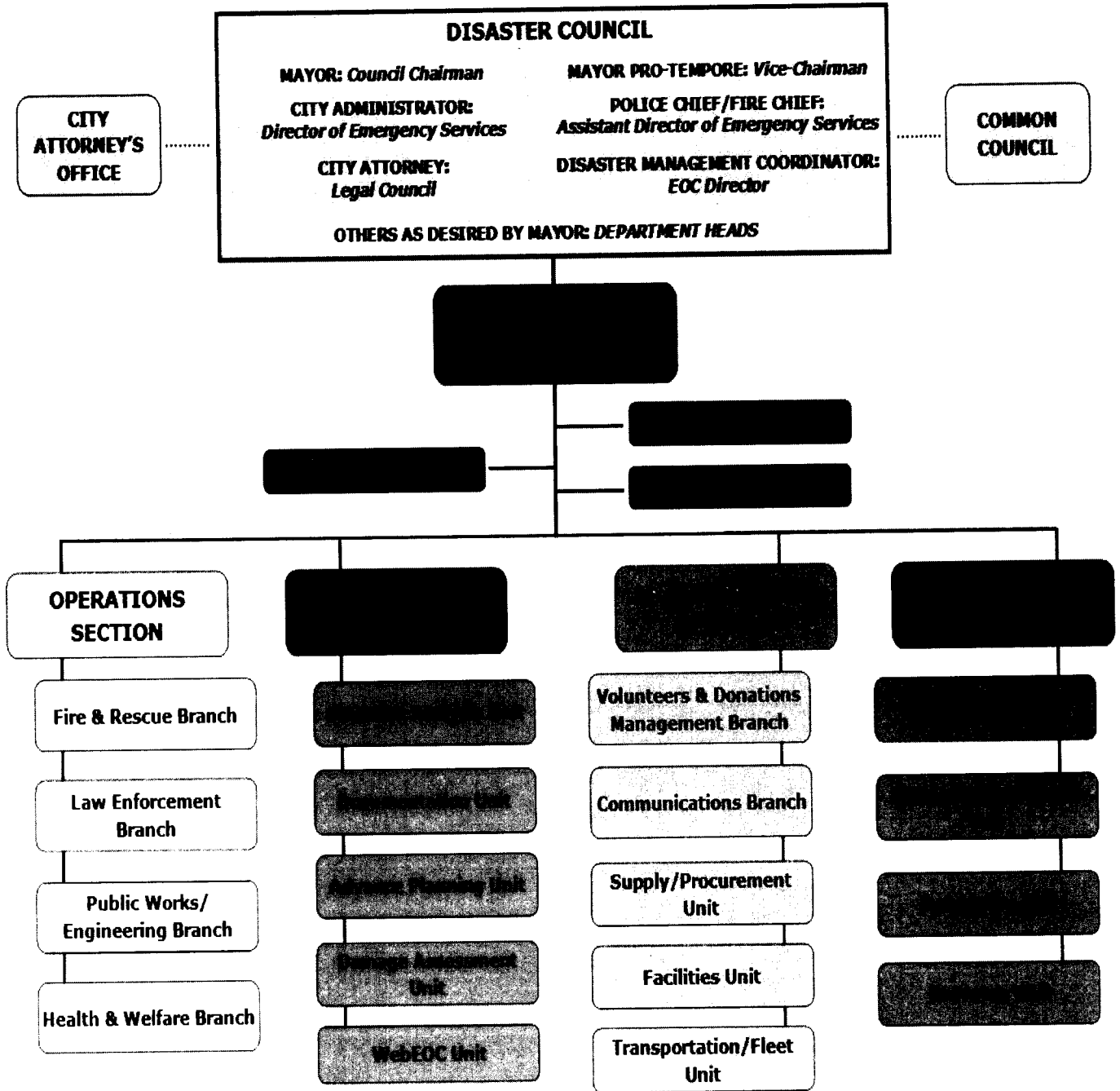
- Fiscal Management
- Time-Keeping
- Purchasing
- Compensation and Claims
- Cost Recovery
- Travel Request, Forms, and Claims



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Center (EOC)

Figure 7.1.6: City of San Bernardino EOC Organization Chart





7.2 Special Districts, Private, And Non-Profit Agencies

Depending on the size and kind of incident, involvement from Special Districts, utilities, volunteer organizations and/or private organizations may be necessary in the City's EOC. During EOC activations, these agencies respond to City-focused emergencies and will coordinate and communicate directly with staff in the EOC. Ideally, the agency will provide a representative to the EOC and will serve in the Management Section to better facilitate coordination.

7.3 Primary and Alternate EOC

Emergency Operation Centers vary greatly from one organization to another in terms of the physical location, size, etc., but the functions are much less variable. The EOC is responsible not only for assembling and directing local government response but also for communicating with all other levels of government, with the private sector, and the public.

According to SEMS, the EOC is structured to fulfill the functions of *Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration*. Although each of the SEMS functions is necessary, coordination, communications, and intelligence are critical. Communications is viewed as central, with coordination running a close second.

Primary EOC Location: The City's primary EOC is located in the City's Police Department Headquarters building, 710 N. "D" Street. The facility is divided into the five ICS areas/sections: Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. A small conference room is located adjacent to the EOC for Public Information. **(See Figure 7.3.1: EOC Floor Plan Layout)**

Alternate EOC Locations: The City has two pre-designated alternate EOC's. The first alternate EOC location is the CentralFire Station located at 200 E. Third Street. This facility is equipped with two VHF radios, two 800 MHz mobile radios, a cache of eight hand held 800 MHz radios, ten telephone lines, an emergency generator, kitchen, showers, bunkroom, and several large conference rooms.

The second alternate EOC location is the Perris Hill Park Senior Center located at 780 E. 21st Street. This facility is equipped with two telephone lines, an emergency generator, a large mass feeding kitchen, and several rooms capable of accommodating the EOC sections.

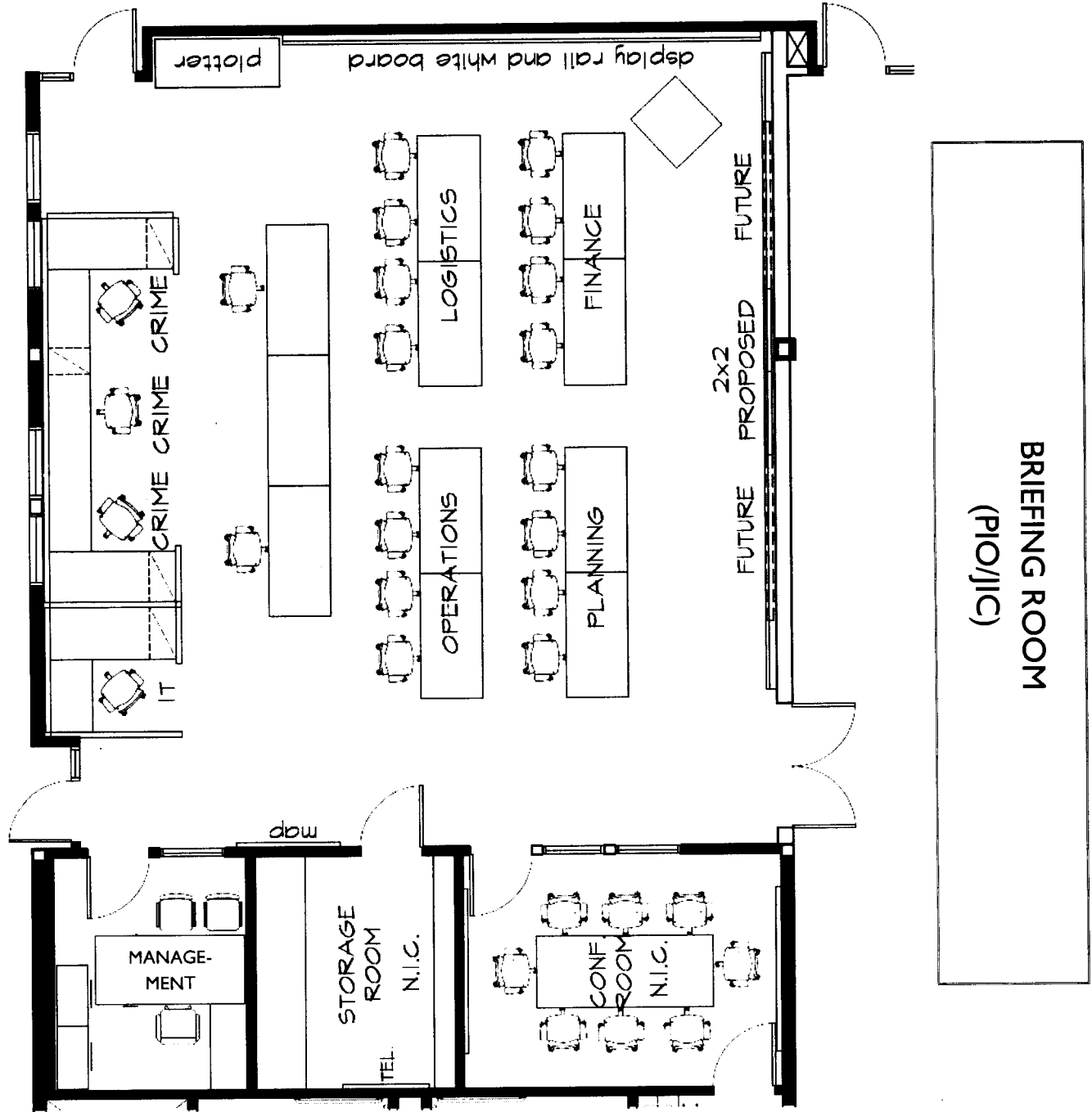
Additionally, the City maintains two (2) mobile command posts (1 - Fire Department and 1 - Police Department) that may function as an alternate EOC. An alternate EOC will be activated only if the primary EOC is unusable or is thought to be in imminent danger. If conditions permit, an alternate EOC will be activated before the primary EOC is vacated.



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(EOC)

Figure 7.3.1: EOC Floor Plan Layout





7.4 EOC Activation Levels

7.4.1 Monitoring

“Monitoring” refers to the staffing of an EOC facility to carry out duties related to a training exercise, a pre-planned event, or minor incident that would not require the Operational Area, State Region and State Emergency Operations Centers to activate in support. Examples: Parades, holiday activities, sports events, political events, concerts, minor fire/hazmat, and winter storm incidents, etc. Other EOC responders may be brought into the EOC to assist in monitoring an event that has the potential to escalate to the point that activation is necessary.

7.4.2 Level I Activation

A **Level I** activation may prompt the minimum staffing of the EOC with an Emergency Manager, a Public Information Officer (PIO), and a few EOC Responders to specifically fill designated EOC Sections (Management, Operations, Planning/Intelligence, Logistics, and/or Finance/Administration). During **Level I** activation, duties include:

- Communication, coordination, receiving, and distributing information pertaining to the emergency or disaster.
- Responding to the needs of the incident including; initial notification and then continuing coordination with the County EOC.

The EOC may activate at **Level I** “remotely” or “virtually”, and may not require physically staffing at the EOC facility, whether during or after normal business hours. This generally applies to an event in which one individual assigned as the EOC Director or Manager can conduct an EOC remotely.

Level I – Duty Officer Status: While this is not a separate activation level, it has become common terminology within the San Bernardino County Operational Area (SBCOA). “Duty Officer Status” means that the City is choosing to remain activated at a Level One with one EOC responder serving as the single point of contact. Duty Officer Status usually takes effect during nighttime hours. The City may return to a Level I Status during normal business hours.

7.4.3 Level II Activation

Moving to **Level II** means that **Level I** staffing has been deemed insufficient to meet the needs of the incident and additional positions need to be filled in the EOC. The EOC is staffed with the daily operating staff members who carry out duties in support of activation. Additional trained EOC responders are also called in to staff specific functions within the *Management, Operations, Planning/Intelligence, Logistics and Finance/Administration Sections* as per SEMS/NIMS protocols.

This may involve staffing unfilled Section Chief positions and some Branch and Unit positions as needed. The decision to call in additional trained EOC responders is based upon the magnitude of the emergency or disaster as determined by the EOC Director. It may



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necessitate a 24-hour A-shift/B-shift operation. After hours, Level II EOC activation may be staffed by a reduced number of EOC. Department Operations Centers (DOCs) may also be activated.

7.4.4 Level III Activation

Level III requires staffing of most, if not all, of the positions within the Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration SEMS Sections. During a **Level III** Activation, the EOC operates on a 24-hour basis, rotating personnel into the EOC on 12-hour shifts. Department Operations Centers (DOCs) may also be activated. Example: a large-scale (regional) event such as an earthquake or terrorist event that affects multiple jurisdictions and agencies where widespread damage, injuries and fatalities have occurred.)

Level III may also be appropriate any time an incident threatens to tax the City’s resources significantly even if the event is not regional. **Level III** would normally be the initial activation during any major emergency.

The matrix below (**Figure 7.4.5**) was developed to assist City EOC responders in determining the appropriate level of activation based on the circumstances.

Figure 7.4.5: EOC Activation Matrix

	Monitoring	Level I	Level II	Level III
Is this an event that will <u>not</u> require assistance/ resources from outside the City of San Bernardino or beyond the mutual aid agreements already in place?	●	X	X	X
Does the event merely require someone to monitor the situation in case it escalates?	●	X	X	X
Can the event be managed remotely or “virtually” without the EOC facility being staffed?	●	●	X	X
Does the event require support beyond the everyday capabilities of the City?	X	●	●	●
Can the support that is needed for the incident be managed by a few individuals? (i.e., 3-5 personnel to assist with communication, coordination of some resources, distribution of information, coordination with County EOC.)	X	●	X	X
Can the coordination of the event be handled by one person, remotely during the overnight hours?	X	●	X	X
Does the support of the incident exceed the abilities of 3-5 personnel?	X	X	●	●
Is at least one of the positions required to be staffed overnight (and cannot be done remotely)?	X	X	●	●
Do all sections and most branches need to be filled in the EOC chart?	X	X	X	●
Will the event most likely last several days and perhaps weeks requiring support 24 hours a day, 7 days a week.	X	X	X	●
This level of activation requires contacting the San Bernardino County Office of Emergency Services.	●	●	●	●



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7.4.6 Activation Procedures

The EOC may be activated on the order of the following individuals who will direct the emergency response and recovery operations for the City of San Bernardino:

- Mayor or Designee
- City Administrator or Designee
- Department Head or Designee
- Police Chief or Designee
- Fire Chief or Designee
- Disaster Management Coordinator

The EOC will be staffed in accordance with SEMS and ICS guidelines, to the extent required to manage the specific disaster event. Staff will work in two shifts if the duration of the incident is expected to exceed 12 hours. Staff will report one-half hour prior to the beginning of their shift. The EOC Coordinator will be responsible for posting staff schedules and shift assignments.

Emergency Period:

If a threatening situation develops, the Mayor, City Administrator and Disaster Preparedness Coordinator will be notified immediately. As necessary, the Emergency Operating Center (EOC) will be activated to the level warranted and the Emergency Management Organization may be convened to evaluate the situation and make recommendations to the Mayor.

The elements of the Emergency Operating Center will be activated as required at the direction of the Mayor and the Standardized Emergency Management System will be used. Incident management will be established to direct field units. Operations will be coordinated in a centralized or decentralized mode depending on the magnitude of the emergency situation. If the situation warrants, the Mayor may proclaim a **LOCAL EMERGENCY**.

If an emergency occurs without warning, the initial response will be managed in a decentralized mode by on-duty personnel. Centralized management if required will be established as rapidly as conditions permit. Assistance will be requested through mutual aid channels as needed.

The following events require activation of the EOC:

- A significant earthquake causing damage in the City or neighboring jurisdictions.
- An emergency situation that has occurred or might occur of such a magnitude that it will require a large commitment of resources from two or more City Departments over an extended period of time (i.e., hazardous materials incident, civil disturbance, aircraft disaster, or severe weather).
- Proclamation of a State of War Emergency as defined in *California Emergency Services Act, Chapter 7, Division 1, Title 2, California Government Code* (automatic).



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The EOC *may* be activated when:

- Proclamation (by the governor) of a State of Emergency in an area including the City of San Bernardino.
- A Presidential Declaration of a National Emergency.
- The National Terrorism Advisory System issues an imminent threat alert.

The chart below (**Figure 7.47**) identifies possible scenarios and the corresponding activation and staffing levels.

Figure 7.4.7: EOC Activation Event Examples

Event/Situation	Activation Level	Minimum Staffing
<ul style="list-style-type: none"> • Severe weather advisory • Minor earthquake • Flood watch • Planned event (such as parade, sports event, political events, concert) 	Monitoring	<ul style="list-style-type: none"> • Emergency Services Coordinator (remotely or EOC) • Department Staffing
<ul style="list-style-type: none"> • Severe weather • Small incidents involving two or more departments • Localized flooding 	I	<ul style="list-style-type: none"> • Emergency Services Coordinator (remotely or EOC) • Department Staffing • DOC (maybe)
<ul style="list-style-type: none"> • Moderate earthquake • Wildfire affecting developed area • Major wind or rain storm • Two or more large incidents involving two or more departments / agencies 	II	<ul style="list-style-type: none"> • EOC Director • Emergency Services Coordinator • Section Chiefs • Branch & Units as needed • Liaison Representatives as appropriate • DOC
<ul style="list-style-type: none"> • Major City or regional emergency, multiple departments with heavy resource involvement • Major earthquake 	III	<ul style="list-style-type: none"> • All EOC Positions

7.4.8 Notification of Activation to the San Bernardino County OA

When the City of San Bernardino’s EOC is activated, the San Bernardino County Operational Area should be contacted. The San Bernardino County Operational Area (SBCOA) Office of Emergency Services is the City’s link to outside resources.

If the event occurring in our City exceeds our resources, our first stop for assistance is the County. This is not only true for us, but for the other 23 cities and towns in San Bernardino County. That is why notifying SBCOA of our EOC status is so vital. They need to know what is happening in our jurisdiction so they can evaluate and manage resource distribution.



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It is SBCOA's policy to activate their EOC when one (1) City/Town in the County activates its EOC. When one (1) County activates its EOC, the State Regional EOC (REOC) activates as well. Communicating the City's EOC status and keeping the SBCOA EOC updated is very important.

Once the EOC activation level has been determined the following information (if known) should be gathered to report to the SBCOA:

- Incident type
- Incident location
- EOC Activation level
- Shelter information (if applicable)
- Evacuation routes (if applicable)
- Request for additional resources (outside Fire/Law) (if applicable)
- EOC Points of Contact (phone numbers)
- EOC Director
- Planning and Intelligence Section Coordinator
- Operations Section Coordinator

This information can either be submitted through *WebEOC* or by submitting the *Initial City/Town Status Report*.

Ways to contact SBCOA EOC:

- During business hours call: (909) 356-3998
- Send a fax to (909) 356-3965; follow with a phone contact
- E-mail SBCOA@oes.sbcounty.gov; follow with a phone contact
- After Hours: Call the 24-hour County Comm. Center hotline number: (909) 356-3805

When you contact County Comm. Center, follow the steps below:

1. Request to speak to the on-duty supervisor
2. Request that the SBCOA Duty Officer be paged
3. Provide your name, City, type of incident, and a call-back number

Upon notification, the SBCOA Duty Officer will return the call to the City to start the OA support/OA activation process. Anytime the EOC Activation Status changes, notify SBCOA EOC (this includes a "Level I" status that changes to a "Level I – Duty Officer Status" during night time hours).



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7.5 EOC Deactivation

Deactivation (demobilization) of the EOC will occur upon order of the EOC Director based on incident status. Deactivation may occur through a gradual decrease in staffing or all at once. EOC Responders must follow the deactivation procedures.

Notification of deactivation, or any change in activation levels must be communicated to San Bernardino County Office of Emergency Services (OES). When de-activation occurs, staff is responsible for:

- Ensuring that any open actions not yet completed will be taken care of after the de-activation.
- Ensuring that all required forms or reports are completed and turned in prior to de-activation.
- Being prepared to submit and/or participate in developing an After Action Report.

7.6 Field/EOC Communications and Coordination

Communication networks available for communicating with the various governmental and community agencies and facilities include; land line and cellular telephones, radio systems, pagers, computer data systems, and facsimile machines.

The radio systems consist of several band widths to include an 800 MHz trunked radio system with multiple talk groups used primarily by the City and County police and fire departments. In addition to the 800 MHz systems are several VHF and UHF systems used primarily by non-public safety agencies. Other radio systems available during emergencies are the amateur band systems to include two meter, high frequency, packet and amateur television bands.

7.7 Field/EOC Direction and Control Interface

The EOC is dependent upon field personnel to provide accurate and timely information so that City-wide situational awareness can be achieved and prudent decisions can be made regarding the deployment of resources. The Incident Commander (IC) has the responsibility of establishing and maintaining contact with the Operations Section of the EOC when no DOC has been activated. This responsibility holds true whether the incident is police, fire, or public works related.

The EOC has the responsibility of supporting and managing the deployment of resources to all events occurring in the City during a disaster. The EOC also has the responsibility of carrying out decisions made by Council as to how to prioritize the City's response to that disaster.

Decisions made at the EOC level are not intended to direct tactical operations in the field. However, when decisions must be made as to where to deploy limited resources, the operations at individual events may be impacted significantly.



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7.7.1 Field Coordination with Docs and EOCs

In the event that there are numerous incidents occurring throughout the City all of which are demanding the same departmental resources, it may be necessary to activate Department Operations Centers (DOCs). These DOCs would be responsible for supporting and coordinating the command posts in the field.

Incident commanders would report to the DOC rather than to the EOC with information such as: on-going situation summaries, resource requests, personnel assignments, etc. The DOC would then synthesize this information from all the incident sites and report it to the EOC.

DOCs are an excellent way to help maintain situational awareness for both the department and for the EOC. A DOC may be activated even when an EOC is not, if there are multiple incidents in one department but external resources are not needed. The decision to activate a DOC is made by the Department Director (or his/her designee).



PART I - SECTION 8: MUTUAL AID

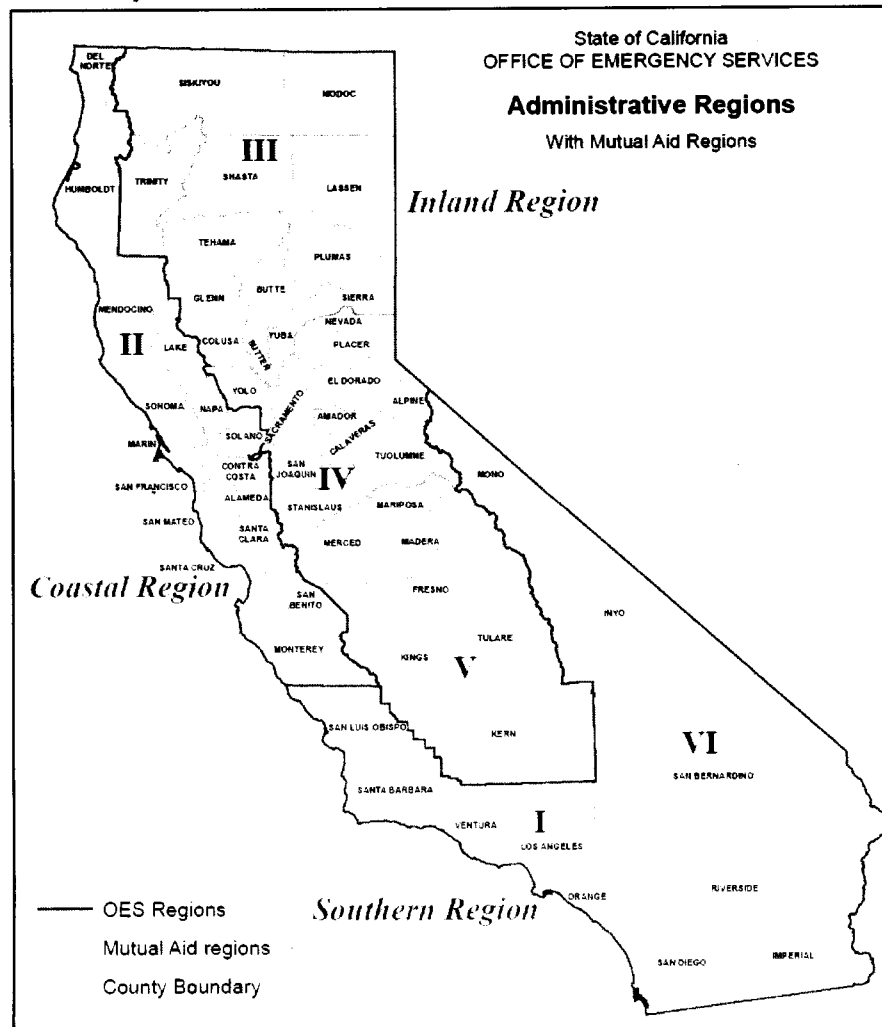
8.1 Overview

The Statewide mutual aid system is codified in the *California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)*. The Agreement developed in 1950 has been adopted by all counties and incorporated cities in the State of California, including the City of San Bernardino. The MMAA creates a formal structure wherein each local jurisdiction retains control of its own facilities, personnel, and resources, but may also receive or render assistance to other jurisdictions within the State.

8.2 Mutual Aid Regions

To facilitate the coordination and flow of mutual aid, the State is divided into **six** Mutual Aid Regions (*Map 8.2.1*). The City of San Bernardino is located in region VI, Southern Region.

Map 8.2.1: California Mutual Aid (MA) Regions





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8.3 Mutual Aid Responsibilities

Incorporated Cities:

- Develop and maintain an Emergency Management Plan consistent with the State Emergency Operations Plan and the Master Mutual Aid Agreement
- Maintain liaison with neighboring jurisdictions, the San Bernardino County Operational Area, and State Office of Emergency Services (OES)
- Designate staging areas for the purpose of providing rally points for incoming mutual aid and a staging area for support and recovery operations

Operational Areas:

- Coordination of mutual aid within the Operational Area
- Maintain liaison with Cal OES personnel
- Request mutual aid from the Cal OES Region VI Manager

Cal OES - Region VI (REOC):

- Maintain liaison with State, Federal, and Local authorities
- Provide planning guidance and assistance to Operational Area and Local jurisdictions
- Respond to requests for mutual aid
- Provide a clearinghouse for emergency operation information

Cal OES - Headquarters (SOC):

- Perform executive functions assigned by the Governor
- Coordinate response and recovery operations of State agencies
- Provide a Statewide clearinghouse for emergency operations information
- Prepare and disseminate proclamations for the Governor
- Receive and process requests for mutual aid
- Receive and process requests for Federal disaster assistance
- Direct the allocation of Federal and out-of-State resources

8.4 Mutual Aid Policies and Procedures

Mutual aid resources will be provided and utilized in accordance with the Master Mutual Aid Agreement. These agreements include: Fire & Rescue, Law Enforcement, Medical, Coroner, Building Inspector, and Public Works Agreements.



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During a proclaimed emergency, inter-jurisdictional mutual aid will be coordinated at the appropriate Operational Area or Mutual Aid Regional Level whenever available resources are:

- Subject to State or Federal control
- Subject to military control
- Located outside the requesting jurisdiction
- Allocated on a priority basis
- Local agencies should, whenever possible, provide incoming mutual aid forces with portable radios, using local frequencies
- Local agencies, receiving mutual aid, are responsible for logistical support of reporting personnel
- Requests for, and coordination of, mutual aid support will normally be accomplished through established channels (cities to Operational Areas to Mutual Aid Regions to State level). Fire and Law Enforcement mutual aid systems work directly from local fire, to county fire, to region fire, to state fire and law enforcement from local police, to county sheriff, to region, to state)
- Requests should specify, at a minimum:
 1. Number and type of personnel needed
 2. Type and amount of equipment needed
 3. Reporting time and location
 4. Authority to whom forces should report
 5. Access routes
 6. Estimated duration of operations

8.5 Mutual Aid Coordination

Formal mutual aid requests will follow an established process for ordering, tracking, mobilizing and demobilizing. Depending on the scale of the emergency, limited resources may need to be rationed or controlled and are processed through pre-identified mutual aid coordinators. Mutual aid requests will follow discipline-specific chains (e.g., fire, law enforcement, emergency manager, etc.) from one level of government to the next.

The mutual aid coordinator receives the mutual aid request and coordinates the provision of resources from within the coordinator's geographic area of responsibility. In the event resources are unavailable at one level of government, the request is forwarded to the next higher level of government to be filled.

- **Field Level Requests:** Requests for MMAA resources originate from the Field Level and are managed by the Incident Commander (IC). If the IC is unable to obtain the



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resource through existing local channels, the request is elevated to the next successive government level until obtained or cancelled.

- **Local Government Request:** Local jurisdictions are responsible for the protection of life and property within the municipal geographic boundaries. The local jurisdiction where the incident occurred should assess its resource inventory and existing local agreements to determine if the requested resource is available. When locally committed resources are exhausted and mutual aid is needed, the local official will request assistance from the OA Mutual Aid Coordinator.
- **Operational Area Requests:** The OA is a composite of its political subdivisions (i.e. municipalities, contract cities, Special Districts and County agencies). The OA Mutual Aid Coordinator assesses the availability of resources within the OA and fulfills the resource request based upon that assessment. In the event resources are unavailable at the OA level, the request is forwarded to the responsible Region Mutual Aid Coordinator to be filled.
- **Region Level Requests:** The state is geographically divided into six Mutual Aid Regions. For Law Enforcement Mutual Aid, Region I is divided into two sub-regions. Each Mutual Aid Region is comprised of multiple Operational Areas and has a Regional Mutual Aid Coordinator. The Region Mutual Aid Coordinator is granted the authority to coordinate the mutual aid response of discipline-specific resources within the Region to support a mutual aid request by a jurisdiction also within the Region. In the event resources are unavailable at the Region level, the request is forwarded to the State Mutual Aid Coordinator to be filled.
- **State Level Requests:** On behalf of the Governor, the Secretary of Cal OES has the responsibility for coordination of state mutual aid resources in support of local jurisdictions during times of emergency. The Secretary will analyze and coordinate the request by forwarding the request to an unaffected REOC or tasking an appropriate state agency to fill the need.

8.5.1 Interstate Mutual Aid

Mutual aid may also be obtained from other states. California is a member of the interstate Emergency Management Assistance Compact (EMAC), a congressionally ratified organization that provides form, structure and procedures for rendering emergency assistance between states.

After a state of emergency declaration, California can request and receive reimbursable assistance through EMAC for other member states quickly and efficiently without issues of liability. The Secretary of Cal OES and the states' EMAC Coordinator are responsible for facilitating requests for assistance pursuant to EMAC.

8.5.2 Volunteer and Private Mutual Aid

A significant component of the mutual aid system is provided by volunteer and private agencies. These include agencies such as the American Red Cross (ARC) and Salvation Army who mobilize to provide assistance with mass care and sheltering. During these large-scale



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incidents, these agencies may provide a representative to the City of San Bernardino EOC. Many private agencies, churches, non-profits and other organizations offer to provide their assistance during emergencies.

8.5.3 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. Depending on the scale of the emergency, limited resources may need to be rationed or controlled.

8.5.4 Resource Ordering

All resource requests, at each level, must include the following:

- Clearly describe the current situation
- Describe the requested resources
- Specify the type or nature of the service the resource(s) will provide
- Provide delivery location with a common map reference
- Provide local contact at delivery location with primary and secondary means of contact
- Provide the name of the requesting agency and/or OA Coordinator contact person
- Indicate time frame needed and an estimate of duration; and
- Resource request involving personnel and/or equipment with operators will need to indicate if logistical support is required (e.g., food, shelter, fuel and reasonable maintenance)

Resource Directories: Each state agency and local government entity should identify sources for materials and supplies internally and externally.

Daily Updates: The requesting agencies are responsible to report to Cal OES the number and status of resources deployed on a mission on a daily basis.

Federal Assistance: When resources are not available within the state or through existing agreements with other states, California may request assistance from the federal government. Requests for federal assistance during an emergency will be coordinated through the State Operations Center (SOC).



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PART I - SECTION 9: INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

9.1 Overview

Emergency Operations Centers (EOCs) are responsible for gathering timely, accurate, accessible and consistent intelligence during an emergency. Situation reports should create a common operating picture and be used to adjust the operational goals, priorities and strategies.

To ensure effective intelligence flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate and coordinate intelligence among the affected agencies. The flow of situation reports among the levels of government should occur as:

Field: Field situation reports should be disseminated to local EOC (or to a DOC if one has been activated).

Local EOC: Local EOC will summarize reports received from the field, Department Operation Centers (DOCs) and other reporting disciplines, and send to the Operational Area (OA) EOC.

OA EOC: The OA EOC will summarize reports received from local EOCs, county field units, county DOCs and other reporting disciplines, and forward to the CalEMA Regional Emergency Operations Center (REOC).

REOC: The REOC will summarize situation reports received from the OA EOC, state field units, state DOCs and other reporting disciplines, and forward to the State Operations Center (SOC).

SOC: The SOC will summarize situation reports received from the REOC, state DOCs, state agencies and other reporting disciplines, and distribute to state officials and others on the distribution list.

Joint Field Office (JFO): When the state-federal JFO is activated, the REOC and SOC situation reports will be assimilated into the JFO situation report. The REOC organization may be collocated with the federal organization at the JFO.



9.2. “The Big Picture”

As an event unfolds in the Field, information from a variety of sources filters into the EOC. It is one of the responsibilities of the EOC to take that information and formulate an accurate picture of everything that is happening in the Field, creating **“The Big Picture.”**

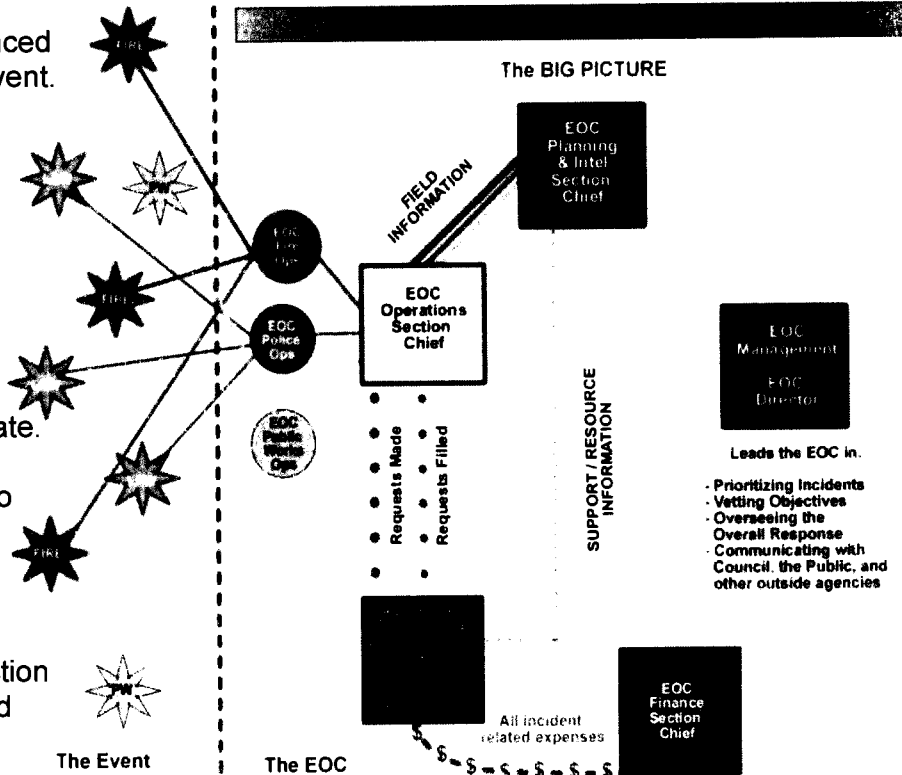
This method provides for a balanced approach to support the entire event.

The diagram to the right depicts the flow of information from field units such as Police, Fire, and Public Works to the Operations Section of the EOC.

From the Operations Section, Field information is shared with other EOC Sections as appropriate.

All information eventually flows to the Planning and Intelligence Section and **“The Big Picture”** is displayed.

From that, the Management Section is able to determine priorities and objectives, leading the City’s response to the incident.



9.3 WebEOC

The City of San Bernardino has access to the County’s WebEOC program, a crisis information management system. This allows the City to enter information such as: significant events, resource requests, and status updates. This provides the Operational Area with a common operating picture, situational awareness and information coordination throughout San Bernardino County during an emergency.

This also allows City of San Bernardino EOC responders the ability to see and share real time information with other agencies and Cities/Towns within the County. Additionally, the City is encouraged to use WebEOC to submit Initial City Status Reports, damage assessment information (IDEs), Situation Reports, etc.



PART I - SECTION 10: PUBLIC INFORMATION

10.1 Overview

Public information consists of the processes, procedures and systems to communicate timely and accurate information by accessible means and in accessible formats on the incident's cause, size and current situation to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Public information must be coordinated and integrated as part of the Multiagency Coordination System across jurisdictions, agencies and organization; among federal, state, tribal and local governments; and with the private sector and Non-Government Organizations (NGOs). Public information includes processes, procedures and organizational structures required to gather, verify, coordinate and disseminate information.

10.1.1 Purpose

The City of San Bernardino's Public Information Officer (PIO) is the leader in meeting the information needs of any emergency with the assistance of both the Police and Fire Department PIOs. The primary purpose of the Public Information function is to provide the public with alerting and warning information that can save lives and property, if expediently disseminated, to persons in threatened areas. The secondary purpose is to provide timely and accurate information to the news media about the emergency incident.

10.1.2 Objectives

- Provide accurate and timely warnings and emergency information to the general public
- Provide media releases
- Establish a media center
- Coordinate press conferences
- Coordinate staff to respond to public inquiries
- Arrange photo and video documentation
- Arrange for on-scene PIO personnel to coordinate field media operations
- Ensure there is only one spokesperson for the City at all times and provide that spokesperson with up-to- date accurate and timely information
- Work within the Joint Information System as directed by the National Incident Management System
- Accomplish objectives as stated in the *EOC Action Plan*



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10.1.3 Policies and Procedures

Policies and procedures for the Public Information function include, but are not limited to:

- Prepare in advance emergency public information materials that address survival tips for all hazards.
- Request response organizations to coordinate activities with the Public Information office.
- Clear press releases with the Director of Emergency Services prior to releasing information to the news media.
- Prepare materials that describe the health risks, the appropriate self-help or first aid actions, and other appropriate survival measures for the current emergency.
- Prepare emergency public information materials for the visually impaired, hearing impaired, and non-English speaking groups.
- Prepare instructions for evacuation from high-risk area(s) including:
 - Definition of the population at risk
 - Evacuation routes
 - Suggestions on types and quantities of clothing, food, medical items, etc. evacuees should take with them
 - Locations of reception areas/shelters and safe travel routes
 - Prepare instructions that identify centrally located staging areas and pickup points for evacuees without private automobiles or other means of transportation
 - Prepare instructions for evacuees upon arrival in a hosting area which shows the location of reception and care centers, shelters, feeding sites, and medical assistance
 - Refer inquiries on the status of evacuees to the American Red Cross representative
- Prepare emergency public information materials regarding support services available and damaged and/or restricted areas.
- Establish and implement a rumor control procedure.
- Coordinate with State, Federal, and private sector agencies to obtain technical information relative to health risks, weather, etc.
- Continue to provide information to the news media and the public on available services for as long as needed - even after the EOC has closed.

