



SAN BERNARDINO COUNTY **EMERGENCY OPERATIONS PLAN**

A Strategy for the Response to Major Emergencies and Disasters

NOVEMBER 2025

Portions of the Emergency Operations Plan (EOP), including supporting parts and annexes, may contain sensitive information. This information pertains to the deployment, mobilization, and tactical operations of the County of San Bernardino government and cooperating or assisting agencies in response to disasters.

While the EOP Base Plan (Part 1) is available for public use and review, the County of San Bernardino may withhold certain supporting parts and annexes from full public disclosure-under the provisions of the California Public Records Act (California Government Code § 7920-7931).



PROMULGATION STATEMENT

This **Emergency Operations Plan (EOP)** is adopted as the official emergency plan of the County of San Bernardino by Resolution No. 2025-221 of the San Bernardino County Board of Supervisors, dated November 4, 2025. This version supersedes all previous versions.



DAWN ROWE, CHAIR

San Bernardino County Board of Supervisors

A copy of San Bernardino County Resolution No. 2025-221
is included as Appendix A of this Base Plan.

This Emergency Operations Plan (EOP) was adopted by the San Bernardino County Board of Supervisors in November 2025. Subsequent minor updates and administrative revisions have been incorporated and are documented in the Record of Changes. These updates do not constitute a substantive revision requiring re-adoption.



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PREFACE

EOP OVERVIEW

The **County of San Bernardino Emergency Operations Plan (EOP)** outlines the concepts and strategies to prevent, mitigate, prepare for, protect against, respond to, and recover from natural, technological, and human-caused hazards affecting the County. All actions outlined herein focus on protecting lives, property, and the environment, maintaining critical governmental operations, and ensuring a timely transition to recovery. The EOP is developed with this coordination, collaboration, and cooperation in mind.

DEVELOPMENT

The EOP has been developed in accordance with the California Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It is written in coordination with the State of California Emergency Plan (SEP), the National Response Framework (NRF), and FEMA’s Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans.

The San Bernardino County Office of Emergency Services (OES) is responsible for developing ‘emergency plans and managing emergency programs’ (San Bernardino County Code of Ordinances Title 1, Division 1, Chapter 2, § [21.0103](#)). OES has developed the EOP and is responsible for maintaining it.

This plan provides the framework within which county departments and agencies, operational area jurisdictions, allied agencies, non-governmental organizations, volunteer groups, and private organizations can develop detailed response procedures, continuity of government and continuity of operations plans, resource arrangements, and aid agreements. These departments, agencies, and organizations collectively comprise the San Bernardino County Emergency Organization (SBC Code of Ordinances § [21.0109](#)).

ORGANIZATION

To ensure the greatest flexibility, the EOP is organized into five distinct parts focusing on specific emergency management areas. County departments may

develop and maintain standard operating procedures (SOPs) as needed to support their roles in the EOP. This Base Plan is Part 1.

RELATIONSHIP TO OTHER PLANS

The San Bernardino County EOP is the primary document used by the County and the Operational Area (OA) to describe the concept of operations for emergency management activities from both the County and OA perspectives. OA jurisdictions should develop their own emergency plans that reflect their specific response organizations, resources, and policies. The EOP is also designed to be an extension of the California Emergency Plan and a mechanism for implementing state and national response activities at the local level. It is further aligned with emergency support function annexes, hazard-specific plans, and operating guides. Collectively, these plans all comprise the EOP.

STANDARD OPERATION PROCEDURES AND OPERATING GUIDELINES

County departments and agencies that have responsibilities within the EOP should prepare organizational and task-specific Standard Operating Procedures (SOPs), Standard Operating Guidelines (SOGs), or plans detailing personnel assignments, policies, notification rosters, resource lists, and specific steps for accomplishing their assigned emergency functions. Staff emergency response personnel should be acquainted with and receive training on the policies and procedures contained within the SOPs and SOGs in support of the EOP.

UPDATES

Emergency planning involves a continuous and cyclic process. As such, the EOP will regularly undergo changes, revisions, and updates. Updates and changes to the EOP will be issued as necessary based on lessons learned from disasters and emergency exercises, innovative technology, new statutory requirements, changes in jurisdictional organization, and changes in jurisdictional or partner capabilities. Supplements to this plan that address unique emergency functions, specific hazards and risks, or complex planning implications will be issued periodically and as necessary by the county. Regular and routine updates may be made without further promulgation or legislative action.

SUMMARY

- While no plan can entirely prevent loss of life and property destruction, well-crafted plans executed by capable organizations and personnel can significantly minimize losses. County departments, allied agencies, non-governmental organizations, volunteer groups, and private organizations are encouraged to take all necessary preparedness actions to fulfill their roles within the EOP.



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RECORD OF CHANGES

Change #	Date	Part Changed and Summary of Change	Person Recommending/ Making Change
26-001	3/5/2026	Added High Desert Dispatch Center as designated emergency communications facility.	Asst Sheriff Sam Fisk
26-002	3/5/2026	Updated Primary County EOC location to 1743 Miro Way, Rialto, CA, and clarified future transition to the Valley Communications Center (VCC) upon operational readiness.	Asst Sheriff Sam Fisk
26-003	3/5/2026	Clarified CEO coordination role in emergency resource allocation and affirmed statutory authority of elected department heads.	Asst Sheriff Sam Fisk
26-004	3/5/2026	Added High Desert Government Center as a designated Alternate Seat of Government if the primary seat cannot support operations.	Asst Sheriff Sam Fisk
26-005	3/26/2026	Clarified that EOC coordination supports, but does not supersede, on-scene ICS authority, and affirmed the Sheriff retains operational	Capt Brian Chambers

		control and command of law enforcement operations.	
26-006	3/26/2026	Clarified that the Sheriff authorizes evacuations and shelter-in-place orders within areas of law enforcement jurisdiction and determines when such orders may be safely lifted.	Capt Brian Chambers
26-007	3/26/2026	Added Cal OES Law Enforcement Mutual Aid (LEMA) Assistance Fund as a reimbursement resource for law enforcement mutual aid deployments, including funding availability through June 30, 2029.	Capt Brian Chambers
26-008	3/26/2026	Added language affirming that nothing in this section supersedes the Sheriff's statutory or constitutional authority and that the Sheriff retains operational control of law enforcement, custody, coroner, and peace officer functions, including during proclaimed emergencies	Capt Brian Chambers
26-009	3/26/2026	Updated terminology from "Explorer Scout Program" to "Explorer Program."	Capt Brian Chambers
26-010	3/26/2026	Added clarification that EOC direction provides policy coordination and resource	Capt Brian Chambers



		prioritization, while operational command of law enforcement activities remains with the Sheriff or designated incident commanders under ICS.	
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PLAN DISTRIBUTION

PLAN DISTRIBUTION

County Departments & External Organizations

Aging and Adult Services	Department of Children and Family Services
Agriculture Commissioner	Department of Environmental Health
Airports	Department of Finance
Animal Care	Department of General Services
Arrowhead Regional Medical Center (ARMC)	Department of Human Resources
Assessor-Recorder-Clerk (ARC)	Department of Human Services
Auditor-Controller/Treasurer/Tax Collector (ATC)	Department of Information Technology
Behavioral Health	Department of Public Health
Board of Supervisors	Department of Public Works
Child Support Services	Department of Social Services
Community Development and Housing	Department of Veterans Affairs
Community Services	Economic Development Agency
County Administrative Office	Emergency Medical Services
County Counsel	Fire Protection District
County Fire Protection District	Health Services
County Library	Office of Emergency Services (OES)
County Parks	Registrar of Voters
County Probation	Transportation Authority
County Public Defender	Workforce Development
County Public Works	Land Use Services

County Sheriff's Department	Building and Safety
Public Authority	Fleet Management
Museum	Projects and Facilities Management
County Departments & External Organizations	
CalOES, Southern Region	American Red Cross
Operational Area Cities and Towns	Office of Education
School Districts	Special Districts
Tribal Governments	Office of Homeless Services
County Administrative Office- Communications	Purchasing Department

DISTRIBUTION METHODOLOGY

- All planning documents will be distributed digitally.
- Part 1 (Base Plan) will be distributed upon promulgation.
- All other EOP parts, including attachments, appendices, and annexes will be distributed as they are developed, updated, or revised.