10.2 Resources Available for Public Information

There are various resources available to assist in the dissemination of public information. The following are the primary available to the City of San Bernardino.



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10.2.1 Emergency Alert System (EAS)

The Emergency Alert System (EAS) is designed for the broadcast media to disseminate emergency public information. This system enables the President, and federal, state and local governments to communicate with the general public through commercial broadcast stations.

This system uses the facilities and personnel of the broadcast industry on a volunteer basis. EAS is operated by the broadcast industry according to established and approved EAS plans, standard operating guides and within the rules and regulations of the Federal Communications Commission (FCC).

FCC rules and regulations require all participating stations with an EAS operating area to broadcast a common program. Each broadcast station volunteers to participate in EAS and agrees to comply with established rules and regulations of the FCC. For additional information, see the **Riverside–San Bernardino County Emergency Alert System FCC EAS Plan**.

The City PIO can request EAS and Integrated Public Alert & Warning System messaging through the County's Office of Emergency Services (OES). To get an emergency message on local radio stations, the PIO will contact the San Bernardino County Emergency Operations Center. Before contacting the County, the message must be written exactly as it is to be read over the air. The local EAS stations for San Bernardino County are:

93.3 FM	KBHR	Big Bear Valley
95.1 FM	KFRG	High Desert/Valley
98.9 FM	KHWY	High Desert
102.3 FM	KZXY	Victor Valley
107.7 FM	KCDZ	Yucca Valley/Joshua Tree

10.2.2 Joint Information Center (JIC)

The Joint Information Center (JIC) is a central location that facilitates operation of the Joint Information System (JIS). It is a location where personnel with public information responsibilities perform critical emergency information functions, crisis communications and public affairs functions. JICs may be established at the OA EOC, at incident sites, or can be components of Federal, State, tribal, territorial, regional, or local MACS (e.g., MAC Groups or EOCs).

Typically, an incident-specific JIC is established at a single, on-scene location in coordination with Federal, State, and local agencies (depending on the requirements of the incident) or at the national level, if the situation warrants. Informational releases are cleared through IC/UC, the EOC/MAC Group, and/or Federal officials in the case of federally coordinated incidents to ensure consistent messages, avoid release of conflicting information, and prevent negative impact on operations. This formal process for informational releases ensures the protection of incident-sensitive information.

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



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Part I - Section 10:
Public Information

JIC location is preferable, but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

10.2.3 Public Awareness and Education

The public's response to any emergency is based on an understanding of the nature of the emergency, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups should do to increase their chances of survival and recovery.

Public awareness and education prior to any emergency are crucial to successful public information efforts during and after an emergency. Pre-disaster awareness and education programs are viewed with equal importance to all other preparation for emergencies.



PART I - SECTION 11: ACCESS AND FUNCTIONAL NEEDS

11.1 Overview

Populations with access and functional needs include those members of the community who may have additional needs before, during and after an incident in functional areas including, but not limited to maintaining health, independence, safety and support, communication, and transportation.

Individuals in need of additional response assistance may include those who:

- Have disabilities
- Live in institutionalized settings
- Are elderly
- Are children
- Are from diverse cultures
- Have limited English proficiency or are non-English speaking
- Are transportation disadvantaged

Lessons learned from recent emergencies concerning people with disabilities and older adults have shown that the existing paradigm of emergency planning, implementation and response must change to meet the needs of these groups during an emergency. These lessons show four areas that are repeatedly identified as most important to people with disabilities and older adults:

1. **Communications and Public Information** – Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, or deaf/blind.
2. **Evacuation and Transportation** – Evacuation plans must incorporate disability and older adult transportation providers for identifying and the movement of people with mobility impairments and those with transportation disadvantages.
3. **Sheltering** – Care and shelter plans must address the access and functional needs of people with disabilities and older adults to allow for sheltering in general population shelters.
4. **Americans with Disabilities Act** - When shelter facilities are activated, the City of San Bernardino will ensure they accommodate the provisions of the Americans with Disabilities Act (ADA).

Commitment: The City of San Bernardino values its diverse population and strives to ensure that disaster planning, response, and recovery take into consideration all citizens within this community.



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Part I - Section 11:
Access and Functional Needs

Emergency Operations Plan Compliance: The City of San Bernardino values its diverse population and strives to attend to all community needs. The City must ensure that disaster planning, response, and recovery all take into consideration all of its citizenry. After a disaster strikes, response to citizens-in-need will be initiated without prejudice.

The City of San Bernardino will depend on and coordinate with the American Red Cross in its efforts to select shelter sites that are accessible for citizens with disabilities and access and other functional needs, and when possible, include compensatory equipment in their shelter design.

Partnership with Disability Community: Listening to people with disabilities assures the best insights for addressing their needs. City of San Bernardino emergency planners will attempt to:

- Identify those in the community who might have special needs before, during and after a disaster or emergency. Doing so ahead of time results in an improved emergency plan, a better determination of resources needs, and more informed actions and decisions.
- Customize awareness and preparedness messages and materials for specific groups of people, thereby increasing the ability of these individuals to plan and survive in the event of an emergency. Such preparedness allows appropriate allocation of critical personnel, equipment and assets during the response period, and reduces 9-1-1 call volume.
- Educate citizens with disabilities about realistic expectations of services during and after an emergency even while demonstrating a serious commitment to their special needs. Such education results in a more cooperative relationship with local authorities and enhances their appreciation of the concerns of people with disabilities. It also leads to improved response by the entire community.
- Learn and gain from the knowledge, experiences, and non-traditional resources the disability community can bring to a partnership effort with emergency professionals. By utilizing and embracing members of the disability process, emergency personnel often discover creative solutions before they are needed during an emergency. These solutions may benefit not only the disability community but the general population.
- Work with institutional and industry-specific groups that are not typically considered to be emergency service resources but that can offer valuable and timely support to emergency professionals. Identifying and marshalling these groups ahead of time leads to a better prepared service community that is able to take on responsibilities during and emergency. It also leads to a unified team able to quickly assess and communicate service gaps during an emergency, and to a host of additional equipment, materials and skilled personnel.

Communication: Communication is the lifeline of emergency management. This is especially true in regard to people with disabilities, many of whom are unemployed, socially isolated, or in other ways less connected to society than their non-disabled counterparts. Fortunately, most emergency management communication can be implemented as a simple adjunct to more general strategies.



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Access and Functional Needs

The medium used to reach people may change at different points in the timeline. In addition, the technology employed may vary, and the amount of labor required to complete the task may change. In general, however, there are some important considerations to keep in mind when directing communication on one's own or in partnership with the media.

- Television stations must be responsible to all viewers and not run a text message "crawl" across a television screen in any area reserved for closed captioning as this will make both sets of messages unintelligible for deaf or hard of hearing viewers.
- Camera operators and editors need to include the sign language interpreter in the picture if one is interpreting next to the official spokesperson presenting emergency information.
- Those setting up emergency hotlines during an event should include TTY/TDD (Text telephone, also known as telecommunication device for the deaf) numbers when available, or the instruction "TTY callers use relay." Make sure the same information is provided by the official spokesperson and is used on television and radio.
- Frequently repeat the most essential emergency information in a simple message format so that those with cognitive disabilities can follow.

Include Disability Needs in the Recovery Phase: The recovery phase of an emergency typically is the longest and most difficult aspect of a disaster for a community's residents, and this can be especially traumatic for people with disabilities.

In addition to coping with personal losses or injuries that they may have suffered, people with disabilities who experience a disaster may be deprived of vital connections to attendants, guide animals, neighbors, local business owners and even family members. They may no longer be able to follow their accustomed routines.

The disaster may also cause psychological distress by forcing individuals with disabilities to confront the limitations imposed by their disability on a more or less continuous basis, or to relive traumatic hospitalization experiences from their past.

Emergency planners, of course, can do little to counter some of these effects, such as psychological distress and changed city environments, which are frequent results of disaster. What can be done is to ensure that those services and special needs most critical to people with disabilities and access and functional needs are restored or addressed as a priority during the recovery phase. Some major considerations include:

- Making allowances at blockades, shelters, and other impacted areas for access by attendants, home health aides, visiting nurses, guide animals, and other individuals crucial to the immediate health care of people with disabilities.
- Identifying the impact on the disability community of an interruption of utility services.
- Planning for accessible shelter or appropriate temporary housing needs.
- Addressing how people with disabilities who are employed by businesses that are able to open soon after a disaster will get to work.



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- Involving a representative of the disability community in "after action reviews" or "hot wash reports" in order to capture the true impact of the disaster and to improve plans for the future.

The City of San Bernardino will endeavor to do everything reasonably possible to educate the citizens in this community with disabilities and access and other functional needs.



PART I - SECTION 12: CONTINUITY OF GOVERNMENT

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. This is best accomplished by civil government. To this end, it is particularly essential that local units of government continue to function.

To ensure continuity of government seven elements must be addressed by government at all levels:

- Succession of Officers
- Seat of Government
- Emergency Powers and Authority
- Emergency Plans
- Primary and Alternate Emergency Operations Center(s)
- Preservation of Vital Records
- Protection of Critical Infrastructure

12.1 Standby Officers

Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of California.

Generally, Article 15 permits the appointment of up to three standby officers for each member of the governing body, and up to three standby officers for the chief executive, if not a member of the governing body. Article 15 provides for the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

Article 15 also outlines procedures to assure continued functioning of political subdivisions in the event the governing body, including standby officers, is unavailable to serve.

Government Code 8642 states: “should there be only one member of the governing body present, he may call and hold meetings to perform acts necessary to reconstitute the governing body.”

12.2 Lines of Succession for Government Officials

Per the *City of San Bernardino Municipal Code Chapter 2.46*:

- The order of emergency succession to the position of Mayor and Chairman of the San Bernardino Disaster Council shall be adopted by Resolution of the Common Council.



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Continuity of Government

- The Director of Emergency Services shall recommend to the Mayor the order of succession to this office, to take effect in the event the Director is unavailable to attend meetings and otherwise perform duties during an emergency.
- Upon approval by the Mayor, such order of succession for the Director shall be approved by the Common Council.

12.3 Lines of Succession for Elected Officials

Mayor	Mayor
First Alternate	Mayor Pro Tempore
Second Alternate	Council member, highest seniority
Third Alternate	Council member, next-highest seniority
Fourth Alternate	Council member, next-highest seniority
Fifth Alternate	Council member, next-highest seniority

12.4 Alternate Government Facilities

When government offices are not operable because of emergency conditions, the temporary seat of government will be selected from public buildings remaining that offer maximum security and safety. The primary and alternate locations are listed below:

Primary EOC Location:

The City's primary EOC is located in the City's Police Department Headquarters building, 710 N. "D" Street. The facility is divided into the five ICS areas/sections: Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. A small conference room is located adjacent to the EOC for Public Information. *(See 7.3.1 Diagram: EOC Floor Plan)*

Alternate EOC Locations:

The City has two pre-designated alternate EOC's. The first alternate EOC location is the Central Fire Station located at 200 E. Third Street. This facility is equipped with two VHF radios, two 800 MHz mobile radios, a cache of eight hand held 800 MHz radios, ten telephone lines, an emergency generator, kitchen, showers, bunkroom, and several large conference rooms.

The second alternate EOC location is the Perris Hill Park Senior Center located at 780 E. 21st Street. This facility is equipped with two telephone lines, an emergency generator, a large mass feeding kitchen, and several rooms capable of accommodating the EOC sections.

12.5 Vital Records Retention

In the City of San Bernardino, the following individuals are responsible for the preservation of vital records:

- City Clerk



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Continuity of Government

- Assistant City Manager

Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include vital statistics, land and tax records, license registers, and articles of incorporation.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc.
- Reestablish normal governmental functions and protect the rights and interests of government. Constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would be included here.

Record depositories should be located well away from potential danger zones and/or housed in facilities designed to withstand blast, fire, water, and other destructive forces. Such action will ensure that constitutions and charters, statutes and ordinances, court records, official proceedings, and financial records would be available following any disaster.

Each department within the city should identify, maintain and protect its own essential records. The City Clerk is the designated custodian of vital records in the City. Vital Records are stored in a vault located within City Hall which is fireproof and equipped with a halon system. These documents have also been scanned into Laser fiche.



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PART I - SECTION 13: RECOVERY

13.1 Overview

Recovery refers to those measures undertaken by an entity following a disaster that will return all systems to normal levels of service. Effective recovery consists of a complex array of interdependent and coordinated actions.

13.2 Concept of Operations

A successful recovery starts as soon as possible after a disaster occurs, rather than waiting until disaster response is underway and appears to show some promise of diminishing. There should be no clearly defined separation between response and recovery. Recovery tasks are different from response, but they should be carried out simultaneously.

Establishment of a recovery organization prior to a disaster has proven effective in enabling a smoother and speedier recovery. Emergency response personnel are to continue using SEMS principles and procedures for recovery. Recovery operations are divided into two phases, short term and long term.

13.2.1 Short Term Recovery

This involves restoring the infrastructure including:

- Electric power
- Communications systems
- Water and sewer
- High impact areas and special populations, schools, hospitals, etc.
- Economic and social systems of the community
- Roads, bridges and freeways
- Computer networks
- Businesses

Continued coordination from the response phase into the recovery phase is necessary to identify high priority areas for resumption of utilities, liability concerns, financing, and recovery ordinances.

13.2.2 Long Term Recovery

Long-term recovery consists of actions that will return the jurisdiction back to normal pre-disaster levels of service. Long-term considerations include:

- Developing a recovery team utilizing ICS to manage operations



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- Demolition, building permits, and rebuilding
- Coordination of financial claims
- Assisting local economy to recover and economic and resource stabilization
- Hazard mitigation
- Updating plans based on lessons learned
- Post-event assessments

It is critical that the *EOC Response Organization* function expand into the recovery phase. Checklists should be developed for recovery operations to ensure accountability. Failure to strictly account for damage documentation and personnel costs can result in possible loss of reimbursement.

13.3 Recovery Organization

Recovery operations differ significantly from emergency response activities which are more involved with the SEMS Operations and Logistics functions. Recovery activities are much more pronounced in the Finance/Administration function than in the other SEMS functions. In addition, the San Bernardino County Operational Area (OA) plays a different role in the recovery phase than in the response phase of a disaster. The OA may act as an information and coordination point for its constituent jurisdictions.

However, in the recovery phase the local jurisdiction works directly with state and federal recovery programs as contrasted to the response phase where these resources are approached through the Operational Area. Specific recovery tasks and their responsible SEMS functions are discussed below. **(See Figure 13.3.6: Recovery Organization Chart)**

13.3.1 Management

- Informing and briefing elected officials
- Providing lead for policy decisions
- Issuing public information releases throughout the recovery phase
- Insuring safety of response activities and personnel
- Providing liaison with OA, State, and FEMA
- Ensuring a Local Emergency has been proclaimed
- Providing legal advice when needed

13.3.2 Operations

- Restoring government facility functions
- Removing debris



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- Demolishing buildings
- Coordinating the restoration of utilities
- Restoring safe drinking water and all water operations
- Providing temporary sheltering
- Providing building and public safety inspections

13.3.3 Planning/Intelligence

- Providing documentation of SEMS compliance for disaster assistance
- Providing after-action reports consistent with SEMS requirements
- Providing direction in land use and zoning issues
- Issuing building permits in a timely manner
- Developing alternative building regulations and code enforcement
- Reviewing the general plan
- Providing an action plan for recovery operations
- Developing redevelopment plans
- Developing recovery situation reports
- Documenting recovery operations
- Creating mitigation plans

13.3.4 Logistics

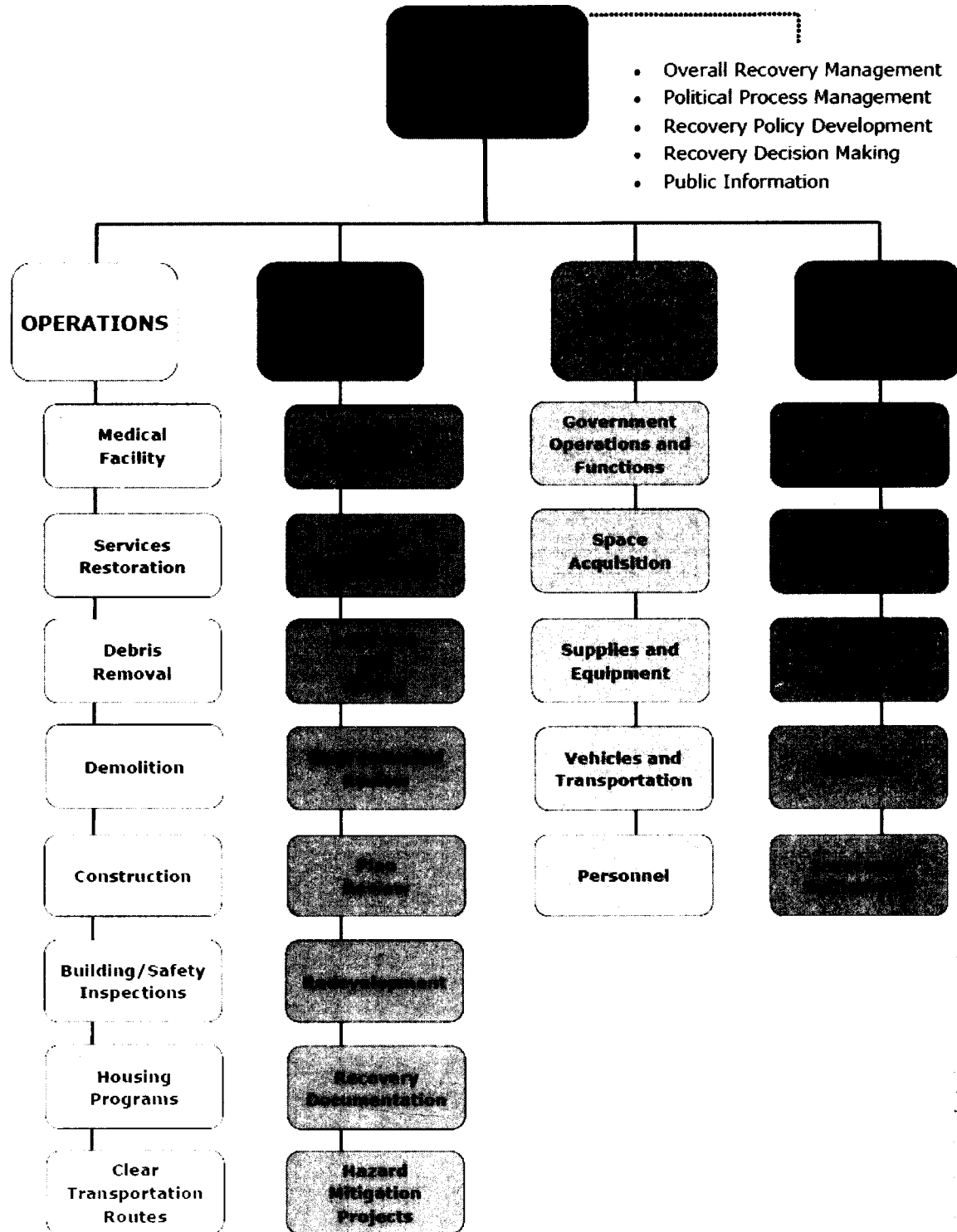
- Providing government operation resources and personnel
- Allocating office space to Federal and State agencies
- Providing recovery supplies and equipment
- Providing vehicles and personnel

13.3.5 Finance/Administration

- Assisting application process for disaster assistance
- Managing public finance
- Preparing and maintaining the budget
- Developing and maintaining contracts
- Processing accounting and claims
- Collecting taxes
- Managing insurance settlements



Figure 13.3.6: Recovery Organization Chart





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13.4 Damage Assessment

An initial Safety Estimate is developed early in the emergency response phase and used to support a gubernatorial proclamation and for the State to request a presidential declaration. This is followed by a detailed assessment of damage during the recovery phase. This detailed assessment provides the basis for determining the type and amount of state and/or federal financial assistance available for recovery.

The damage assessment process is a multi-department responsibility. The following is a summary of those Departments/Agencies and their responsibilities:

DEPARTMENT/AGENCY	RECOVERY FUNCTION
Public Works Department	Assessment of sewer and storm-drain systems, damage related to debris, debris removal, emergency protective measures, and city road and grade separation issues.
Fire Department	Assessing situations where hazardous materials are involved. Also provide windshield (initial) surveys to assess damage, initiate initial life safety activity, and identify impacts to critical facilities.
Building Division	Perform detailed physical damage assessment on a building-by-building basis on non-governmental buildings.
Facility Maintenance Division	Responsible for both the initial and detailed assessment of all City buildings.
Police Department	Provide initial assessment of damage observed, identify impacts to critical facilities.
Information Technology Division	Provide initial and detailed assessments of damage to City telecommunications systems.
Public Safety Dispatch Centers	Provide immediate assessment of center structural integrity to determine its continued availability or use.
Medical Centers	Report damage estimates for hospitals.
School District	Report condition of school buildings.
Utilities	Assess damage to water systems, utilities and infrastructure. Report condition of buildings.
Finance/Risk Management	Utilize damage assessment information to correlate, verify, and document damage assessment losses in dollar values. Coordinate with Office of Emergency Services.
Office of Emergency Services/ Disaster Management Coordinator	Compile damage assessment data for transmission to SBC OES. During EOC activation this responsibility would be completed by the Damage Assessment Unit in the Planning/Intelligence Section.



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Procedures for conducting detailed surveys to be used in disaster project applications include the following:

Safety Concerns:

- Identifying gas, water, and sewer leaks
- Ensuring utilities are turned off in unsafe or damaged structures
- Securing hazardous materials sites and preparing a clean-up plan
- Ensuring unsafe buildings are vacated, clearly marked, and access restricted
- Implementing safety precautions to be undertaken by emergency workers

Structural Damage:

Type and extent of damage information collected by survey teams:

- Destroyed - Cost of repair is more than 75% of value.
- Major Damage - Cost of repair is greater than 10% of value.
- Minor Damage - Cost of repair is less than 10% of value.

Note: Damages are limited to structure, not contents. Structural Categories (Private Property)

- 1 to 3 - Homes, includes Town Homes and Condominiums
- 4 - Mobile Homes
- 5 - Rental Units
- 6 - Farm Dwellings
- 7 - Businesses

13.5 Recovery Documentation

Recovery documentation and reporting are essential to recovering eligible emergency response and recovery costs. Timely damage/safety assessments, documentation of all incident activities and accurate reporting will be critical in establishing the basis for eligibility of disaster assistance programs.

Documentation is essential to recovering expenditures related to emergency response and recovery operations. For each jurisdiction and special district, documentation must begin at the field response level and continue throughout the operation of their EOC as the disaster unfolds.

San Bernardino County Office of Emergency Services (County OES) is responsible for coordinating the preparation of the appropriate documentation for an incident and for



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development/ filing of specific recovery reports to State OES based on Initial Damage Estimates (IDEs) submitted by the impacted jurisdiction(s).

An Initial IDE report will be prepared by City staff and forwarded to County OES via WebEOC. If WebEOC is not operational, the IDE form may be filled out and faxed or e-mailed to SBC OES. Confirm that County OES received the IDE via telephone or radio. **(See Figure 13.5.1: Initial Damage Estimate Form (IDE))**

IDEs should be submitted as soon as possible after an incident occurs. Information contained in the City's report will be combined with information sent from other cities/towns in the OA and included in the County's IDE report. The County IDE will be submitted to the State to support a request for a gubernatorial proclamation and presidential declaration.

The damage assessment documentation information should include the location and extent of damage and estimate of costs for debris removal, emergency work, and repairs to damaged facilities to pre-disaster condition. The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be included under federal mitigation programs.

Figure 13.5.1: Initial Damage Estimate (IDE) Form

Initial Damage Estimate		IDE General Instructions				
Incident: WebEOC Exercise						
Organization	City of San Bernardino					
Type of Agency	City and Town					
Originating Position	CT - SBC - EOC Management					
Prepared By						
Phone Number						
Fax Number						
Email Address						
Part I: Individual Assistance (Private Property) (Cumulative)						
<u>Type of Property</u>	<u># Destroyed</u>	<u># Major Damage</u>	<u># Minor Damage</u>	<u># Affected</u>	<u>Estimated Loss \$</u>	<u>Insured (%)</u>
Home Residences						
Business - Physical Damage						
Business - Economic Loss						
Non-Profit Orgs						
Outbuildings/ Others						
Part II: Public Assistance (Public Property) (Includes eligible non-profit facilities) (Cumulative)						
<u>Type of Property</u>	<u>Personnel/OT Costs</u>	<u>Number of Sites</u>	<u>Estimated Dollar Loss</u>	<u>Insured (%)</u>		
Category A: Debris Removal						
Category B: Emergency Protective Measures						
Category C: Roads and Bridges (Not FHWA System)						
Category C: FHWA System Only						
Category D: Water Control Facilities (levees, dams, & channels)						
Category E: Public Buildings and Equipment Loss						
Category F: Public Utilities						
Category G: Parks and Recreation Facilities, Airports						
Part III: Agriculture and Other						
	<u># Business Staff</u>					<u>Estimated Loss \$</u>
Unemployed (any business)						
Agricultural Crop Damage						
Agricultural Physical (Infrastructure)						



13.6 Recovery Reporting/After Action Reports

Along with the IDE report to be filed with State OES, there are several other recovery related reports that are the responsibility of the City. Such reports include the After Action Report and the After Action Questionnaire within ninety (90) days of the close of the incident period.

The after-action report will provide at a minimum:

- Response actions taken
- Applications to SEMS
- Suggested modifications to SEMS
- Necessary mediation to plans and procedures
- Identified training needs
- Recovery activities to date

The After-Action report documents the City's response activities and identifies areas of concern and success. It will also be utilized to develop a work plan for implementing improvements (post-disaster mitigation).

The After-Action report is a composite of documents submitted by all functions and provides a broad perspective of the incident. It references more detailed documents and addresses all areas specified in regulations.

It includes all documents generated by the response phase and data gathered from interviews of emergency responders. It will coordinate with but not encompass the post-disaster hazard mitigation plan. However, hazard mitigation efforts may be included in the "recovery actions to date" portion of the After-Action report.

The City of San Bernardino's Director of Emergency Services will be responsible for the completion and distribution of the After-Action report and will send it to the OA and to Cal OES within the required 90-day period. **(See Figure 13.6.1: After-Action/ Corrective Action Report Template)** on the following pages.



Figure 13.6.1: After-Action/Corrective Action Report Template

AFTER ACTION/CORRECTIVE ACTION (AA/CA) REPORT SURVEY TEMPLATE
 for responses to

[Incident Name]

[Affected Operational Areas]

GENERAL INFORMATION

Information Needed	Text goes in text boxes below.
Name of Agency:	
Type of Agency: * (Select one) * City, County, Operational Area (OA), State agency (State), Federal agency (Fed), special district, Tribal Nation Government, UASI City, non-governmental or volunteer organization, other.	
OES Admin Region: (Coastal, Inland, or Southern)	
Completed by:	
Date report completed:	
Position: (Use SEMS/NIMS positions)	
Phone number:	
Email address:	
Dates and Duration of event: (Beginning and ending date of response - using mm-dd-yyyy)	



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PLANNING/INTELLIGENCE (Situation analysis, documentation, GIS, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If "needs improvement" please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		
LOGISTICS (Services, support, facilities, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If "needs improvement" please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		
FINANCE/ADMINISTRATION (Purchasing, cost unit, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If "needs improvement" please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		



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AFTER ACTION REPORT QUESTIONNAIRE
 (The responses to these questions can be used for additional SEMS/NIMS evaluation)

Response/Performance Assessment Questions	yes	no	Comments
1. Were procedures established and in place for responding to the disaster?			
2. Were procedures used to organize initial and ongoing response activities?			
3. Was the ICS used to manage field response?			
4. Was Unified Command considered or used?			
5. Was the EOC and/or DOC activated?			
6. Was the EOC and/or DOC organized according to SEMS?			
7. Were sub-functions in the EOC/DOC assigned around the five SEMS functions?			
8. Were response personnel in the EOC/DOC trained for their assigned position?			
9. Were action plans used in the EOC/DOC?			
10. Was the action planning process used at the field response level?			
11. Was there coordination with volunteer agencies such as the Red Cross?			
12. Was an Operational Area EOC activated?			
13. Was Mutual Aid requested?			
14. Was Mutual Aid received?			
15. Was Mutual Aid coordinated from the EOC/DOC?			
16. Was a MAC group established at the EOC/DOC level? Were they involved with the shift briefings?			
17. Were communications established and maintained between agencies?			
18. Was the public alert and warning conducted according to procedure?			
19. Was public safety and disaster information coordinated with the media through the JIC?			
20. Were risk and safety concern addressed?			
21. Did event use Emergency Support Function (ESFs) or Emergency Functions (EFs) effectively?			
22. Was communications inter-operability an issue?			



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Additional Questions

23. What response actions were taken by your agency? Include such things as mutual aid, number of personnel, equipment and other resources. *Note: Provide statistics on number of personnel and number/type of equipment used during this event. Describe response activities in some detail.*

24. As you responded, was there any part of SEMS/NIMS that did not work for your agency? If so, how would (did) you change the system to meet your needs?

25. As a result of your response, did you identify changes needed in your plans or procedures? Please provide a brief explanation.

26. As a result of your response, please identify any specific areas needing training and guidance that are not covered in the current SEMS Approved Course of Instruction or SEMS Guidelines.

27. If applicable, what recovery activities have you conducted 60 days or less from the end of the incident? Include such things as damage assessment surveys, hazard mitigation efforts, reconstruction activities, and claims filed.

28. Were there any Access and Functional Needs issues identified during your response? If so, please provide a brief explanation.

29. Were there any issues related to Public Information for this incident? If so, please provide a brief explanation.

NARRATIVE

Use this section for additional comments.



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POTENTIAL CORRECTIVE ACTIONS

Identify issues, recommended solutions to those issues, and agencies that might be involved in implementing these recommendations. Also, address any problems noted in the SEMS/NIMS Function Evaluation.

Indicate whether issues are an internal agency specific or have broader implications for emergency management (Code: I= Internal, R =Regional, for example, OES Mutual Aid Region, Administrative Regions, geographic regions, S=Statewide implications)

Code	Issue or Problem Statement	Corrective Action / Improvement Plan	Agency(s)/ Depts. To Be Involved	Point of Contact Name / Phone	Estimated Date of Completion

13.7 Recovery Disaster Assistance

When requesting implementation of disaster assistance programs, some key areas of concern must be adequately addressed. These areas include the needs of distinct groups, disaster assistance available at each level of declaration, and the level of detail required on each request for disaster assistance.

13.7.1 Local Assistance Center (LAC)

Local Assistance Centers (LACs) are opened by local governments to assist communities by providing a centralized location for services and resource referrals for unmet needs following a disaster or significant emergency. The LAC is normally staffed and supported by local, state, and federal agencies, as well as non-profit and voluntary organizations.

The LAC provides a “one-stop” facility at which individuals, families, and businesses can access available disaster assistance programs and services. As more federal resources arrive, a state-federal Disaster Assistance Center (DAC) may be collocated with the LACs.

13.7.2 Individual Assistance (IA) Program

The disaster individual assistance programs have been developed for the needs of four distinct groups:

- **Individuals:** may receive loans or grants for real and personal property, dental, funeral, medical, transportation, unemployment, sheltering, and rental assistance, depending on the extent of damage.
- **Businesses:** (including agriculture interests) may obtain loans that are often made available through the United States Small Business Administration (SBA), to assist with physical and economic losses as a result of a disaster or an emergency.
- **Agriculture:** programs exist for agricultural or other rural interests through the United States Department of Agriculture, including assistance for physical and production losses.



- **Government:** funds and grants are available to government and certain non-profit organizations to repair, reconstruct, and mitigate the risk of future damage. A state grant program is available to local governments to respond and recover from disasters. Federal grant programs are available to assist governments and certain non-profit organizations in responding to and recovering from disasters.

13.7.3 Public Assistance (PA) Program

The Public Assistance Program provides Federal disaster grant assistance for the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The Federal share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration. The State determines how the non-Federal share (up to 25%) is split with the applicants.

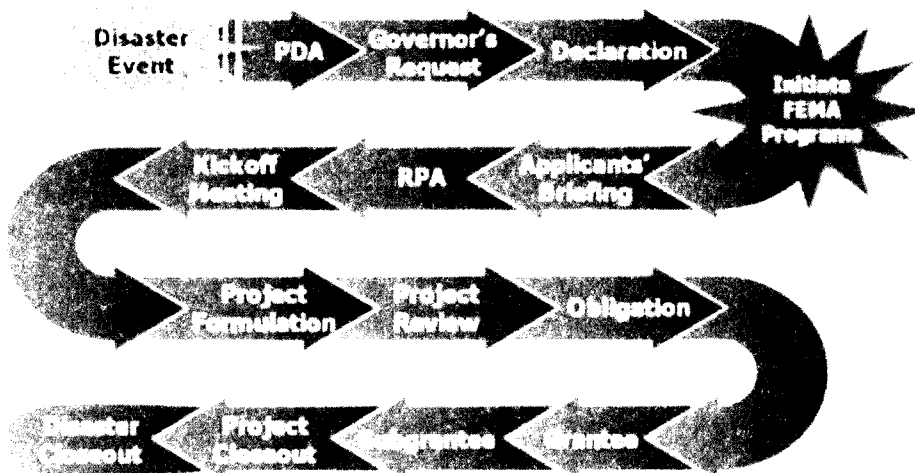
Eligible Applicants:

- Eligible applicants include the States, local governments, Indian Tribes and certain PNP organizations.
- Eligible PNP facilities must be open to the public and perform essential services of a governmental nature

Eligible Work:

- Debris removal; emergency work necessary to save lives, protect public health and safety and protect property;
- Restoration of damaged facilities, including buildings, equipment and infrastructure and also to pre-disaster design and function; and/or
- Implementation of cost-effective hazard mitigation measures during repairs to damaged facilities to reduce the risk of future damage to those facilities.

The funding process consists of the following steps:





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Part I - Section 13:
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13.7.5 Hazard Mitigation Grant Program (HMGP)

The Hazard Mitigation Grant Program (HMGP) provides grants to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the HMGP is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. The HMGP is authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The HMGP is only available to applicants that reside within a federally declared disaster area. Eligible applicants are:

- State and local governments;
- Indian tribes or other tribal organizations; and
- Certain non-profit organizations.

Although individuals may not apply directly to the state for assistance, local governments may sponsor an application on their behalf.

The amount of funding available for the HMGP under a particular disaster declaration is limited. The program may provide a state with up to 7.5 percent of the total disaster grants awarded by the Federal Emergency Management Agency (FEMA). States that meet higher mitigation planning criteria may qualify for a higher percentage under the Disaster Mitigation Act of 2000. FEMA can fund up to 75 percent of the eligible costs of each project. The grantee must provide a 25 percent match.



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Part I - Section 14:
Administration and
Logistics

PART I - SECTION 14: ADMINISTRATION AND LOGISTICS

14.1 Administration

For the City of San Bernardino, the administrative actions prior to an emergency include:

- An established written Emergency Operations Plan (EOP) and Standard Operating Procedures (SOPs) as needed
- Develop an Emergency Operations Training and Exercise Plan
- Track emergency services training records
- Document drills and exercises to include the critiques
- Include non-government organizations in the City's emergency planning activities

The administrative actions during and after an emergency include:

- Maintain written log-type records
- Issue press releases
- Submit status reports, requests for assistance and initial damage assessment requests to the OA EOC
- Utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations
- Document recovery operations

14.2 Logistics

For the City of San Bernardino, logistics before an emergency include:

- Maintaining an accurate list of city-owned equipment and resources
- Stockpile supplies
- Designate emergency facilities (i.e., shelter sites)
- Establish mutual aid agreements
- Prepare a resource contact list (vendors, open PO's, emergency contact information, etc.) Logistics during an emergency include:
 - Move emergency equipment into place
 - Arrange for food and transportation
 - Arrange for shelter facilities
 - Request mutual aid as needed
 - Provide backup power and communications as needed



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Part I - Section 15:
Plan Maintenance and
Distribution

PART I - SECTION 15: PLAN MAINTENANCE AND DISTRIBUTION

The City of San Bernardino's Director of Emergency Services, with assistance from the City's Disaster Management Coordinator (DMC), is responsible for ensuring that necessary changes and revisions to this plan are prepared, coordinated, published, and distributed.

Each City department and entity discussed in this plan is responsible to upgrade its portion of the plan and SOP as required based on identified deficiencies experienced in drills, exercises, or actual emergencies and changes in government structure and emergency response organizations.

The plan will be reviewed and updated every three (3) years. Revisions to the plan will be forwarded to the Disaster Management Coordinator (DMC) who will make changes to the original plan and then forward revisions using the Record of Changes Form.

15.1 Record of Changes

RECORD OF CHANGES			
Change #	Date	Person Making Change	Summary of Change
1	July 2015	Carrie Cruz – ESO SB County Fire/OES	Complete update of 2005 EOP Part I & Part IV – Per Contract



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15.2 Record of Distribution

RECORD OF PLAN DISTRIBUTION			
Name & Title	Agency	Date of Delivery	# of Copies



PART I - SECTION 16: STANDARD OPERATING PROCEDURE (SOP) DEVELOPMENT

The City of San Bernardino Emergency Plan is intended to be used in conjunction with County and state agency plans and associated Standard Operating Procedures (SOPs). Where supporting plans are inconsistent with the general principles described in the EOP, the City plan will supersede supporting plans.

SOPs for the City are being developed separately to support the EOP and provide details for how a particular function or task will be carried out during an emergency. For example:

- Guidance information
- Responsibilities of responding employees/agencies
- Procedures
- Personnel Assignments
- Contact Lists
- Equipment Lists
- Forms

SOPs provide the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner. SOPs must also facilitate the need to carry out actions under conditions that may not have been anticipated when the SOP was drafted. For example, it may be necessary to consider alternative procedures that solve a problem in order to perform in a more time-efficient or cost-efficient way.



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PART I - SECTION 17: TRAINING AND EXERCISES

Training and exercise are key components to successful emergency planning and emergency response. The City of San Bernardino is committed to training its personnel and exercising its emergency-related plans to the highest degree possible. An Emergency Management Multi-Year Training and Exercise Plan is developed by County OES to assist in making this commitment a reality.

17.1 Training

All City Employees are required to complete “Introduction to NIMS” (IS-700) and “Introduction to ICS” (IS-100). Other NIMS classes are given to employees based on their level of responsibility.

In addition to NIMS training, all personnel are required to attend Disaster Service Worker Training. This training incorporates basic ICS principles, as well as department-specific functions during an emergency.

The Disaster Service Worker Training also designates every employee into one of four categories (Responder, EOC, COOP – Continuity of Operation, and EOC). This program helps employees recognize their importance in the City’s emergency response regardless of what title or role they fill in their day-to-day duties.