CONCURRENCE WITH THE EMERGENCY OPERATIONS PLAN

Signatures of concurrence have been obtained from those departments, agencies, and organizations with a major role in the EOP. These signatures were collected through separate letters of concurrences.

Concurrence signifies agreement with the general concept of operations outlined in the plan, as well as the assigned responsibilities for each department, agency, or organization.

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www.SBCounty.gov



Office of Emergency Services

Luther Snoke
Chief Executive Officer

Crisanta Gonzalez
Director

LETTER OF CONCURRENCE

The undersigned representatives of the San Bernardino County Disaster Council concur with the mission, goals, and objectives of the San Bernardino County Operational Area Emergency Operations Plan (EOP). As needed, revisions will be submitted for review by the Office of Emergency Services through the Disaster Council approval process.

The undersigned further acknowledge that the Emergency Operations Plan is aligned with the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) and supports a coordinated, all-hazards approach to emergency management within the San Bernardino County Operational Area.

County Disaster Council
Luther Snoke, Chairperson, Chief Executive Officer

Signature  _____ Date 1/28/2026

County Disaster Council
Crisanta Gonzalez, Executive Director, Office of Emergency Services
Director

Signature  _____ Date 1/29/2026

San Bernardino County Fire Protection District
Daniel Munsey, Fire Chief/Fire Warden

Signature  _____ Date 2-03-26

San Bernardino County Sheriff Department
Sharon Dicus, Sheriff/Coroner/Public Administrator

Signature  _____ Date 3/27/26

BOARD OF SUPERVISORS

COL. PAUL COOK (RET.) First District	JESSE ARMENDAREZ Second District	DAWN ROWE Chair, Third District	CURT HAGMAN Fourth District	JOE RAGA, JR. Vice Chair, Fifth District	Luther Snoke Chief Executive Officer
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PLAN ORGANIZATION AND ACTIVATION

PLAN ORGANIZATION

The EOP is structured into five distinct parts to maximize functionality and flexibility in its application by emergency organization personnel and key county officials.

PART 1: BASE PLAN

Authorities, concept of operations, and assignment of responsibilities.

PART 2: EMERGENCY OPERATIONS CENTER (EOC) OPERATIONS

EOC activation procedures, organization, and functional position descriptions.

PART 3: EMERGENCY SUPPORT FUNCTION ANNEXES

Standard operating concepts and procedures for commonly required EOC and emergency support functions.

PART 4: HAZARD ANNEXES

Standard operating concepts and procedures that are unique to specific hazards or threats.

PART 5: SUPPORTING ATTACHMENTS

Reserved for essential supporting documents and references necessary for executing the EOP that do not fit into Parts 2 through 4.

PLAN ACTIVATION

The plan will become activated:

1. On order of the Chief Executive Officer as the Director of Emergency Services, or Assistant Director of Emergency Services as defined in SBC Code of Ordinances § [21.014](#), or the Director of the Office of Emergency Services, or
2. At the proclamation of a local emergency or upon the existence of circumstances where a proclamation is likely to occur in accordance with the county's [Emergency Services Ordinance](#), or
3. When the Governor has proclaimed a State of Emergency in an area, including the County of San Bernardino, or

4. At the proclamation of a State of War Emergency, as defined by the California Emergency Services Act, or
5. Upon a Triggering Event identified within this section.

In the event of a threatened emergency, the San Bernardino County Emergency Organization (County Code of Ordinances § [21.0109](#)), or any portion of it, may be mobilized before the activation of this plan by order of the Director of Emergency Services, Assistant Director of Emergency Services, Department or Agency Director, or Director of the Office of Emergency Services.

TRIGGERING EVENTS

The following events may trigger the activation of the EOP:

- Damaging earthquake, wildfire, flood, or other impactful event
- Severe weather warning
- Regular emergency exercise and training
- Activation of one or more city or town EOCs
- County special or planned event of significance
- Significant county resource commitment or draw-down
- Any event that inhibits the county's ability to deliver essential services

PREEMPTIVE RESPONSE ACTIONS

Actions taken before a potential, impending, or threatened emergency will be aimed at preventing, mitigating, or preparing for such an event. These actions may include, but are not limited to, obtaining and maintaining situation and resource status information; pre-alerting response departments, agencies, and organizations; developing incident-specific contingency plans and staffing patterns; pre-positioning response assets and emergency resources; and establishing and maintaining communications with department and agency directors, operational area jurisdictions, department operations centers, assisting and cooperating agencies, and the County of San Bernardino Emergency Organization.

Preemptive response actions may be ordered by the Director of Emergency Services, Assistant Director of Emergency Services, Department or Agency Director, or the Director of the Office of Emergency Services.

EOC coordination shall support, but not supersede, on-scene Incident Command System (ICS) authority. The Sheriff retains operational control of law enforcement functions under state law, and on-scene command of law enforcement operations shall remain with the Sheriff or designated representative.

HOW TO USE THIS PLAN

Prior to EOP Activation

- Understand departmental or organizational responsibilities
- Develop all necessary supporting SOPs
- Acquire and allocate resources necessary to fulfill assigned responsibilities
- Train staff and teams to perform their roles as outlined in the EOP or SOPs

Upon EOP Activation

- Refer to the EOC organizational chart in EOP Part 2 (Position Checklists)
- Identify the function or position for which your department or organization is responsible for and ensure it is staffed within the County's EOC
- Locate the corresponding section or position checklist in EOP Part 2 that outlines the function and associated tasks
- Carry out the functions and associated tasks consistent with the EOC Action Plan or stated incident priorities



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1. PURPOSE AND SCOPE

1.1 PURPOSE

This plan outlines the actions to be taken by the San Bernardino County Emergency Organization to prevent disasters, reduce vulnerability, protect people and property, respond effectively, and recover from extraordinary emergencies and disasters.

The Emergency Operations Plan provides a single source of guidance and procedures for the San Bernardino County (SBC) and San Bernardino County Operational Area (SBCOA) to prepare for and respond effectively.

The plan is consistent with the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), ensuring a coordinated response to multiagency and multijurisdictional emergencies. It incorporates the Incident Command System (ICS), mutual aid, multi and interagency coordination, and the operational area concept.

1.2 SCOPE

The San Bernardino County Emergency Operations Plan employs an **all-hazards approach** to guide response efforts during **extraordinary emergencies and disasters**—including both natural and human-caused incidents. Extraordinary emergencies are those that exceed routine capabilities and day-to-day procedures due to their scale, complexity, or impact, requiring enhanced coordination and resource mobilization.

The EOP establishes authority and general operational concepts for developing further plans and guidelines. Its structure can adapt to any disaster affecting San Bernardino County, prioritizing saving lives, protecting property, and restoring normalcy. The plan applies to all county departments and other tasked organizations, enabling them to respond individually or as part of a countywide effort.

The EOP emphasizes extraordinary emergency conditions that require a robust and complex response beyond routine protocols. It does not supersede the well-established protocols for coping with day-to-day emergencies involving law

enforcement, fire services, emergency medical services, transportation services, flood control, or other discipline-specific emergency response systems. Each organization must develop and test its own policies, procedures, and guides to ensure a coordinated disaster response.

1.3 BASIS FOR PLANNING

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) in Article 3, Section 8568, states: "The State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof."

United States Homeland Security Presidential Directive-5 (HSPD-5) directs the development and implementation of the National Incident Management System (NIMS). NIMS requires the development and maintenance of various planning elements at the local government level, including the EOP.

The San Bernardino County EOP is developed per the county's Code of Ordinances (§ [21.0103 \(b\) \(1\)](#)) and takes effect upon adoption by resolution of the San Bernardino County Board of Supervisors.

1.4 RESPONSE OBJECTIVES

The following objectives guide the response and recovery efforts for San Bernardino County during an emergency:

1. Protect and preserve lives.
2. Ensure continuity of government.
3. Direct and control emergency operations.
4. Protect, deploy, and manage emergency resources.
5. Safeguard property, the environment, and the economy.
6. Repair and restore essential systems, services, and lifelines.

2. SITUATION AND ASSUMPTIONS

2.1 SITUATION OVERVIEW

History and location: San Bernardino County is a charter county located in Southern California, formed in 1853. It is divided into five supervisory districts based on population. It is bordered by Arizona and Nevada to the east, Inyo County to the north, Kern and Los Angeles Counties to the west, and Orange and Riverside Counties to the south. Covering 20,105 square miles, it is the largest county by area in the continental United States.

The unincorporated area of the county covers approximately 19,233 square miles, which is 95.67% of the entire county. The remaining 4.33% (872 square miles) is under the jurisdiction of incorporated cities or towns. These cities and towns are concentrated in the southwest portion of the county. (Source: San Bernardino County 2022 Multi-Jurisdictional Hazard Mitigation Plan)

Demographics: The population of San Bernardino County is 2,181,433 ([San Bernardino County](#), 2025). Most of the county's population is in the valley areas located in the southwestern portion of the county. The population remained fairly static between 2020 and 2024. Between 2011 and 2020, the county's population grew by 146,444, and between 2000 and 2010, it grew by 325,071 ([CA Department of Finance](#), 2025). Of the current population, 12.9% are 65 years and over, 8.3% under age 65 claim a disability, and 43.6% speak a language other than English at home ([US Census Bureau](#), 2024). The seven largest ethnic groups are Latino (52.3%), White (23.9%), Asian (9.9%), Black (9.1%), Two or More Races (4%), Native American (.4%), and Pacific Islander (.4%). ([County of San Bernardino](#), 2025).

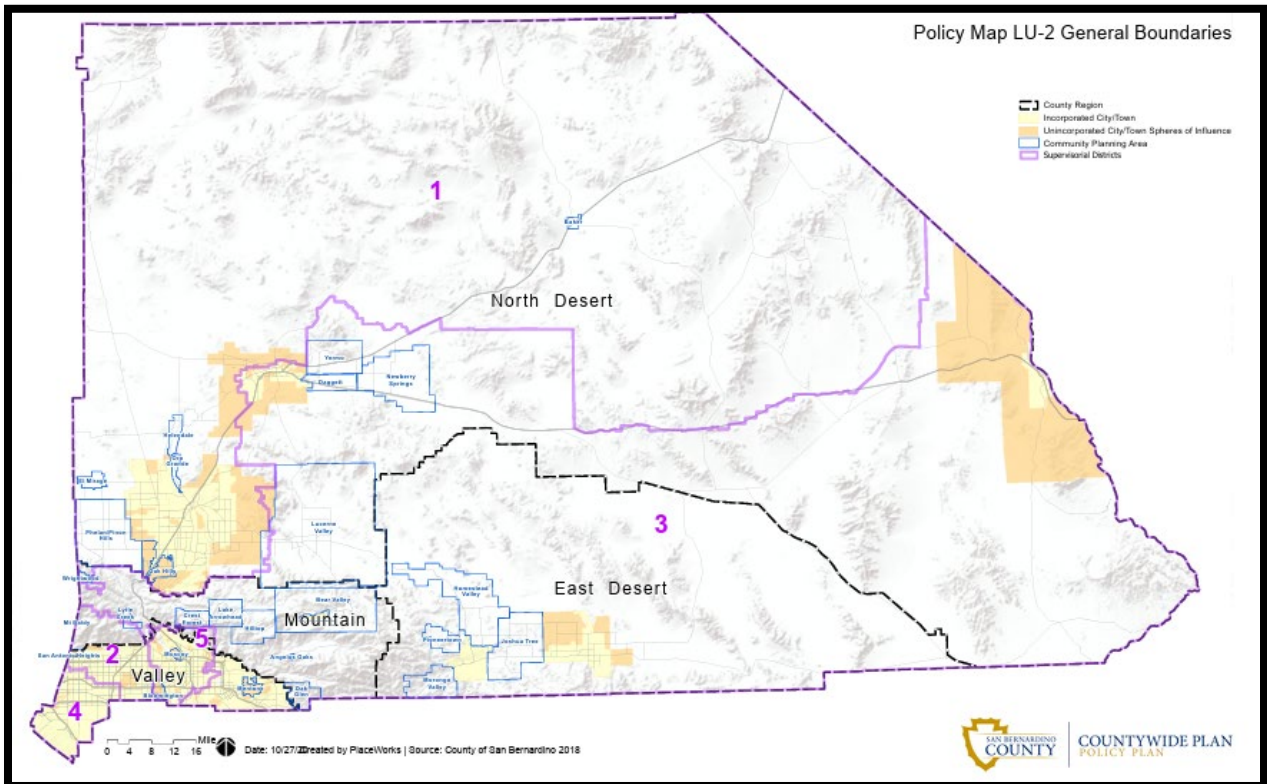
Economy: San Bernardino County has 24 incorporated cities and towns, and seventy-six unincorporated communities. Additionally, there are 102 special districts managed by the Special Districts Department. The economy of San Bernardino County, CA employs 956k people. The largest industries are Health Care & Social Assistance (123,387 people), Retail Trade (118,729 people), and Transportation & Warehousing (102,285 people). ([County of San Bernardino](#), 2025)

San Bernardino County Location Map



Source: San Bernardino County

San Bernardino County Boundary Map



Source: San Bernardino County

2.2 HAZARDS SUMMARY

Geography: San Bernardino County is characterized by three distinct areas: Valley, Mountains, and Desert. The Valley Region is the most populous, containing the majority of the county’s incorporated areas. The Mountain Region is primarily comprised of public lands managed by federal and state agencies. The Desert Region, the largest at over 93% of the county’s land area, includes parts of the Mojave Desert. Aside from open or undeveloped land, the largest land use in the county is for military purposes. San Bernardino County's elevation ranges from approximately five hundred feet above sea level in the desert areas to 11,503 feet at the peak of San Gorgonio Mountain, the tallest peak in Southern California.