17.2 Exercises

Exercises provide personnel the opportunity to test their skills. It also provides plan writers the opportunity to test their plans and procedures in a simulated (and safe) setting. There are several types of exercises that can be used to accomplish this. The City uses a variety of exercise types depending upon what is being tested and the level of experience of those participating.

17.2.1 Seminars/Workshops

This is a low key, non-stressed training approach in which members of the emergency organization are “walked” through required procedures and plans. This approach is best used as an introduction to specific subject matter and to clarify roles and responsibilities.

17.2.2 Tabletop

This is an activity in which targeted personnel (elected or appointed officials and key staff) is presented with simulated emergency situations without time constraints. It is usually informal, held in a conference room environment, and is designed to elicit constructive discussion by the participants as they attempt to resolve problems based on existing emergency operations plans.



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The purpose is for the participants to evaluate policy, plans and procedures and resolve coordination and responsibilities in a non-threatening format.

17.2.3 Functional Exercise

This activity - also known as a Sub-system Exercise - is designed to test and/or evaluate the capability of an individual function (e.g., communications, care and shelter) or complex activity within a function. It is applicable where the activity is capable of being effectively evaluated in isolation from other emergency functions.

17.2.4 Full Scale Exercise

This exercise is intended to evaluate the operational capability of emergency management systems in an interactive manner. It involves testing of a major portion of the basic elements existing within emergency operations plans and organizations. This type of exercise includes the mobilization of personnel and resources and the actual movement of emergency workers, equipment, and resources required to demonstrate coordination and response capability.

The federal government, through FEMA, promulgates the Homeland Security Exercise and Evaluation Program (HSEEP), which is a standardized methodology for exercise design, development, conduct, evaluation and improvement to ensure homeland security and terrorist response capabilities are adequately tested and exercised.

The City of San Bernardino uses the HSEEP model. The City's Disaster Management Coordinator (DMC) is responsible for implementing HSEEP and is the primary resource in the City for conducting the various emergency preparedness exercises throughout the year.



PART I - SECTION 18: APPENDICES

18.1 Authorities and References

18.1.1 City of San Bernardino Local Municipal Codes/Resolutions

- **San Bernardino Municipal Code, Volume 1, Section 2.46** – Disaster Council
- **Resolution No. 82-258** – Compensated Benefits for Registered Volunteer Disaster Service Workers, June 1982
- **Resolution No. 97-247** – Financial Assistance Under the Federal Civil Defense Act of 1950, Amended November 1993
- **Resolution No. 95-129** – Authorizing City's Participation in the County Operational Area Organization
- **Resolution No. 2003-40** – Providing for the Order of Succession to the Position of Mayor and Chairman of the San Bernardino Disaster Council
- **Ordinance No. MC-1143** – Amending Certain Sections of the San Bernardino Municipal Code Entitled Disaster Council

18.1.2 State Authorities

- California Civil Code, Chapter 9, Section 1799.102 – Good Samaritan Liability
- California Code of Regulations, Title 19
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Disaster Assistance Act
- California Emergency Services Act

18.1.3 Federal Authorities

- Federal Civil Defense Act of 1950 (Public Law 920) as amended
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended

18.1.4 References

- California Catastrophic Incident Base Plan: Concept of Operations
- California Emergency Plan
- California Fire Service and Rescue Emergency Mutual Aid Plan
- California Hazardous Materials Incident Contingency Plan
- California Law Enforcement Mutual Aid Plan
- City of San Bernardino Local Hazard Mitigation Plan 2015 Draft



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Authorities and References

- Comprehensive Preparedness Guide 101, Developing and Maintaining Emergency Operations Plans, Version 2
- Emergency Alert System Plan (EAS)
- Homeland Security Presidential Directive (HSPD-5)
- National Incident Management System
- National Response Framework
- Standardized Emergency Management System Guidelines
- Title 44 Code of Federal Regulations



18.2 Glossary of Terms

Action Plan (AP): See EOC Action Plan and Incident Action Plan.

Activation: 1) Initial activation of an EOC may be accomplished by a designated official of the emergency response agency that implements SEMS as appropriate to accomplish the agency's role in response to the emergency. 2) An event in the sequence of events normally experienced during most emergencies.

After-Action Report (AAR): A report that examines response actions, application of SEMS, modifications to plans and procedures, training needs and recovery activities. After action reports are required under SEMS after any emergency that requires a declaration of an emergency. Reports must be submitted within 90 days to Cal OES.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System (ICS), agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, Non-Governmental Organizations (NGOs) may be included to provide support.

All-Hazards: Any incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety and minimize disruptions of government, social, or economic activities.

California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA): An agreement entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and 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 in response to any type of disaster or emergency.

California Emergency Functions (CA-EF): The California Emergency Functions are a grouping of state agencies, departments and other stakeholders with similar functional activities/responsibilities whose responsibilities lend to improving the state's ability to collaboratively prepare for, effectively mitigate, cohesively respond to and rapidly recover from any emergency.

California Emergency Functions unify a broad-spectrum of stakeholders with various capabilities, resources and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the state government to support regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.



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California Emergency Services Act (ESA): An Act within the *California Government Code* to insure that preparations within the state will be adequate to deal with natural, manmade, or war-caused emergencies which result in conditions of disaster or in extreme peril to life, property and the natural resources of the state and generally to protect the health and safety and preserve the lives and property of the people of the state.

Catastrophe: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command/Management: Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels.

Command Post: See Incident Command Post.

Command Staff: The Command Staff at the SEMS Field Level consists of the Information Officer, Safety Officer and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. These officers are also found at the EOC levels in SEMS and they report directly to the EOC Director and comprise the Management Staff. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency, to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the pre- delegation of emergency authority and active command and control during response and recovery operations.

Continuity of Operations (COOP): Planning should be instituted (including all levels of government) across the private sector and non-governmental organizations as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

Coordination: The process of systematically analyzing a situation, developing relevant information and informing appropriate command authority of viable alternatives for selection of



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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. Multiagency or Interagency coordination is found at all SEMS levels.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

Cost Unit: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates and recommending cost-saving measures.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cyber Security: The protection of data and systems in networks that are connected to the internet, including measures to protect critical infrastructure services. These services may include essential communications such as voice, email and internet connectivity.

Cyber Threat: An act or threat that poses potentially devastating disruptions to critical infrastructure, including essential communications such as voice, email and internet connectivity.

Demobilization: The orderly, safe and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC), specific to a single department or agency. Their focus is on internal agency incident management and response. They are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Disaster: A sudden calamitous emergency event bringing great damage loss or destruction.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Section Chief. A Division is located within the ICS organization between the Branch and resources in the Operations Section.

Documentation Unit: Functional unit within the Planning/Intelligence Section responsible for collecting, distributing, recording and safeguarding all documents relevant to an incident or within an EOC.

Emergency: Any incident(s), whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and



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capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Management Community: The stakeholders in emergency response in California including the residents of California, the private sector and federal, state, local and tribal governments.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOC may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, County), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Resource Directory (ERD): A directory containing information on agency or organization personnel emergency certifications and qualifications and vendor and support organization supplies, equipment, etc. that may be needed during an emergency. Supplies and equipment can include such items as potable water tenders, portable toilets, heavy equipment, prepared meals, bulk foodstuffs, cots, rental office trailers, etc.

To the extent possible and when appropriate, equipment should be typed by capability according to a common and accepted typing schematic. Emergency resource directories should only include those items likely to be needed by the preparing agency or organization in the performance of their duties and should not attempt to include everything that may be needed in any emergency.

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 affiliated with or sponsored by emergency response agencies.

EOC Action Plan: The plan developed at SEMS EOC levels, which contains objectives, actions to be taken, assignments and supporting information for the next operational period.

Essential Facilities: Police, fire, emergency operations centers, schools, medical facilities and other resources that have a role in an effective and coordinated emergency response.



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Evacuation: Organized, phased and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.

Federal: Of or pertaining to the federal government of the United States of America.

Finance/Administration Section: The section responsible for all administrative and financial considerations surrounding an incident or EOC activation.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The same five functions are also found at all SEMS 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). A sixth function, Intelligence/Investigations, may be established, if required, to meet emergency management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or manmade, which requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild-land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. At the SEMS EOC level it is called the EOC Action Plan.

Incident Base: The location 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 co-located with the Base.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command or any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.



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Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects 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, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Intelligence: Product of an analytical process that evaluates information collected from diverse sources; integrates the relevant information into a cohesive package and produces a conclusion or estimate. Information must be real, accurate and verified before it becomes intelligence for planning purposes.

Intelligence relates to the specific details involving the activities of an incident or EOC and current and expected conditions and how they affect the actions taken to achieve operational period objectives. Intelligence is an aspect of information. Intelligence is primarily intended for internal use and not for public dissemination.

Intelligence/Investigations: Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real-time, when needed and when authorized.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely and complete information during crisis or incident operations.

The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.



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Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal and local boundary lines) or functional (e.g., law enforcement, public health).

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Local Assistance Center (LAC): The LAC provides a single facility at which individuals, families and businesses can access available disaster assistance programs and services.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for coordinating with representatives from cooperating and assisting agencies or organizations. At SEMS EOC Levels, reports directly to the EOC Director and coordinates the initial entry of Agency Representatives into the Operations Center and also provides guidance and support for them as required.

Local Government: According to *Federal Code 30* a County, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services and material support for an incident or EOC activation.

Management Staff: See Command Staff.

Mitigation: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations—federal, state, tribal and local—for activating, assembling and transporting all resources that have been requested to respond to or support an incident.

Multiagency 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



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facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multiagency Coordination Group (MAC Group): Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups.

MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the System. It can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures and communications. Two of the most commonly used elements are EOC and MAC Groups. These systems assist agencies and organizations responding to an incident.

Mutual Aid Agreements and/or Assistance Agreements: Written or oral agreements between and among agencies/organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Mutual Aid Coordinator: An individual at local government, Operational Area, Region or State Level that is responsible to coordinate 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 Cal 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 Operational Areas.

National: Of a nationwide character, including the federal, state, tribal and local aspects of governance and policy.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector and non-governmental organizations to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): A guide to how the nation conducts all-hazards incident management.



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Non-governmental Organization (NGO): An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of NGO include faith-based charity organizations and the American Red Cross.

Operational Area (OA): An intermediate level of the state emergency organization, consisting of a County and all other political subdivisions within the geographical boundaries of the County.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, it normally includes subordinate branches, divisions, and/or groups. At the SEMS EOC levels the section is responsible for the coordination of operational activities. The Operations Section at an EOC contains branches, groups or units necessary to maintain appropriate span of control.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private sector, and/or non-governmental organizations.

Planning Section: The section responsible for the collection, evaluation and dissemination of operational information related to the incident or EOC activities and for the preparation and documentation of the IAP or EOC action plan respectively. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident or EOC activation.

Political Subdivisions: Includes any city, city and County, County, tax or assessment district, or other legally authorized local governmental entity with jurisdictional boundaries.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification and equipment certification.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting,



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or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures and systems for communicating timely, accurate and accessible information on the incident's cause, size and current situation; resources committed; and other matters of general interest to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery: The development, coordination and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, non-governmental and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.

Region Emergency Operations Center (REOC): Facilities found at Cal OES Administrative Regions. REOC provide centralized coordination of resources among Operational Areas within their respective regions and between the Operational Areas and the State Level.

Reimbursement: Provides a mechanism to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements and assistance agreements; the use of special federal, state, tribal and local teams; and resource mobilization protocols.

Resources: Personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.



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Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property and meet basic human needs. Response also includes the execution of EOP and of mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes.

As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity and apprehending actual perpetrators and bringing them to justice.

Response Personnel: Includes federal, state, territorial, tribal, sub-state regional and local governments, private sector organizations, critical infrastructure owners and operators, NGO and all other organizations and individuals who assume an emergency management role. Also known as an Emergency Responder.

Safety Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for monitoring incident operations and advising the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The Safety Officer may have assistants.

Section: 1) The organizational level having responsibility for a major functional area of incident or EOC Management, (e.g. Operations, Planning, Logistics, Finance/Administration) and Intelligence/ Investigations (if established). The section is organizationally situated between the branch and the Incident Command. 2) A separate part or division as: A) Portion of a book, treatise, or writing. B) Subdivision of a chapter. C) Division of law.

Situation Report: Often contain confirmed or verified information regarding the specific details relating to the incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.

Special District: A unit of local government (other than a city, County, or city and County) with authority or responsibility to own, operate and maintain systems, programs, services, or projects (as defined in *California Code of Regulations (CCR) Section 2900(s)* for purposes of natural disaster assistance. This may include a joint power authority established under *Section 6500 et. seq.* of the Code.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act establishes the programs and processes for the federal government to provide disaster and emergency assistance to states, local governments, tribal nations, individuals and qualified private nonprofit organizations. The provisions of the Stafford Act cover all-hazards including natural disasters and terrorist events. Relevant provisions of the Stafford Act include a process



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for Governors to request federal disaster and emergency assistance from the President. The President may declare a major disaster or emergency.

Staging Area: Established on an incident for the temporary location of available resources. A Staging Area can be any location on an incident in which personnel, supplies and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Standardized Emergency Management System (SEMS): A system required by *California Government Code* and established by regulations for managing response to multiagency 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.

Standardized Emergency Management System (SEMS) Guidelines: The SEMS guidelines are intended to assist those responsible for planning, implementing and participating in SEMS.

Standardized Emergency Management System (SEMS) Regulations: Regulations establishing the Standardized Emergency Management System (SEMS) based upon the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by state agencies, the Multiagency Coordination System (MACS) as developed by FIRESCOPE program, the Operational Area concept and the Master Mutual Aid Agreement and related mutual aid systems. Regulations are found at TITLE 19. DIVISION 2. Chapter 1, § 2400 et. Seq.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

State Operations Center (SOC): The SOC is operated by the California Governor's Office of Emergency Services (Cal OES) at the State Level in SEMS. It is responsible for centralized coordination of state resources in support of the three Cal OES Administrative Regional Emergency Operations Centers (REOCs). It is also responsible for providing updated situation reports to the Governor and legislature.

System: An integrated combination of people, equipment and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Technical Assistance: Support provided to state, tribal and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).



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Technical Specialists: Personnel with special skills that can be used anywhere within the SEMS organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs and they are typically certified in their fields or professions.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.].

Type: 1) An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications. 2) A class, kind, or group sharing one or more characteristics; category. 3) A variety or style of a particular class or kind of things.

Unified Command: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

Volunteer: For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

WebEOC: A crisis communication software that has been customized by San Bernardino County Fire/Office of Emergency Service (SBCF OES) to promote situational awareness during Emergency Operations Center (EOC) activations



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Acronym List

18.3 Acronym List

AAR	After Action Report
ADA	Americans with Disabilities Act
ARC	American Red Cross
CA-EF	California Emergency Function
Cal OES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CALWAS	California Warning System
CAP	Corrective Action Plan
CCC	California Citizen Corp
CCR	California Code of Regulations
CDC	Center for Disease Control
CDAA	California Disaster Assistance Act
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CGS	California Geological Survey
CHP	California Highway Patrol
CISD	Critical Incident Stress Debriefing
CLERS	California Law Enforcement Radio System
COAD	Community Organizations Active in Disasters
COG	Continuity of Government
COOP	Continuity of Operations
CSWC	California State Warning Center
CPRI	Critical Priority Risk Index
CWPP	Community Wildfire Protection Plan
DFIRM	Digital Flood Insurance Rate Map
DHS	Department of Homeland Security
DOC	Department Operating Center
DOJ	Department of Justice
DSW	Disaster Service Worker
EAP	Emergency Operations Center (EOC) Action Plan



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EAS	Emergency Alert System
ECS	Emergency Communication Services
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Managers Mutual Aid
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Function
FAST	Flood Area Safety Taskforce
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIRM	Flood Insurance Rate Map
GIS	Geographical Information System
GPA	General Plan Amendment
Hazmat	Hazardous Materials
HMGP	Hazard Mitigation Grant Program
HMP	Hazard Mitigation Plan
HSEEP	Homeland Security Exercise and Evaluation Program
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
LHMP	Local Hazard Mitigation Plan
MAC	Multi-Agency Coordination



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MHz	Megahertz
MMAA	Master Mutual Aid Agreement (California Disaster and Civil Defense)
NAWAS	National Warning System
NDAA	Natural Disaster Assistance Act
NFIP	National Flood Insurance Program
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NIMSCAST	National Incident Management System Compliance Assistance Support Tool
NRF	National Response Framework
NWS	National Weather Service
OA	Operational Area
OASIS	Operational Area Satellite Information System
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PNP	Private Non-Profit
REOC	Regional Emergency Operations Center
SBA	Small Business Administration
SBEFRA	San Bernardino Essential Facilities Risk Assessment
SEMS	Standardized Emergency Management System
SHOC	Shelter Operations Compound
SOC	State Operations Center
SOJ	Standard Operating Guide
SOP	Standard Operating Procedure
USAR	Urban Search and Rescue
USGS	United States Geological Survey
VOAD	Voluntary Organizations Active in Disasters



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18.4.3 Utility Contacts

AGENCY	TELEPHONE NUMBER
SCE Commercial Emergency	(800) 684-8123/(800) 427-2200
SCE - Dispatch	(800) 426-0621
So Cal Gas – Public Affairs Manager	(909) 335-7941 Office
Verizon Public Safety Crisis Response	(800) 981-9558 Duty Mgr.
Time Warner Cable – (Emergency)	(888) 766-2521
The Gas Co.-Commercial (Emergency)	(800) 611-1911/(800) 427-2200
[Insert Additional Critical Contacts]	

18.4.4 Federal and State Contacts

AGENCY	TELEPHONE NUMBER
State Warning Center - Sacramento	(916) 845-8911
REOC – Los Alamitos	(562) 795-2900
Angeles National Forest	(661) 948-6082
CalFIRE – San Bernardino	(909) 881-6916
CalFIRE – South Ops	(951) 320-6197
USFS Comm Center	(909) 383-5651
USFS Public Affairs Office	(909) 382-2711
NOAA Contact – Alex Tardy	(858) 442-6016
National Weather Service (SD)	(858) 675-8705
National Weather Service (LV)	(702) 263-9744
National Weather Service (PHX)	(602) 275-0073
[Insert Additional Critical Contacts]	



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18.4.5 Transportation and Infrastructure Contacts

AGENCY	TELEPHONE NUMBER
Caltrans Summit Comm (Cajon Pass)	(760) 249-3252
Caltrans Traffic Management Center	(909) 383-2588
Caltrans SB Maintenance/ Dispatch	(909) 383-2594
CHP Inland Comm Center	(909) 428-5400
CHP – Barstow Comm Center	(760) 255-8750
CHP Hotline	(909) 825-7796
Army Corps of Engineers #1	(213) 452-3440
Army Corps of Engineers #2	(213) 452-3441
Dept. of Water Resources	(916) 574-2714
[Insert Additional Critical Contacts]	

18.4.6 NGO Contacts

AGENCY	TELEPHONE NUMBER
ARC – SB County Office	(909) 380-7254
ARC – After Hours Number	(800) 951-5600
Inland Empire United Way – (211)	(909) 980-2857
ARMC	(909) 580-1000
St. Bernardine Medical Center	(909) 883-8711
[Insert Additional Critical Contacts]	

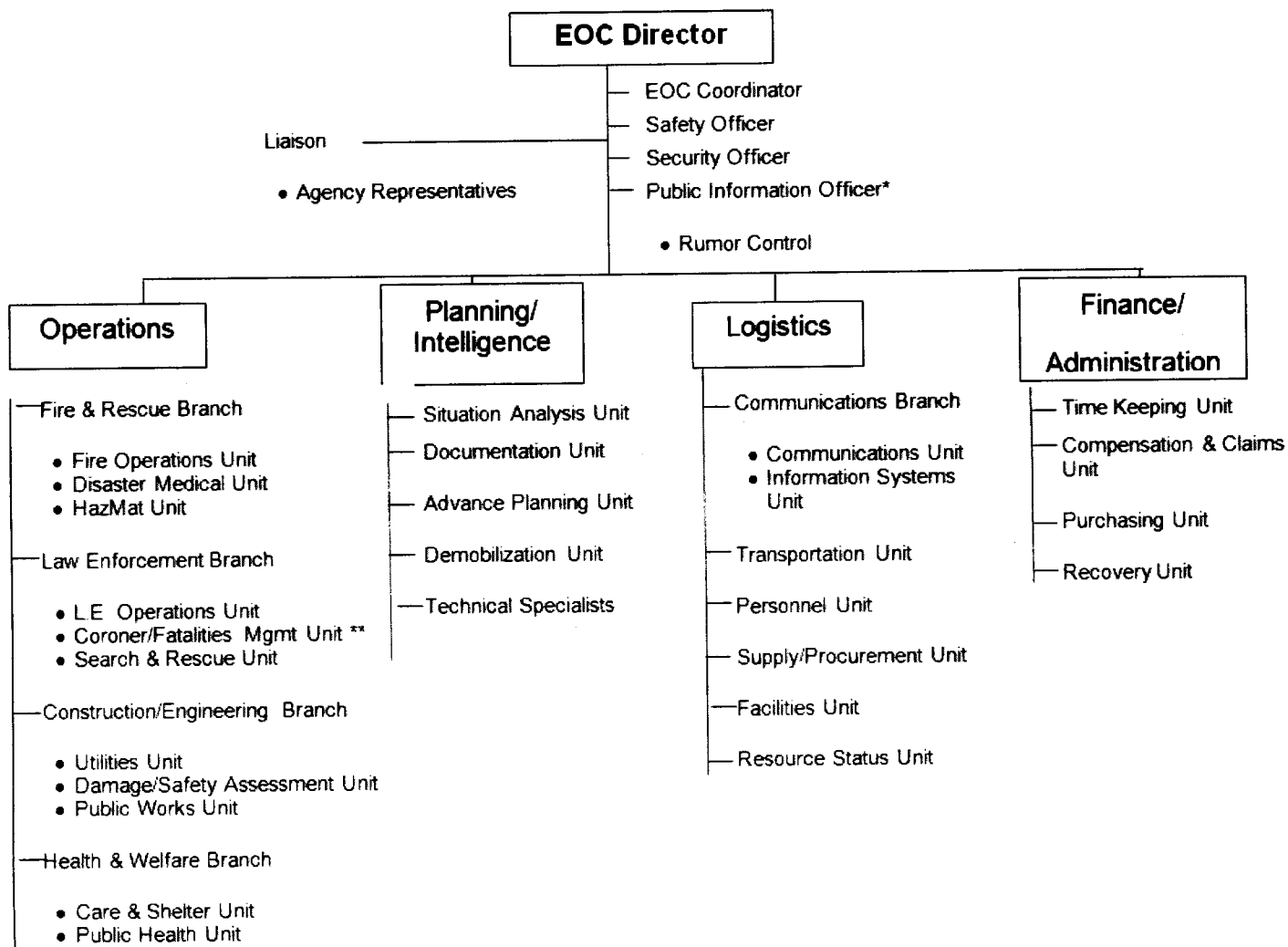


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18.5 SEMS EOC Position Checklists

The following checklists are extracted from the state planning guide SEMS Local Government EOC Position Checklists. They are based on the generic SEMS operating structure shown below. The EOC Director may alter this generic structure as needed based on operational requirements.





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18.5.1 Generic Checklist (All Positions)

Activation Phase:

- ☐ Check in with the Personnel Unit (in Logistics) upon arrival at the EOC.
- ☐ Report to EOC Director, Section Chief, Branch Coordinator, or other assigned Supervisor.
- ☐ Set up your workstation and review your position responsibilities.
- ☐ Ensure WebEOC is operational.
- ☐ Establish and maintain a position log (hard copy ICS 214 or in WebEOC) which chronologically describes your actions taken during your shift.
- ☐ Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.

Demobilization Phase:

- ☐ Deactivate your assigned position and close out logs when authorized by the EOC Director.
- ☐ Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
- ☐ Be prepared to provide input to the after-action report.
- ☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your work station.
- ☐ Clean up your work area before you leave.
- ☐ Leave a forwarding phone number where you can be reached.



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18.6 Management Section

18.6.1 EOC Director

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Establish the appropriate Staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for the coordination between Emergency Response Agencies within the City. In conjunction with the General Staff, set priorities for response efforts. Ensure that all agency actions are accomplished within the priorities established.
3. Ensure that Inter-Agency Coordination is accomplished effectively within the EOC.

Activation Phase:

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC site and determine operational status.
- Obtain briefing from whatever sources are available.
- Ensure that the EOC is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established immediately.
- Ensure that an EOC organization and staffing chart is posted and completed.
- Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - Operations Section Chief
 - Logistics Section Chief
 - Planning/Intelligence Section Chief
 - Finance/Administration Chief
- Determine which Management Section positions are required and ensure they are filled as soon as possible.
 - Liaison Officer
 - EOC Coordinator
 - Public Information Branch Coordinator
 - Safety Officer
 - Security Officer
- Ensure that telephone and/or radio communications with field responders and the Operational Area EOC are established and functioning.
- Schedule the initial Action Planning meeting.
- Confer with the General Staff to determine what representation is needed at the EOC from other emergency response agencies.
- Assign a liaison officer to coordinate outside agency response to the EOC, and to assist as necessary in establishing an Interagency Coordination Group.

Operational Phase:

- Monitor general staff activities to ensure that all appropriate actions are being taken.
- In conjunction with the Public Information Unit, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.



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- Based on current status reports, establish initial strategic objectives for the City EOC.
- In coordination with Management Staff, prepare management function objectives for the initial Action Planning Meeting.
- Convene the initial Action Planning meeting. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate Action Planning procedures are followed (refer to Planning/Intelligence Section, "Action Planning Job Aid"). Ensure the meeting is facilitated appropriately by the Planning/Intelligence Section.
- Once the Action Plan is completed by the Planning/Intelligence Section, review, approve and authorize its implementation.
- Conduct periodic briefings with the general staff to ensure strategic objectives are current and appropriate.
- Conduct periodic briefings for elected officials or their representatives.
- Formally issue Emergency Proclamation for the City, and coordinate local government proclamations with other emergency response agencies, as appropriate.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Authorize demobilization of sections, branches and units when they are no longer required.
- Notify the Operational Area EOC, and other appropriate organizations of the planned demobilization, as appropriate.
- Ensure that any open actions not yet completed will be handled after demobilization.
- Ensure that all required forms or reports are completed prior to demobilization.
- Be prepared to provide input to the after action report.
- Deactivate the City EOC at the designated time, as appropriate.
- Proclaim termination of the emergency response and proceed with recovery operations.



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18.6.2 EOC Coordinator (ESC)

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Facilitate the overall functioning of the EOC.
2. Assist and serve as an advisor to the EOC Director and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with operational area emergency plans and procedures.
3. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Assist the EOC Director in determining appropriate staffing for the EOC.
- Provide assistance and information regarding section staffing to all general staff.

Operational Phase:

- Assist the EOC Director and the General Staff in developing overall strategic objectives as well as section objectives for the Action Plan.
- Advise the EOC Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the EOC Action Plan.
- Provide overall procedural guidance to General Staff as required.
- Provide general advice and guidance to the EOC Director as required.
- Ensure that all notifications are made to the Operational Area EOC.
- Ensure that all communications with appropriate emergency response agencies are established and maintained.
- Assist EOC Director in preparing for and conducting briefings with Management Staff, the BOS, the media, and the general public.
- Assist the EOC Director and Liaison Officer, in establishing and maintaining an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the Liaison Officer with coordination of all EOC visits.
- Provide assistance with shift change activity as required.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



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18.6.3 Public Information Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Serve as the coordination point for all media releases.
2. Represent the jurisdiction as the lead Public Information Officer.
3. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
4. Coordinate media releases with Public Information Officers representing other affected emergency response agencies within the City as required.
5. Develop the format for press conferences, in conjunction with the EOC Director.
6. Maintaining a positive relationship with the media representatives.
7. Supervising the Public Information Branch.

Activation Phase:

- ☐ Follow generic Activation Phase Checklists.
- ☐ Determine staffing requirements and make required personnel assignments for the Public Information Branch as necessary.

Operational Phase:

- ☐ Obtain policy guidance from the EOC Director with regard to media releases.
- ☐ Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- ☐ Coordinate with the Situation Status Unit and identify method for obtaining and verifying significant information as it is developed.
- ☐ Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of hand-out materials.
- ☐ Implement and maintain an overall information release program.
- ☐ Establish a Joint Information Center (JIC), as required, providing necessary space, materials, telephones, and electrical power.
- ☐ Maintain up-to-date status boards and other references at the media information center.
- ☐ Provide adequate staff to answer questions from members of the media.
- ☐ Interact with other City EOC as well as Operational Area EOC PIOs and obtain information relative to public information operations.
- ☐ Develop content for state Emergency Alert System (EAS) releases if available.
- ☐ Monitor EAS releases as necessary.
- ☐ In coordination with other EOC sections and as approved by the EOC Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
- ☐ At the request of the EOC Director, prepare media briefings for members of the Common Council and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- ☐ Ensure that a rumor control function is established to correct false or erroneous information.



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- Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas.
 - Provide appropriate staffing and telephones to efficiently handle incoming media and public calls.
 - Prepare, update, and distribute to the public a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies, health services, etc.
 - Ensure that announcements, emergency information and materials are translated and prepared for access and functional needs populations (non-English speaking, hearing impaired, etc.).
 - Monitor broadcast media, using information to develop follow-up news releases and rumor control.
 - Ensure that file copies are maintained of all information released.
 - Provide copies of all media releases to the EOC Director.
 - Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



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18.6.4 Rumor Control Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide staffing for rumor control telephone bank.
2. Establish a "Disaster Hotline" with an up-to-date recorded message.
3. Supervise the Rumor Control Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Obtain "confirmed" disaster information.
- Operate a telephone bank for receiving incoming inquiries from the general public.
- Correct rumors by providing factual information based on confirmed data.
- Establish a "Disaster Hotline" recorded message and provide updated message information periodically.
- Refer inquiries from member of the media to the lead Public Information Officer or designated staff.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



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18.6.5 Liaison Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee all liaison activities, including coordinating outside agency representatives assigned to the EOC and handling requests from other EOCs for EOC agency representatives.
2. Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
3. Ensuring that position specific guidelines, policy directives, situation reports, and a copy of the EOC Action Plan is provided to Agency Representatives upon check-in.
4. In conjunction with the EOC Coordinator, provide orientations for VIPs and other visitors to the EOC.
5. Ensuring that demobilization is accomplished when directed by the EOC Director.

Activation Phase:

Follow generic Activation Phase Checklist.

Obtain assistance for your position through the Personnel Unit in Logistics, as required.

Operational Phase:

- Contact Agency Representatives already on-site, ensuring that they:
 - Have signed into the EOC, understand their assigned functions, know their work locations, and understand EOC organization and floor plan.
- Determine if additional representation is required from:
 - Other agencies, volunteer organizations, private organizations, utilities not already represented.
- In conjunction with the EOC Director and EOC Coordinator, establish and maintain an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the EOC Director and EOC Coordinator in conducting regular briefings for the Interagency Coordination Group and with distribution of the current EOC Action Plan and Situation Report.
- Request that Agency Representatives maintain communications with their agencies and obtain situation status reports regularly.
- With the approval of the EOC Director, provide agency representatives from the EOC to other EOCs as required and requested.
- Maintain a roster of agency representatives located at the City EOC. Roster should include assignment within the EOC (Section or Interagency Coordination Group). Roster should be distributed internally on a regular basis.

Demobilization Phase:

Follow generic Demobilization Phase Checklist.

Release agency representatives that are no longer required in the City EOC when authorized by the EOC Director.



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18.6.6 Agency Representatives

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Agency Representatives should be able to speak on behalf of their agencies, within established policy limits, acting as a liaison between their agencies and the EOC.
2. Agency Representatives may facilitate requests to or from their agencies, but normally do not directly act on or process resource requests.
3. Agency Representatives are responsible for obtaining situation status information and response activities from their agencies for the EOC.

Activation Phase:

- ☐ Follow generic Activation Phase Checklist.
- ☐ Check in with the Liaison Officer and clarify any issues regarding your authority and assignment, including the functions of other representatives from your agency (if any) in the EOC.
- ☐ Establish communications with your home agency; notify the Logistics Section Communications Unit and the Liaison Officer of any communications problems.
- ☐ Unpack any materials you may have brought with you and set up your assigned station, request through the Liaison Officer and/or Logistics to obtain necessary materials and equipment.
- ☐ Obtain an EOC organization chart, floor plan, and telephone list from the Liaison Officer.
- ☐ Contact the EOC sections or branches that are appropriate to your responsibility; advise them of your availability and assigned work location in the EOC.

Operational Phase:

- ☐ Facilitate requests for support or information that your agency can provide.
- ☐ Keep current on the general status of resources and activity associated with your agency.
- ☐ Provide appropriate situation information to the Planning/Intelligence Section.
- ☐ Represent your agency at planning meetings, as appropriate, providing updated briefings about your agency's activities and priorities.
- ☐ Keep your agency executives informed and ensure that you can provide agency policy guidance and clarification for the EOC Director as required.
- ☐ On a regular basis, inform your agency of the EOC priorities and actions that may be of interest.
- ☐ Maintain logs and files associated with your position.

Demobilization Phase:

- ☐ Follow generic Demobilization Phase Checklist.
- ☐ When demobilization is approved by the EOC Director, contact your agency and advise them of expected time of demobilization and points of contact for the completion of ongoing actions or new requirements.
- ☐ Ensure that you complete all final reports, close out your activity log, and transfer any ongoing missions and/or actions to the Liaison Officer or other appropriate individual.
- ☐ Ensure copies of all documentation generated during the operation are submitted to the Planning/Intelligence Section.



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18.6.7 Safety Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all buildings and other facilities used in support of the EOC are in a safe operating condition.
2. Monitor operational procedures and activities in the EOC to ensure they are being conducted in safe manner considering the existing situation and conditions.
3. Stop or modify all unsafe operations outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken.

Activation Phase:

Follow generic Activation Phase Checklist.

Operational Phase:

- Tour the entire EOC facility and evaluate conditions; advise the EOC Director of any conditions and actions which might result in liability, (unsafe layout or equipment set-up, etc.)
- Study the EOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- Be familiar with particularly hazardous conditions in the facility; take action when necessary.
- Prepare and present safety briefings for the EOC Director and General Staff at appropriate meetings.
- If the event which caused activation was an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.
- Ensure that the EOC facility is free from any environmental threats - e.g., radiation exposure, air purity, water quality, etc.
- Keep the EOC Director advised of unsafe conditions; take action when necessary.
- Coordinate with the Finance/Administration Section in preparing any personnel injury claims or records necessary for proper case evaluation and closure.

Demobilization Phase:

Follow generic Demobilization Phase Checklist.



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18.6.8 Security Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

- Provide 24-hour security for the EOC.
- Control personnel access to the EOC in accordance with policies established by the EOC Director.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Determine the current EOC security requirements and arrange for staffing as needed.
- Determine needs for special access to EOC facilities.
- Provide executive and V.I.P. security as appropriate and required.
- Provide recommendations as appropriate to EOC Director.
- Prepare and present security briefings for the EOC Director and General Staff at appropriate meetings.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7 Operations Section

18.7.1 Operations Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that the Operations Function is carried out including coordination of response for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
3. Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Exercise overall responsibility for the coordination of Branch and Unit activities within the Operations Section.
5. Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports (utilizing the WebEOC-formats if available).
6. Conduct periodic Operations briefings for the EOC Director as required or requested.
7. Overall supervision of the Operations Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Meet with Planning/Intelligence Section Chief; obtain a preliminary situation briefing.
- Based on the situation, activate appropriate branches within the section. Designate Branch Coordinators as necessary.
 - o Fire & Rescue
 - o Law Enforcement
 - o Health and Welfare
 - o Construction & Engineering
- Determine need for Mutual Aid.
- Request additional personnel for the section as necessary for 24-hour operation.
- Obtain a current communications status briefing from the Communications Branch Coordinator in Logistics. Ensure that there is adequate equipment and frequencies available for the section.
- Determine estimated times of arrival of section staff from the Personnel Branch in Logistics.
- Confer with the EOC Director to ensure that the Planning/Intelligence and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.
- Coordinate with the Liaison Officer regarding the need for Agency Representatives in the Operations Section.
- Establish radio or cell-phone communications with Incident Commander(s) operating in the City, and coordinate accordingly.
- Determine activation status of other EOCs in the Operational Area and establish communication links with their Operations Sections if necessary.
- Based on the situation known or forecasted, determine likely future needs of the Operations Section.