Climate: San Bernardino County’s climate features hot temperatures in the valleys and cooler temperatures in the mountains. Elevation and topography differences cause temperature and precipitation variations between the Valley and Desert areas. Winter desert temperatures can approach zero, while summer temperatures can reach 134°F in lower elevations and along the Colorado River area. San Bernardino Valley temperatures range from an average high of 80°F to a low of 53°F, with a record high of 117°F and a record low of 17°F. The annual average rainfall is 15.6 inches. Strong "Santa Ana" winds blow in fall and winter. The mountains have a four-season climate, with temperatures ranging from an average high of 62°F to a low of 36°F, a record high of 106°F, and a record low of -25°F. Desert area precipitation is less than four inches per year, usually short and intense, causing flash floods. Unusually heavy rains can temporarily fill dry lakes, and persistent winds blow year-round. (Source: San Bernardino County 2022 Multi-Jurisdictional Hazard Mitigation Plan)

Hazards Profile: The hazards were prioritized as follows:

Table 2.2A SBC Hazards

<p>High Probability/High Impact</p> <ul style="list-style-type: none"> • Wildfire • Flood • Earthquake / Geologic Hazards 	<p>High Probability/Medium Impact</p> <ul style="list-style-type: none"> • Drought
---	--

Medium Probability/High Impact <ul style="list-style-type: none"> • Terrorism 	Medium Probability/Medium Impact <ul style="list-style-type: none"> • Climate Change (Extreme Heat and Other)
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The following hazards were considered as either low probability or low impact in San Bernardino County's 2022 hazard assessment and Multi-Jurisdictional Hazard Mitigation Plan update.

Table 2.2B SBC Hazards

Dam Inundation Hail Infestation	Tornado High Winds Winter Storm	Lightning Extreme Cold
---------------------------------------	---------------------------------------	---------------------------

These hazards and their relative frequency and impact serve as a foundation for ongoing disaster recovery planning. Each hazard presents unique response and recovery considerations and challenges, which are essential for effective planning and mitigation efforts.

Disaster History: San Bernardino County has experienced 33 Federal Major Disaster Declarations since 1965. These major disasters include nine fires, twenty severe weather events, one pandemic (declared twice), and two earthquakes (County of San Bernardino Multi-Jurisdictional Hazard Mitigation Plan, 2022).

2.3 PLANNING ASSUMPTIONS

General Planning Assumptions: Certain general planning assumptions guide disaster preparedness, response, and recovery. These assumptions should guide planning activities at the county, city, special district, non-governmental, and business levels.

General planning assumptions include the following concepts:

- Disasters can occur at any time with little or no warning, and may exceed the capabilities of local, state, and federal governments, as well as the private sector.

- It is often impossible to predict the specific effects of a disaster. Potential effects might include interruptions to public services, damage to utilities and communication systems, fatalities, injuries, environmental harm, property loss, and displacement of populations.
- Responsibility for disaster preparedness rests with all levels of government.
- Effective use of warning time decreases life and property loss.
- Personnel and staff preparedness and training are essential to effective emergency operations.
- The nature and extent of an emergency will determine which elements of the emergency organization will mobilize and respond.

Local Planning Assumptions: Certain localized planning assumptions guide the local preparedness, response, and recovery from a local disaster. These assumptions specific to San Bernardino County should guide planning activities at the county, city, special district, non-governmental, and business levels.

Local planning assumptions include the following concepts:

- The residents of San Bernardino County may need to provide for their immediate needs for at least 72 hours following a catastrophic event, or for at least 24 hours following a location-specific emergency.
- A catastrophic earthquake would adversely affect local, county, and state government response capabilities. Communications, electrical power, water and natural gas lines, sewer lines, and fuel stations may be seriously impaired during the first hours following a major earthquake and may not be fully restored for days or weeks.
- Transportation corridors will be affected, so only equipment, food, supplies, and materials on hand may be available for use during the first 72 hours of emergency operations.
- It is possible that only emergency response personnel on duty at the time of a significant earthquake will be available during the first hours or even days, until others can make their way to their duty stations.

- In the event of a catastrophic earthquake, the extent of damage, loss of life, and injuries may not be known for hours or even days.
- The ability for OA EOCs to function effectively may be limited if communication links and first responders, EOCs, and other agencies are damaged, degraded, or unavailable.
- A closure of the Cajon Pass may limit the number of emergency response personnel available to staff the primary EOC in San Bernardino or other emergency management functions for hours or days.
- Environmental, technological, and civil emergencies may be of such magnitude and severity that state and federal assistance is required.
- An emergency will require prompt and effective response and recovery operations by county emergency services, disaster relief, volunteer organizations, and the private sector. All emergency response staff are trained and experienced in operating under the NIMS/SEMS protocol.
- County support of city/town emergency operations will be based on the principle of self-help. The cities/towns will be responsible for utilizing all available local resources and initiating mutual aid and cooperative assistance agreements before requesting assistance from the county.
- 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 of or the entire county may be affected by environmental and technological disasters. Control over county resources will remain at the county level, even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the county will be able to operate more effectively if public officials, first responders, employees, and affiliated volunteers are:
 - Have a family disaster plan.

- Familiar with established disaster response policies and procedures.
- Know mobilization, assembly, and reporting instructions.
- Trained in their potential disaster response duties, roles, and responsibilities required during emergency operations.
- Have adequate food, water, and supplies to meet personal needs for at least 72 hours.



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3. CONCEPT OF OPERATIONS

3.1 GENERAL OVERVIEW

General: The EOP and associated emergency operations adhere to California's Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It also incorporates the Emergency Support Function (ESF) structure to implement necessary emergency support activities, with or without activation of the county's Emergency Operations Center (EOC).

Emergency vs. Normal Functions: The EOP aligns emergency functions with the daily operations of agencies, departments, and organizations as much as possible, using the same personnel and resources when feasible. Everyday tasks and operations that do not contribute directly to an emergency may be suspended or redirected during an emergency or disaster. Efforts typically assigned to these tasks will be directed toward emergency and disaster relief.

Roles: Local municipalities, including cities and towns, are responsible for preparing for and responding to local emergency incidents. The County of San Bernardino is responsible for incidents within its jurisdiction and serves as the Operational Area, coordinating communication and emergency resources between local municipalities and the State of California. When requested, California may provide assistance through the Master Mutual Aid Agreement and the California Disaster Assistance Act. The federal government may provide assistance to the state through federal agency authorities, the Emergency Management Assistance Compact, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

3.2 COUNTY/OPERATIONAL AREA CONCEPTS

County/Operational Area Concepts: San Bernardino County's emergency response spans day-to-day operations and, if necessary, special authorities and police powers. Effective disaster response requires collaboration among government, private sector, businesses, community-based organizations, and volunteers.

The County's emergency management organization includes county departments and Board-Governed Special Districts. The Operational Area (OA) comprises 24 cities and towns, over 160 Special Districts, 37 public school districts, utility

organizations, and volunteers. The OA manages information, resources, and priorities among local governments and serves as the link between local and state governments.