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- Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate section objectives for the first operational period.
- Review responsibilities of branches in section; develop an Operations Plan detailing strategies for carrying out Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase:

- Ensure that all section personnel are maintaining their individual position logs.
- Ensure that situation and resources information is provided to the Planning/Intelligence Section on a regular basis or as the situation requires, including Branch Status Reports and Major Incident Reports (utilize WebEOC format if available).
- Ensure that all media contacts are referred to the Public Information Branch.
- Conduct periodic briefings and work to reach consensus among staff on objectives for forth-coming operational periods.
- Attend and participate in EOC Director's Action Planning meetings.
- Provide the Planning/Intelligence Section Chief with the Operations Section's objectives prior to each Action Planning meeting.
- Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
- Ensure that the branches coordinate all resource needs through the Logistics Section.
- Ensure that intelligence information from Branch Coordinators is made available to the Planning/Intelligence Section in a timely manner.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of emergency expenditures and daily time sheets).
- Brief the EOC Director on all major incidents.
- Complete a Major Incident Report for all major incidents; forward a copy to the Planning/Intelligence Section.
- Brief Branch Coordinators periodically on any updated information you may have received.
- Share status information with other sections as appropriate.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7.2 Fire & Rescue Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate fire, disaster medical, hazardous materials, and search and rescue operations in the City.
2. Assist the EOC Fire & Rescue Branch Coordinator in acquiring mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Complete and maintain branch status reports (in WEBEOC format if available) for major incidents requiring or potentially requiring operational area, state and federal response, and maintain status of unassigned fire & rescue resources in the City.
5. Implement the objectives of the EOC Action Plan assigned to the Fire & Rescue Branch. Overall supervision of the Fire & Rescue Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary Units within the Fire & Rescue Branch:
 - o Fire Operations Unit
 - o Search & Rescue Unit
 - o Disaster Medical Unit
 - o Hazmat Unit
- If the mutual aid system is activated, coordinate use of City fire resources with the Fire & Rescue Mutual Aid Coordinator.
- Prepare and submit a preliminary branch status report and major incident reports as appropriate to the Operations Section Chief.
- Prepare objectives for the Fire & Rescue Branch; provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

- Ensure that Branch and Unit position logs and other files are maintained.
- Maintain current status on Fire & Rescue missions being conducted in the City.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Fire & Rescue Branch operational priorities, periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Fire & Rescue Branch Status Report on WEBEOC forms if available.
- Refer all contacts with the media to the Public Information Branch.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Fire & Rescue Branch for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change; inform him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7.3 Fire Operations Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assist Incident Commanders in the field by providing coordination for mutual aid requests to and from the Operational Area Fire / Rescue Mutual Aid Coordinator, as appropriate.
2. Respond to requests for fire resources from the field in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).
3. Monitor and track fire resources utilized during the event.
4. Provide general support to field personnel as required.
5. Supervise the Fire Operations Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Establish and maintain radio or cell-phone communication with the Department Operations Center, or Fire & Rescue Branch at the Field Level.
- Obtain regular status reports on the fire situation from the Department Operations Center or Fire & Rescue Branch at the Field Level.
- Assess the impact of the disaster/event on the City Fire Department's operational capability.
- Establish the objectives of the Fire Operations Unit based on the nature and severity of the disaster, and provide them to the Fire & Rescue Branch Coordinator prior to the first Action Planning meeting.
- Provide fire status updates to the Fire & Rescue Branch Coordinator on a regular basis.
- Evaluate and process all requests for fire Mutual Aid resources through the Operational Area Fire & Rescue Mutual Aid Coordinator.
- If not addressed at the Incident Command Post or DOC, ensure that incident facilities are established (staging areas, etc.) to coordinate incoming fire mutual aid resources, as required.
- In conjunction with Planning/Intelligence, determine if current and forecasted weather conditions will affect fire and rescue operations.
- Inform the Fire & Rescue Branch Coordinator of all significant events that occur.
- Coordinate with the Law Enforcement Branch to determine status of evacuations and shelter locations.
- Assist in establishing camp facilities (or the use of commercial lodging) through the Logistics Section, if not addressed at the ICP or DOC.
- Reinforce the use of proper procedures for media contacts.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



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18.7.4 Disaster Medical Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all available disaster medical resources are identified and mobilized as required.
2. Provide assistance to Incident Command Posts and Department Operations Centers in establishing triage teams.
3. Determine the status of medical facilities within the affected area.
4. Coordinate the transportation of injured victims to appropriate medical facilities as required.
5. Supervise the disaster Medical Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Work closely with all Operations Section Branch Coordinators to determine the scope of disaster medical assistance required.
- Determine the status and availability of medical mutual aid resources in the operational area; specifically paramedics and ambulances.
- Establish radio or telephone communication with area hospitals and other medical facilities to determine their capability to treat disaster victims.
- Determine status and availability of specialized treatment such as burn centers.
- Assist the Search and Rescue Unit Leader in providing triage for extricated victims.
- Coordinate with the Logistics Section to acquire suitable transportation for injured victims as required or requested.
- Establish and maintain communication with the Operational Area EOC and determine status and availability of medical resources.
- Coordinate with the Logistics Section to obtain necessary supplies and equipment to support disaster medical operations in the field.
- Inform the Fire & Rescue Branch Coordinator of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in emergency medical situations where statistical information is requested by the media.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7.5 Search & Rescue Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of the search and rescue mission and assist in mobilizing Search and Rescue Teams at the request of Department Operations Centers or Field Incident Commanders.
2. Provide search and rescue support as required to other emergency response agencies consistent with established priorities and objectives. Ensure that deployed teams are provided with adequate support.
3. Supervise the Search & Rescue Unit.

Activation Phase:

Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position log and other appropriate files.
- Work closely with all Operations Section Branch Coordinators to determine the scope of search and rescue assistance required.
- Coordinate with the Fire and Rescue Branch Coordinator to determine missions for search and rescue teams based on established priorities.
- Mobilize and deploy available search and rescue teams to locations within the jurisdiction, or to other emergency response agencies within the Operational Area, in a manner consistent with established policies and priorities.
- Establish radio or cell-phone communication with all deployed search and rescue team leaders to determine the scope of support required.
- Work closely with the Logistics Section to determine the status and availability of search and rescue resources in the Operational Area; specifically larger jurisdictions who have organized USAR teams.
- Coordinate with the Law Enforcement Branch to determine availability of search dog units.
- Coordinate with Construction and Engineering to provide on-site assistance with rescue operations at the request of team leaders.
- Coordinate with the Disaster Medical Unit to provide on-site assistance to extricated victims requiring medical treatment.
- Coordinate with the coroner's unit to provide on-site assistance in managing fatalities at search locations.
- Ensure that each team leader develops a safety plan for each assigned mission.
- Monitor and track the progress and status of each search and rescue team.
- Ensure that team leaders report all significant events.
- Assist in establishing camp facilities (or commercial lodging) for Search and Rescue Teams through the Logistics Section, if not addressed at the ICP or DOC.
- Inform the Fire & Rescue Branch Coordinator of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in instances where the media is seeking statistical information or personal identities of injured victims or fatalities.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.7.6 Hazmat Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of hazardous materials incidents throughout the jurisdiction.
2. Assist in mobilizing Hazmat teams at the request of Department Operations Centers or Field Incident Commanders.
3. Request assistance from and/or provide hazardous materials support as required to Operational Area Emergency Response Agencies consistent with established priorities and objectives.
4. Ensure that deployed teams are provided with adequate support.
5. Supervise the Hazmat Unit.

Activation Phase:

Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Work closely with all Operations Section Branch Coordinators to determine the scope of Hazmat incident response required.
- Coordinate with the Fire and Rescue Branch Coordinator to determine missions for Hazmat teams based on established priorities.
- Mobilize and deploy available Hazmat teams to the City or to other emergency response agencies within the Operational Area, in a manner consistent with the Hazmat Mutual Aid System and established priorities.
- Establish radio or cell-phone communication with all deployed Hazmat teams to determine the scope of support required.
- Work closely with the Logistics Section to determine the status and availability of Hazmat Response Teams in the Operational Area.
- Coordinate with construction and engineering to provide on-site assistance with Hazmat operations at the request of team leaders.
- Coordinate with the Disaster Medical Unit to determine medical facilities where victims of Hazmat incidents can be transported following decontamination.
- Coordinate with the Coroner's Unit to provide on-site assistance in managing fatalities at Hazmat scenes.
- Monitor and track the progress and status of each Hazmat team.
- Ensure that Hazmat Team Leaders report all significant events.
- Assist in establishing camp facilities (or commercial lodging) for Hazmat teams through the Logistics Section, if not addressed at the ICP or DOC.
- Inform the Fire & Rescue Branch Coordinator of all significant events.
- Reinforce the use of proper procedures for media contacts. This is particularly critical in instances where the media is seeking technical information on the hazardous material, statistical information, or personal identities of injured victims or fatalities.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.7.7 Law Enforcement Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate movement and evacuation operations during a disaster.
2. Alert and notify the public of the impending or existing emergency within the City.
3. Coordinate law enforcement and traffic control operations during the disaster.
4. Coordinate site security at incidents.
5. Coordinate Law Enforcement Mutual Aid requests from emergency response agencies through the Law Enforcement Mutual Aid Coordinator at the Operational Area EOC.
6. Supervise the Law Enforcement branch.

Activation Phase:

Follow the generic Activation Phase Checklist.

Based on the situation, activate the necessary Units within the Law Enforcement Branch:

- Law Enforcement Operations Unit
- Coroner Unit

Contact and assist the Operational Area EOC Law Enforcement and Coroner's Mutual Aid Coordinator with the coordination of mutual aid resources.

Provide an initial situation report to the Operations Section Chief.

Based on the initial EOC strategic objectives; prepare objectives for the Law Enforcement Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

Ensure that Branch and Unit position logs and other appropriate files are maintained.

Maintain current status on Law Enforcement missions being conducted in the City.

Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Law Enforcement Branch operational priorities, periodically or as requested during the operational period.

On a regular basis, complete and maintain the Law Enforcement Branch Status Report. (Use WEBEOC Forms if available).

Refer all contacts with the media to the Public Information Branch.

Determine need for Law Enforcement Mutual Aid.

Determine need for Coroner's Mutual Aid.

Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).

Prepare objectives for the Law Enforcement Branch for the subsequent Operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning Meeting.

Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.7.8 Law Enforcement Operations Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate requests for Law Enforcement Mutual Aid Resources through the Operational Area Law Enforcement Mutual Aid Coordinator and provide general support to field personnel as required.
2. Establish and maintain communication with Law Enforcement Branch Directors in the field or at the Department Operations Center (DOC) if activated.
3. Respond to requests for Law Enforcement resources from the field in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).
4. Monitor and track law enforcement resources utilized during the event.
5. Supervise the law enforcement operations unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other appropriate files.
- Establish and maintain radio or cell-phone communication with the Department Operations Center, or Law Enforcement Branch Directors at the field level.
- Obtain regular status reports on the law enforcement situation from the Department Operations Center or Law Enforcement Branch at the field level.
- Assess the impact of the disaster/event on the Police Department's operational capability.
- Establish the objectives of the Law Enforcement Operations Unit based on the nature and severity of the disaster, and provide them to the Law Enforcement Branch Coordinator prior to the first Action Planning meeting.
- If the Department Operations Center is not activated, ensure that the assignment of law enforcement resources are closely monitored and coordinated, and that on-scene time is logged at the field level.
- If not addressed at the ICP or DOC, ensure that incident facilities are established (staging areas, etc.) to coordinate incoming law enforcement mutual aid resources, as required.
- In conjunction with Planning/Intelligence, determine if current and forecasted weather conditions will affect law enforcement operations.
- Coordinate major evacuation activity with the Fire Operations Branch, as required.
- Coordinate with the Care and Shelter Unit to establish suitable shelter locations and appropriate shelter facilities for evacuated population.
- Assist in establishing camp facilities (or commercial lodging) for law enforcement personnel, through the Logistics Section, if not addressed at the ICP or DOC.
- Reinforce the use of proper procedures for media contacts.
- Provide law enforcement status updates to the Law Enforcement Branch Coordinator on a regular basis.
- Evaluate and process all requests for law enforcement resources through the Operational Area Law Enforcement Mutual Aid Coordinator.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7.9 Coroner Unit

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. At the direction of the County Sheriff/Coroner, establish and oversee an interim system for managing fatalities resulting from the disaster/event.
2. At the direction of the County Sheriff/Coroner, establish and oversee the operation of temporary morgue facilities and maintain detailed records of information relative to each fatality.
3. Supervision of the Coroner Unit.

Activation Phase:

- ☐ Follow generic Activation Phase Checklist.

Operational Phase:

- ☐ Establish and maintain a position log and other appropriate files.
- ☐ Ensure that locations where fatalities are discovered are secured.
- ☐ Ensure that fatality collection points are established and secured as necessary.
- ☐ Ensure that temporary morgue facilities are established in accordance with guidelines established by the County Sheriff/Coroner.
- ☐ Request Coroner's Mutual Aid through the County Sheriff/Coroner at the Operational Area EOC as required.
- ☐ Procure, through logistics, all necessary fatalities management equipment and supplies, such as temporary cold storage facilities or vehicles, body bags, etc.
- ☐ Coordinate with the Search & Rescue Unit to determine location and number of extricated fatalities.
- ☐ Ensure that human remains are transported from fatality collection points to temporary morgue(s), if so advised by the County Sheriff/Coroner.
- ☐ Assist the County Sheriff/Coroner with identification of remains and notification of next of kin as required.
- ☐ In conjunction with local mortuaries and cemeteries, assist with the reburial of any coffins that were surfaced and/or disturbed as a result of the disaster.
- ☐ Keep the Law Enforcement Branch Coordinator informed of Coroners Unit activities on a regular basis.
- ☐ Inform the Law Enforcement Branch Coordinator and the Public Information Branch of the number of confirmed fatalities resulting from the disaster or event. **(NOTE: This information must be verified with the County Sheriff / Coroner prior to release).**
- ☐ Ensure that all media contacts are referred to the Public Information Branch.

Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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18.7.10 Construction/Engineering Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Survey all utility systems, and restore systems that have been disrupted, including coordinating with utility service providers in the restoration of disrupted services, and assist other sections, branches, and units as needed.
2. Survey all public and private facilities, assessing the damage to such facilities, and coordinating the repair of damage to public facilities. Survey all other infrastructure systems, such as streets and roads within the City.
3. Supervise the Construction/Engineering Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the Construction/Engineering Branch:
 - Utilities Unit
 - Damage/Safety Assessment Unit
 - Public Works Unit
- Contact and assist the Operational Area Public Works Mutual Aid Coordinator with the coordination of mutual aid resources as necessary.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives, prepare objectives for the Construction/Engineering Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

- Ensure that branch and unit position logs and other necessary files are maintained.
- Maintain current status on all construction/engineering activities.
- Ensure that damage and safety assessments are being carried out for both public and private facilities.
- Request mutual aid as required through the Operational Area Publics Works Mutual Aid Coordinator.
- Determine and document the status of transportation routes into and within affected areas.
- Coordinate debris removal services as required.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Construction/Engineering Branch activities periodically during the operational period or as requested.
- Ensure that all Utilities and Construction/Engineering Status Reports, as well as the Initial Damage Estimation are completed and maintained. (Utilize WEBEOC forms if available).
- Refer all contacts with the media to the Public Information Branch.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Construction/Engineering Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7.11 Utilities Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assess the status of utilities; provide Utility Status Reports as required.
2. Coordinate restoration of damaged utilities with utility representatives in the City EOC if present, or directly with Utility companies.
3. Supervise the Utilities Unit.

Activation Phase:

Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Establish and maintain communications with the utility providers for the City.
- Determine the extent of damage to utility systems in the City.
- Coordinate with the Liaison Officer to ensure that agency representatives from affected utilities are available to respond to the City EOC.
- Ensure that all information on system outages is consolidated and provided to the Situation Analysis Unit in the Planning/Intelligence Section.
- Ensure that support to utility providers is available as necessary to facilitate restoration of damaged systems.
- Keep the Public Health Branch Coordinator informed of any damage to sewer and sanitation systems, as well as possible water contamination problems.
- Keep the Construction/Engineering Branch Coordinator informed of the restoration status.
- Complete and maintain the Utilities Status Report (utilize WEBEOC forms if available).
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.7.12 Damage/Safety Assessment Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect initial damage/safety assessment information from other branches/units within the Operations Section.
2. If the disaster is winter storm, flood, or earthquake related, ensure that dam inspection teams have been dispatched.
3. Provide detailed damage/safety assessment information to the Planning/Intelligence Section, with associated loss damage estimates.
4. Maintain detailed records on damaged areas and structures.
5. Initiate requests for Engineers from the Operational Area, to inspect structures and/or facilities.
6. Supervise the Damage/Safety Assessment Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Obtain initial damage/safety assessment information from Fire & Rescue Branch, Law Enforcement Branch, Utilities Unit and other branches/units as necessary.
- Coordinate with the American Red Cross, utility service providers, and other sources for additional damage/safety assessment information.
- Prepare detailed damage/safety assessment information, including estimate of value of the losses, and provide to the Planning/Intelligence Section.
- Clearly label each structure and/or facility inspected in accordance with ATC-20 standards and guidelines.
- Maintain a list of structures and facilities requiring immediate inspection or engineering assessment.
- Initiate all requests for engineers and building inspectors through the Operational Area EOC.
- Keep the Construction/Engineering Branch Coordinator informed of the inspection and engineering assessment status.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7.13 Public Works Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

- ☐ Assist other Operation Section Branches by providing construction equipment and operators as necessary.
- ☐ Provide heavy equipment assistance to the Damage/Safety Assessment Unit as required.
- ☐ Provide emergency construction and repair to damaged roadways. Assist with the repair of utility systems as required.
- ☐ Providing flood-fighting assistance, such as sandbagging, rerouting waterways away from populated areas, and river, creek, or stream bed debris clearance.
- ☐ Supervise the Public Works Unit.

Activation Phase:

- ☐ Follow generic Activation Phase Checklist.

Operational Phase:

- ☐ Establish and maintain a position log and other necessary files.
- ☐ Ensure that appropriate staff is available to assist other emergency responders with the operation of heavy equipment, in coordination with the Logistics Section.
- ☐ Ensure that engineering staff are available to assist the Damage/Safety Assessment Unit in inspecting damaged structures and facilities.
- ☐ As requested, direct staff to provide flood fighting assistance, clear debris from roadways and water ways, assists with utility restoration, and build temporary emergency structures as required.
- ☐ Work closely with the Logistics Section to provide support and materiel as required.
- ☐ Keep the Construction/Engineering Branch Coordinator informed of unit status.
- ☐ Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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18.7.14 Health & Welfare Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Safeguard the public health of citizens by ensuring there is an ample supply of potable water, a functioning sanitation system, and vector controls are established, as required.
2. In coordination with volunteer and private agencies, provide clothing, shelter, and other mass care services as required, to disaster victims.
3. Supervise the Health and Welfare Branch.

Activation Phase:

Follow the generic Activation Phase Checklist.

Operational Phase:

Establish and maintain a Health and Welfare Unit position log and other necessary files.

Ensure that all potable water supplies remain safe, and free from contaminants.

Ensure that sanitation systems are operating effectively and not contaminating water supplies.

Ensure that a vector control plan is established and implemented for the affected area(s).

Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Health and Welfare Branch operational priorities, periodically during the operations period or as requested.

Complete and maintain the Care & Shelter Status Reports (utilizing WEBEOC forms if available).

Ensure that the Public Health Branch is available to assist the Coroner Unit in mitigating and managing mass fatality situations.

Ensure coordination of all mass care activities occurs with the Red Cross and other volunteer agencies as required.

Prepare objectives for the Health and Welfare Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.

Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.7.15 Care & Shelter Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate directly with the American Red Cross and other volunteer agencies to provide food, potable water, clothing, shelter and other basic needs as required to disaster victims within the City.
2. Assist the American Red Cross with inquiries and registration services to reunite families or respond to inquiries from relatives or friends.
3. Assist the American Red Cross with the transition from mass care to separate family/individual housing.
4. Supervise the Care & Shelter Unit.

Activation Phase:

Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain your position log and other necessary files.
- Coordinate with the Liaison Officer to request an Agency Representative from the American Red Cross. Work with the Agency Representative to coordinate all shelter and congregate care activity.
- Establish communications with other volunteer agencies to provide clothing and other basic life sustaining needs.
- Ensure that each activated shelter meets the requirements as described under the Americans With Disabilities Act.
- Assist the American Red Cross in staffing and managing the shelters to the extent possible.
- In coordination with the American Red Cross, activate an inquiry registry service to reunite families and respond to inquiries from relatives or friends.
- Assist the American Red Cross with the transition from operating shelters for displaced persons to separate family/individual housing.
- Complete and maintain the Care and Shelter Status Report Form (utilize WEBEOC forms if available).
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.7.16 Public Health Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assess the status and availability of potable water within the jurisdiction
2. Assess the status of the sanitation system within the jurisdiction.
3. Inspect and assess emergency supplies such as foodstuffs and other consumables for purity and utility.
4. Assess the need for a vector control plan for the affected disaster area(s) within the jurisdiction.
5. Supervise the Public Health Unit.

Activation Phase:

Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Coordinate with the Utilities Unit Leader to determine current status of water and sanitation systems.
- If systems are damaged, request assistance from County Public Health to assess drinking water quality and potential health risks from ruptured sewer / sanitation systems.
- Develop a distribution system for drinking water throughout the City as required.
- Contact and coordinate with the Logistics Section, to obtain chemical (portable) toilets and other temporary facilities for the disposal of human waste and other infected waste.
- Inspect emergency supplies to be used in the EOC or by field emergency responders, such as foodstuffs, drugs, and other consumables for purity and utility.
- Determine the need for vector control, and coordinate with County Public Health for Vector control services as required.
- Inform the Health & Welfare Branch Coordinator on all activities of the Public Health Unit periodically during the operational period, or as requested.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.8 Planning and Intelligence Section

18.8.1 Planning/Intelligence Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that the following responsibilities of the Planning/Intelligence Section are addressed as required:
 - a. Collecting, analyzing, and displaying situation information,
 - b. Preparing periodic Situation Reports,
 - c. Preparing and distributing the EOC Action Plan and facilitating the Action Planning meeting,
 - d. Conducting Advance Planning activities and report,
 - e. Providing technical support services to the various EOC sections and branches, and documenting and maintaining files on all EOC activities.
2. Establish the appropriate level of organization for the Planning/Intelligence Section.
3. Exercise overall responsibility for the coordination of branch/unit activities within the section.
4. Keep the EOC Director informed of significant issues affecting the Planning/Intelligence Section.
5. In coordination with the other Section Chiefs, ensure that Branch Status Reports are completed and utilized as a basis for Situation Status Reports, and the EOC Action Plan.
6. Supervise the Planning/Intelligence Section.

Activation Phase:

Follow the generic Activation Phase Checklist.

Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.

Based on the situation, activate branches within section as needed and designate Branch or Unit Leaders for each element:

- Situation Analysis Unit
- Advance Planning Unit
- Documentation Unit
- Technical Services Unit

Request additional personnel for the section as necessary to maintain a 24-hour operation.

Establish contact with the Operational Area EOC when activated, and coordinate Situation Status Reports with their Planning/Intelligence Section.

Meet with Operations Section Chief; obtain and review any major incident reports.

Review responsibilities of branches in section; develop plans for carrying out all responsibilities.

Make a list of key issues to be addressed by Planning/Intelligence; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.

Keep the EOC Director informed of significant events.

Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

Ensure that Planning/Intelligence position logs and other necessary files are maintained.

Ensure that the Situation Analysis Unit is maintaining current information for the situation status report.



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- Ensure that major incidents reports and branch status reports are completed by the Operations Section and are accessible by Planning Intelligence (utilize WEBEOC forms if available).
- Ensure that a situation status report is produced and distributed to EOC Sections and Operational Area EOC at least once, prior to the end of the operational period.
- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Public Information Branch has immediate and unlimited access to all status reports and displays.
- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Facilitate the EOC Director's Action Planning meetings approximately two hours before the end of each operational period.
- Ensure that objectives for each section are completed, collected and posted in preparation for the next Action Planning meeting.
- Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
- Work closely with each branch/unit within the Planning/Intelligence Section to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
- Ensure that the advance planning unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall strategic objectives of the EOC.
- Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
- Provide technical services, such as energy advisors and other technical specialists to all EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.8.2 Situation Analysis Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee the collection, organization, and analysis of disaster situation information.
2. Ensure that information collected from all sources is validated prior to posting on status boards.
3. Ensure that situation status reports are developed utilizing WEBEOC forms, for dissemination to EOC staff and also to the Operational Area EOC.
4. Ensure that an EOC Action Plan is developed (utilizing WebEOC form) for each operational period, based on objectives developed by each EOC Section.
5. Ensure that all maps, status boards and other displays contain current and accurate information.
6. Supervise Situation Analysis Unit.

Activation Phase:

- ☐ Follow the generic Activation Phase Checklist.
- ☐ Ensure there is adequate staff available to collect and analyze incoming information, maintain the Situation Status Report on WEBEOC, and facilitate the Action Planning process.
- ☐ Prepare Situation Analysis Unit objectives for the initial Action Planning meeting.

Operational Phase:

- ☐ Ensure position logs and other necessary files are maintained.
- ☐ Oversee the collection and analysis of all event or disaster related information.
- ☐ Oversee the preparation and distribution of the Situation Status Report (utilizing WEBEOC forms if available). Coordinate with the Documentation Unit for manual distribution and reproduction as required.
- ☐ Ensure that each EOC Section provides the Situation Analysis Unit with Branch Status Reports, (utilizing WEBEOC forms), on a regular basis.
- ☐ Meet with the Public Information Branch Coordinator to determine the best method for ensuring access to current information.
- ☐ Prepare a situation summary for the EOC Action Planning meeting.
- ☐ Ensure each section provides their objectives at least 30 minutes prior to each Action Planning meeting.
- ☐ Convene and facilitate the Action Planning meeting following the meeting process guidelines.
- ☐ In preparation for the Action Planning meeting, ensure that all EOC objectives are posted on chart paper, and that the meeting room is set up with appropriate equipment and materials (easels, markers, sit stat reports, etc.)
- ☐ Following the meeting, ensure that the Documentation Unit publishes and distributes the Action Plan prior to the beginning of the next operational period.
- ☐ Ensure that adequate staff is assigned to maintain all maps, status boards and other displays.

Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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18.8.3 Documentation Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect, organize and file all completed event or disaster related forms, to include: all EOC position logs, situation status reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the EOC situation status reports, EOC Action Plan, and other documents, as required.
4. Maintain a permanent electronic archive of all situation reports and Action Plans associated with the event or disaster.
5. Assist the EOC Coordinator in the preparation and distribution of the After-action Report.
6. Supervise the Documentation Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Maintain a position log.
- Meet with the Planning/Intelligence Section Chief to determine what EOC materials should be maintained as official records.
- Meet with the Recovery Unit Leader to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- Reproduce and distribute the Situation Status Reports and Action Plans. Ensure distribution is made to the Operational Area EOC.
- Keep extra copies of reports and plans available for special distribution as required.
- Set up and maintain document reproduction services for the EOC.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.8.4 Advanced Planning Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Development of an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
2. Review all available status reports, Action Plans, and other significant documents. Determine potential future impacts of the event or disaster; particularly issues which might modify the overall strategic EOC objectives.
3. Provide periodic briefings for the EOC Director and General Staff addressing Advance Planning issues.
4. Supervise the Advance Planning Unit.

Activation Phase:

Follow the generic Activation Phase Checklist.

Operational Phase:

Maintain a position log (ICS 214 or WebEOC).

Monitor the current situation report to include recent updates.

Meet individually with the general staff and determine best estimates of the future direction & outcomes of the event or disaster.

Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36 to 72 hour time frame.

Submit the Advance Plan to the Planning Intelligence Chief for review and approval prior to conducting briefings for the General Staff and EOC Director.

Review Action Planning objectives submitted by each section for the forthcoming operational period. In conjunction with the general staff, recommend a transition strategy to the EOC Director when EOC activity shifts predominately to recovery operations.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.8.5 Technical Services Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide technical observations and recommendations to the City EOC in specialized areas, as required.
2. Ensure that qualified specialists are available in the areas required by the particular event or disaster.
3. Supervise the Technical Services Unit.

Activation Phase:

- ☐ Follow the generic Activation Phase Checklist.

Operational Phase:

- ☐ Maintain a position log and other necessary files.
- ☐ Coordinate with the Logistics Section to ensure that technical staff are located and mobilized.
- ☐ Assign technical staff to assist other EOC Sections in coordinating specialized areas of response or recovery.
- ☐ Assign technical staff to assist the Logistics Section with interpreting specialized resource capability and requests.

Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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18.8.6 Demobilization Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Develop a Demobilization Plan for the EOC based on a review of all pertinent planning documents, and status reports.
2. Supervise personnel assigned to the Demobilization Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Monitor the current situation report to include recent updates.
- Meet individually with the general staff and administer the section worksheet for the Demobilization Plan.
- Meet with the EOC Director and administer the EOC Director's worksheet for the Demobilization Plan.
- Utilizing the worksheets, develop a draft Demobilization Plan and circulate to the EOC Director and General Staff for review.
- Finalize the Demobilization Plan for approval by the EOC Director.
- Demobilization planning must occur at least once during the operational period for as long as EOC Sections are formally staffed.
- Advise all Section Chiefs to ensure that demobilized staff complete all reports, time sheets, and exit surveys in coordination with the personnel unit prior to leaving the EOC.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.9 Logistics Section

18.9.1 Logistics Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure the Logistics function is carried out in support of the EOC. This function includes providing communication services, resource tracking; acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, and other support services as required.
2. Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Command Posts (ICPs) within the City.
5. Keep the EOC Director informed of all significant issues relating to the Logistics Section.
6. Supervise the Logistics Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- Based on the situation, activate branches/units within section as needed and designate Branch and Unit Leaders for each element:
 - o Communications Branch
 - o Personnel Unit
 - o Transportation Unit
 - o Facilities Unit
 - o Supply/Procurement Unit
 - o Resource Status Unit
- Mobilize sufficient section staffing for 24 hour operations.
- Establish communications with the Logistics Section at the Operational Area EOC if activated.
- Advise Branches and Units within the section to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests from Incident Command Posts in the field. This should be done prior to acting on the request.
- Meet with the EOC Director and General Staff and identify immediate resource needs.
- Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.
- Assist branch and Unit Leaders in developing objectives for the section as well as plans to accomplish their objectives within the first operational period, or in accordance with the Action Plan.
- Provide periodic Section Status Reports to the EOC Director.



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- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Logistic Section position logs and other necessary files are maintained.
- Meet regularly with section staff and work to reach consensus on section objectives for forthcoming operational periods.
- Provide the Planning/Intelligence Section Chief with the Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.
- Attend and participate in EOC Action Planning meetings.
- Ensure that the Supply/Procurement Unit coordinates closely with the Purchasing Unit in the Finance/Administration Section, and that all required documents and procedures are completed and followed.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all City resources are tracked and accounted for, as well as resources ordered through Mutual Aid.
- Provide section staff with information updates as required.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.9.2 Communications Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required and oversee the installation of communications resources within the City EOC.
2. Determine specific computer requirements for all EOC positions.
3. Implement WEBEOC if available, for internal information management to include message and e-mail systems.
4. Ensure that the EOC Communications Center is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
5. Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
6. Supervise the communications branch.

Activation Phase:

Follow the generic Activation Phase Checklist.

Based on the situation, activate the necessary units within the Communications Branch:

- o Communications Unit
- o Information Systems Unit

Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the initial Action Planning meeting.

Operational Phase:

Ensure that communication branch position logs and other necessary files are maintained.

Keep all sections informed of the status of communications systems, particularly those that are being restored.

Coordinate with all EOC sections/branches/units regarding the use of all communication systems.

Ensure that the EOC Communications Center is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.

Ensure that adequate communications operators are mobilized to accommodate each discipline on a 24-hour basis.

Ensure that WEBEOC Communications links, if available, are established with the Operational Area EOC.

Ensure that communications links are established with activated EOC within the Operational Area, as appropriate.

Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required.

Ensure that technical personnel are available for communications equipment maintenance and repair.

Mobilize and coordinate amateur radio resources to augment primary communications systems as required.

Keep the Logistics Section Chief informed of the status of communications systems.

Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the next Action Planning meeting.

Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.9.3 Communications Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Install, activate, and maintain telephone and radio systems for the EOC.
2. Assist EOC positions in determining appropriate numbers of telephones and other communications equipment required to facilitate operations.
3. Acquire radio frequencies as necessary to facilitate operations.
4. Assign Amateur Radio Operators as needed to augment primary communications networks.
5. Supervise the EOC Communications Center and the Communications Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Continually monitor and test the activated radio and telephone systems. Keep the Communications Branch Coordinator informed of system failures and restoration activities.
- Develop instructional guidance for use of radios and telephones and conduct training sessions for EOC staff as necessary.
- Meet periodically with the Operations Section Branches to ensure that their radio frequencies are adequate. Make modifications as necessary to maintain their operational capability.
- Coordinate with Telephone Company in the City to obtain portable telephone banks, as necessary.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.9.4 Information Systems Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Install, activate, and maintain information systems for the EOC.
2. Assist EOC positions in determining appropriate types and numbers of computers and computer applications required to facilitate operations.
3. Install WEBEOC, if available, on all computers for internal information management to include message and e-mail systems.
4. Supervise the Information Systems Unit.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Continually monitor and test WEBEOC if available, and ensure automated information links with the Operational Area EOC are maintained.
- Keep the Communications Branch Coordinator informed of system failures and restoration activities.
- Develop instructional guidance for use of computers and computer programs such as RIMS. Be prepared to conduct training sessions for EOC staff as necessary.
- Request additional computer equipment as required through the Communications Branch Coordinator.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.9.5 Transportation Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. In coordination with the Construction/Engineering Branch Coordinator, and the Situation Analysis Unit, develop a transportation plan to support EOC operations.
2. Arrange for the acquisition or use of required transportation resources.
3. Supervise the Transportation Unit.

Activation Phase:

- ☐ Follow the generic Activation Phase Checklist.

Operational Phase:

- ☐ Establish and maintain a position log and other necessary files.
- ☐ Routinely coordinate with the Situation Analysis Unit to determine the status of transportation routes in and around the City.
- ☐ Routinely coordinate with the Construction/Engineering Branch Coordinator to determine progress of route recovery operations.
- ☐ Develop a Transportation Plan which identifies routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and shipment of resources and materiel.
- ☐ Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
- ☐ Keep the Logistics Section Chief informed of significant issues affecting the Transportation Unit.

Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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18.9.6 Personnel Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide personnel resources as requested in support of the EOC and Field Operations.
2. Identify, recruit and register volunteers as required.
3. Develop an EOC organization chart.
4. Supervise the Personnel Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- In conjunction with the Documentation Unit, develop a large poster size EOC organization chart depicting each activated position. Upon check in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- Coordinate with the Liaison Officer and Safety Officer to ensure that all EOC staff, to include volunteers, receives a current situation and safety briefing upon check-in.
- Establish communications with volunteer agencies and other organizations that can provide personnel resources.
- Coordinate with the Operational Area EOC to activate the Emergency Management Mutual Aid System (EMMA), if required.
- Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and advise the requesting parties accordingly.
- Maintain a status board or other reference to keep track of incoming personnel resources.
- Coordinate with the Liaison Officer and Security Officer to ensure access, badging or identification, and proper direction for responding personnel upon arrival at the EOC.
- Assist the Fire Rescue Branch and Law Enforcement Branch with ordering of mutual aid resources as required.
- To minimize redundancy, coordinate all requests for personnel resources from the field level through the EOC Operations Section prior to acting on the request.
- In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire mental health specialists as needed.
- Arrange for child care services for EOC personnel as required.
- Establish registration locations with sufficient staff to register volunteers, and issue them disaster service worker identification cards.
- Keep the Logistics Section Chief informed of significant issues affecting the Personnel Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.9.7 Supply/Procurement Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee the procurement and allocation of supplies and materiel not normally provided through mutual aid channels.
2. Coordinate procurement actions with the Finance/Administration Section.
3. Coordinate delivery of supplies and materiel as required.
4. Supervise the Supply/Procurement Unit.

Activation Phase:

Follow the generic Activation Phase Checklist.

Operational Phase:

Establish and maintain a position log and other necessary files.

Determine if requested types and quantities of supplies and materiel are available in City inventory.

Determine procurement spending limits with the Purchasing Unit in Finance/ Administration. Obtain a list of pre-designated emergency purchase orders as required.

Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materiel, and also verify that the request has not been previously filled through another source.

In conjunction with the Resource Status Unit, maintain a status board or other reference depicting procurement actions in progress and their current status.

Determine if the procurement item can be provided without cost from another jurisdiction or through the Operational Area.

Determine unit costs of supplies and materiel, from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.

Orders exceeding the purchase order limit must be approved by the Finance/ Administration Section before the order can be completed.

If vendor contracts are required for procurement of specific resources or services, refer the request to the Finance/Administration Section for development of necessary agreements.

Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pickup and delivery through the Transportation Unit.

In coordination with the Personnel Unit, provide food and lodging for EOC staff and volunteers as required. Assist field level with food services at camp locations as requested.

Coordinate donated goods and services from community groups and private organizations. Set up procedures for collecting, inventorying, and distributing usable donations.

Keep the Logistics Section Chief informed of significant issues affecting the Supply/Procurement Unit.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.



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18.9.8 Facilities Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
2. Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.
3. Supervise the facilities unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Work closely with the EOC Coordinator and other sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with branches and units in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level.
- Arrange for continuous maintenance of acquired facilities, to include ensuring that utilities and restrooms are operating properly.
- If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- Develop and maintain a status board or other reference which depicts the location of each facility; a general description of furnishings, supplies and equipment at the site; hours of operation, and the name and phone number of the Facility Manager.
- Ensure all structures are safe for occupancy and that they comply with ADA requirements.
- As facilities are vacated, coordinate with the facility manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- Keep the Logistics Section Chief informed of significant issues affecting the Facilities Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.9.9 Resource Status Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate with the other units in the Logistics Section to capture and centralize resource status information.
2. Develop and maintain resource status boards in the Logistics Section.
3. Supervise the Resource Status Unit.

Activation Phase:

- ☐ Follow the generic Activation Phase Checklist.

Operational Phase:

- ☐ Establish and maintain a position log and other necessary files.
 Coordinate closely with all units in the Logistics Section particularly Supply/Procurement, Personnel, and Transportation.
- ☐ As resource requests are received in the Logistics Section, post the request on a status board and track the progress of the request until filled.
- ☐ Status boards should track requests by providing at a minimum, the following information: date & time of the request, items requested, priority designation, time the request was processed and estimated time of arrival or delivery to the requesting party.
- ☐ Work closely with other logistics units and assist in notifying requesting parties of the status of their resource request. This is particularly critical in situations where there will be delays in filling the request.
- ☐ An additional status board may be developed to track resource use by the requesting party. Information categories might include the following: actual arrival time of the resource, location of use, and an estimate of how long the resource will be needed.
- ☐ Keep in mind that it is generally not necessary to track mutual aid resources unless they are ordered through the Logistics Section.

Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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18.10 Finance/Administration Section

18.10.1 Finance/Administration Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Ensure that all on-duty time is recorded for all City emergency response personnel.
3. Ensure that all on-duty time sheets are collected from Field Level Supervisors or Incident Commanders and their staffs.
4. Ensure there is a continuum of the payroll process for all City employees responding to the event or disaster.
5. Determine purchase order limits for the procurement function in Logistics.
6. Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
7. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
8. Provide administrative support to all EOC Sections as required, in coordination with the Personnel Unit.
9. Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
10. Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Operational Area EOC, the Governor's Office of Emergency Services and/or the Federal Emergency Management Agency (FEMA).
11. Supervise the Finance/Administration Section.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Based on the situation, activate units within section as needed and designate Branch Coordinators for each element:
 - Time Keeping Unit
 - Compensation & Claims Unit
 - Purchasing Unit
 - Recovery Unit
- Ensure that sufficient staff is available for a 24-hour schedule, or as required.
- Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to Logistics Section.
- Meet with all Unit Leaders and ensure that responsibilities are clearly understood.
- In conjunction with Unit Leaders, determine the initial Action Planning objectives for the first operational period.
- Notify the EOC Director when the Finance/Administration Section is operational.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Finance/Administration position logs and other necessary files are maintained.



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- ☐ Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
- ☐ Participate in all Action Planning meetings.
- ☐ Brief all Unit Leaders and ensure they are aware of the EOC objectives as defined in the Action Plan.
- ☐ Keep the EOC Director, General Staff, and elected officials aware of the current fiscal situation and other related matters, on an on-going basis.
- ☐ Ensure that the Recovery Unit maintains all financial records throughout the event or disaster.
- ☐ Ensure that the Time Keeping Unit tracks and records all agency staff time.
- ☐ In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- ☐ Ensure that the Compensation & Claims Unit processes all workers' compensation claims, resulting from the disaster, in a reasonable time-frame, given the nature of the situation.
- ☐ Ensure that the Time-Keeping Unit processes all time-sheets and travel expense claims promptly.
- ☐ Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.
- ☐ Ensure that all recovery documentation is accurately maintained by the Recovery Unit during the response, and submitted on the appropriate forms to the Operational Area EOC, the Governor's Office of Emergency Services and/or the Federal Emergency Management Agency (FEMA).

Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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18.10.2 Time Keeping Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Track, record, and report all on-duty time for personnel working during the event or disaster.
2. Ensure that personnel time records, travel expense claims and other related forms are prepared and submitted to City budget and payroll office.
3. Supervise the time keeping unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Initiate, gather, or update time reports from all personnel, to include volunteers assigned to each shift; ensure that time records are accurate and prepared in compliance with City policy.
- Obtain complete personnel rosters from the Personnel Unit. Rosters must include all EOC Personnel as well as personnel assigned to the field level.
- Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- Establish a file for each employee or volunteer within the first operational period; to maintain a fiscal record for as long as the employee is assigned to the response.
- Keep the Finance/Administration Section Chief informed of significant issues affecting the Time-Keeping Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.10.3 Purchasing Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. Coordinate with Supply/Procurement Unit on all matters involving the need to exceed established purchase order limits.
3. Supervise the Purchasing Unit.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Review the City's emergency purchasing procedures.
- Prepare and sign contracts as needed; obtain concurrence from the Finance/Administration Section Chief.
- Ensure that all contracts identify the scope of work and specific site locations.
- Negotiate rental rates not already established, or purchase price with vendors as required.
- Admonish vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- Finalize all agreements and contracts, as required.
- Complete final processing and send documents to Budget and Payroll for payment.
- Verify costs data in the pre-established vendor contracts and/or agreements.
- In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Keep the Finance/Administration Section Chief informed of all significant issues involving the Purchasing Unit.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.10.4 Recovery Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Collect and maintain documentation of all disaster information for reimbursement from Cal OES and/or the Federal Emergency Management Agency (FEMA).
2. Coordinate all fiscal recovery with disaster assistance agencies.
3. Prepare and maintain a cumulative cost report for the event or disaster.
4. Supervise the Recovery Unit and all recovery operations.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position log and other necessary files.
- In conjunction with Budget Office, compute costs for use of equipment owned, rented, donated or obtained through mutual aid.
- Obtain information from the Resources Status Unit regarding equipment use times.
- Ensure that the Budget Office establishes a disaster accounting system, to include an exclusive cost code for disaster response.
- Ensure that each section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily at the end of each shift.
- Meet with the Documentation Unit Leader and review EOC Position logs, journals, all status reports and Action Plans to determine additional cost recovery items that may have been overlooked.
- Act as the liaison for the EOC, with the county and other disaster assistance agencies; to coordinate the cost recovery process.
- Prepare all required state and federal documentation as necessary to recover all allowable disaster response and recovery costs.
- Contact and assist Incident Commanders, and obtain their cumulative cost totals for the event or disaster, on a daily basis.
- Prepare and maintain a cost report for the Finance/Administration Chief, EOC Director, and Common Council. The report should provide cumulative analyses, summaries, and total disaster / event related expenditures for the City.
- Organize and prepare records for final audit.
- Assist the EOC Coordinator and Planning/Intelligence Section with preparation of the After-Action Report.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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18.10.5 Compensation & Claims Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee the investigation of injuries and property/equipment damage claims involving the City, arising out of the event or disaster.
2. Complete all forms required by Workers' Compensation program.
3. Maintain a file of injuries and illnesses associated with the event or disaster which includes results of investigations.
4. Supervise the Compensation and Claims Unit.

Activation Phase:

- ☐ Follow the generic Activation Phase Checklist.

Operational Phase:

- ☐ Establish and maintain a position log and other necessary files.
- ☐ Maintain a chronological log of injuries and illnesses, and property damage reported during the event or disaster.
- ☐ Investigate all injury and damage claims as soon as possible.
- ☐ Prepare appropriate forms for all verifiable injury claims and forward them to Workers' Compensation within the required time-frame consistent with City Policy & Procedures.
- ☐ Coordinate with the Safety Officer regarding the mitigation of hazards.
- ☐ Keep the Finance/Administration Chief informed of significant issues affecting the Compensation and Claims Unit.
- ☐ Forward all equipment or property damage claims to the Recovery Unit.

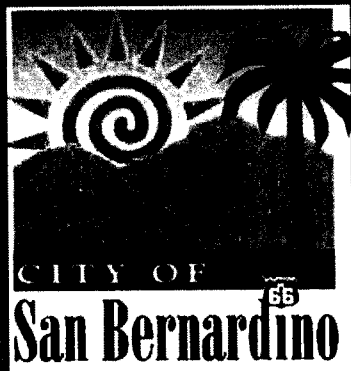
Demobilization Phase:

- ☐ Follow the generic Demobilization Phase Checklist.



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CITY OF SAN BERNARDINO Emergency Operations Plan (EOP)

Part II – Emergency Support Function (ESF) Annex

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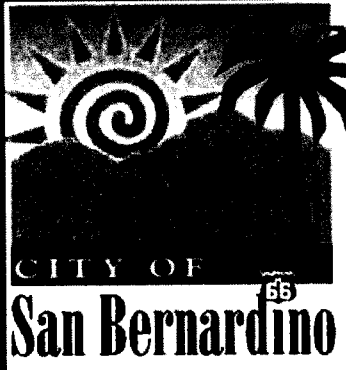


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Part II:
ESF Annex Placeholder

PART II – ESF ANNEX PLACEHOLDER

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CITY OF SAN BERNARDINO Emergency Operations Plan (EOP)

Part III – Support Annex

(To Be Developed)

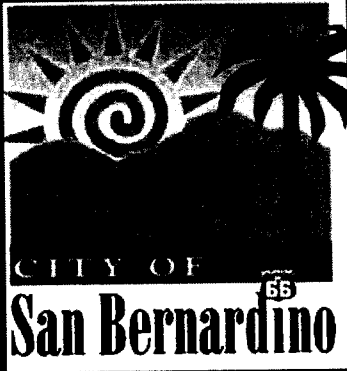


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Part III:
Support Annex Placeholder

PART III – SUPPORT ANNEX PLACEHOLDER

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**CITY OF
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**Part IV – Hazard, Threat,
and Incident Specific
Annex**



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PART IV - SECTION 1: HAZARD SPECIFIC ANNEX

1.1 Overview

Note: The information contained herein has been extrapolated from the 2015 City of San Bernardino Local Hazard Mitigation Plan (LHMP) Draft, currently under review by Cal OES and FEMA.

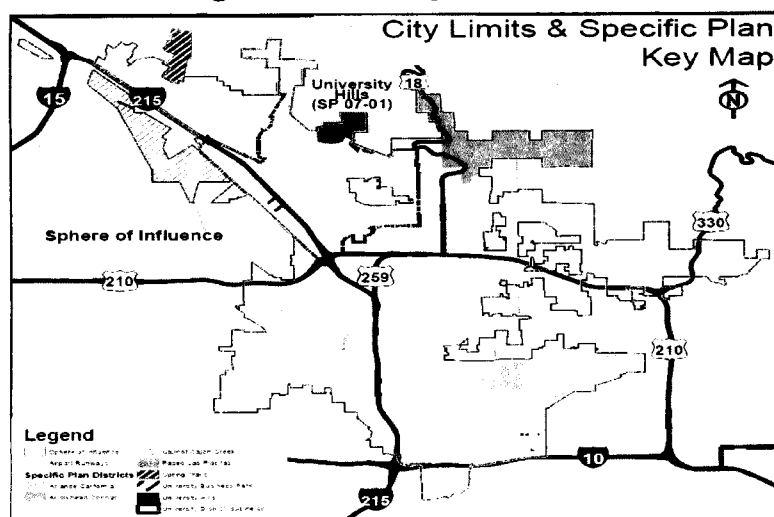
The City's LHMP was originally approved by FEMA on April 29, 2005 and is a "living document" that should be reviewed, monitored, and updated to reflect changing conditions and new information. As required, the LHMP must be updated every five (5) years to remain in compliance with regulations and Federal mitigation grant conditions. This latest draft contains updated information regarding hazards faced by the City and includes mitigation measures taken to help reduce consequences from hazards, and outreach/ education efforts within the City's incorporated area since 2005.

1.2 Background and Demographics

The City of San Bernardino is the County Seat for San Bernardino County. Services provided by the City include Law Enforcement, Fire Protection, Building and Safety Services, Library, Parks and Recreation, and Human Services (social services). Two Interstate Highways and three inter-continental railroad lines cross the City, providing vital transportation links from southern California to the remainder of the United States.

The incorporated Area of the City of San Bernardino has a population of 213,295 (2012 census estimate) persons and covers 59.2 square miles. There are 65,401 housing units in the City with an average of 3.35 persons per household. Median household income in 2011 was \$40,161. Median value of owner occupied housing units (51.7%) is \$202,400. Percent of population below the poverty level in 2011 was 28.6%.

Figure 1.2.1: City Limit Map





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1.3 Community Profile

The City is bounded by the City of Highland on the east, the San Manuel Indian Reservation and the San Bernardino National Forest on the north, the Cities of Rialto and Fontana on the west, and the cities of Redlands, Loma Linda, and Colton on the south.

The City of San Bernardino covers 59.7 square miles and is geographically the largest city in the County of San Bernardino. The City lies in the San Bernardino foothills and the eastern portion of the San Bernardino Valley, roughly 60 miles (97 km) east of Los Angeles. Some major geographical features of the City include the San Bernardino Mountains and the San Bernardino National Forest, in which the city's northernmost neighborhood, Arrowhead Springs, is located and the Cajon Pass adjacent to the northwest border. City Creek, Lytle Creek, San Timoteo Creek, Twin Creek, Warm Creek (as modified through flood control channels) feed the Santa Ana River, which forms part of the city's southern border south of San Bernardino International Airport.

San Bernardino is unique among Southern Californian cities because of its wealth of water, which is mostly contained in underground aquifers. A large part of the city is over the Bunker Hill Groundwater Basin, including downtown. This fact accounts for a historically high water table in portions of the city, including at the former Urbita Springs, a lake that no longer exists and is now the site of the Inland Center Mall.

Seccombe Lake, named after a former mayor, is a manmade lake at Sierra Way and 5th Street. The San Bernardino Valley Municipal Water District ("Muni") has plans to build two larger, multi-acre lakes north and south of historic downtown in order to reduce groundwater, mitigate the risks of liquefaction in a future earthquake, and sell the valuable water to neighboring agencies.

The City has several notable hills and mountains; among them are: Perris Hill (named after Fred Perris, an early engineer, and the namesake of Perris, California); Kendall Hill (which is near California State University); and Little Mountain, which rises among Shandin Hills (generally bounded by Sierra Way, 30th Street, Kendall Drive, and Interstate 215).

Freeways act as significant geographical dividers for the City of San Bernardino. Interstate 215 is the major east-west divider, while State Route 210 is the major north-south divider. Interstate 10 is in the southern part of the city. Other major highways include State Route 206 (Kendall Drive and E Street); State Route 66 (which includes the former U.S. 66); State Route 18 (from State Route 210 north on Waterman Avenue to the northern City limits into the mountain communities), and State Route 259, the freeway connector between State Route 210 and I-215.

The Santa Ana River originates in the San Bernardino Mountains and flows southwest to the ocean. The Santa Ana Watershed includes streams flowing south from the San Gabriel Mountains and streams flowing north and west from the San Jacinto Mountains in Riverside County.



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The neighborhoods of San Bernardino are not commonly named. Some reflect geographical regions that existed before annexation, and others originated with specific housing developments. Arrowhead Springs extends from the historic Arrowhead Springs Hotel and Spa in the north to I-210 in the south and from Shandin Hills in the west to east Twin Creek in the east. Del Rosa is the area generally between the foothills and Highland, Mountain and Arden Avenues. Delmann Heights is the area north of Highland Avenue, west of I-215, and east of the unincorporated area of Muscoy, California (which is within the city's sphere of influence for annexation as well as Devore).

Some portions of Highland are within the City, generally consistent with the portions of historical "West Highlands" north of Highland Avenue. The City also contains the post office for Patton, California, the area coextensive with Patton Hospital. Mountain Shadows is the development name for the area between Palm Avenue and Highland Avenue to State Route 330. The "West Side" is used generically to refer to the areas West of I-215. North Loma Linda is the area west of Mountain View Acres (the border with Redlands), south of the Santa Ana River, north of the San Bernardino Freeway (I-10), and east of Tippecanoe Avenue.

The area north of Northpark Boulevard from University Parkway to Electric Avenue, and the area north of 40th Street from Electric Avenue to Harrison Street is called Newberry Farms. The area west of University Parkway and north of Kendall Drive to the north city area is called Verdemon. The "Bench" or "Rialto Bench" refers to the area with Rialto mailing addresses between Foothill Boulevard and Base Line Street.

The City is divided into several districts. Many hotels, restaurants, and retail establishments have been built around Hospitality Lane in the southern part of the City, creating an informal business district. Downtown is its own district with shopping and government buildings. In the foothills of the San Bernardino Mountains lies the University District, which is a commercial area designed to support the California State University with shopping, dining, and high-density residential space.

On the southern side of I-215 and the University District is the Cajon Pass light-industrial district where warehouses are situated to take advantage of this important connection between Southern California and the rest of the United States. On the opposite side of the city is the San Bernardino International Gateway, which encompasses the San Bernardino International Airport (SBD) and the Alliance California Logistics campus (air cargo hub).

Nearby is the Burlington Northern Santa Fe rail hub. The combination of these assets (airport; rail hub; extensive freeway system; and, Cajon Pass) makes the city important in the movement of goods and people between Southern California and the rest of the United States.

The City is in the process of developing an historic district around the 1918 Santa Fe Depot, which recently underwent a \$15.6 million restoration. When completed, this area will connect to the downtown district with period street lights and street furniture, historic homes and other structures, a new museum, coffee bars and, a Mercado (market) with an architectural style in keeping with the Mission Revival station.



1.4 Purpose of the Plan

The intent of hazard mitigation is to reduce and/or eliminate loss of life and property. Hazard mitigation is defined by FEMA as “any action taken to reduce or eliminate the long-term risk to human life and property from natural hazards.” A “hazard” is defined by FEMA as “any event or condition with the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, environmental damage, business interruption, or other loss.”

The purpose of the Local Hazard Mitigation Plan (LHMP) is to demonstrate the plan for reducing and/or eliminating risk in the City of San Bernardino. The LHMP process encourages communities to develop goals and projects that will reduce risk and build a more disaster resilient community by analyzing potential hazards. By cooperatively and jointly together as a Local Planning team, the partners were able to develop common goals and objectives for mitigation efforts.

The individual stakeholders can then take the goals and objectives back to their individual Special Districts for discussion, ranking and project development, and then bring the resulting projects back to the Local Planning Team. The Local Planning Team can then integrate all projects into the appropriate project listing to be acted upon by the most appropriate special District for the listed project.

After disasters, repairs and reconstruction are often completed in such a way as to simply restore to pre-disaster conditions. Such efforts expedite a return to normalcy; however, the restoring of things to pre-disaster conditions sometimes result in feeding the disaster cycle; damage, reconstruction, and repeated damage. Mitigation is one of the primary phases of emergency management specifically dedicated to breaking the cycle of damage.

Hazard mitigation is distinguished from other disaster management functions by measures that make City development and the natural environment safer and more disaster resilient. Mitigation generally involves alteration of physical environments, significantly reducing risks and vulnerability to hazards by altering the built environment so that life and property losses can be avoided or reduced.

Mitigation also makes it easier and less expensive to respond to and recover from disasters. With an approved (and adopted) LHMP, the City and its Special Districts are eligible for federal disaster mitigation funds/grants (Hazard Mitigation Grant Program, Pre-Disaster Mitigation, and Flood Management Assistance) aimed to reduce and/or eliminate risk.

1.5 Situation and Assumptions

1.5.1 Situation

The organizations described or noted in this Hazard Specific Annex and/or the LHMP will be aware of significant emergency conditions as they arise. These conditions will trigger a response consistent with the respective responsibilities and roles defined either by the City's Emergency Operations Plan (EOP), the LHMP, or other legal and policy frameworks. The



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responding organizations will be constrained in their response by the level of training, readiness activities, and interagency coordination undertaken prior to the event.

- The citizens of the City of San Bernardino will be expected to provide for their immediate needs to the extent possible for at least 72 hours following a catastrophic event, or for at least 24 hours following a location-specific event. This may include public as well as private resources in the form of lifeline services.
- A catastrophic earthquake would adversely impact the City, San Bernardino County, and state government response capabilities. Consequently, a number of local emergencies will be declared.
- Communications, electrical power, water and natural gas lines, sewer lines and fuel stations will be seriously impaired during the first 24 hours following a major earthquake and may not be fully restored for 30 days or more.
- Transportation corridors will be affected so only equipment, foodstuffs, supplies, and materials on hand will be available for use during the first 72 hours of emergency operations.
- It is possible only emergency response personnel on duty at the time of a significant earthquake will be available during the first 6 hours. Mission capability may be available within 24 hours.
- In event of a catastrophic earthquake, a clear picture regarding the extent of damage, loss of life, and injuries may not be known for at least 36 hours.
- The City EOC's capability may be limited for at least 8 hours if communications links to other agencies and City departments are degraded.
- A Cajon Pass closure may limit the number of emergency response personnel available to staff the primary EOC in or other emergency management organization functions for at least 12 hours.

1.5.2 Assumptions

- Essential City services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City 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.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that State and Federal assistance is required.
- County support of City emergency operations will be based on the principal of self-help. The Cities/Towns will be responsible for utilizing all available local resources along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.



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- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Parts or the entire City may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions over the United States and identifies possible targets.
- Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency, however, the City can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures
 - Assigned pre-designated tasks
 - Provided with assembly instructions
 - Formally trained in their duties, roles, and responsibilities required during emergency operations
- The City's planning strategies will make every effort to consider the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations.

1.6 LHMP Hazard Analysis Summary

One of the key elements of the LHMP plan and at the core of the planning process is **Risk Assessment**. The risk assessment process: evaluates the potential loss from a hazard event by assessing the vulnerability of buildings, infrastructure, and people.

Risk assessment identifies the characteristics and potential consequences of hazards, how much of the City could be affected by a hazard, and the impact on City area assets. The LHMP risk assessment process included four (4) basic steps which will be addressed in greater detail in *Section 2 – RISK ASSESSMENT*:

1. **Hazard Identification and Screening:** identify all of the natural hazards present in the community and screen to help prioritize/rank the hazards of greatest concern.
2. **Hazard Profiling:** review of historic occurrences and assessment of the potential for future events.
3. **Asset Inventory:** identification of exposed buildings, infrastructure and population.
4. **Vulnerability Assessment:** Determination of potential losses or impacts to buildings, infrastructure and population.



The intent of screening of hazards is to help prioritize which hazard creates the greatest concern in the community. Because the 2005 LHMP process used to rank hazards (Critical Priority Risk Index (CPRI) software) is not being utilized again, an alternative approach was implemented.

The Planning Team agreed to utilize a non-numerical ranking system for the LHMP update process. This process consists of generating a qualitative ranking (High, Medium, or Low) rating for: 1) probability; and, 2) impact from each hazard. To further assist with the process, the following definition of “High”, “Medium”, and “Low” probability and impacts are being provided (NOTE: these definitions were utilized in the 2005 LHMP process):

Probability:

High: Highly Likely/Likely

Medium: Possible

Low: Unlikely

Impact:

High: Catastrophic/Critical

Medium: Limited

Low: Negligible

The hazards were then placed into a matrix with the appropriate/corresponding box/cell. The table below (**Figure 1.6.1**) is an example of how the process will capture the results.

Figure 1.6.1: Risk Assessment Matrix

		Impact		
		High	Medium	Low
Probability	High			
	Medium			
	Low			

After all hazards had been analyzed, the Planning Team then determined which *Probability* and *Impact* category (i.e., High Impact; High Probability, Medium Impact) the community will focus on over the next five (5) years. An example of how the hazards may be prioritized follows (**Figure 1.6.2**) (*Red equaling high priority*):



Figure 1.6.2: Probability and Impact Matrix

		Impact		
		High	Medium	Low
Probability	High			
	Medium			
	Low			

After identifying the “higher” priority hazards in the community, each of the “high” priority hazards were profiled. The hazard profiling include the incorporation of all new information, material, and reports to better help the Planning Team and the community understand the hazard. Additionally, for each of the profiled hazards, the Planning Team then analyze the community’s exposure to each hazard (inventory of assets) and the potential impact under scenario events. The Planning Team will use HAZUS and a recent project completed within the City of San Bernardino to produce this information.

1.7 Set Goals

Goal setting was approached by the Planning Team as a two layered process. The first layer involved the stakeholders acting together as the Planning Team. The second layer involved the City Departments working internally to coordinate those goals identified by the Planning Team with the goals identified internally by the Special Districts.

The Planning Team validated and identified new Goals and Objectives for the LHMP update. The Planning Team reviewed the hazard exposure and scenario impacts developed during the Risk Assessment portion of the process. With a firm understanding of the risk the community is potentially facing, the Planning Team then re-evaluated the 2005 Local Hazard Mitigation Plan Goals and Objectives; assessed their status and effectiveness in meeting the 2005 Mitigation Measures and identified new Goals and Objectives.

The Planning Team also reviewed the City’s General Plan, the State of California LHMP, the SB County Operational Area LHMP, Floodplain Management Plans, Task Force After -Action, and/or documents, and adjacent local jurisdiction LHMPs to ensure the Goals and Objectives were comprehensive and compatible.

1.8 Review and Propose Mitigation Measures

After the Goals and Objectives were established, the Planning Team then turned to identifying projects under each Goal and Objective that could be implemented to help reduce and/or eliminate the impacts from the priority hazards.



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As part of this process, the Planning Team reviewed the projects in the 2005 LHMP to determine which are completed, which are ongoing, and which were deferred. For projects that were not completed the Planning Team validated whether or not the project was necessary.

With a firm understanding of past accomplishments and a good understanding of the potential exposure and scenario impacts from the Risk Assessment section, the Planning Team then started to identify projects that will help reduce and/or eliminate the risk for the high priority hazards. Again, a two layer approach was used.

The Planning Team as a whole identified common projects. These common projects were then coordinated internally by the Special Districts and the City to develop a common list of projects. After a list of all possible projects has been identified, the Planning Team then went through the process of prioritizing the projects.

The Planning Team adopted the STAPLEE methodology, which stands for:

Social—The public must support the overall implementation strategy and specific mitigation actions. Therefore, the projects will have to be evaluated in terms of community acceptance.

Technology—It is important to determine if the proposed action is technically feasible, will help to reduce losses in the long term, and has minimal secondary impacts. Determine whether the alternative action is a whole or partial solution, or not a solution at all.

Administrative—Under this part of the evaluation criteria, examine the anticipated staffing, funding, and maintenance requirements for the mitigation action to determine if the jurisdiction/special district has the personnel and administrative capabilities necessary to implement the action or whether outside help will be needed

Political—Understanding how the community and State political leadership feel about issues related to the environment, economic development, safety, and emergency management. This will provide valuable insight into the level of political support you may have for the mitigation activities and programs. Proposed mitigation objectives sometimes fail because of a lack of political acceptability.

Legal—Without the appropriate legal authority, the action cannot lawfully be undertaken. When considering this criterion, determine whether the jurisdiction has the legal authority at the State, or local level to implement the action, or whether the jurisdiction must pass new laws or regulations.

Each level of government operates under a specific source of delegated authority. As a general rule, most local governments operate under enabling legislation that gives them the power to engage in different activities. Identify the unit of government undertaking the mitigation action, and include an analysis of the interrelationships between local, regional, State, and Federal governments.



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Legal authority is likely to have a significant role later in the process when the State or community will have to determine how mitigation activities can best be carried out, and to what extent mitigation policies and programs can be enforced.

Economic—Every local government experiences budget constraints at one time or another. Cost-effective mitigation actions that can be funded in current or upcoming budget cycles are much more likely to be implemented than mitigation actions requiring general obligation bonds or other instruments that would incur long-term debt to a community.

Local communities with tight budgets or budget shortfalls may be more willing to undertake a mitigation initiative if it can be funded, at least in part, by outside sources. “Big ticket” mitigation actions, such as large-scale acquisitions and relocation, are often considered for implementation in a post-disaster scenario when additional Federal and State funding for mitigation is available.

Environmental—Impact on the environment is an important consideration because of public desire for sustainable and environmentally healthy communities and the many statutory considerations, such as NEPA, to keep in mind when using Federal funds. The Planning Team needed to evaluate whether, when implementing mitigation actions, there would be negative consequences to environmental assets such as threatened and endangered species, wetlands, and other protected natural resources.

1.9 Draft the Local Hazard Mitigation Plan (LHMP)

The Local Hazard Mitigation Plan Update was drafted by the Project Manager, based on input and comments provided by the Planning Team. This process started with the City Departments providing information to the Planning Team through their liaison on the Planning Team. After the Planning Team ranked and prioritized the materials, the liaisons returned to their respective Departments to vet the Planning Team’s work.

The Planning Team then worked together with the vetted materials to produce the draft LHMP. As mentioned earlier, each section was reviewed and updated as necessary. While some Planning Team members are responsible for the updating select sections, all members are responsible for reviewing and commenting on the entire LHMP. The Planning Team Project Manager was responsible for version control and distribution of the final LHMP for review.

Once the LHMP update was drafted, the Planning Team provided opportunities for the public to review and comment on the plan. After the public comment period was closed, the Planning Team finalized the plan and forwarded to Cal EMA and FEMA for approval.

1.10 Adopt the Plan

The City of San Bernardino City Council (Common Council) created each of the Departments to provide a specific service to a particular area/population of City of San Bernardino. The Council takes action on behalf of each Department whenever governance items are necessary. The Council is responsible for the review, approval, and adoption of the LHMP



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update for the City of San Bernardino. It is also the intent of Council to ensure the LHMP update remains a part of the City of San Bernardino General Plan.

The LHMP is currently under review, after Cal OES and FEMA have approved the LHMP update, it will be adopted by Council. The item will be part of the consent calendar subject to a public hearing if necessary. The LHMP will be listed on the agenda with the plan being made available electronically to the general public for at least three (3) business days prior to the City Council's meeting date. Any member of the public can make comments on the Plan during the meeting prior to any action by the City Council.



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PART IV – SECTION 2: RISK ASSESSMENT

The goal of mitigation is to reduce and/or eliminate the future impacts of a hazard including property damage, disruption to local and regional economies, and the amount of public and private funds spent to assist with recovery. However, mitigation should be based on an assessment of the risk.

Risk assessment evaluates the potential loss from a hazard event by assessing the vulnerability of buildings, infrastructure, and people. It identifies the characteristics and potential consequences of hazards, how much of the City could be affected by a hazard, and the impact on City area assets. The LHMP risk assessment approach consists of four (4) components:

- **Hazard identification** – Identification and screening of hazards.
- **Hazard profile** – Review of historic occurrences and assessment of the potential for future events.
- **Asset inventory** – Identification of exposed buildings, infrastructure and population.
- **Vulnerability assessment** – Determination of potential losses or impacts to buildings, infrastructure and population.

2.1 Hazard Identification

2.1.1 Hazard Screening Criteria

The first step was to identify which natural hazards exist in the City area. To assist with this identification, an extensive data collection and document review effort was conducted. Identifying new or emerging hazards, obtaining updated hazard maps, hazard probability research studies and reports, reviewing data from new or updated local plans (i.e. Safety Element of the City of San Bernardino 2005 General Plan, threat assessments, disaster planning scenarios, community wildfire protection plans, etc.) and obtaining information about emergencies or disasters that have occurred since the 2005 LHMP provided valuable insights into which parts of the risk assessment, and the overall LHMP, warranted updates.

Starting with the 2005 LHMP and augmenting as necessary, the Planning Team identified the following thirteen (13) hazards:

- | | |
|---|--|
| <input type="checkbox"/> Wildfires | <input type="checkbox"/> Lightning |
| <input type="checkbox"/> Flood | <input type="checkbox"/> Extreme Heat |
| <input type="checkbox"/> Earthquake/Geologic Hazards | <input type="checkbox"/> Extreme Cold |
| <input type="checkbox"/> Dam Inundation | <input type="checkbox"/> Hail |
| <input type="checkbox"/> Infestation | <input type="checkbox"/> Tornado |
| <input type="checkbox"/> Drought | <input type="checkbox"/> Winter Storm (Heavy Snowfall) |
| <input type="checkbox"/> High Winds/Straight Line Winds | |



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This list represents an update to the list of hazards used in the 2005 LHMP; hazards added to the current list include Dam Inundation, Extreme Cold, and Winter Storm (Heavy Snowfall). Severe Thunderstorms have been removed as a stand-alone hazard, as the more damaging hazards caused by thunderstorms (high winds, lightning, hail, and tornado) are captured individually.

2.1.2 Hazard Assessment Matrix

The intent of assessing hazards is to help prioritize which hazard(s) create the greatest concern(s) in the City area. All of the identified hazards were ranked in the 2005 LHMP using the Critical Priority Risk Index (CPRI) software developed by Visual Risk Technologies. Because the process used to rank hazards in the 2005 Local Hazard Mitigation Plan development process (the Critical Priority Risk Index (CPRI) software) was not utilized for the LHMP update, an alternative approach was used.

The Planning Team implemented a qualitative ranking system for the LHMP update process; a non-numerical rating (High, Medium, or Low) was determined for both the 1) probability and 2) expected impact from each screened hazard.

Using the hazard rankings from the 2005 LHMP, information on hazard occurrences during the last five years, and available data on specific hazard probabilities, the Planning Team assessed each hazard. A discussion of each hazard is provided below. The following definitions of "High," "Medium," and "Low" probability and impacts were used. (*NOTE: these categories were also utilized in the 2005 LHMP process*):

Probability:

- **High:** Highly Likely/Likely. There may or may not have been historic occurrences of the hazard in the community or region but experts feel that it is *likely* that the hazard will occur in the community. Citizens feel that there is a likelihood of occurrence.
- **Medium:** Possible. There may or may not have been a historic occurrence of the hazard in the community or region but experts feel that it is *possible* that the hazard could occur in the community. Citizens may feel that there is a likelihood of occurrence.
- **Low:** Unlikely. There have been no historic occurrences of the hazard in the community or region and both experts and citizens agree that it is highly *unlikely* that the hazard will occur in the community.

Impact:

- **High:** Catastrophic/Critical. Both experts and citizens feel that the consequences will be significant in terms of building damage and loss of life.
- **Medium:** Limited. Consequences are thought to be modest in terms of building damage and loss of life, limited either in geographic extent or magnitude.
- **Low:** Negligible



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The hazard assessments for the thirteen (13) hazards identified by the Planning Team are summarized below:

Wildfire: Probability—High, Impact-Medium

Wildfires present a significant potential for disaster in City of San Bernardino, a region with relatively high temperatures, low humidity, and low precipitation during the summer, followed by a fall season that includes high velocity, very dry “Santa Ana” winds. Between 2005 and 2013, 1966 wildfires burned over 3309 acres in City of San Bernardino.

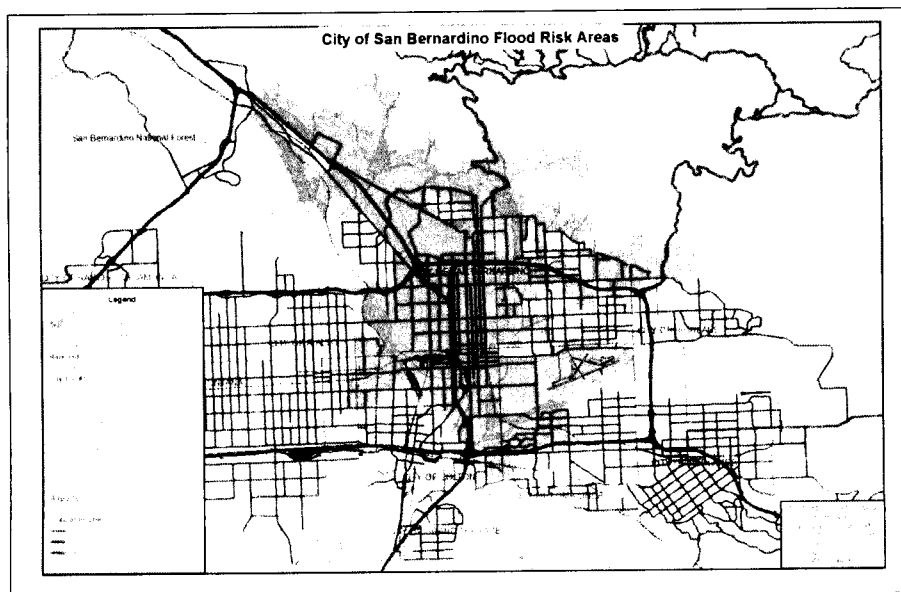
Wildfires have the potential to cause significant damage and potential loss of life, as demonstrated by the 2003 Old Fire which resulted in \$16.8 million in damage and one fatality, the total number of fire whose costs, including both property loss and fire suppression, totaled more than \$1.8 million. The Planning Team agreed that the probability of future wildfire events was High, with the potential for very significant impacts.

Flood: Probability—High, Impact—High

Destructive flooding is a common occurrence in City of San Bernardino; severe storms and heavy rainfall have caused 20 flood events since 2005. Most of the City has the potential for flooding, as shown by the Flood Hazard Areas mapped by FEMA in the recently updated Flood Insurance Rate Map (FIRM), (**Figure 2.1.3**)

In addition; much of the county is expected to be at risk for alluvial fan flooding, as mapped by the Alluvial Fan Task Force (**Figure 2.1.4**). Consequently, the Planning Team determined that the Probability of future flood events is High, with the potential for very significant (High) impacts.

Figure 2.1.3: 2013 FEMA Flood Hazard Areas

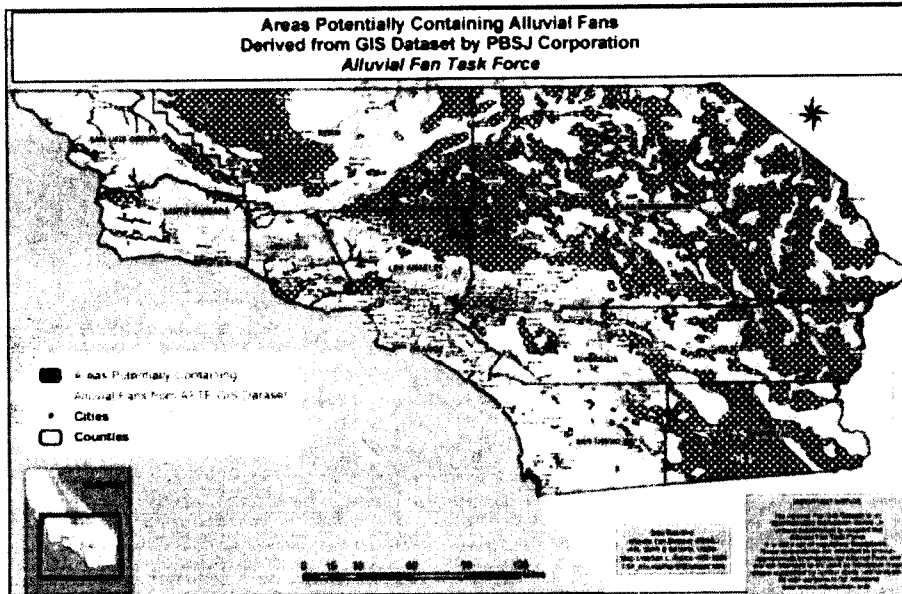




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Figure 2.1.4: 2010 Potential Alluvial Fan Areas



Earthquake/Geologic Hazards: *Probability—High, Impact—High*

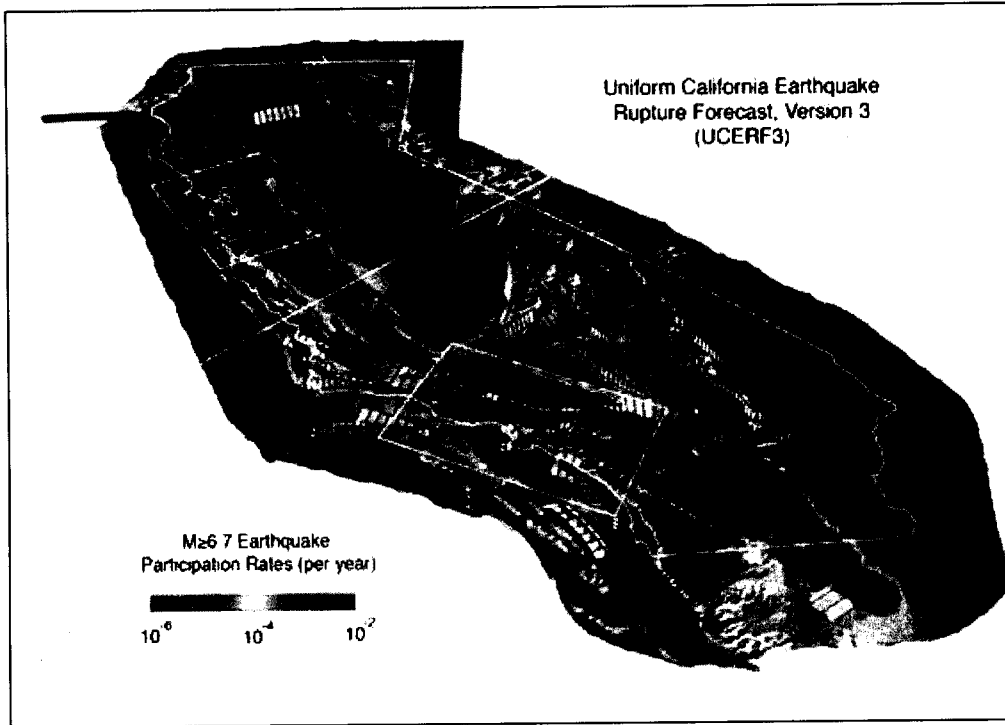
The City lies in a seismically active region of southern California that has been subjected to earthquakes in the past and will be subject to earthquakes in the future. Numerous known active and potentially active faults traverse the City. An earthquake occurring on one or more of these faults is perhaps the most threatening geologic hazard to the City with respect to life and property loss. Seismic hazards resulting from earthquakes include ground shaking, ground surface rupture, landslides and slope instability, liquefaction, differential seismic settlement, seiche, and dam inundation.

The probability of a significant (M6.7 or greater) earthquake occurring in Southern California in the next 30 years has been estimated to be 97% by the 2007 California Working Group on Earthquake Probabilities, as shown in **(Figure 2.1.5)**. Earthquakes have the potential to cause widespread building damage, economic loss, and population impacts such as injury, death, and displacement.

For the M7.8 “ShakeOut” scenario earthquake on the Southern San Andreas Fault, building damage in City of San Bernardino is expected to exceed \$13 billion (see Section 4.4 for additional information on the ShakeOut and other earthquake scenarios modeled for the risk assessment). Accordingly, the Planning Team agreed that the probability of future earthquake events is High, with the potential for catastrophic impacts.