The emergency operations structure follows the Standardized Emergency Management System (SEMS), applied through the OA Emergency Operations Center (EOC) and Department/Special District Operations Centers (DOCs). SEMS has five levels: field response, local government, operational area, region, and state. The National Incident Management System (NIMS) is integrated within SEMS. The Incident Command System (ICS) organizes on-scene operations for emergencies.

The OA, led by San Bernardino County, coordinates communication and resources among local governments and serves as the link between local and state governments. Assistance from state and federal levels may be provided through agreements like the Master Mutual Aid Agreement and the California Disaster Assistance Act.

3.3 PHASES OF EMERGENCY MANAGEMENT

Emergency management consists of five primary, interrelated phases or mission areas that encompass activities before, during, and after a disaster. Prevention is combined with Mitigation for purposes of this section.



3.3.1 PREPAREDNESS

Preparedness activities are conducted before an emergency to enhance disaster response through planning, training, exercises, and resource acquisition. Elements of San Bernardino County’s preparedness include the following.

3.3.1.1 DISASTER COUNCIL

The San Bernardino County Disaster Council is a key component of the county's emergency management structure. It consists of 20 voting members and one non-voting member, including representatives from departments such as the Fire Chief, Sheriff, and Public Health Director. The council coordinates disaster preparedness, response, and recovery efforts, ensuring effective communication and resource

allocation during disasters. They also advise and recommend plans and regulations to the Board of Supervisors.

3.3.1.2 OPERATIONAL COORDINATING COUNCIL

The San Bernardino County Operational Area Coordinating Council (OACC) is a collaborative body with representatives from each jurisdiction within the Operational Area. The OACC works with local governments, the County's Office of Emergency Services, Cal OES, and FEMA to prepare for potential disasters. The council focuses on exchanging critical preparedness information and planning for efficient resource use to enhance disaster preparedness and response efforts.

3.3.1.3 PLANNING, ORGANIZATION, AND EQUIPPING

Planning: Planning involves managing the crisis life cycle, determining capability requirements, and clarifying roles. It includes intelligence collection, EOP development, policies, procedures, mutual aid agreements, and strategies. By adopting the “Whole Community” approach, San Bernardino County collaborates with community partners, water retailers, and stakeholders to enhance resilience and preparedness.

Organization: The command and management structure strengthens leadership, organizes response and recovery teams, and enables the county’s responders to collaborate effectively during incidents. Led by the County Office of Emergency Services (OES), it includes all organizations in the San Bernardino County Emergency Organization, as identified in the SBC Code of Ordinances, Title 2, Division 1, Chapter 1.

Equipping: Equipping ensures that San Bernardino County has access to the necessary equipment, supplies, and other resources required to respond effectively to disasters. This is achieved through general fund procurement, grant-funded purchases, mutual-aid agreements, and for-hire contractor agreements.

3.3.1.4 TRAINING, TESTING, EXERCISING, AND CONTINUOUS IMPROVEMENT

Training: Essential for preparedness, training ensures mastery of the knowledge and skills required for emergency tasks. The OES collaborates with the OA to train

and exercise its emergency organization. Training details and schedules are outlined in the OA Integrated Preparedness Plan (IPP) managed by OES.

Testing: Routine tests validate emergency plans and procedures, equipment and technologies, and processes and systems. These tests include the daily testing of essential tools and technology, monthly testing of systems, and broader testing of OA processes through regular emergency exercises.

Exercising: Exercises assess preparedness and identify areas for improvement, following FEMA’s Homeland Security Exercise and Evaluation Program (HSEEP) best practices. These include seminars, tabletop exercises, functional exercises, and full-scale exercises. Exercise details and schedules are outlined in the OA Integrated Preparedness Plan (IPP) managed by OES.

Continuous Improvement: San Bernardino County uses evaluation tools such as After-Action Reports, program evaluations, and surveys to develop improvement plans. Performance is evaluated after exercises, events, or incidents; deficits are identified, and corrective actions are implemented. This system prioritizes, monitors, and reports on these corrective actions.

3.3.1.5 STAFF AND ORGANIZATIONAL PREPAREDNESS

Staff Preparedness: Ensuring employee safety during disasters through training and resources equips staff with necessary skills. Prepared employees remain calm, make informed decisions, and reduce risks, leading to quicker recovery and organizational benefits. Emergency preparedness and Disaster Service Worker (DSW) standards are provided during hiring and orientation, with ongoing updates throughout the year. County and partner organization staff must be capable of performing critical emergency tasks based on their potential assignments.

Organizational Preparedness: Critical for continuity of operations and infrastructure protection, a comprehensive plan identifies risks, develops response strategies, and allocates resources efficiently. Proactively addressing vulnerabilities mitigates impacts, safeguards assets, and ensures essential service delivery, enhancing reputation and resilience. County agencies, departments, and partner organizations must be capable of performing critical emergency functions based on their roles and responsibilities.

3.3.1.6 PUBLIC AWARENESS AND EDUCATION

San Bernardino County maintains public awareness programs, including the Community Emergency Response Team (CERT) program, Great ShakeOut Drill, Ready San Bernardino County App, and LISTOS Disaster Preparedness Program. The county also has groups such as Community Organizations Active in Disaster (COAD)/San Bernardino County Voluntary Organizations Active in Disaster (SBCVOAD), Disaster Corp, and Emergency Communications Services (ECS). Public education programs are also coordinated by county agencies like the Department of Public Health, San Bernardino County Fire Protection District, and the Sheriff's Department, as well as organizations such as the American Red Cross.

3.3.1.7 INCREASED READINESS

As a crisis develops, the County will take action to enhance readiness and respond effectively to a disaster. Actions include briefing officials, reviewing plans, preparing public information, updating resource lists, and testing communication systems. Triggers for these actions include earthquake predictions, flood or storm advisories, wildfire conditions, wind surges, hazardous materials incidents, disease outbreaks, international tensions, or potential violence, terrorism, or civil unrest.

3.3.2 MITIGATION/PREVENTION/PROTECTION

Mitigation, Prevention, and Protection strategies reduce disaster risks and impacts. Mitigation minimizes long-term risks, prevention avoids disasters, and protection safeguards people, property, and infrastructure.

3.3.2.1 MITIGATION

Mitigation reduces long-term risks to life and property from hazards. Mitigation efforts include amending local ordinances and statutes, such as zoning ordinances, building codes, and other enforcement codes; initiating structural retrofitting measures; assessing tax levies or abatements; emphasizing public education and awareness; undertaking flood control projects; removing fuel in areas with a high potential for wildfires; and assessing and altering land use planning.

3.3.2.2 PREVENTION

Prevention involves proactive measures to avoid or reduce disasters, such as enforcing safety regulations, conducting hazard assessments, and promoting public

awareness. This helps prevent disruptions and minimize impacts. By focusing on prevention, the County and its OA partners better prepare for threats and reduce vulnerabilities to various hazards.

3.3.2.3 PROTECTION

Protection safeguards people, property, and critical infrastructure from threats and hazards. It includes security measures around facilities, comprehensive emergency response plans, and robust communication and monitoring systems. Securing critical infrastructure enhances preparedness and aims to maintain continuous uninterrupted essential services.