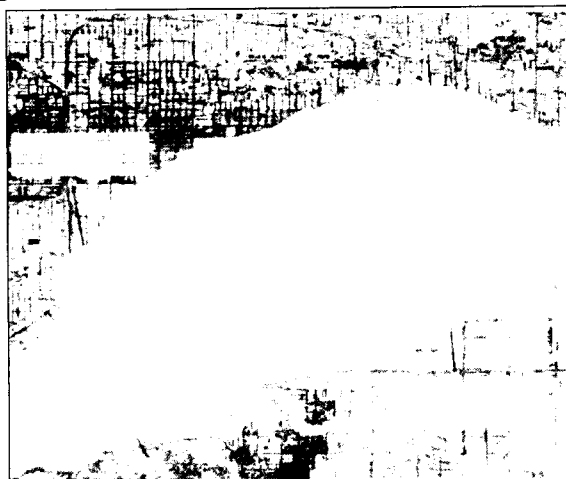
Figure 2.1.5: 2013 California Area 30-Year Earthquake Probabilities



Dam Inundation: Probability—Low, Impact—High

As mapped for the City of San Bernardino’s General Plan, there is one area of dam inundation potentially impacting the low laying areas of City of San Bernardino, as shown in **(Figure 2.1.6)** However; there were no dam inundation occurrences in the City of San Bernardino between 2005 and 2014. Accordingly, dam failure or inundation resulting from over-topping was considered by the Project Team to be unlikely (Low Probability), with the resulting potential impacts assumed to be severe (High Impact).

Figure 2.1.6: Seven Oaks Dam Inundation





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Infestation: Probability—Low, Impact—Low

Emergencies related to insect infestation have only impacted the City of San Bernardino to a minor degree in the last decade, including the mosquito-borne West Nile Virus in 2007. Future infestation issues were determined by the Planning Team to be possible (Low), with the impact generally expected to be low (Low Impact).

Drought: Probability—Medium, Impact—Medium

Drought emergencies have been declared in California as recently as 2009, but have primarily affected agricultural areas of the Central Valley. There were no significant drought events in the City of San Bernardino between 2005 and 2013. The Planning Team decided that while the potential for future drought events was Medium, the local impact of drought is expected to be limited (Medium Impact).

High Winds/Straight Line Winds: Probability—High, Impact—Low

Straight-line winds are any winds not associated with the rotation of a tornado. Straight-line winds are responsible for most thunderstorm wind damage. Straight-line winds can exceed 125 mph, and knock down trees and power lines. Damaging high wind events occurred in the City in 2007, when high winds and thunderstorms brought down trees and fences, and in 2010, when straight-line winds exceeding 60 miles per hour felled trees and damaged power lines.

Another type of high winds are the “Santa Ana” winds, which commonly occur between October and February, and can reach speeds of more than 100 miles per hour. Santa Ana winds are warm, dry winds which descend from the high desert, down the mountains into the Southern California Basin. The most significant hazard associated with Santa Ana winds is an increased wildfire danger, but Santa Ana winds can also cause downed trees and power lines, and property damage, as well as causing potentially hazardous conditions for aircraft and boaters.

The Planning Team concluded that the probability of experiencing future damaging winds is High, with low potential for Impacts. The City of San Bernardino has experienced 9 significant high wind events in the time frame of 1/2005-11/2011.

Lightning: Probability—High, Impact—Medium

Relative to most of the U.S., lightning strikes occur less frequently in Southern California, as shown in the annual lightning incidence map available from the National Weather Service (**Figure 2.1.7**). The average lightning flash density in the City of San Bernardino area is very low, between 0.0 and 1.0 flashes per square kilometer per year.

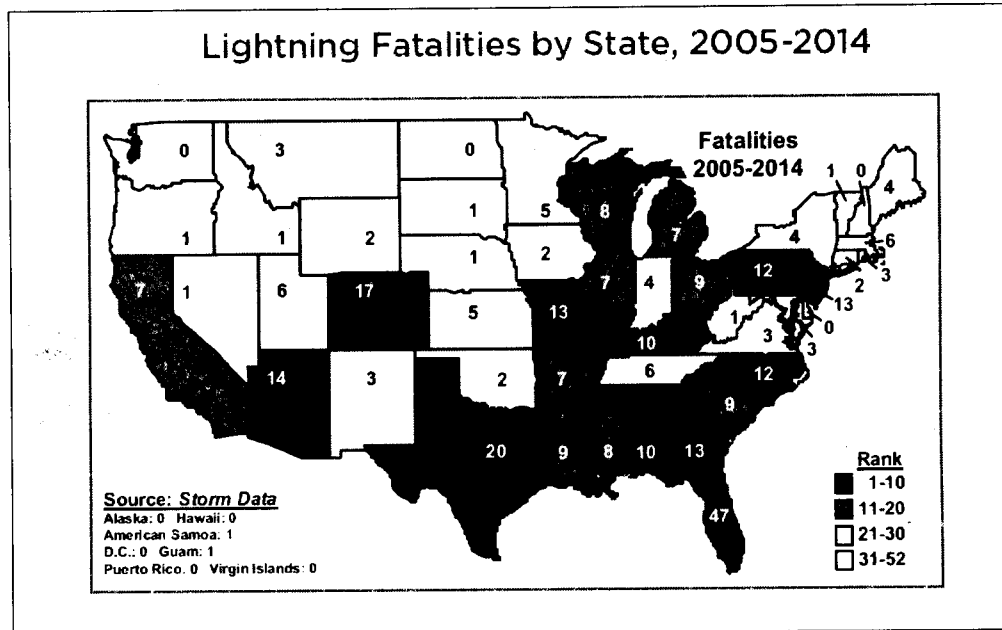
In 2009, there were 2 fatalities from lightning strikes statewide, of the 34 total throughout the US. Although there were no significant lightning events in the City of San Bernardino between 2005 and 2014, the Planning Team determined that the probability of future lightning events was High, but that such events would have only limited impacts (Medium Impact).



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Figure 2.1.7: 2005 - 2014 Lightning Flash Density Map



Extreme Heat: Probability—High, Impact—Medium

According to the CDC, "...conditions of extreme heat are defined as summertime temperatures that are substantially hotter and/or more humid than average for location at that time of year." Exposure to extreme heat can result in illness (such as heat stroke or heat exhaustion) or death for those at greatest risk, including:

- Infants and children up to four years of age;
- People who overexert during work or exercise;
- People 65 years of age or older;
- People who are ill or on certain medications; and
- People who are overweight

While extreme heat can occur virtually anywhere in the County, measures to prevent illness are generally common sense, including staying cool indoors, keeping hydrated, limiting physical activity, and monitoring those at highest risk.

Recent extreme heat events within the City of San Bernardino include a 2006 Excessive Heat & Power Outage event affecting the entire City, which escalated to a Stage One CAISO Power Emergency, and a 2010 incident impacting the Southeastern Desert Region. Therefore, the Planning Team determined that the probability of future Extreme Heat events was High, with the potential for Medium impacts.



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Extreme Cold: Probability—Low, Impact—Low

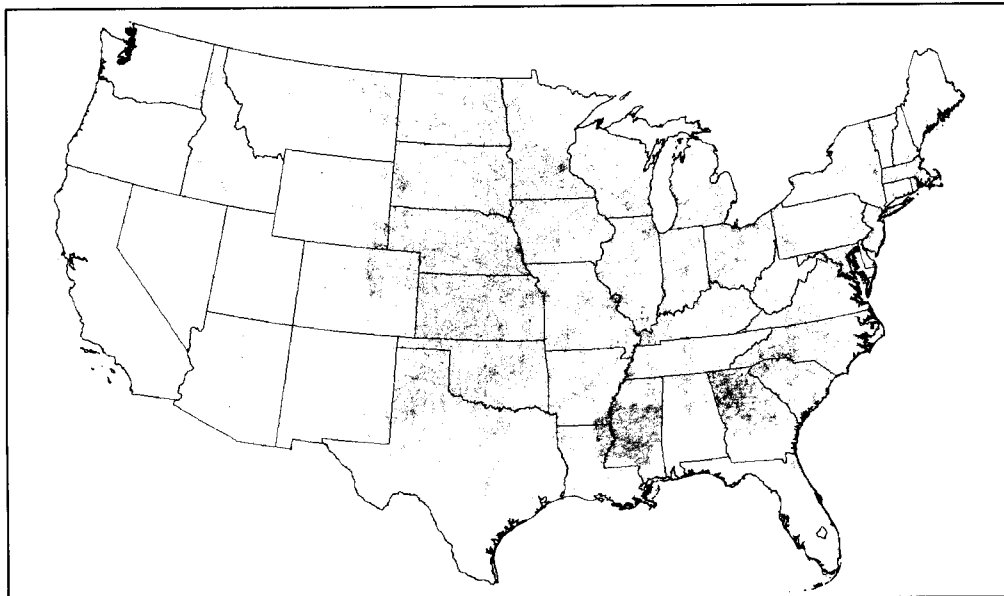
Extreme cold can result in damage to crops, damage to homes and businesses (e.g., from burst pipes), and can cause significant health problems, such as hypothermia and frostbite. Recent extreme cold events in within the City include the January 2007 Extreme Cold Emergency and the January 2008 Winter Weather Event. These events caused burst pipes in some residences, businesses, and public facilities. The Planning Team concluded that future Extreme Cold events were possible (Low Probability), and that the overall expected impact would be negligible (Low Impact).

Hail: Probability—Low, Impact—Low

Hail causes approximately \$1 billion in damage in the US each year. Much of the damage inflicted by hail is to crops, but vehicles, roofs, and landscaping also suffer hail damage. **(Figure 2.1.8)** shows the mean number of hail days per year (with hail of $\frac{3}{4}$ " diameter or greater, or causing damage) within 25 miles of a given point, using data from 1995 – 1999. As shown the threat of hail in the City of San Bernardino area is very low.

There were no significant hail events in the City of San Bernardino between 2005 and 2014. Accordingly, the Planning Team determined that future hail events were possible (Low Probability), and would be expected to have negligible (Low) impacts.

Figure 2.1.8: 1955 - 2014 Hail Threat Map





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Tornado: Probability—Low, Impact—Low

Tornadoes occur infrequently in California, which has a statewide average of just 5 tornadoes a year. This is significantly less than states located in the US' "tornado alley," which can experience as many as 50 – 100 tornadoes per year, as shown in **(Figure 2.1.9)**. In addition, most California tornadoes are considered "weak"; the historical average occurrence rate of Strong – Violent (F2-F5) tornadoes in California is zero, as shown in **(Figure 2.1.10)**.

There were no significant tornado events in the City of San Bernardino between 2005 and 2014. Accordingly, the Planning Team concluded that the probability of future tornado events was unlikely (Low Probability), with an expectation of minimal impacts (Low Impact).

Figure 2.1.9: 1953 - 2004 Average Annual Tornadoes by State

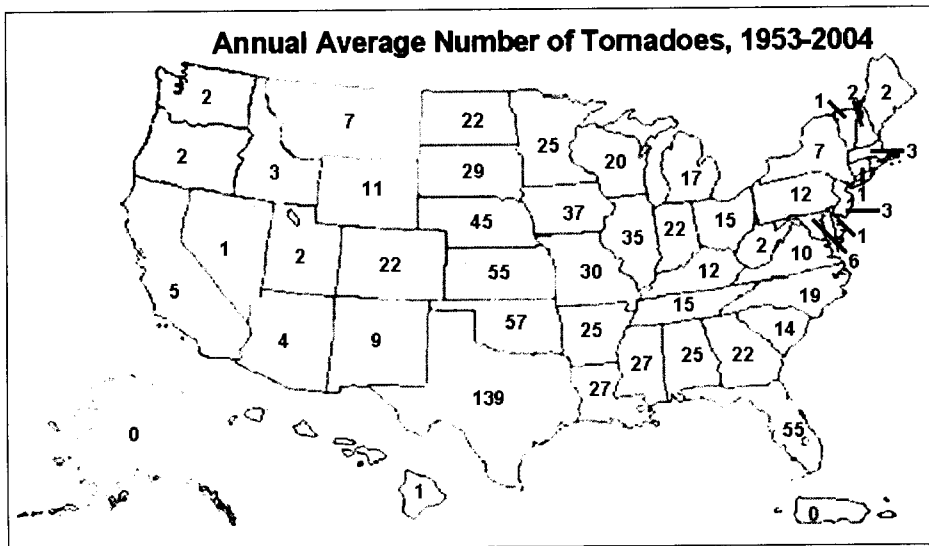
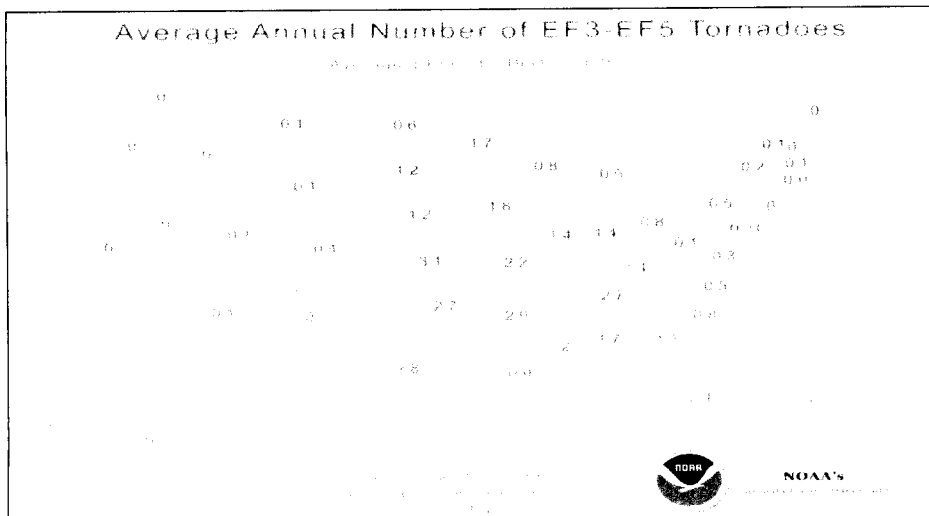


Figure 2.1.10: 1991 - 2010 Average Annual Number of EF3 Tornadoes





Winter Storm (Heavy Snowfall): Probability—Medium, Impact—Medium

Winter storms with heavy snowfall can result in road closures, power outages, and require significant snow removal efforts, typically in the Mountain regions of the County. Recent events include the January 2010 Winter Storms, and the Winter Weather Incidents of 2008 (which resulted in closure of Interstate 15 and the need to shelter stranded travelers).

The Planning Team determined that the probability of future occurrences is Medium, that the Impacts are Medium.

Based on the above discussion by the Planning Team, the hazards were placed into the matrix. The resulting categorization of each hazard is shown in the Hazard Assessment Matrix given in **(Figure 2.1.11)**.

Figure 2.1.11: Hazard Assessment Matrix

		Impact		
		High	Medium	Low
Probability	High	Flood Earthquake/ Geologic Hazards	Wildfire Drought Lightning Extreme Heat	High Winds/ Straight Line Winds
	Medium		Winter Storm (Heavy Snowfall)	
	Low	Dam Inundation		Tornado Hail Extreme Cold Infestation

2.2 Hazard Prioritization

The Planning Team then determined that the City should focus over the next five (5) years on hazards that fell within the HIGH “Probability” and “Impact” categories. While all the hazards present a potential problem in the City, the Planning Team felt that if they were able to reduce or eliminate the risk from these hazards, it would provide a greater service to the people within the jurisdiction.

(Figure 2.2.1) on the following page illustrates how the final prioritization of the hazard; the “Green” colored box represents the highest priority hazards; and the “White” colored boxes represent lower (second and third tier) priority hazards.



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Figure 2.2.1: Prioritized Hazard Matrix

		Impact		
		High	Medium	Low
Probability	High	Flood Earthquake/ Geologic Hazards	Wildfire Drought Lightning Extreme Heat	High Winds/ Straight Line Winds
	Medium		Winter Storm (Heavy Snowfall)	
	Low	Dam Inundation		Tornado Hail Extreme Cold Infestation

The following sections profile these higher priority hazards in more depth, discuss the exposure of assets to these hazards in the City, and estimate losses or assess risk for significant events associated with these hazards.



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PART IV – SECTION 3: HAZARD PROFILE

This section discusses the highest priority natural hazards the City areas and Special District areas are expected to experience; wildfire, earthquake/geologic hazards, and flood.

3.1 Flood

Floods are the most common and widespread of all natural disasters faced by the City. Most communities in the United States have experienced some kind of flooding during or after spring rains, heavy thunderstorms, winter snow thaws, or summer thunderstorms.

A flood, as defined by the National Flood Insurance Program is: *"A general and temporary condition of partial or complete inundation of two or more acres of normally dry land area or of two or more properties (at least one of which is the policyholder's property) from:*

- *Overflow of inland or tidal waters, or*
- *Unusual and rapid accumulation or runoff of surface waters from any source, or*
- *Mudflow, or*
- *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 but generally develop over a period of hours or days. Mitigation includes any activities that prevent an emergency, reduce the chance of an emergency happening, or lessen the damaging effects of unavoidable emergencies. Investing in mitigation measures now, such as: engaging in floodplain management activities, constructing barriers, such as levees, and purchasing flood insurance will help reduce the amount of structural damage to structures and financial loss from building and crop damage should a flood or flash flood occur.

The standard for flooding is the 1% annual chance flood, commonly called the 100-year flood, the benchmark used by the Federal Emergency Management Agency (FEMA) to establish a standard of flood control in communities throughout the country. The 1% annual chance flood is also referred to as the base flood.

The 1% annual chance flood is the flood that has a 1% chance of being equaled or exceeded in any given year and it could occur more than once in a relatively short period of time. By comparison, the 10% flood (10-year flood) means that there is a 10% chance for a flood of its size to occur in any given year.

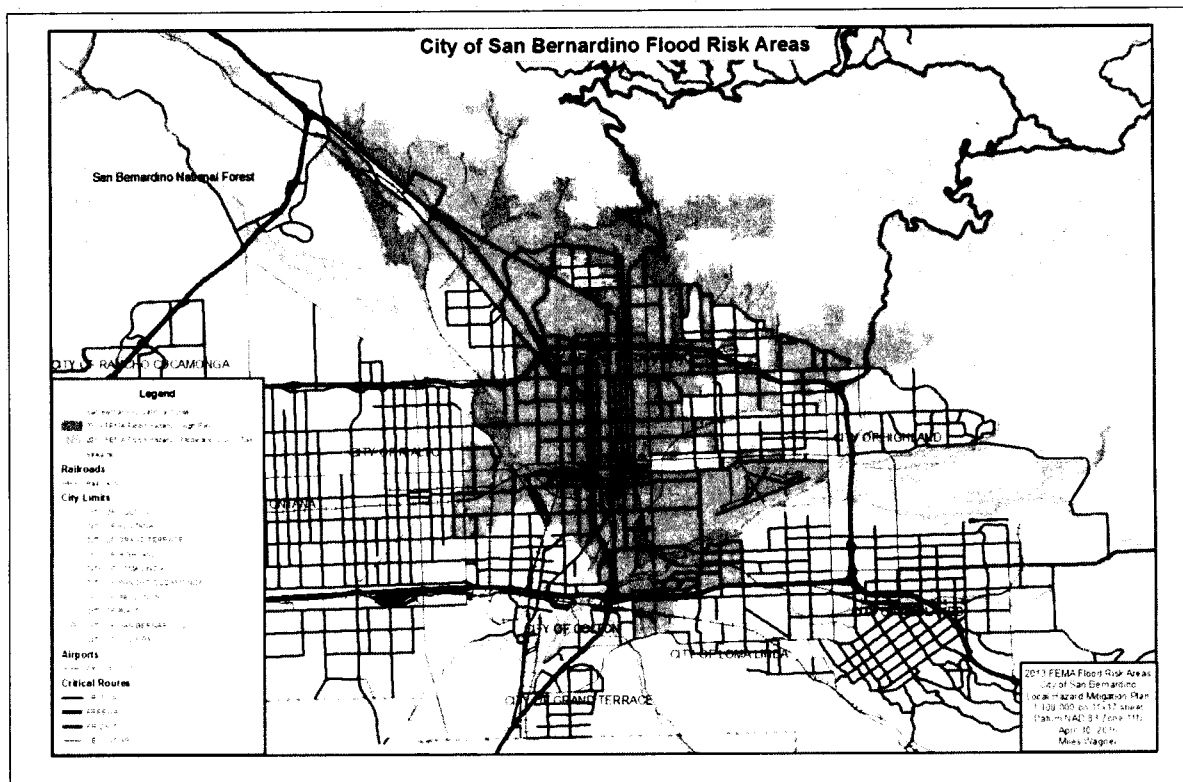
(Figure 3.1.1) on the following page provides flood hazard data for the City of San Bernardino as mapped in FEMA's National Flood Hazard Layer for California (April, 2010). Mapped areas include areas subject to inundation by the 1% Annual Chance Flood (also referred to as the 100-year flood), and areas subject to inundation in the 0.2% Annual Chance Flood (500-year flood).



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Figure 3.1.1: Flood Risk Areas



Flash Flooding

Flash flooding tends to occur in the summer and early fall because of the monsoon rains and is typified by increased humidity and high summer temperatures. Flash flooding causes road and bridge wash outs and erosion of earthen channels and basins when they occur near these facilities.

The City may experience street closures for several days due to sediment transport and road damage. The urban valley also can experience flash flooding in its narrow canyons and within the many unimproved creeks and interim channels feeding the Santa Ana River. The valley floor in many areas is very flat so even minor rain events can produce flooding of roads and private property.

In coordination between the City and San Bernardino County Flood Control District, Master Drainage plans have been prepared for the City to provide a plan for reducing flooding due to minor storms. However, local resources are not sufficient to cover the cost of the construction of the drainage systems. The densely populated urban valley region of the City contains the headwaters of the Santa Ana River. The San Gabriel and San Bernardino Mountains border the North side of the valley are steep reaching 5,000 feet with alluvial fans which are developed and densely populated.



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As cited in the City General Plan, the City has experienced severe and widespread flooding throughout its history. Data from 1/2005-11/2011 shows 20 flash flood events in the City of San Bernardino. There is no data on the dollar loss. Several major drainage basins have the potential to subject residents and structures to a high risk of flooding. The City has entered into an agreement to participate in the National Flood Insurance Program (NFIP), which provides flood insurance within designated floodplains.

StormReady

City of San Bernardino is working towards becoming a StormReady city.

Alluvial Fan Taskforce

In December of 2002, the California Floodplain Management Task Force Report recommended that, *“The State should convene a task force specifically for alluvial fans, with stakeholder participation, to review the state of knowledge regarding alluvial fan floodplains, determine future research needs, and, if appropriate, develop recommendations relating to alluvial fan floodplain management, with an emphasis on alluvial fan floodplains that are being considered for development.”*

The primary purpose of the Alluvial Fan Taskforce Findings and Recommendations Report (July 2010) and The Integrated Approach for Sustainable Development on Alluvial Fans (July 2010) documents are to provide a non-prescriptive and flexible model that local governments can use at their own discretion, adapting to local conditions and needs, that supports wise future land use decisions associated with development on alluvial fans.

The City of San Bernardino will review and analyze the findings and recommendations from the recently released Alluvial Fan Taskforce reports, provided that funding for this task is available. The review and analysis would determine whether or not additional amendments to development standards or polices are merited.

Severe weather events leading to flooding are listed in **(Table 3.1.2)**; several major events are discussed below.

Table 3.1.2: 2005 – Present Severe Weather Events

Date	Type
7/7/2006	Thunderstorms-Flooding
10/13/2006	Thunderstorms and Flooding
11/30/2007	Heavy Rains
8/30/2008	August Thunderstorms
1/18/2010	January 2010 Winter Storms
12/17/2010	December 2010 Winter Storm Event



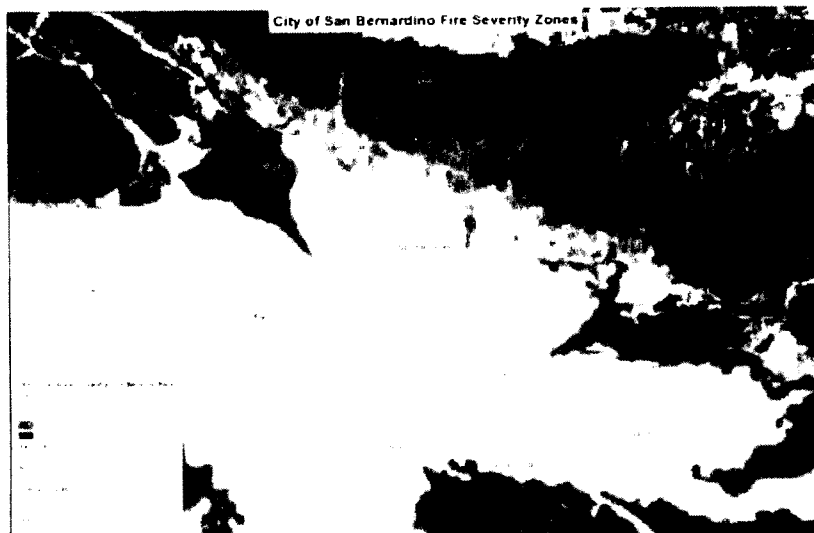
3.2 Wildfire

Wildfires present a significant potential for disaster in the City, a region of relatively high temperatures, low humidity, and low precipitation during the summer. This long summer season is followed by a fall season that is famous for high velocity, very dry winds that come out of the desert. The Santa Ana winds very consistently arrive from the middle of October to the end of November. In and of themselves, these weather patterns would be of little significance without the un-naturally dense forest and the dense undergrowth that has been allowed to grow unabated for the last several decades. Compounding the vegetative growth that has occurred is the unchecked development of substantial housing and businesses in the foothill portions (Wildland-Urban Interface) of the City.

In order to mitigate much of the wildfire danger resulting from an overly dense forest, the City of San Bernardino along with neighboring jurisdictions developed and implemented the Mountain Area Safety Task Force (MAST). MAST provides a single point of coordination for numerous Federal, State, and local agencies that perform a multitude of tasks related to creating fire safe communities. MAST provides an extensive Fuels Reduction Program, which began with removal of dead hazardous trees from areas threatening electrical transmission lines, evacuation routes, and structures within the San Bernardino Mountains. As additional hazards were identified, such as green fuel load density and wood shake roofs on structures within the San Bernardino Mountains, programs were developed to reduce or eliminate the hazard.

The Fire Severity Zones for the City of San Bernardino identify areas of Very High, High, and Moderate fire hazard severity throughout the County (**Figure 3.2.1**). Fire Severity Zones are used in determining additional protective measures required when building new structures or remodeling older structures within the particular zone. Additional measures must be taken on the property around a structure in the higher ranked fire Severity Zones.

Figure 3.2.1: Fire Hazard Severity Zones





3.2.2 Wildfire Occurrences

Wildfire locations from 2000 – 2011 are shown in **(Figure 3.2.3)**. In the past five years (since the 2005 LHMP was approved) there have been 2 significant wildland fires within the City of San Bernardino. These fires are listed in **(Table 3.2.4)** and several of the more damaging fires are discussed below.

Figure 3.2.3: 2000 – 2011 Wildfire History

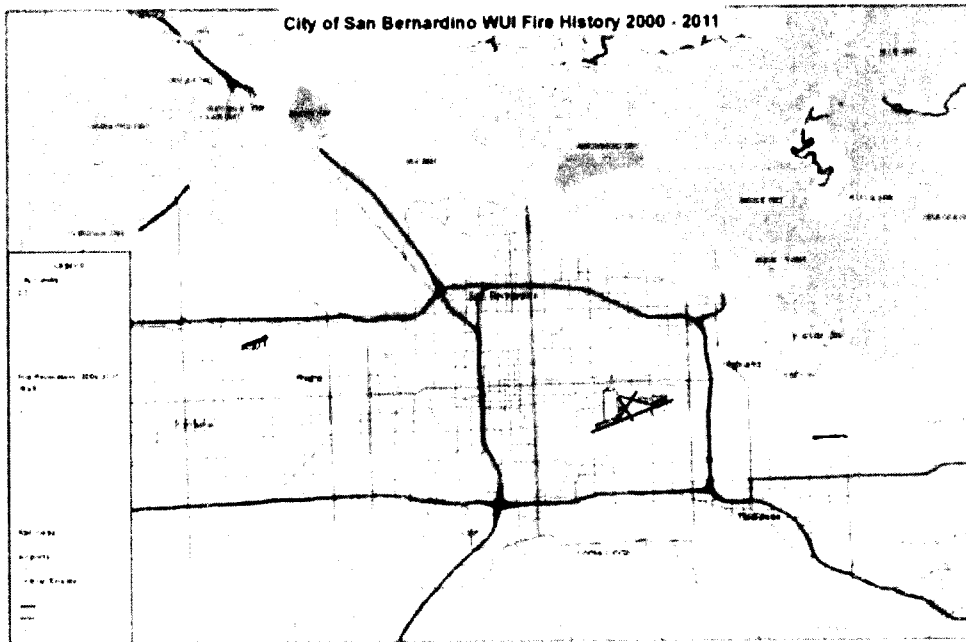


Table 3.2.4: 2005 – 2010 Wildfire Occurrences

Number	Date	Name	Acres
1.	10/13/2008	Interstate 215 Fire	250
2.	10/14/2008	Little Mountain Fire	225
3.	1/20/2005 thru 5/11/2011	Multiple small wildland fires	3,309
			3,78475

San Bernardino has had 1,966 wildland fires between January 2005 and December 2011. Most of these fires were held to 1 acre due to rapid response and an aggressive wildland inspection program. Large fires typically cycle every 15-20 years. This occurs when the annual grasses and scrub oak regrow on the interface creating a large fire load. With the straight line winds blowing on this fuel bed, it is impossible to stop these fires from burning into the City of San Bernardino.



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Several fires were wind driven by high Santa Ana winds in the area. Total costs of the fires including property loss and suppression costs were \$1.8 million. The Panorama and Old Fires all occurred in the City's mapped Very High Fire Severity Zone. Both fires followed roughly the same path into the city. It can be expected for another similar fire to occur in the next 15-20 years.

Mitigation efforts have reduced but not eliminated the threat from wildfire. The strong fall winds that are capable of creating firestorms cannot be controlled and drought cannot be controlled. Fuels reduction programs reduce the potential spread of fire, upgraded Building Codes make structures more fire resistant, and public education prepares residents for wildfires. However, the threat of wildfire remains. The continuing goal is to reduce the threat from wildfire wherever possible.

3.3 Earthquake/Geological Hazards

An earthquake is a sudden, rapid shaking of the earth caused by the breaking and shifting of rock beneath the earth's surface. For hundreds of millions of years, the forces of plate tectonics have shaped the earth as the huge plates that form the earth's surface move slowly over, under, and past each other. Sometimes the movement is gradual. At other times, the plates are locked together, unable to release the accumulating energy. When the accumulated energy grows strong enough, the plates break free, causing the ground to shake. Most earthquakes occur at the boundaries where the plates meet; however, some earthquakes occur in the middle of plates.

Ground shaking from earthquakes can collapse buildings and bridges; disrupt gas, electric, and phone service; and sometimes trigger landslides, avalanches, flash floods, fires, and huge, destructive ocean waves (tsunamis). Buildings with foundations resting on unconsolidated landfill and other unstable soil, and trailers and homes not tied to their foundations are at risk because they can be shaken off their mountings during an earthquake. When an earthquake occurs in a populated area, it may cause deaths and injuries and extensive property damage.

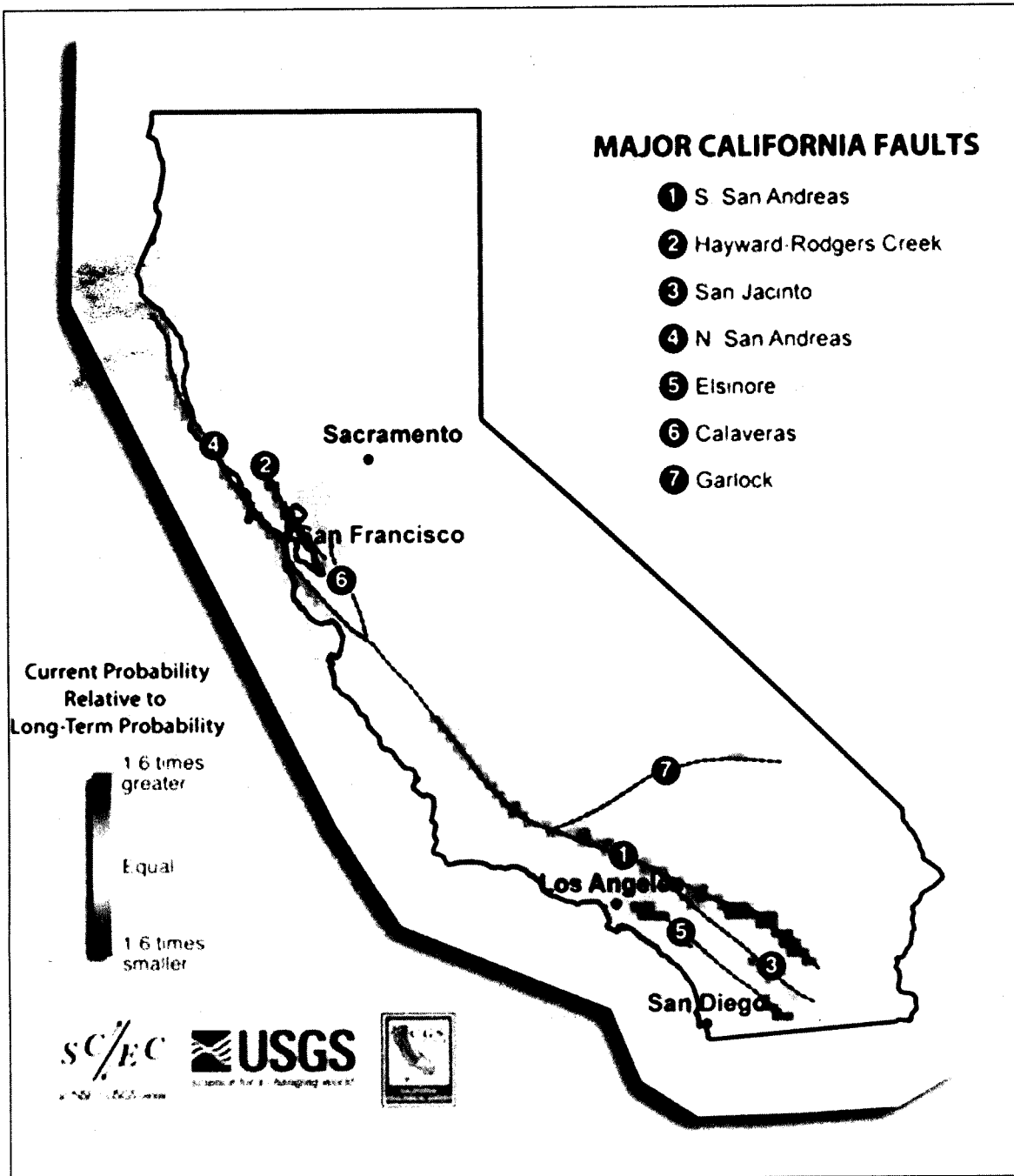
Earthquakes can strike suddenly and without warning. Earthquakes can occur at any time of the year and at any time of the day or night. On a yearly basis, 70 to 75 damaging earthquakes occur throughout the world. **(See Figure 3.3.1)** on the following page shows the locations of major faults in California, including the four (4) major faults in Southern California in relation to the City of San Bernardino.

These faults are the *Southern San Andreas*, the *San Jacinto*, the *Elsinore*, and the *Garlock Faults*. There are also many smaller faults within the City capable of producing significant earthquakes. However, these four faults are considered by the United States Geological Survey (USGS) and the California Geological Survey (CGS) to be the most dangerous in the County.

Other geologic hazards include liquefaction and landslides. Both occur during and after earthquakes.



Figure 3.3.1: Major California Faults





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(Table 3.3.2) shows earthquakes greater than Magnitude 4.0 that have been felt within the City of San Bernardino area in the last five years, however none caused notable damage in City of San Bernardino.

Table 3.3.2: 2005 – 2013 Earthquakes City of San Bernardino

Date	Name
6/12/2005	Anza 5.2
6/16/2005	Yucaipa 4.9
7/29/2008	Chino Hills 5.4
12/6/2008	Ludlow 5.1
1/9/2009	San Bernardino 4.5
3/16/2010	Chino Hills 4.4
4/4/2010	El Mayor-Cucapah Earthquake 7.2
6/15/2010	El Centro 5.7
7/7/2010	Borrego Springs 5.4
8/8/2012	Yorba Linda 4.46
8/8/2012	Yorba Linda 4.45
3/11/2013	N of Anza Borrego 4.7

There are hundreds more small ($M < 4.0$) earthquakes that have occurred within the City of San Bernardino during this same time frame. Those with a magnitude of below 4.0 are not listed. None of these earthquakes occurred on one of California's Major faults.

Several of the major Southern California faults have a high probability of experiencing a Magnitude 6.7 or greater earthquake within the next 30 years (See Figure 3.3.3) on the following page; 59% probability of a M6.7 or greater on the Southern San Andreas Fault, 31% probability on the San Jacinto Fault, and 11% probability on the Elsinore Fault.

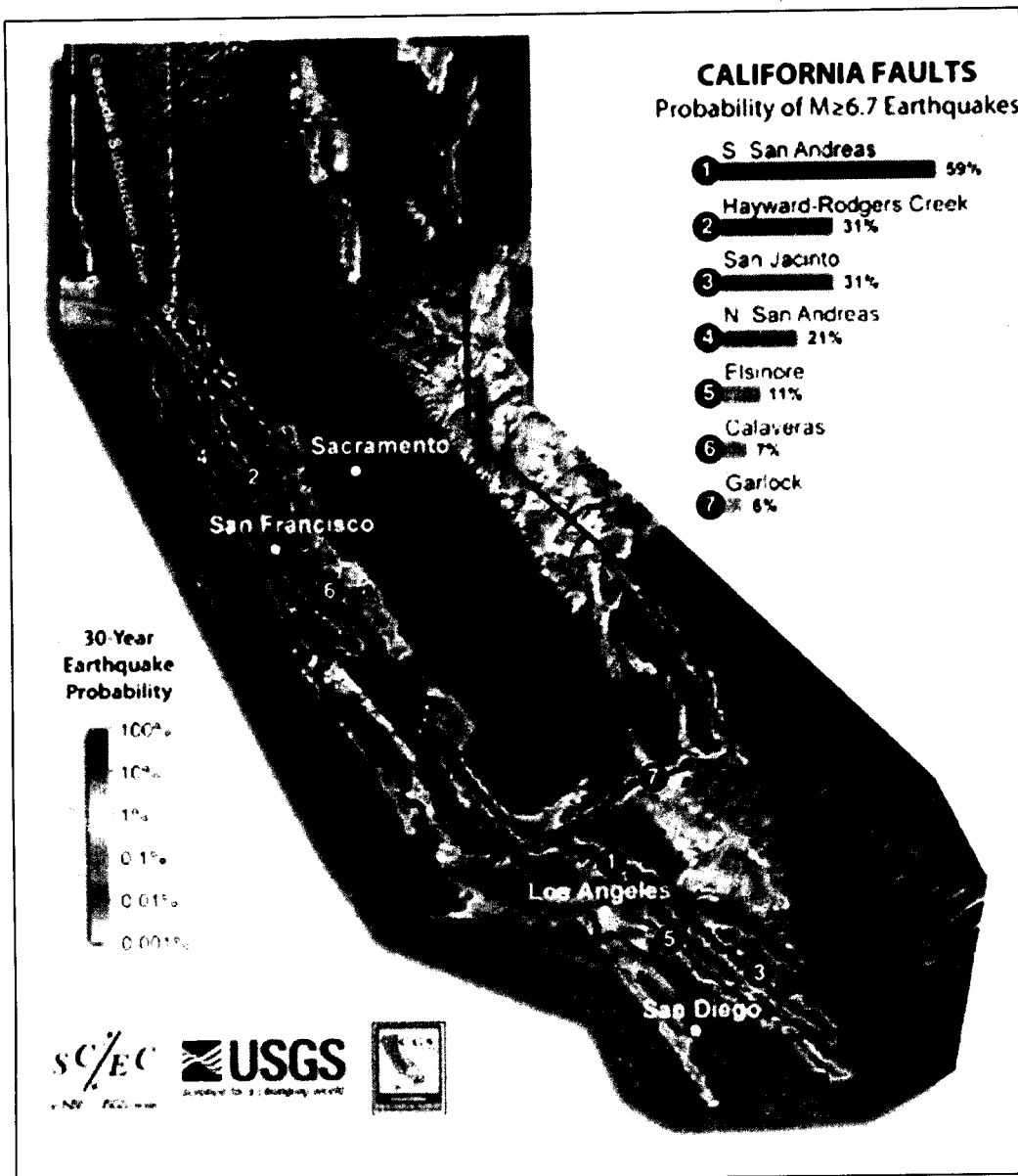
These probabilities were determined by the USGS and CGS in a 2008 study (2007 Working Group on California Earthquake Probabilities, 2008, *The Uniform California Earthquake Rupture Forecast, Version 2 (UCERF 2)*: U.S. Geological Survey Open-File Report 2007-1437 and California Geological Survey Special Report 203 [<http://pubs.usgs.gov/of/2007/1437/>]).



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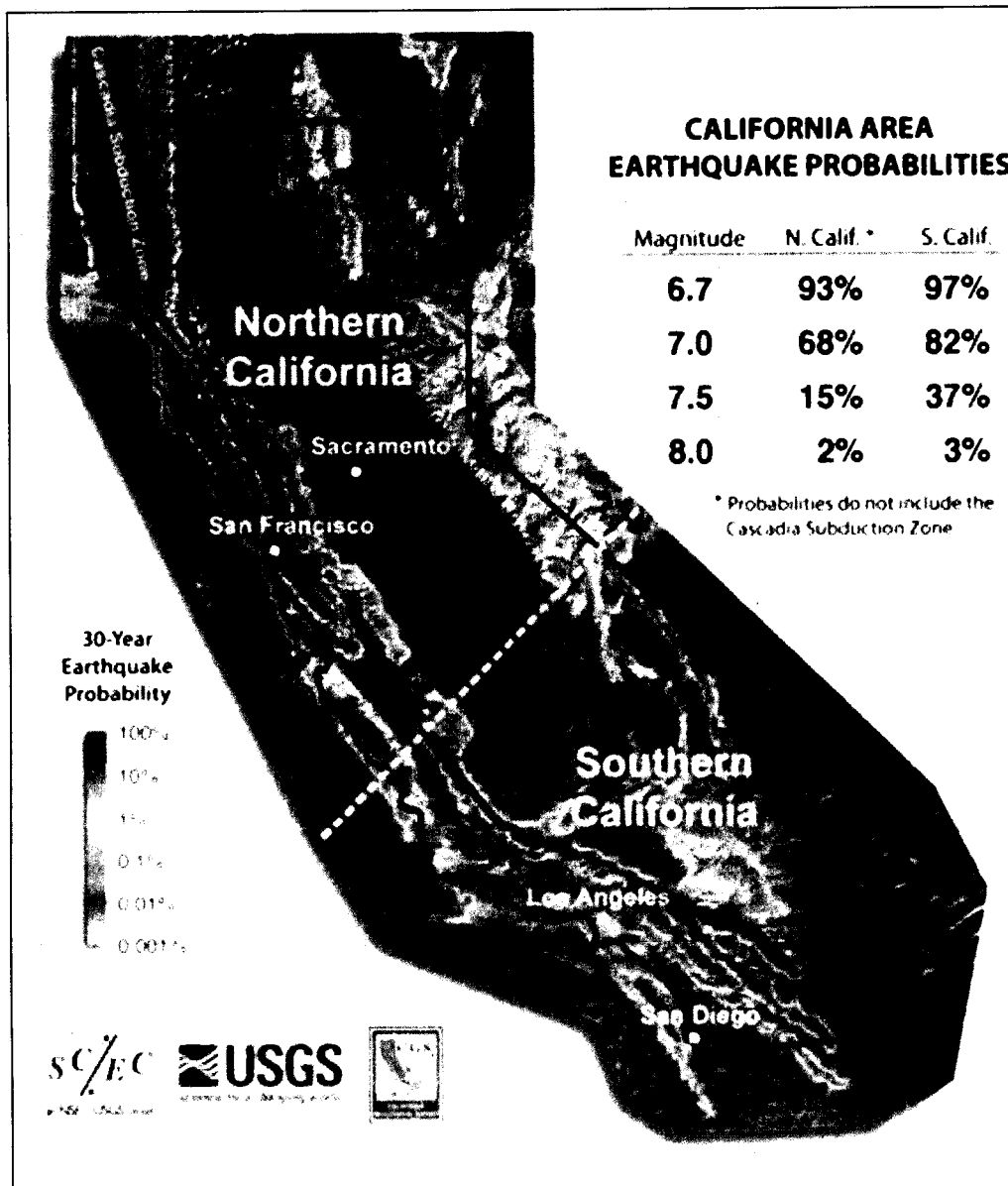
Figure 3.3.3: California Faults - Probability of $\geq M6.7$ Earthquake





As shown in (Figure 3.3.4), the probability of an earthquake with a Magnitude 6.7 or greater occurring somewhere in Southern California within the next 30 years are estimated to be 97% (2007 Working Group on California Earthquake Probabilities, 2008). As can be seen in the table, earthquake probabilities in Southern California are higher than those for Northern California.

Figure 3.3.4: California Area Earthquake Probabilities



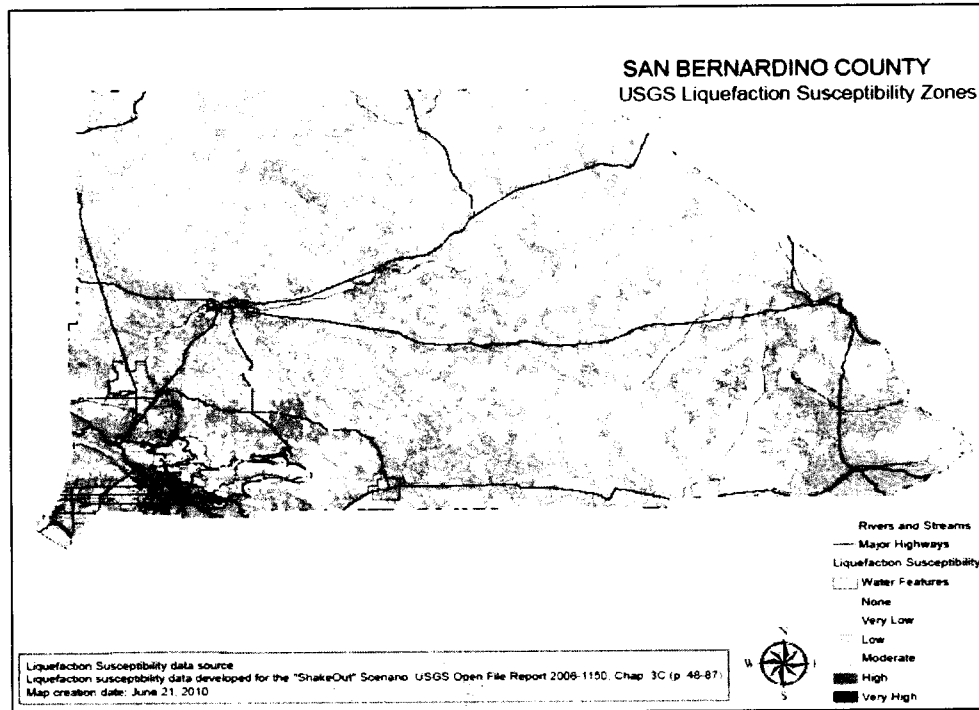


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Liquefaction of the ground occurs when the groundwater table is high and soil conditions are favorable. Liquefaction Susceptibility Zones as mapped by the USGS for the 2008 ShakeOut Scenario (**Figure 3.3.5**) shows areas of the County susceptible to liquefaction during an earthquake.

Figure 3.3.5: USGS Liquefaction Susceptibility Zones



3.4 Other Hazards

As mentioned earlier, lower priority hazards are addressed at a lesser level of detail due to their relatively fewer impacts, as identified in the preceding hazard assessment section. The lower priority hazards for the unincorporated area are:

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



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PART IV – SECTION 4: INVENTORY ASSETS

The next step in the Risk Assessment process is to describe the various assets exposed to the identified hazards, including residential, commercial, and industrial buildings throughout the impacted area, critical facilities, as well as critical infrastructure.

4.1 Buildings

(Table 4.1.1) provides an estimate of the number and size of buildings in the City's area as well as the replacement value of the buildings and their contents by occupancy class, as well as by construction type. The project utilized Assessor's data to create updated building inventory databases for use in HAZUS-MH, FEMA's GIS-based earthquake, flood and hurricane loss assessment software.

In addition, the San Bernardino Essential Facilities Risk Assessment (SBEFRA) project also collected and synthesized improved data for essential facilities countywide. These data were used to estimate economic and population impacts for selected earthquakes and floods using FEMA's HAZUS-MH program.

Table 4.1.1: Building/Contents Replacement Value

Building Inventory Information by General Occupancy	Building Replacement Value (\$1,000)	Contents Replacement Value (\$1,000)	Building Square Footage (1,000 Sq. Ft.)	Building Count
<i>Residential</i>	10,792,680	10,792,680	129,954	64,977
<i>Commercial</i>	2,635,200	2,635,200	13,176	3,294
<i>Industrial</i>	9,540,000	9,540,000	47,700	636
<i>Other</i>	7,090,000	7,090,000	35,450	709
TOTAL	\$30,057,880	\$30,057,880	226,280	72,039
Selected Building Inventory Data by General Building Type	Building Replacement Value (\$1,000)	Building Replacement Value (%)	Estimated Building Count*	% of Building Count
<i>Concrete</i>	1,833,531	6.1%	1,430	1.9%
<i>Manufactured Housing</i>	\$691,331	2.3%	5,016	7.0%
<i>Precast Concrete</i>	\$1,172,257	3.9%	890	1.2%
<i>Reinforced Masonry</i>	\$2,104,052	7.0%	2,099	2.9%
<i>Steel</i>	\$270,521	0.9%	1,291	1.8%
<i>Unreinforced Masonry</i>	\$150,289	0.5%	455	0.7%
<i>Wood Frame (Other)</i>	\$2,855,499	9.5%		0%
<i>Wood Frame (Single-family)</i>	\$20,980,400	69.8%	60,861	84.5%
TOTAL	\$30,057,880		72,042	100



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4.2 Critical Facility List

The City of San Bernardino Police Department is the lead agency in identifying critical infrastructure in the City. A Police Department Working Group was established to identify Critical Facilities throughout the City. Due to Homeland Security and issues related to terrorism, this list is not included in the LHMP, but is available through the Police Department.

The Police Department maintains a Critical Infrastructure Database listing the site name, location, critical level, threat level, site type, and contact information. This database was created for the 2005 LHMP and has been updated regularly by the Intelligence Division. **(Table 4.2.1)** represents only a general list of City critical facilities and their critical rank.

The Police Intelligence Division has created Emergency Response Folders (Folders) on each of the locations. The Folders contain site-specific information needed by emergency personnel to respond to any type of emergency. The Folders contain floor plans, photographs, entry/exit points, utility locations, ingress and egress locations, known hazardous materials on site, and emergency contact information for the responsible persons of the site. The Police Department maintains control and transport of this information to an Incident Command Post/Department Operations Center/Emergency Operations Center when needed.

Table 4.2.1: Critical Facilities List

Name	Facility Type	Critical Rank
Hospitals	Medical Facilities	Critical
Public Health Facilities	Medical Facilities	Critical
Fire Stations	Fire Stations	Critical
Police Stations	Police Stations	Critical
Radio/Communication Towers	Other	Critical
Schools	Other	High
Sewage Treatment Plants	Water and Sewer	High
City Buildings	Government Facilities	Average

4.3 Utility Agencies

The utilities and transportation infrastructure is another significant concern for the City. 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 two of the major utility agencies:

Southern California Edison (SCE): has undertaken an all-hazards approach to planning for an emergency event. SCE has developed an Emergency Response and Recovery Plan to provide a safe and reliable electric service. SCE also has a long-standing relationship with the



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County and is an active member of several local, state, and federal organizations. According to SCE they have acted to mitigate the impacts of hazards on their electrical system.

Southern California Gas Company (The Gas Co.): has also coordinated with the City, maintains a natural gas high-pressure system within the City, and consists of approximately 100 miles of underground pipelines. The system also includes some above ground facilities.

The total replacement cost for the entire system is approximately \$40,000,000. The Gas Co. conducts annual training for the first responders within their service territories to teach the proper methods of responding to and working with natural gas leaks. Staff from The Gas Co. serves on local emergency management committees within their service territory.



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PART IV – SECTION 5: VULNERABILITY ASSESSMENT

This section presents the results of the vulnerability assessment, estimating potential losses or impacts to buildings, infrastructure, and population for the various identified hazards. Identified risks included in the 2005 LHMP were reviewed. Frequency of occurrence and magnitude of each type of event for the five years since the 2005 LHMP were added to the databases. These databases of frequency and severity were considered in the update of the estimated hazard impacts.

5.1 Results for Wildfire

Population: Approximately 30% of the population in the City's Unincorporated Area's population is vulnerable.

Critical Facilities: Approximately 85% of the City's Unincorporated Area's critical facilities are vulnerable. The number of the critical facilities that are vulnerable are summarized in (**Table 5.1.1**).

Table 5.1.1: Critical Facilities within Wildfire Hazard Area

Name	# of Facilities
Hospitals	0
Public Health Facilities	0
Fire Stations	3
Sheriff/Police Stations	0
Radio/Communication Towers	8
City Supt. Of Schools	0
Sewage Treatment Plants	0
City Buildings	9
Total	20

5.2 Results for Earthquake

The Figures on the following pages are USGS ShakeMaps for three scenario earthquakes simulated for the 2014 Local Hazard Mitigation Plan. The three scenarios are:

- Magnitude 7.8 "ShakeOut" Scenario on the Southern San Andreas Fault (**Figure 5.2.1**)
- Magnitude 6.7 San Jacinto Fault (**Figure 5.2.2**)
- Magnitude 6.7 Chino Hills Fault (**Figure 5.2.3**)

For the unincorporated areas of the City, earthquake loss estimates and critical facility damage and functionality have been estimated using the latest version of HAZUS (HAZUS-MH MR-4),



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with the improved regional building and essential facility inventory databases developed under FEMA funding for the City of San Bernardino SBEFRA project. The risk assessment of critical facilities considers those essential facilities (fire stations, police facilities, EOCs, and schools) for which HAZUS-compatible databases have been developed.

Figure 5.2.1: Earthquake Scenario 1 – San Andreas Fault (M 7.8)

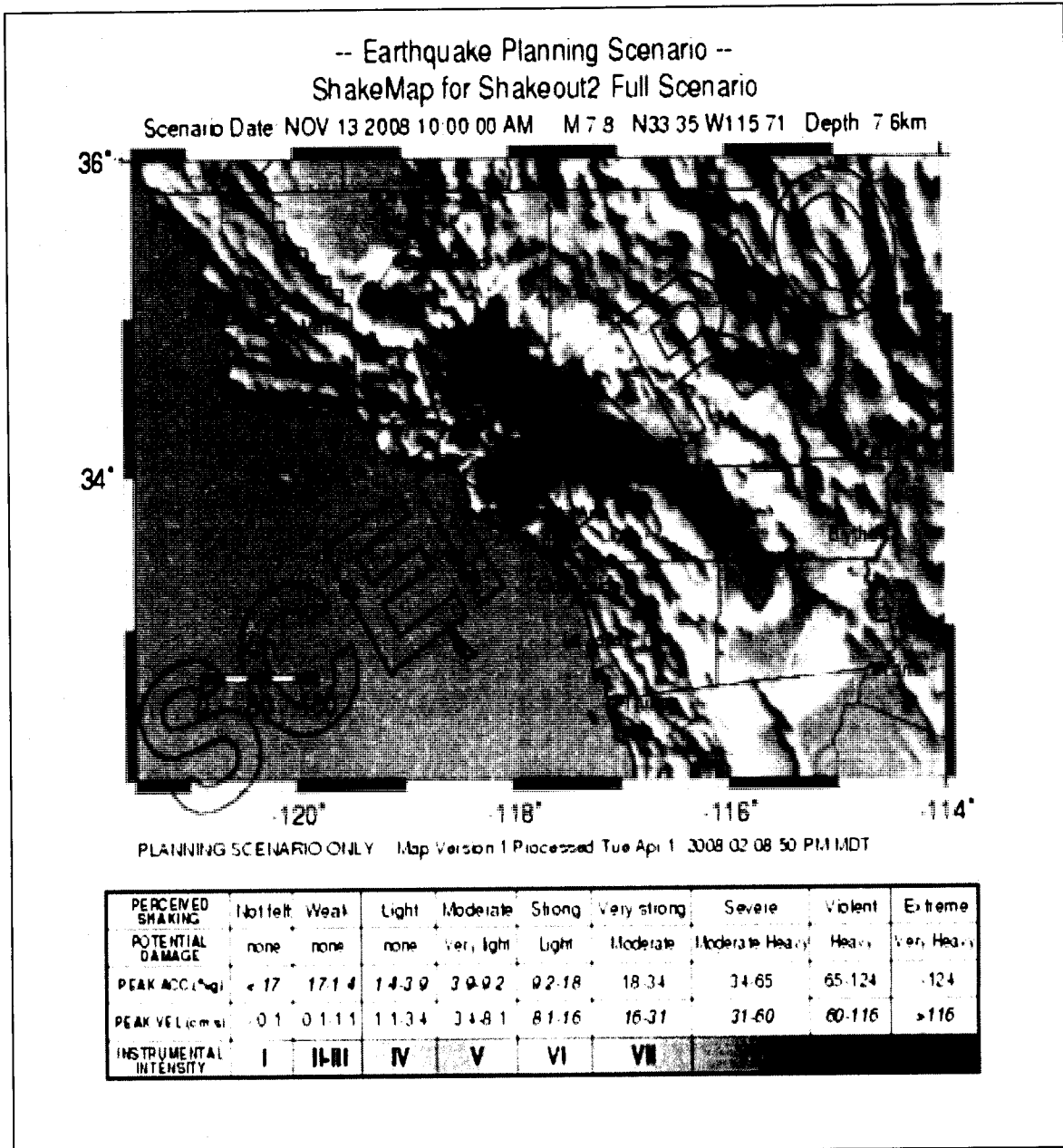
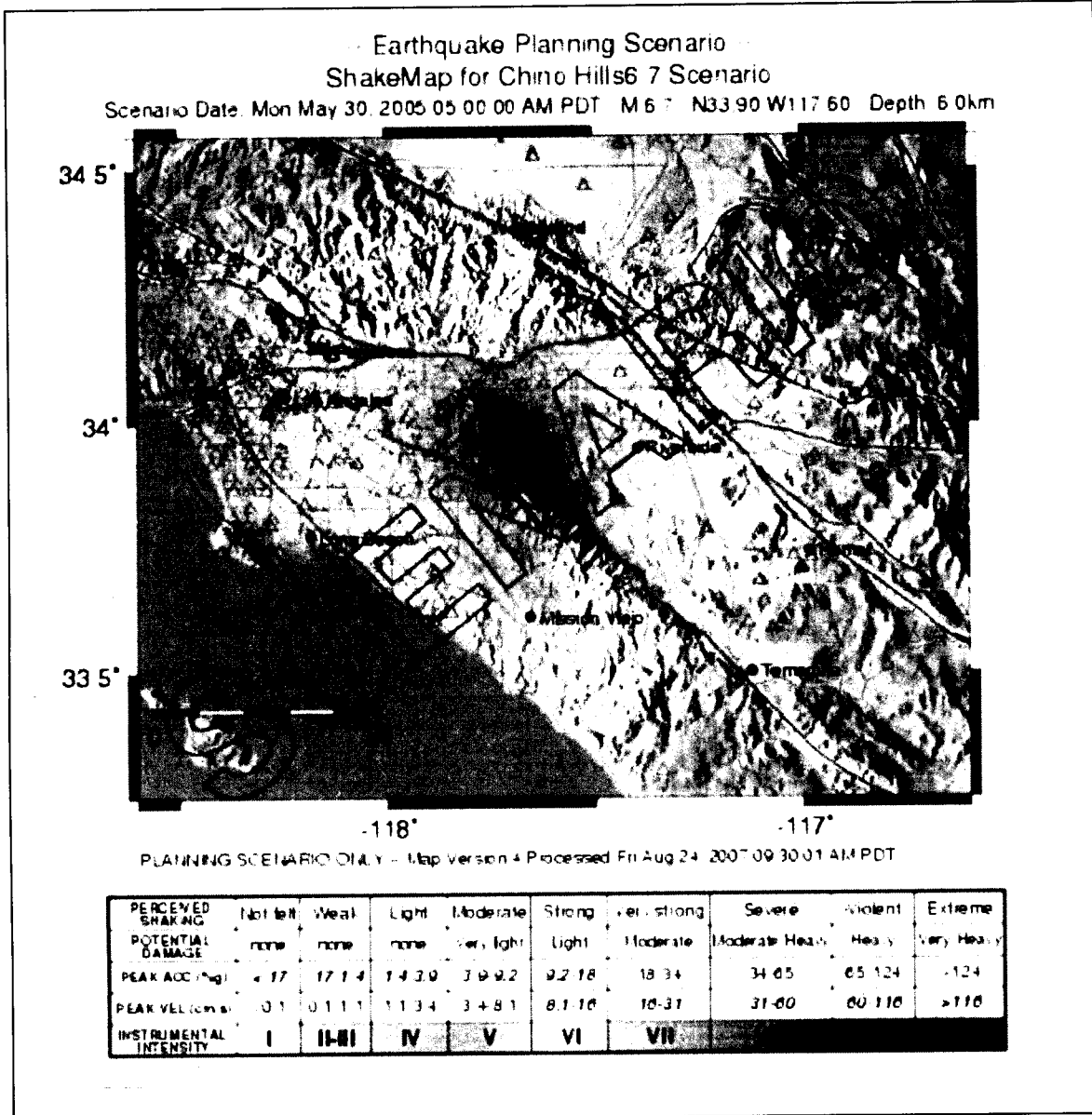




Figure 5.2.3: Earthquake Scenario 3 – Chino Hills Fault (M 6.7)



(Table 5.2.4) on the following pages summarize HAZUS-estimated Direct Economic Loss, Casualties, and Building Damage by General Building Type for buildings located in the City areas in the three earthquake scenarios. As noted above, these statistics were developed using HAZUS-MH MR-4 with the updated inventory databases developed for the 2009 SBEFRA Project.



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Table 5.2.4: Direct Economic Loss/Casualties/Building Damage by General Building Type for the City

		Earthquake Scenario		
		M7.8 San Andreas Fault (Including Liquefaction)	M6.7 San Jacinto Fault (Including Liquefaction)	M6.7 Chino Hills Fault (Including Liquefaction)
Direct Economic Losses for Buildings (\$1,000,000)				
Property Losses	Total Building Exposure Value	3,135,44		
	Cost of Structural Damage	398.03	207.08	14.66
	Cost of Non-Structural Damage	1,620.70	883.43	68.43
	Total Building Damage (Str. + Non-Str.)	2,018.73	1090.51	83.09
	Building Loss Ratio %	64.38%	34.78%	2.65%
	Cost of Contents Damage	517.98	324.37	23.60
Income Losses	Inventory Loss	11.62	8.1	0.55
	Relocation Loss	253.87	143.52	8.99
	Capital-Related Loss	86.76	52.94	3.08
	Rental Income Loss	124.09	67.84	4.67
	Wage Losses	122.40	76.68	4.41
	Total Direct Economic Loss	3,135.45	1763.96	128.39
Casualties				
Day Casualties	Casualties - 2 pm			
	Fatalities	158	63	0
	Trauma injuries	84	34	0
	Other (non-trauma) hospitalized injuries	510	216	2
	Total hospitalized injuries	752	313	2
	Injuries requiring Emergency Department Visits	1746	813	29
	Total injuries	2,498	1,126	31
Night Casualties	Casualties - 2 am			
	Fatalities	56	19	0
	Trauma injuries	31	10	0
	Other (non-trauma) hospitalized injuries	291	115	3
	Total hospitalized injuries	378	144	3
	Injuries requiring Emergency Department Visits	1,236	568	27
	Total injuries	1,614	712	30
Shelter				
Shelter	Number of Displaced Households	4,553	1,672	50
	Number of People Requiring Short-term Shelter	4,591	1,789	53



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		Earthquake Scenario		
		M7.8 San Andreas Fault (Including Liquefaction)	M6.7 San Jacinto Fault (Including Liquefaction)	M6.7 Chino Hills Fault (Including Liquefaction)
Debris (thousands of tons)				
Debris	Brick, Wood & Other (Light) Debris	346	20.7	0.15
	Concrete & Steel (Heavy) Debris	615	35.3	0.15
	TOTAL	976	56	
Building Damage Count by General Building Type				
Concrete	None	191	429	1,235
	Slight	305	395	143
	Moderate	388	348	46
	Extensive	298	182	6
	Complete	248	76	0
	TOTAL	1,430	1,430	1,430
Manuf. Housing	None	23	201	3,449
	Slight	183	509	885
	Moderate	1,028	1,500	595
	Extensive	1,896	1,782	85
	Complete	1,887	1,025	3
	TOTAL	5,017	5,017	5,017
Precast Concrete	None	102	215	731
	Slight	155	205	96
	Moderate	277	278	54
	Extensive	197	132	10
	Complete	160	60	0
	TOTAL	891	891	891
Reinforced Masonry	None	455	848	1,881
	Slight	401	466	140
	Moderate	576	488	66
	Extensive	397	221	11
	Complete	269	75	0
	TOTAL	2,098	2,098	2,098
Steel	None	114	304	1,067
	Slight	179	270	143
	Moderate	394	396	69
	Extensive	343	225	10
	Complete	260	95	1
	TOTAL	1,290	1,290	1,290



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		Earthquake Scenario		
		M7.8 San Andreas Fault (Including Liquefaction)	M6.7 San Jacinto Fault (Including Liquefaction)	M6.7 Chino Hills Fault (Including Liquefaction)
Unreinforced Masonry	None	3	45	335
	Slight	16	68	71
	Moderate	69	129	39
	Extensive	118	113	10
	Complete	250	101	1
	TOTAL	456	456	456
Building Damage Count by General Building Type (Continued)				
All Building Types	None	15,699	25,834	54,246
	Slight	24,880	23,728	5,891
	Moderate	15,770	9,805	688
	Extensive	3,141	1,189	29
	Complete	1,368	303	4
	TOTAL	60,858	60,858	60,858
All Building Types	None	16,587	27,876	62,944
	Slight	26,118	25,641	7,369
	Moderate	18,503	12,944	1,557
	Extensive	6,390	3,844	161
	Complete	4,442	1,735	9
	TOTAL	72,040	72,040	72,040

It should be noted that the estimates of damage by building construction type are based on distributions of expected construction type by occupancy, and are not based on building-specific data. The results are intended to provide a sense of relative risk across construction types, and highlight those construction types of the greatest concern. Should building specific lists exist, these would potentially supersede the estimates provided in the tables.

For example, in the 1990's, the City of San Bernardino compiled a master list of suspected Unreinforced Masonry (URM) Buildings within the City. Several appear to have been demolished or retrofitted since the 1990's. The Planning Division is currently in the process of re-evaluating the URM list. Re-evaluation will include a field visit to each site photographing the structure and verifying the construction as unreinforced masonry. There are no large publically utilized URM structures currently on the list.

Expected damage and functionality in the three scenario earthquakes have been estimated for those essential facilities addressed in FEMA's SBEFRA study. Results are provided in **(Table 5.2.5)** on the following page.



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Table 5.2.5: Direct Economic Loss/Casualties/Building Damage by General Building Type for the Unincorporated Areas of the City

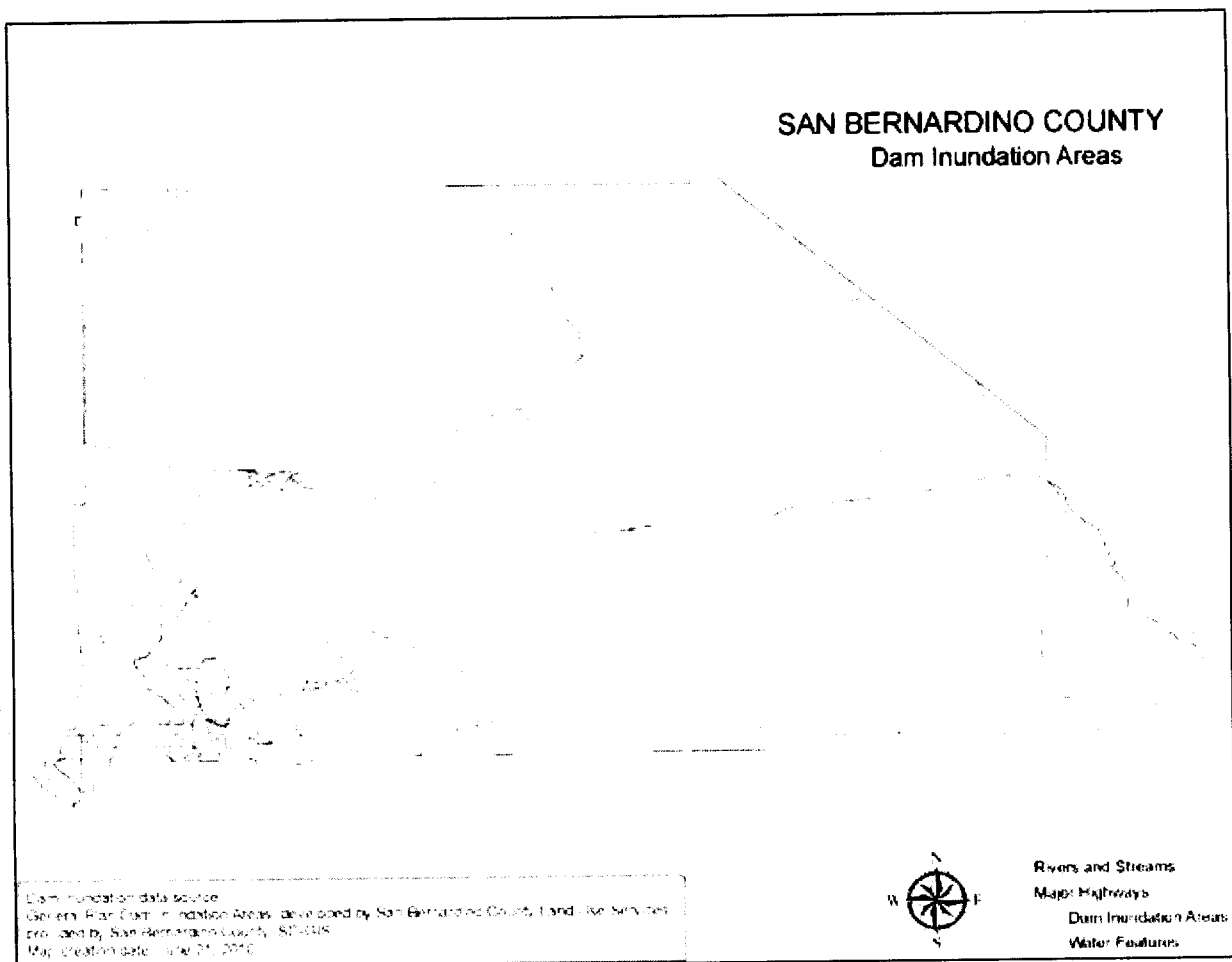
		Earthquake Scenario		
FACILITY TYPE		M7.8 San Andreas Fault (Including Liquefaction)	M6.7 San Jacinto Fault (Including Liquefaction)	M6.7 Chino Hills Fault (Including Liquefaction)
Fire Stations	City of San Bernardino Fire			
	Total Number of Buildings	12		
	Damage:			
	# Buildings with >50% Probability of Moderate or Greater Damage	5	1	0
	# Buildings with >50% Probability of Complete Damage	0	0	0
	Functionality:			
	Functionality < 50 % on Day 1	19	2	0
	Functionality 50 - 75% on Day 1	12	9	0
Functionality >75% Day 1	38	58	13	
EOCs	City of San Bernardino (Note: EOC building model does not reflect recent mitigation)			
	Total Number of Buildings	1		
	Damage:			
	# Buildings with >50% Probability of Moderate or Greater Damage	0	0	0
	# Buildings with >50% Probability of Complete Damage	0	0	0
	Functionality:			
	Functionality < 50 % on Day 1	0	0	0
	Functionality 50 - 75% on Day 1	0	0	0
Functionality >75% Day 1	1	1	1	
Police Facilities	City of San Bernardino Police -			
	Total Number of Buildings	1		
	Damage:			
	# Buildings with >50% Probability of Moderate or Greater Damage	0	0	0
	# Buildings with >50% Probability of Complete Damage	0	0	0
	Functionality:			
	Functionality < 50 % on Day 1	0	0	0
	Functionality 50 - 75% on Day 1	0	0	0
Functionality >75% Day 1	1	1	1	



5.3 Results for Dam Inundation

Dam Inundation Zones for the City of San Bernardino are shown in **(Figure 5.3.1)**. The data has been compiled from plans and information provided by the dam operators in the City and Cal OES. The data was compiled by the City's Information Services Department, Geographic Information Systems in 2009. Dam Inundation Zones are areas subject to flooding should a dam upstream break during an earthquake or as the result of flooding.

Figure 5.3.1: Dam Inundation Zones



5.4 Results for Flood

(Figure 5.4.1 and 5.4.2) on the following page are maps of the City of San Bernardino flood hazard areas and the Southwest corner of San Bernardino County and the City of San Bernardino showing the 2010 FEMA National Flood Hazard Layer. The National Flood Hazard Layer provides data from the Digital Flood Insurance Rate Maps (DFIRMs), updated by FEMA for the City in 2008.



Figure 5.4.1: San Bernardino County and City FEMA National Flood Hazard Layer

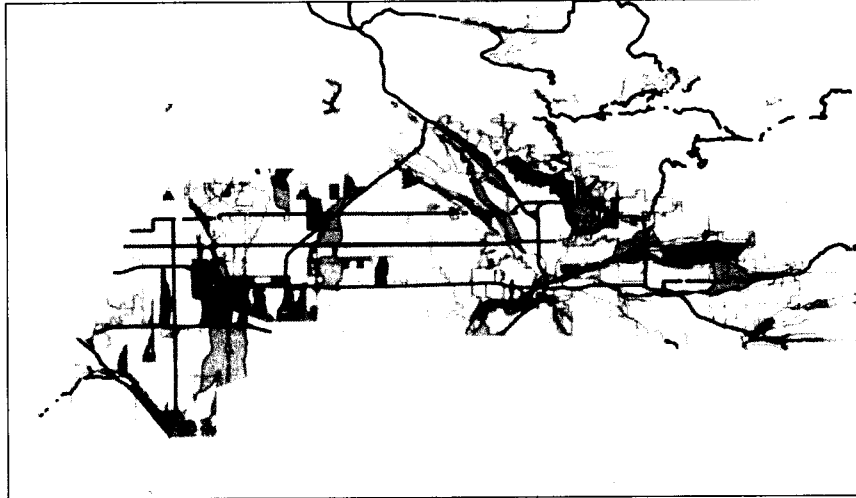
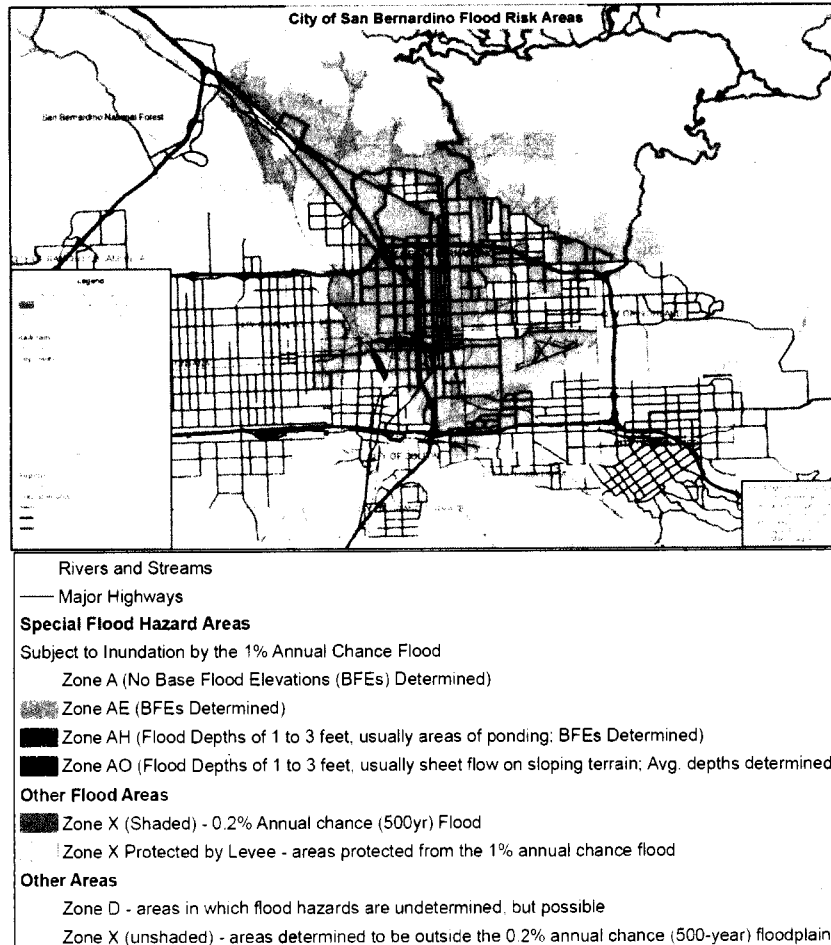


Figure 5.4.2: FEMA Flood Hazard Area – City of San Bernardino





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The maps show that a considerable portion of the City is vulnerable to flooding. The City has two (2) properties listed in the Repetitive Loss and Severe Repetitive Loss properties report. One of the properties is a single family residence and the second is a non-resident building. These properties were damaged during unusual storms and/or immediately after a wildfire in the area and are isolated properties in widely scattered areas of the City. The areas are now covered by the City General Plan and City Ordinance and are in compliance with the National Flood Insurance Program (NFIP).