3.3.3 RESPONSE

The disaster response phase follows immediately after a disaster, focusing on urgent actions to ensure safety, protect property, and provide emergency assistance. Efforts concentrate on lifesaving measures, stabilizing the situation, and addressing the immediate needs of the affected population.

3.3.3.1 OPERATIONAL PRIORITIES, GOALS, AND STRATEGIES

Operational Priorities: Operational priorities govern resource allocation and the response strategies for the County and its political subdivisions during an emergency and include:

1. **Save Lives:** The preservation and sustainment of life is the top priority of emergency managers and first responders and takes precedence over all other considerations.
2. **Protect Health and Safety:** Measures should be taken to mitigate the disaster's impact on public health and safety.
3. **Protect Property and Infrastructure:** All feasible efforts must be made to protect public and private property and resources, including critical infrastructure, from damage during and after a disaster.

Operational Goals: During the response phase, operational goals should be directed at:

1. Meeting basic human needs.

2. Addressing needs of individuals with disabilities and others with access and functional needs.
3. Mitigating operational hazards.
4. Restoring essential services and community lifelines.
5. Supporting community and economic recovery.

Operational Strategies: To meet the operational goals, emergency managers and responders should consider the following strategies:

- Meeting basic human needs: Supply resources to meet basic human needs, including food, water, accessible shelter, medical treatment, and security during an emergency.
- Addressing needs of individuals with disabilities or access and functional needs: Consider and address their needs before, during, and after disasters.
- Mitigating hazards: Suppress, reduce, eliminate hazards and risks to persons and property during disaster response. Lessen the effects or consequences of future disasters.
- Restoring essential services and community lifelines: Restoring power, water, sanitation, accessible transportation, and other essential services as and community lifelines as rapidly as possible to help communities return to normal.
- Support Community and Economic Recovery: Collaborate with all members to ensure recovery operations are efficient, effective, and equitable, promoting rapid recovery.

3.3.3.2 PRE-IMPACT PHASE

The pre-impact phase involves preparations before a disaster, such as monitoring threats, issuing warnings, and safeguarding systems. Key actions include securing critical infrastructure, stockpiling supplies, and mobilizing emergency resources. These proactive measures reduce the disaster's impact, ensuring an effective response once it occurs. Pre-impact phase activities may include:

1. Securing and reinforcing critical infrastructure.

2. Monitoring incident information, weather forecasts, and modeling systems.
3. Augmenting, mobilizing, and briefing on-call personnel and response teams.
4. Pre-positioning emergency resources, equipment, and supplies.
5. Establishing communication with OA jurisdictions and response partners.

3.3.3.3 IMPACT PHASE

The impact phase begins when disaster strikes and lasts until immediate danger passes. Response efforts focus on executing priorities, goals, and strategies, including maintaining or recovering essential services, with a primary focus on effective communication.

During this phase, the emphasis is on saving lives, controlling the situation, and minimizing disaster effects. Immediate response actions are carried out by government agencies (including mutual aid) and the private sector within the affected area. Incident Command Posts (ICPs) and Emergency Operations Centers (EOCs) may be activated, and emergency instructions issued to the public. Impact phase activities may include:

- Ensure the safety of staff and field response teams
- Brief key officials and staff
- Disseminate warnings and emergency information
- Conduct evacuations, shelter in place, and rescue operations
- Treat the injured and care for displaced persons
- Conduct initial damage assessments
- Exercise mutual aid systems
- Restrict traffic and movement as needed
- Establish Unified Command
- Coordinate with state and federal agencies
- Develop and implement Incident Action Plans
- Secure evacuated communities

- Conduct OA coordination calls
- Coordinate response with impacted jurisdictions
- Manage critical and scarce resources

The Sheriff shall authorize evacuations and shelter-in-place orders within areas where the Sheriff provides law enforcement services and shall determine when such orders may be safely lifted.

3.3.3.4 SUSTAINED OPERATIONS

This phase begins once the immediate threat is addressed and continues through recovery. It focuses on sustaining emergency response activities, restoring essential services, repairing critical infrastructure, transitioning to recovery, and supporting the OA's return to normalcy. Sustained operations phase activities may include:

- Prepare detailed damage assessments
- Operate mass care and shelter facilities
- Conduct coroner operations
- Procure resources to sustain operations
- Document situation status and expenditures
- Prioritize, control, and allocate resources
- Restore vital utility services
- Develop and implement Action Plans for extended operations
- Disseminate emergency public information
- Proclaim a local emergency
- Request gubernatorial and federal declarations
- Ensure interagency coordination
- Plan for the transition to recovery

3.3.4 RECOVERY

Disaster recovery follows the response phase, focusing on restoring essential

services, repairing infrastructure, and supporting a community's return to normalcy. Efforts aim to rebuild, implement mitigation measures, and ensure long-term resilience against future disasters. Figure 3.2.4 below represents the disaster recovery process and flow.

Figure 3.2.4 Disaster Recovery Process



Source: FEMA National Disaster Recovery Framework, 2024

3.3.4.1 SHORT-TERM RECOVERY OPERATIONS

In the hours and days following a disaster, once life-safety and infrastructure protection measures are completed, recovery begins. Short-term recovery activities may include:

1. Establishing communications and public information capabilities.
2. Initiating mass care, sheltering and human services assistance.
3. Reuniting survivors with family and caregivers.
4. Temporarily restoring community lifelines.
5. Clearing debris from critical facilities and key transportation routes.
6. Initiating damage assessment.

3.3.4.2 MID-TERM RECOVERY OPERATIONS

In the days and weeks following a disaster, recovery activities will focus on restoring community lifelines, restoring community services, providing access to food and fuel, and transitioning mass care operations into transitional assistance activities. Mid-term recovery activities may include:

1. Restoring communications and maintaining public information capabilities.

2. Continuing survivor care and transitioning from sheltering operations.
3. Connecting survivors with social and community support networks.
4. Removing debris from public property and public rights of way.
5. Conducting inspections and detailed damage cost estimates.
6. Initiating financial cost recovery activities.
7. Transitioning to long-term recovery for disasters with rebuilding implications.

3.3.4.3 LONG-TERM RECOVERY OPERATIONS

In the months and years following a disaster, recovery activities will focus on permanently restoring community lifelines, community services, and the built environment. Long-term recovery activities may include:

1. Fully restoring communications systems and maintaining public information.
2. Supporting businesses and industries to resume and recovery operations.
3. Implementing prevention and mitigation strategies and activities.
4. Recovering response and rebuilding costs.
5. Reconstructing community lifelines, key infrastructure, and communities.

3.3.4.4 FINANCIAL COST RECOVERY

In the months and years following a disaster, cost recovery will be focused on making individuals, businesses, and governments "whole" again. Financial cost recovery activities may include:

1. Connecting survivors with Individual Assistance programs.
2. Connecting businesses and industries with financial assistance, including disaster loans from the Small Business Administration.
3. Restoring government entities through Public Assistance programs and Fire Management Assistance Grants for wildfire recovery.

3.4 EMERGENCY MANAGEMENT ORGANIZATION

3.4.1 OVERVIEW

San Bernardino County Code Chapter 1 of Division 1 of Title 2 establishes the San Bernardino County Emergency Services Organization, the Office of Emergency Services (OES), and the San Bernardino County Disaster Council. OES and the Disaster Council prepare and execute plans to protect life and property during disasters.