The City has experienced severe and widespread flooding throughout its history. Several major drainage basins have the potential to subject residents and structures to a high risk of flooding. In addition, the cumulative increase in impervious surfaces has increased problems related to surface run-off. While complete avoidance or protection through control facilities is not practical, considerable improvement can be made through both structural and non-structural methods.

The City currently utilizes land use zoning districts to prohibit habitable structures in floodways as defined by the federal requirements necessary to participate in the National Flood Insurance Program. In addition, there are land use policies and development standards that can be implemented, including reduction of impervious surfaces; increase of percolation, infiltration, and recharge; and the control of urban run-off.

The San Bernardino Essential Facilities Risk Assessment (SBEFRA) project incorporated updated DFIRM data into HAZUS to assess potential losses in the mapped 100-year (with and without levee protection) and 500-year flood zones. The Countywide results are provided below in **(Table 5.4.3)**. *Similar results are not available for just the City areas.*

Table 5.4.3: HAZUS Estimated Flood Losses

		Flood Scenario		
		100-year Flood (1% Annual Chance)	100-yr Flood (without levee protection)	500-year Flood (0.2% Annual Chance)
Regional Risk Assessment Results				
Regional Risk	Economic loss due to building damage (\$B)	0.46	1.6	2.7
	Total building-related direct economic loss (\$B)	1.4	5.4	8.6
	Number of buildings in the Complete Damage State	345	350	1,105
	Total # Displaced Households	14,828	52,856	86,062
	Total # people needing short-term shelter	32,095	138,991	231,452
	Debris Generated (million tons)	0.1	0.23	0.37
Essential Facilities	Fire Stations - # Non-functional buildings	2	5	12
	EOCs - # Non-functional buildings	0	0	2
	Police facilities - # Non-functional buildings	0	0	1
	Schools - # Non-functional buildings	149	466	791



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(Table 5.4.4) shows the number of city-owned buildings in each FEMA Flood Zone

Table 5.4.4: City Buildings in FEMA Flood Hazard Zones

OWNER	City Fire Department		City						City Buildings		
	Fire Stations		EOCs						All		
	#	%	#	%	#	%	#	%	#	%	
Total # of Buildings	12		1		1		1		1261		
Special Flood Hazard Areas Subject to Inundation by the 1% Annual Chance (100-year) Flood	Zone A - no base flood elevations determined	2	17%	0	0%	0	0%	0	0%	31	2%
	Zone AE - base flood elevations determined	0	0%	0	0%	0	0%	0	0%	47	4%
	Zone AH - Flood depths of 1 - 3 feet (usually areas of ponding), base flood elevations determined	1	8%	0	0%	0	0%	0	0%	1	0%
	Zone AO - Flood depths of 1 - 3 feet (usually sheet flow on sloping terrain), average depths determined.	1	8%	0	0%	0	0%	0	0%	10	1%
Other flood areas	Zone X (Shaded) - areas of 0.2% annual chance (500 yr) flood; areas of 1% annual chance flood with average depths of less than 1 foot or with drainage areas less than 1 square mile.	7	59%	0	0%	0	0%	0	0%	105	8%
	Zone X Protected by Levee - areas protected by levees from the 1% annual chance flood	0	0%	0	0%	0	0%	0	0%	53	4%
Other Areas	Zone D - areas in which flood hazards are undetermined, but possible	1	8%	0	0%	0	0%	3	0%	439	35%
	Zone X (Unshaded) - areas determined to be outside the 0.2% annual chance (500-year) floodplain	0	0%	1	100%	1	100%	1	100%	565	45%



PART IV – SECTION 6: MITIGATION PROGRAMS

6.1 Wildfire Programs

The City of San Bernardino participates in one of the most comprehensive set of programs to mitigate the potential for catastrophic wildfires in the Nation. There is no other jurisdiction that has the comprehensive, multi-agency cooperation and coordination as is found in the City of San Bernardino.

This was accomplished when the City Council joined the Mountain Area Safety Task Force (MAST) in 2003. Since its beginnings, it has been the Unified Command (UC) that has successfully implemented and completed numerous programs leading to safer communities, a more educated public and an improved environment.

6.1.1 Mountain Area Safety Taskforce (MAST)

MAST was formed to mitigate the region wide risk of a catastrophic wildfire due to dead and dying trees in the mountain communities. The mission of the MAST is to facilitate a coordinated effort by Cities, County, State, Federal, and Non-Profit agencies to provide for the protection of property owners, residents, and property subject to the risk of catastrophic wildfire that could occur in the City of San Bernardino with an initial emphasis on the threat resulting from the Old and Grand Prix fires in 2003.

The MAST Unified Command identified the following objectives as their focus and direction:

- Provide for community safety
- Develop coordinated Public Information dissemination between Cities, County, Special Districts, State, Federal, and Non-Profit Agencies
- Develop immediate, mid-range and long-range coordinated agency plans
- Identify and secure potential funding resources to provide protective measures
- Document Task Force activities including mission, goals and objectives, policies, procedures, and outcomes

Prior to any type of flood threat, the following precautionary measures may be taken by MAST members to reduce the impact of impending fires:

- Review mutual aid agreements
- Define evacuation areas and trigger points
- Review the use of alert and warning systems
- Provide information to the public of fire prone areas and protective measures in progress or planned for those areas
- Educate public on emergency self-help and preparedness



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- Develop and maintain emergency notification procedures and checklists

6.1.2 Mountain Mutual Aid

Mountain Mutual Aid is an operational group of emergency responders. It is comprised of all of the agencies and volunteer relief groups that would be and have been involved in any and all disasters on the mountain. Their main and most frequent call to service is in response to a wildfire. They meet monthly and maintain themselves in a constant state of readiness.

6.2 Community Based Fuels Reduction Programs

Cal Fire:

Cal Fire provides programs to increase fire safety in high fire hazard severity zones. It funds and staffs programs from public education activities to performing fuel modifications with inmate crews. One example is the active Re-Leaf program where mountain residents are educated about drought tolerant and fire resistive landscaping that is available and sustainable.

Cal Fire is also the lead agency on reforestation after a wildfire to ensure the stability of the environment. Cal Fire Foresters are active participants in the MAST process helping educate citizens and leading forestry activities on private lands within the USFS boundary.

City Fire Hazard Abatement:

The Fire Department and the Fire Prevention Bureau is responsible for Fire Hazard Abatement (FHA). Fire Hazard Abatement works to reduce the potential for an individual's property to be the source of fire and structural ignitability. Failing to maintain private property in a fire safe condition is seen as a fire threat and is considered a threat to neighbor's property rights.

To obtain compliance, Fire Prevention Bureau issues notices of violation to properties that have dry vegetation and flammable green vegetation. If the property owner doesn't comply with the notice, Fire Prevention Bureau then obtains a warrant to go onto the property and abate the fire hazard.

Wood Shake Roof Replacement:

In November 2009, the City Council approved an amendment to the Building Code that requires that all Wood Shake Roofs needing 25% or more repaired, be replaced with non-wood materials and have at least a Class A fire-retardant rating.

The Inland Empire Fire Safe Alliance (IEFSA):

The Inland Empire Fire Safe Alliance (IEFSA) was created to act as a forum for all Fire Safe Councils in San Bernardino County. Some of the benefits are developing a consistent and comprehensive message to citizens about fire safety; coordinating efforts for grant administration, writing, and reporting; a one-stop shop for information, resources and research;



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and a centralized source for sharing of updates from cooperating governmental agencies. There are approximately 20 Fire Safe Councils active in San Bernardino County.

Community Wildfire Protection Plans (CWPP)

Community Wildfire Protection Plans (CWPP) are designed to provide a means for a community, usually through the Fire Safe Council, to have input into and actively participate in the planning, strategy, goals, and objectives of creating a fire safe community. CWPPs are ultimately reviewed and approved by the local Fire Chief, Cal Fire, USFS, and the local City Council.

The plan must include a review of structure ignitability but also must show that there was collaboration not only with the agency but within the community as well. Grant applications to the State Fire Safe Council will not be approved unless the project is listed in a community CWPP.

6.3 Public Education Programs

MAST has a substantial public education component. All agencies participate with the goal to have no one on the mountain uneducated about creating a thinner forest which is a more fire safe forest. Additional components of the educational program include how to prepare for an emergency and knowing how to properly evacuate.

Ready-Set-Go is a new public education program designed to teach residents within the Fire Hazard Overlay on how to prepare for and when to leave in the event of a wildfire in their area.

Community Emergency Response Teams (CERT)

The Community Emergency Response Team (CERT) Program educates people about disaster preparedness and trains them in basic response skills. Following a catastrophic event CERT Members can assist themselves, their families, and others in their neighborhood or workplace until professional responders arrive.

The City of San Bernardino Fire Department currently administers two (2) CERT programs in the city with additional teams planned for the future:

- Team 1: 32 members
- Team 2: 14 members

The program receives guidance and resources from Department of Homeland Security, FEMA, Citizen Corps, and California Volunteers.

Telephone Emergency Notification System (TENS)

During an emergency, public safety can be a direct function of the speed and accuracy of the dissemination of information. This is particularly important during emergencies that require



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evacuations. All areas of the City have been preprogrammed so that during an emergency, the specific target group can be notified as quickly as possible.

6.4 Earthquake/Geological Hazards Programs

The City of San Bernardino's seismic mitigation programs focus on two areas that have historically resulted in the greatest amount of damage and life loss from major earthquakes in California:

Bridge Retrofit Program

Caltrans inspects City bridges yearly for structural sufficiency (which applies to earthquake) and functional obsolescence (which applies to floods). Caltrans provides reports that include recommended repairs or replacement. The City makes the repairs and/or applies for bridge replacement funds thru the Federal Highway Bridge Program (HBR).

Currently the City has two (2) funded HBR replacements due to structural deficiencies:

- Mt. Vernon Bridge
- Bridge at 5th street

Unreinforced Masonry (URM) Building Program

In the 1990's, the City of San Bernardino compiled a master list of suspected URM Buildings within the unincorporated areas. In addition, several appear to have been demolished or retrofitted since the 1990's. Development Services is currently in the process of re-evaluating the URM list. Re-evaluation will include a field visit to each site, photographing structures and verifying the occurrence of unreinforced masonry.

There are numerous large publically utilized URM structures currently on the list. These types of structures are mainly located in the downtown area of the City. There are approximately 104 structures remaining on the list. Twenty-three of these are vacant. Only 19 of the occupied URM buildings are posted. A program is being developed to enforce the City Building Codes regarding URM buildings.

6.5 Flood Programs

The flood mitigation projects are programs that were established by the San Bernardino County Flood Control District to protect life and property. These projects are typically designed to convey 1% annual chance or greater storm flows in order to mitigate danger to life and property, and critical infrastructure consisting of existing, new and future structures.

Also, these projects include revisions to local land use and building codes where analysis or experience shows the need for code revisions or amendments to meet previously unidentified circumstances. Because the City has entered into an agreement to participate in the National Flood Insurance Program (NFIP) which provides flood insurance within designated floodplains, the following goals, policies and programs shall apply:



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As stated in the City of San Bernardino General Plan Safety Element:

GOAL 10.6: The City will protect the lives and properties of residents and visitors of the City from flood hazards.

Policy 10.6.12: Participate in the National Flood Insurance Program (NFIP), which provides flood insurance within designated floodplains. Develop a process to study flooding issues and create appropriate regulations. This could include the creation of “alluvial districts,” local quasi-government entities designed to inform homeowners of flood risks as well as advise the floodplain land use decisions of the City.

Programs: Designate Floodway and Floodplain areas, as identified by the Federal Emergency Management Agency (FEMA) on flood insurance rate maps and flood boundary maps, as Floodway (FW) on the Land Use Maps and Floodplain Overlays on the Hazards Overlay Maps.

Designated floodway areas will be preserved for non-structural uses through restrictions of the FW Land Use Zoning District.

All new development, including filling, grading, and construction, proposed within designated floodplains, will require submission of a written assessment prepared by a qualified hydrologist or engineer, in accordance with the latest “City of San Bernardino Hydrology Manual” and the various detention basin policies, to determine whether the development will significantly increase flood hazard and to show that all new structures will be adequately protected.

Development will be conditioned on receiving approval of this assessment by the City of San Bernardino Public Works Department. All new construction in a Floodplain Overlay area will be required to be flood-proofed, located, and designed to allow unrestricted flow of floodwaters. The Land Use Compatibility Chart for 100-Year Flood Plains (**Table 6.5.1**) on the following page will apply to County reviews of all discretionary and ministerial actions in County-designated floodplains.

Lands within floodplain areas may be developed with non-critical and non-essential uses if mitigation measures are incorporated to ensure that the proposed development will not be hazardous, increase flood depths or velocities downstream, or degrade water quality, especially uses such as parks, trails, and open space.

Provide known flood hazard information with every discretionary or ministerial application. When no mapped data exist, existing topographical, watershed, and drainage course data will be evaluated for a determination of potential flood hazard for every discretionary and ministerial action.

Policy 10.6.4: Evaluate all development proposals located in areas that are subject to flooding to minimize the exposure of life and property to potential flood risks.



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Programs:

As new overflow studies and mapping are completed and approved by either the City’s Land Development Engineer or the Public Works Flood Control Section, they will:

- Supplement the FEMA mapping and incorporate into Flood Hazard Overlay mapping
- Initiate and finance programs for the continuous evaluation and designation of floodway, floodplain, and drainage areas
- The City Floodplain Management Administrator will submit timely applications for FEMA mapping changes to reflect any additions to or alterations in identified Floodways or Floodplains

Table 6.5.1: Land Use Compatibility Chart for 100 Yr. Flood Plains

Land Uses	Compatibility in 100-Year Floodplains
Critical: Nuclear related systems; explosives or hazardous materials/ manufacturing, handling or storage; hospitals and other emergency medical facilities.	Restricted
Essential: Police, fire and communications systems; Emergency Operations Centers (EOC’s); electric power inter-tie systems; power plants; utility substations; sewage treatment plants; water-works; local gas and electric distribution lines; aqueducts; major pipelines; major highways, bridges and tunnels; ambulance services; public assembly sites with 300 or more capacity; schools.	Restricted
High Occupancy: Multi-family residential of 20 or more units; major commercial including large shopping centers; office buildings; large hotels; health care clinics and convalescent homes; heavy industry; gas stations.	Generally Incompatible
Normal-Low Risk: Single-family and two-family residential; multi-family of less than 20 units; small scale commercial; small hotels, motels; light industry; warehousing.	Generally Incompatible

Restricted:

Restricted unless alternative sites are not available or feasible and it is demonstrated that, although mitigation may be difficult, hazards will be adequately mitigated.

Generally Incompatible:

Restricted unless site investigation demonstrates that site is suitable or that hazards will be adequately mitigated.



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Alluvial Fan Task Force

In December of 2002, the California Floodplain Management Task Force Report recommended that *“The State should convene a task force specifically for alluvial fans, with stakeholder participation, to review the state of knowledge regarding alluvial fan floodplains, determine future research needs, and, if appropriate, develop recommendations relating to alluvial fan floodplain management, with an emphasis on alluvial fan floodplains that are being considered for development.”*

In September of 2004, Governor Arnold Schwarzenegger signed Assembly Bill 2141, which recommended the creation of the Alluvial Fan Task Force. The Director of the Department of Water Resources (DWR) convened the Task Force in December of 2007 after funding to support their activities was secured from a Pre-Disaster Mitigation Planning Grant from the Federal Emergency Management Agency (FEMA) and a state match was authorized by Assembly Bill 466.

Funding supported the following Task Force duties including:

- Review the state of knowledge regarding alluvial fan floodplains;
- Determine future research needs;
- Develop a voluntary locally adopted model ordinance for communities subject to alluvial fan flooding that supports land use decisions on alluvial fans;
- Develop local planning tools to assist local communities evaluate development on alluvial fans; and
- Prepare recommendations relating to alluvial fan floodplain management.

Appointments to the Task Force by DWR Director Lester Snow represented a broad range of interests. Members included elected officials, represented by five Supervisors from Kern, Los Angeles, Riverside, San Diego and County of San Bernardino where future alluvial fan development is projected.

Appointments also included representatives of the development and environmental community, local floodplain managers and associated state and federal agencies, including the Federal Emergency Management Agency (FEMA), plus at-large members representing other issues related to future development on alluvial fans. The Water Resources Institute at California State University San Bernardino coordinated the entire process.

Primarily, the purpose of the Alluvial Fan Taskforce *Findings and Recommendations Report* (July 2010) and *The Integrated Approach for Sustainable Development on Alluvial Fans* (July 2010) documents are to provide a non-prescriptive and flexible model that local governments can use at their own discretion adapting to local conditions and needs that supports wise future land use decisions associated with development on alluvial fans.



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Based on the Findings from the Alluvial Fan Task Force process, recommendations were made for specific future actions that the State and other public agencies should consider regarding alluvial fans. The City of San Bernardino has completed **Recommendation 1** and may consider other listed recommendations as follows:

Recommendation 1:

In November 2007, a General Plan Amendment (GPA) to the Safety Element of the 2007 General Plan was adopted to incorporate revised FEMA Flood Plain data. The GPA also adopted the FEMA Digital Flood Insurance Rate Map (DFIRM) database as released by FEMA and as updated in the future for the City allowing for automatic map updates as new data is published by FEMA. This action by the City Council fulfills **Recommendation 1** from the Alluvial Fan Task Force by working with FEMA to continue updating flood insurance rate maps.

In addition, the 2007 GPA for the Safety Element; (a) amended the Generalized Landslide Susceptibility layer, to incorporate updated existing landslide data published by the U. S. Geological Survey for the City area; (b) amended the Fire Safety map to incorporate updated fire safety mapping published by Cal Fire; and (c) amended the Generalized Liquefaction Susceptibility layer, modifying the City Liquefaction Maps.

Recommendation 2:

The City will coordinate with the California Geological Survey (CGS) and the United States Geological Survey (USGS) to review any newly developed Quaternary geologic maps in alluvial fan areas in order to identify potential hazards in areas projected for future development.

Recommendation 3:

Historical, documentation of flooding occurrences are preserved by the City and the County's Flood Control District that would review the recommendation to identify flooding events that were associated with alluvial fans.

Recommendation 4:

The increased severity and intensity of wildfires in Southern California increase flood risk because the same structures subject to fire risk are also prone to post-fire debris flows. Many of the debris basins that were constructed some time ago did not anticipate the increased severity and intensity of wildfires or the additional developments that would follow.

The California Governor's Office of Emergency Services (Cal OES) projects that climate change will further increase the severity of storms, wildland fires, flooding, mudslides and landslides in areas of Southern California where existing debris basins are located.

All of the San Bernardino County Flood Control Debris Basins in the valley were analyzed after the Grand Prix and Old Fires. Flood Control District Safety Assessment Teams utilized the



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Corps of Engineers' Los Angeles District methodology to determine debris production, the same methodology the Corps uses when designing debris basins. In many cases basins were physically expanded and additional measures such as K-rails and debris racks were installed.

The understanding of post-fire debris flows continues to evolve; coordinate with the USGS as they develop Post Wildfire Debris Flow Hazard Assessments. The rainfall "Trigger Points" in the FAST CONOPS is a result of the USGS assessments. All Flood Control Basins are studied on an annual basis to determine existing capacity.

Any additional funding to support efforts that meet the intent of **Recommendation 6** which states that the State and local agencies should conduct assessments of the adequacy of strategically located debris basins under a range of scenarios in urbanized areas in light of increased fire and post-fire debris-flow events.

Recommendation 5:

When funding sources become available for the maintenance and further development of the database for the web-based portal; which would be utilized as a pre-project screening and flood management tool for special alluvial fan areas, the City may evaluate the benefits of its use in the planning process.

Recommendation 6:

As financial resources are allocated, the City will consider the analysis of the Integrated Approach tools to be studied for use in land use planning for development on alluvial fans.

Recommendation 7:

If funding is provided, the City will review and propose for adoption a model ordinance tailored for the specific needs of the City.

Recommendation 8:

The City Manager's Office, after consulting with the appropriate departments and staff, may explore supporting the economic strategies recommended in the Integrated Approach regarding future maintenance of flood management infrastructure.

Flood Area Safety Taskforce (FAST)

During the devastating fires in the fall of 2003, there was great concern of what the ramifications might be for flooding in the burned areas, as well as in the valleys. In response to these concerns, an organization was established that mirrored the *Mountain Area Safety Taskforce (MAST)*, previously mentioned, which played a key role in minimizing damage.

While the fires were ravishing the countryside, representatives from multiple agencies met often to address potential issues associated with flood, mud and debris flows develop a



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strategy and to protect communities from flooding incidents. These agencies united together to become the *Flood Area Safety Taskforce (FAST)*. FAST is structured as an ICS/SEMS Organization for managing incident activities both readiness and response. The FAST Organization stresses coordinating with the communities, provides for community education and information, and places emphases on Community and city partnerships.

The mission of FAST is to facilitate a coordinated effort by Cities, County, State, Federal, and Non-Profit agencies to provide for the protection of property owners, residents, and property subject to the risk of erosion, mudflows, and flooding that could occur in the City of San Bernardino with an initial emphasis on the threat resulting from the Old and Grand Prix fires in 2003.

The FAST Unified Command identified the following objectives as the focus and direction of the FAST:

- Provide for community safety.
- Develop coordinated public information dissemination between Cities, County, State, Federal and Non-Profit agencies.
- Develop immediate, mid-range and long-range coordinated agency plans.
- Identify and secure potential funding resources to provide protective measures
- Document Task Force activities including mission, goals and objectives, policies, procedures, and outcomes.

Prior to any type of flood threat, the following precautionary measures may be taken by FAST members to reduce the impact of impending flooding:

- Review mutual aid agreements
- Define evacuation areas and trigger points
- Review the use of alert and warning systems
- Provide information to the public of potentially susceptible flooding areas and protective measures in progress or planned for those areas
- Educate public on emergency self-help and preparedness
- Develop and maintain emergency notification procedures and checklists.

A FAST Concept of Operations (CONOPS) was developed to provide activity guidelines for pre-flood activities related to National Weather Service (NWS) watches and warnings. Due to the unstable condition of the burned areas, activities and coordination needed to be established and implemented between departments.

The CONOPS is “situation” and “incident” driven and subject to revision by the Unified Command which includes County Flood Control District & County Roads, County Fire Protection District, United States Forest Service (USFS), California Department of



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Transportation (Caltrans), California Highway Patrol (CHP), County Sheriff, City of Fontana, City of Highland, City of Rancho Cucamonga, City of Rialto, and the City of San Bernardino. The Unified Command has the ability to modify activities in these guidelines in response to current situations and predicted changes.

Currently, the CONOPS includes both summer and Winter Storm Event Readiness, San Bernardino County's Flood Area Safety Taskforce Paging Network and a draft of the Alert Communication Matrix by Rain Amount / NWS Warning.

StormReady

The City of San Bernardino will work on becoming a *StormReady* city by the end of 2015.

The NWS Office covering the City of San Bernardino is:

- San Diego, CA
- This NWS Recognition may provide the City residents with a discount on their Flood Insurance premiums.

6.6 Extreme Heat, Extreme Cold, and Drought Programs

The City participates in the San Bernardino County Extreme Heat, Excessive Cold, and drought programs as dictated by the events as they occur.



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PART IV – SECTION 7: MITIGATION STRATEGIES

7.1 Mitigation Overview

The City of San Bernardino Local Hazard Mitigation Plan (2005) focused on integrating the LLHMP with the City General Plan goals and policies as well as incorporating specific flood mitigation projects that were programmed for completion over the five (5) year period. The Plan did not clearly identify mitigation projects the City would focus on for all priority hazards identified in the plan.

However, the City has been very active and engaged in implementing and supporting projects and programs designed to reduce and/or eliminate risk in the City. The following progress report represent the activities that the City has undertaken and/or supported to reduce the risks from wildfire, earthquake and flood hazards and the status of each project. These activities were also discussed previously in **Section 6: Mitigation Programs**.

7.2 Wildfire

7.2.1 Mountain Area Safety Taskforce (MAST) – Complete

Since 2004, MAST members have significantly reduced the fire hazard in the San Bernardino National Forest and neighboring jurisdictions, removing more than 1.5 million dead, dying or diseased trees, more than half of them on private property.

Dead and dying trees pose an extreme fire danger, and MAST members began removing these trees under state and federal grants, including a \$70 million grant from the USDA Natural Resources Conservation Service.

The MAST mission has expanded to include reducing green fuel by thinning live trees in densely wooded areas. Property owners also are being urged to thin the live trees and vegetation on their property to gain an upper hand on the bark beetle infestation and reduce the risk of catastrophic wildfires like the Grand Prix and Old fires in 2003.

Other MAST Achievements include:

- Increasing awareness of the drought-related bark beetle emergency and the threat of catastrophic wildfires
- Distributing fire safety and prevention information to the public
- Developing evacuation plans and distributing emergency planning information to the public
- Developing commercial use or disposal options for waste wood products



7.2.2 Cal Fire – Complete

Numerous fuel projects have been completed by State inmate crews that do significant handwork in dense fuels adjacent to communities. Cal Fire has also led the way in countless re-forestation projects that ensure that new stands of the same trees will repopulate an area and that the original forest won't be overtaken by a different type of replacement forest.

7.2.3 Wood Shake Roof Replacement – On Going

The City has an ordinance that requires the replacement of wood shake roofs with greater than 25% damage. All new construction in the City requires roofs with at least a Class A Fire Retardant rating.

7.2.4 Foothill Fire Zones Hazard Abatement – On Going

The Fire Hazard Abatement portion of the City Code was completely rewritten and redesigned around real flammable fuels. The most significant change was to include certain types of green fuels as flammable vegetation and the requirement to maintain the defensible space around structures in the zone.

7.2.5 Inland Empire Fire Safe alliance (IEFSA) – Complete

IEFSA has held bimonthly meetings for over 5 years and have been the focal point for all regional Fire Safe Councils (FSC) including some from Riverside County. They have also held numerous workshops and seminars regarding fire resistive construction, and materials, Burn Area Emergency Response (BAER) reports, CWPPs and grant writing.

The IEFSA was the focal point for FSCs that were working on completing their Community Wildfire Protection Plans (CWPPs) and created a focus group and a steering committee to accomplish these critical plans. To support public education and involvement, IEFSA created the web site www.fireinformation.com as well as participated in countless safety fairs and fire wise awareness activities. They also conducted a Public Education Media Exchange where all FSC and Agencies got together to share educational modalities and create common thought and educational threads. They have reached out to thousands of mountain residents in preparing them for wildfires.

7.2.6 Public Education Programs – On Going

The City through MAST conducted a comprehensive mountain-wide multi-modality Public Outreach Program from 2006 to 2008. It can be found at www.CalMAST.org. The program in both English and Spanish created and presented multiple public educational meetings, newsletters, brochures, calendars, and posters. Because of the large number of visitors to the forest, MAST also created Emergency Information Visitors brochure and glove box sized Emergency Response Evacuation maps for the mountain communities.



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The program won national awards for advertising and public relations. Other jurisdictions initiated their own public education activities but brought them back through MAST so that the entire group could receive the benefit.

7.2.7 Telephone Emergency Notification System (TENS) Implementation - Complete

Emergency service agencies like the Sheriff's Department have implemented TENS on numerous occasions to notify residents in specified areas to evacuate. Most recently, it was used to evacuate hundreds of homes in the eastern portion of Yucaipa during the Pendleton Fire and in Wrightwood during the Sheep Fire when the entire community was ordered evacuated.

7.2.8 Emergency Communication Services (ECS) – On Going

The Emergency Communications Services (ECS) program provides amateur radio communications support to the City in the event of a significant or catastrophic event. The program is being reformed through the CERT groups in the City and with the assistance of the County ECS.

7.3 Earthquake/Geologic Hazards

7.3.1 Geologic Hazard Mitigation Goal – Complete

A General Plan Amendment to the Safety Element of the City of San Bernardino 2005 General Plan updated the Geologic Hazard Overlay Maps which became effective on November 1, 2005. The Safety Element includes several layers of hazard overlays that are included in the General Plan mapping system to inform the public of potential hazards to development of property within certain areas of the City and to mitigate the risks presented to property owners by these hazards.

These overlays include potential geologic hazards. Over the past twenty years, certain Federal and State agencies have been in the process of digitizing much of this hazard data. The digitization of this data has allowed for greater accuracy as well as more timely updates. In recognition of the new data from these agencies, the City updated the geologic hazard overlay maps, specifically the Generalized Liquefaction Susceptibility layer and the Generalized Landslide Susceptibility layer, contained within the Safety Element of the General Plan.

7.4 Flood

7.4.1 Flood Hazard Mitigation Goal - Complete

A General Plan Amendment to the Safety Element of the City of San Bernardino 2005 General Plan amended the Flood Plain Overlay District, which became effective November 1, 2005. These overlays include potential flood hazards. Over the past twenty years, certain Federal and State agencies have been in the process of digitizing much of this hazard data. The digitization of this data has allowed for greater accuracy as well as more timely updates. In



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recognition of the new data from these agencies, the City updated the Flood Hazard Overlay Maps contained within the Safety Element of the General Plan. The Flood Plain Safety Overlay District is amended to incorporate revised FEMA Flood Plain data.



PART IV – SECTION 8: MITIGATION GOALS, OBJECTIVES, AND PROJECTS

The following section provides an overview of the Mitigation Goals and Objectives for the three primary hazards, Wildfires, Earthquake and Flood. These goals were compiled from various sources including the City of San Bernardino 2007 General Plan.

8.1 Wildfire

GOAL: Continue to reduce fire hazards in the unincorporated areas of the City of San Bernardino and Special Districts.

Objective 1 - General Plan:

- Amend, as appropriate, the City of San Bernardino 2005 General Plan with applicable requirements for the Fire Hazard Overlay and the associated Fire Safety District Maps.
- Incorporate as appropriate state of the art codes and ordinances pertaining to fire safety into the City General Plan.

Objective 2 - Mountain Area Safety Taskforce (MAST):

- Continue the cooperation and coordination of Fire Hazard Mitigation efforts with all stakeholders in the Wildland Urban Interface areas of the City of San Bernardino through participation in MAST.

8.2 Earthquake/Geologic Hazards

GOAL: Minimize exposure to hazards and structural damage from geologic and seismic conditions.

Objective 1 - Unreinforced Masonry Buildings (URMs):

- Re-evaluate structures within the unincorporated areas of the City that were previously identified as a potential Unreinforced Masonry Structure (URM).
- Assess each previously identified structure and determine if a potential hazard exists.
- If a URM hazard is suspected, issue notifications to retrofit the structure and post the building as required.

Objective 2 - Alquist-Priolo Earthquake Fault Zoning Act:

- Protect occupants and structures from high level of risk caused by ground rupture during earthquake.



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Objective 3 - Liquefaction:

- Minimize damage caused by liquefaction, which can cause devastating structural damage and a high potential for saturation exists when the groundwater level is within the upper 50 feet of alluvial material.
- Based on the technical report by URS Corp. supporting the EIR for the General Plan Update include; identified areas outside of the currently designated zone of liquefaction susceptibility within the Geologic Hazard Overlay District.

Objective 4 - Landslide:

- Protect life and property from risks resulting from landslide.
- Require development on hillsides to be sited in such a manner that minimizes the extent of topographic alteration required to minimize erosion, to maintain slope stability, and to reduce the potential for offsite sediment transport

8.3 Flood

GOAL: Provide adequate flood protection to minimize hazards and structural damage.

Objective 1 - National Flood Insurance Program:

- Participate in the National Flood Insurance Program (NFIP), which provides flood insurance within designated floodplains.

Objective 2 - Alluvial Taskforce:

- Review and analyze the findings and recommendations from the recently released Alluvial Fan Task Force reports, as funding permits.
- Determine whether or not additional amendments to development standards or policies are merited, based on the completed analysis.

Objective 3 - Flood Hazard Reduction:

- Reduce flood hazards through development standards and policies stated in the City of San Bernardino General Plan and City of San Bernardino 2005 Development Code.
- Amend the Flood Plain Safety Overlay District through automatic map updates as new data is released and published by the Federal Emergency Management Agency. The amendment will incorporate revised FEMA Flood Plain data, modifying the detail and regional General Plan Quad Maps.
- Review development plans to ensure compliance with ordinances.
- Inspect construction to ensure compliance with approved development plans.



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Objective 4 – Future Flood Mitigation Projects:

- Improve existing facilities and construct new facilities to mitigate flooding with the City.
- In each flood control zone, construct facilities identified in those zones by the Public Works Department.



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PART IV – SECTION 9: MITIGATION PRIORITIES

9.1 Prioritization Process

A general description of the methodology used to review potential mitigation projects and to establish priorities for inclusion in this plan was presented in **Section 1.8**. In addition to following the STAPLEE process and reviewing each potential project based on the criteria presented. The City also utilized existing prioritization previously established on a Countywide basis for wildfire and flood projects. Those processes are described below.

9.2 Wildfire

9.2.1 Mountain Area Safety Taskforce (MAST)

The Mountain Area Safety Taskforce (MAST) Operations Section meets monthly. MAST Operations Section determines project priorities based on the benefit cost analysis of the projects and the effect of the project on the overall goals of the MAST organization. Goals can change as detailed Benefit Cost Analysis is conducted and CEQA/NEPA reviews are completed.

MAST Priorities are to:

- Continue reducing fire hazards through fuel reduction programs
- Hazard abatement through enforcement of City ordinances

MAST is the central point of coordination for all projects related to the reduction of the potential for catastrophic wildfires. There are numerous participants and all levels of government. MAST partners collaborate to provide multi-agency technical support to ensure project success. Economic impacts are considered and the result has been significant increase in economic activity through thoughtful application of grant funding.

MAST has been so successful in the environmental management of projects that all of the local environmental groups including national affiliates are now supporters of MAST fuels projects.

9.3 Flood

9.3.1 Project Prioritization

The task of determining local project priority is the responsibility of the City Public Works Department staff in coordination with the San Bernardino County Flood Control District. The District, as established by State legislation in 1939, is subdivided into six zones with interests, responsibilities or geographical divisions distinctive of the particular zone. In matters of taxation or ventures, each zone functions independently although by mutual arrangements joint activities may be entered into.



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Section 9:
Mitigation Priorities

The City of San Bernardino is located in Flood Control Zone 2:

- The central area of the San Bernardino Valley, easterly of Zone 1 to approximately the Santa Ana River and City Creek demarcations. This includes the Cities of Colton, Fontana, Grand Terrace, Highland, Loma Linda, Redlands, Rialto and San Bernardino with the communities of Bloomington, Del Rosa, Devore and Muscoy

and Flood Control Zone 3:

- The easterly end of the San Bernardino Valley, east of Zone 2 including the Cities of Highland, Loma Linda, Redlands, San Bernardino and Yucaipa with the community of Mentone.

The Zone committee is formed of spirited citizens and public officials with unselfish and devoted interests, organized to meet annually or on call to afford recommendations to the City Council on matters of tax levies, budgets, work programs, priority of projects, ventures and other counsel. The Mayor of each incorporated City in the District is a committee member with full standing for the appropriate zone.



PART IV – SECTION 10: IMPLEMENTATION STRATEGY

10.1 Wildfire

- MAST provides the most effective means available to the City to identify, review, prioritize and implement fire prevention and fuel reduction projects. The focus of MAST is implementing programs in the most effective way possible taking advantage of the inter-related activities of the MAST partners and maximizing funding sources.

10.2 Earthquake/Geological Hazards

- All earthquake mitigation activities are implemented through the City of San Bernardino 2007 General Plan, City Ordinance, and City Building Codes in coordination with State law.

10.3 Flood

All flood control mitigation activities are implemented through the City of San Bernardino 2007 General Plan, City Ordinance, City Building Codes in coordination with State law and federal laws, rules, and regulations relating to waterways and water.

(Table 10.4) summarizes the implementation strategies for categories of projects addressing the top hazards in the City of San Bernardino's LHMP. The Table includes implementation strategies for the wildfire, earthquake/geologic hazards and flood.

Table 10.4: Implementation Strategy Summary

Action	Lead Agency	Hazard	Funding Source
Code Development – Prevention: Develop additional code requirements to further reduce or eliminate damages from the identified hazards.	Community Development	All Hazards	General Fund
Natural Resource Protection: To locate and protect natural and cultural resources at risk from the identified hazards.	MAST	Natural and Cultural Resources	General Fund/ Grants
Property Protection: To enhance property protection from wildfire through fuel reduction programs that target fire prone vegetation on private property.	Fire Department.	Wildfire	General Fund/ Grants
Public Education: To continue and develop new public education programs targeting the top identified hazards.	Fire Department.	All Hazards	General Fund/ Grants
Structure Protection – Flooding: To continue to identify, fund, and build projects that reduce or eliminate flood hazards in the County.	Public Works Flood Control	Flooding Hazards	General Fund/ Grants
Structure Protection – Geological Hazards: To identify unknown hazards and develop additional new and retrofit requirements or programs to reduce or eliminate damage from geological hazards.	Community Development	Geological Hazards	General Fund/ Grants
Structure Protection – Wildfire: To further protect structures at risk from wildfire through education, building, and enforcement codes and actions.	Fire Department.	Wildfire	General Fund/ Grants



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PART IV – SECTION 11: PLAN MAINTENANCE

11.1 Monitoring, Evaluating, and Updating the Plan

The City of San Bernardino Fire Department is the custodian of the LHMP. In the 2005 LHMP, the City of San Bernardino indicated that the LHMP would be reviewed annually. Although no formal meetings were held, staff reviewed the plan annually and collected new hazard mitigation information and mitigation efforts throughout the county. Additionally, staff referenced/reviewed the LHMP before submitting grant applications to ensure the project was captured in the plan when applying for all grants to assist their mitigation efforts.

There are three (3) main components to the LHMP: hazards, projects, and stakeholder involvement (public, as well as, City staff). The City has focused on these components and over the last 5 years and made steady improvements in all areas. The City participated in and facilitated several meetings and established several tasks forces to help advance the understanding of hazards in the community. This information was shared with other City personnel and the general public. City staff believes that this sharing of information leads to a more informed community, thus a more robust LHMP.

City Departments track the status of the projects through the entire life cycle from concept to completion. Projects in progress are tracked to ensure all milestones are met and payments are made in a timely manner. Each year proposed projects are reviewed during budget development every spring and selected projects are submitted for funding to the appropriate funding source. These funding sources include but are not limited to grant funding, General Fund funding, and Special District funding.

Because the LHMP is a living document that reflects ongoing hazard mitigation activities, the process of monitoring, evaluating, and updating will be critical to the effectiveness of hazard mitigation within the City. The City will hold internal planning meetings to discuss current projects and evaluate newly proposed projects resulting from internal staff meetings and input from the public.

The results of these Departmental meetings will be presented to the Local Planning Team meetings at their annual meetings. To facilitate the Local Hazard Mitigation Planning process, the Fire Department is proposing to conduct annual meetings with the City Planning Team where the Team Members will discuss the projects, priorities, and goals in the current plan and from individual Department meetings and suggest any necessary changes.

Results of the annual meeting will be retained and compiled for the 2019 update. The City Planning Team will continue to support focused outreach for all Departments as well as support City-wide activities.



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