3.4.2 ORGANIZATION COMPONENTS

The San Bernardino County Emergency Management Organizational structure, based on SEMS and NIMS doctrine, is designed to be flexible and scalable to meet emergency conditions. Once activated, each level has specific emergency management roles and responsibilities. The organization generally includes the following county organizations and entities:

- Board of Supervisors
- County Chief Executive Officer/Director of Emergency Services
- Disaster Council
- Office of Emergency Services
- San Bernardino County Emergency Organization
- County Agencies, Departments, and Districts
- Department Operations Centers
- Field Response Teams and Forces
- San Bernardino County/Operational Area EOC
- Emergency Support Functions
- Cooperating and Assisting Agencies
- Operational Area Coordinating Council
- Whole Community

Graphic 3.3.2 below depicts the general components of the emergency organization.

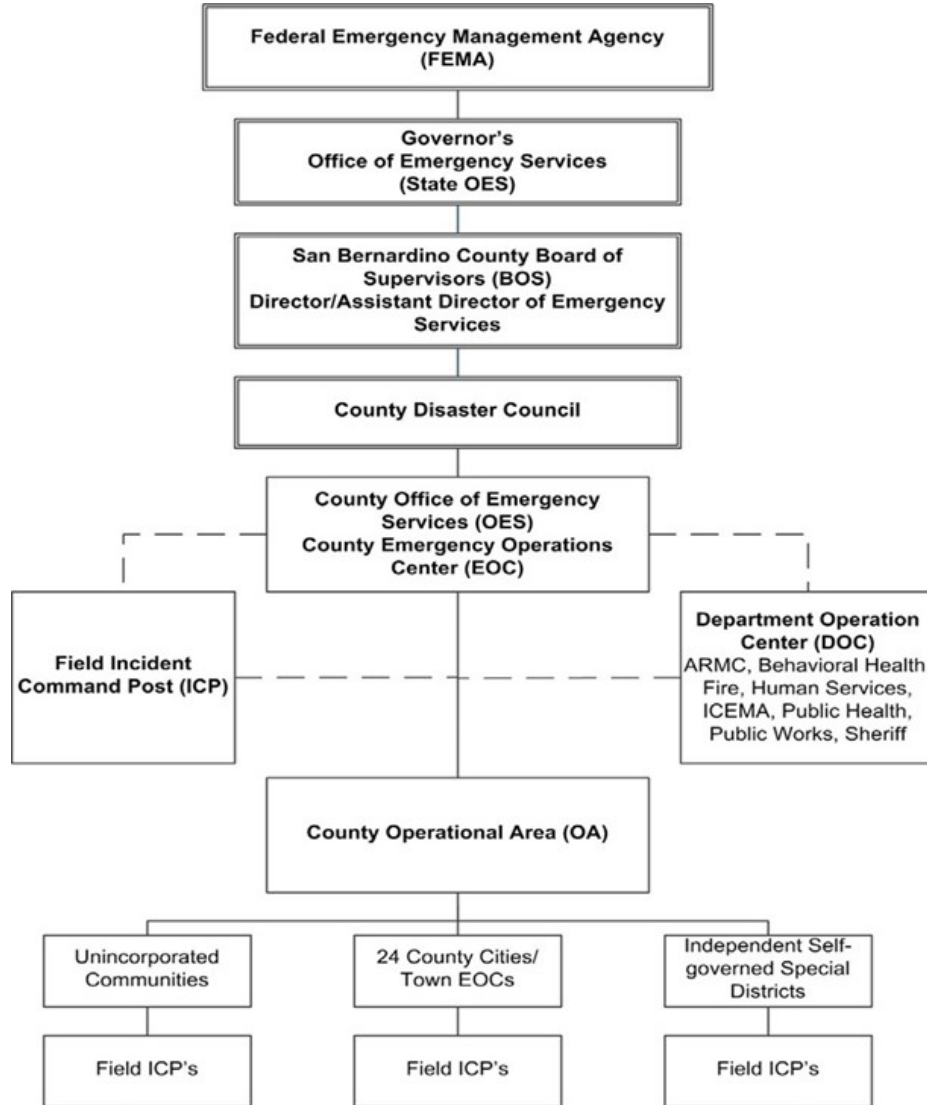


3.4.3 SAN BERNARDINO COUNTY EMERGENCY ORGANIZATION

All officers and employees of this County, together with those volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may by agreement or operation of law, including persons impressed into service under provisions of § 21.0105(b)(3) of this Chapter to be charged with duties incident to the protection of life property in this County during such emergency, shall constitute the emergency organization of the County of San Bernardino.

3.4.4 SAN BERNARDINO EMERGENCY ORGANIZATION CHART

Chart 3.3.4 below depicts the hierarchal relationships from the field level through the federal government.



3.5 PLAN IMPLEMENTATION AND ACTIVATION

Implementation: San Bernardino County’s agencies, departments, and special districts will implement the EOP across all phases of emergency management.

Activation Authority: The EOP may be activated by the County Chief Executive Officer (CEO), Assistant Chief Executive Officer (ACEO), their alternates, or the Director of the Office of Emergency Services.

Activation Indicators: Activation involves invoking emergency policies, mobilizing, and deploying emergency resources.

The EOP **will** become activated:

1. On order of the Chief Executive Officer as the Director of Emergency Services, or Assistant Director of Emergency Services as defined in SBC Code of Ordinances § [21.014](#), or the Director of the Office of Emergency Services, or
2. At the proclamation of a local emergency or upon the existence of circumstances where a proclamation is likely to occur in accordance with the county's [Emergency Services Ordinance](#), or
3. When the Governor has proclaimed a State of Emergency in an area, including the County of San Bernardino, or
4. At the proclamation of a State of War Emergency, as defined by the California Emergency Services Act, or
5. Upon a Triggering Event identified within this section.

The EOP **may** be activated under the following conditions:

1. Activation of an Emergency Support Function (ESF).
2. Activation of a Department Operations Center (EOC).
3. Activation of the County Emergency Operations Center (EOC).
4. Activation of one or more city or town EOCs.
4. Occurrence of a disaster, threat, or emergency where such activation would enhance the effectiveness and efficiency of the county's response.
5. Occurrence of a Triggering Event in Section 3.4.2 below.

3.5.1 TRIGGERING EVENTS FOR PLAN ACTIVATION

The following events may trigger EOP activation:

- Damaging earthquake, wildfire, flood, or other impactful event

- Severe weather warning
- Regular emergency exercise and training
- Activation of one or more city or town EOCs
- County special or planned event of significance
- Significant county resource commitment or draw-down
- Any event that inhibits the county’s ability to deliver essential services

3.5.2 PREEMPTIVE RESPONSE ACTIONS

Before a potential, impending, or threatened emergency, actions aim to prevent, mitigate, or prepare for the event. These actions may include:

- Obtaining and maintaining situation and resource status information.
- Pre-alerting response departments and organizations.
- Developing incident-specific contingency plans and staffing patterns.
- Pre-positioning response assets and emergency resources.
- Establishing and maintaining communications with Department Directors, Department Operations Centers, Assisting and Cooperating Agencies, and the San Bernardino County Emergency Organization.

Preemptive response actions may be ordered by the County CEO, ACEO, their alternates, the Director of the Office of Emergency Services, or Department Director.

3.6 EMERGENCY SUPPORT FUNCTIONS

3.6.1 SAN BERNARDINO COUNTY EMERGENCY SUPPORT FUNCTIONS

San Bernardino County uses the Emergency Support Function (ESF) model to organize key emergency support activities. The ESF model allows for executing emergency operations without EOC activation. When the EOC is activated, ESFs are integrated into the SEMS EOC model. ESFs are led by specific county agencies, departments, or special districts.

3.6.2 STATE AND FEDERAL EMERGENCY SUPPORT FUNCTIONS

The Federal Emergency Management Agency (FEMA) developed the Emergency Support Function (ESF) concept in the late 1980s to coordinate federal response to a catastrophic earthquake in California. FEMA implemented the ESF concept in its original National Response Plan and the subsequent National Response Framework.

The 2009 State of California Emergency Plan established the California Emergency Support Functions (CA-ESF), which encompass 18 primary disciplines essential for addressing emergency management needs in all phases. The ESFs are designed to bring together discipline-specific stakeholders at all government levels to collaborate and function within the four phases of emergency management.

3.6.3 COUNTY DEPARTMENT ESF ASSIGNMENTS

County agency, department, or special district ESF assignments are identified in Section 4.17: ESF Assignments.

3.6.4 COUNTY, STATE, AND FEDERAL ESF CROSSWALK

Table 3.5.4 County, State, and Federal ESF Crosswalk

San Bernardino County ESF	California ESF	Federal ESF
ESF-1 Transportation	ESF-1 Transportation	ESF-1 Transportation
ESF-2 Communications	ESF-2 Communications	ESF-2 Communications
ESF-3 Construction and Engineering	ESF-3 Construction and Engineering	ESF-3 Public Works & Engineering
ESF-4 Firefighting and Rescue	ESF-4 Fire and Rescue	ESF-4 Firefighting
ESF-5 Emergency Management	ESF-5 Management	ESF-5

		Information and Planning
ESF-6 Mass Care, Sheltering, and Human Services	ESF-6 Care and Shelter	ESF-6 Mass Care, Emergency Assistance, Housing, and Human Services
ESF-7 Logistics and Resource Support	ESF-7 Resources	ESF-7 Logistics Management and Resource Support
ESF-8 Public Health and Medical	ESF-8 Public Health and Medical	ESF-8 Public Health and Medical Services
ESF-9 Search and Rescue	ESF-9 Search and Rescue	ESF-9 Search and Rescue
ESF-10 Hazardous Materials	ESF-10 Hazardous Materials	ESF-10 Oil and Hazardous Materials Response
ESF-11 Food and Agriculture	ESF-11 Food and Agriculture	ESF-11 Agriculture and Natural Resources
ESF-12 Energy and Utilities	ESF-12 Utilities	ESF-12 Energy
ESF-13 Public Safety, Law Enforcement, and Security	ESF-13 Law Enforcement	ESF-13 Public Safety and Security
ESF-14 Long-Term Community Recovery	ESF-14 Recovery	ESF-14 Cross-Sector Business and Infrastructure
ESF-15 Public Information	ESF-15 Public Information	ESF-15 External Affairs

ESF-16 Evacuation and Re-Entry	ESF-16 Evacuation	N/A
ESF-17 Volunteer and Donations Management	ESF-17 Volunteer and Donations Management	N/A
ESF-18 Cyber Security	ESF-18 Cyber Security	N/A
ESF-19 Debris Management	N/A	N/A
ESF-20 Commodities Distribution	NA	N/A
ESF-21 Alert and Warning	N/A	N/A

3.7 EOC ACTIVATION AND DEACTIVATION

Activation Authority: The EOC may be activated by the Director of Emergency Services/County Chief Executive Officer (CEO), Assistant Chief Executive Officer (ACEO), their alternates, or the Director of the Office of Emergency Services.

Activation Indicators:

The EOC **will** become activated:

1. By order of the Director of Emergency Services/County CEO, ACEO, their designated alternates, or the Director of the Office of Emergency Services, or
2. Upon the proclamation of a local emergency or circumstances likely to lead to such a proclamation, per the county’s Emergency Services Ordinance, or
3. A local government within the operational area has activated its EOC and requested activation of the operational area EOC to support their emergency operations.

4. Two or more cities within the operational area have declared or proclaimed a local emergency.
5. The county and one or more cities have declared or proclaimed a local emergency.
6. A city, city and county, or county has requested a governor's proclamation of a state of emergency, as defined in Government Code § 8558(b).
7. A state of emergency is proclaimed by the governor for the county or two or more cities within the operational area.
8. The operational area is requesting resources from outside its boundaries, except those resources used in normal day-to-day operations which are obtained through existing agreements providing for the exchange or furnishing of certain types of facilities and services on a reimbursable, exchange, or other basis as provided for under the Master Mutual Aid Agreement.

The operational area has received resource requests from outside its boundaries, except those resources used in normal day-to-day operations which are obtained through existing agreements providing for the exchange or furnishing of certain types of facilities and services on a reimbursable, exchange, or other basis as provided for under the Master Mutual Aid Agreement.

Source: Title 19 California Code of Regulations § 2409. Operational Area Level.

3.8 EOC ACTIVATION LEVELS

3.8.1 OVERVIEW OF ACTIVATION LEVELS

There are three EOC activation levels.

3.8.1.1 LEVEL 3: MINIMUM STAFFING

Impending or actual emergencies have prompted an increase in activity at the EOC. Essential EOC functions are activated, commensurate to the impending or actual emergency. Level III staffing includes, with exceptions, the Management Section, Section Chiefs, and any required support personnel.

3.8.1.2 LEVEL 2: PARTIAL STAFFING

Impending or actual emergencies have prompted an increase in activity at the EOC. Essential EOC functions are activated, commensurate to the impending or actual emergency. Level II staffing includes, with exceptions, the Management Section, Section Chiefs, Branch Directors, outside agencies, and any required support personnel.

3.8.1.3 LEVEL 1: FULL STAFFING

Impending or actual emergencies have prompted an increase in activity at the EOC. Essential EOC functions are activated commensurate to the impending or actual emergency. Level I staffing includes, with exceptions, the Management Section, Section Chiefs, Branch Directors, Unit Leaders, outside agencies, and all required support personnel. Level I staffing will generally include all EOC functions and positions.

3.8.1.4 MONITORING

OES, agencies, departments, and other tasked organizations may need to monitor an evolving or impending emergency incident from the EOC. This activity, called Monitoring, generally involves closely observing an event outside or absent from an EOC activation. Monitoring is not considered an EOC 'activation level.' The State Regional EOC or State Operations Center does not need to be notified of a Monitoring.

3.8.2 DETAILS OF ACTIVATION LEVELS

3.8.2.1 LEVEL 3: MINIMUM STAFFING

Level 3 is a minimum activation, used for situations requiring few staff, such as short-term earthquake predictions, storm or severe weather warning, or monitoring low-risk events. Also known as “Low-level Activation,” the EOC is staffed with daily OES operating members, who perform additional duties to support activation. Department Operations Centers (DOCs) may also be activated. Minimum Level 3 staffing may include the EOC Director, Section Coordinators, and a situation assessment activity in the Planning and Intelligence Section. Additional

staff may include the Communications Unit from the Logistics Section or an Information Officer.

3.8.2.2 LEVEL 2: PARTIAL STAFFING

Level 2 activation is typically an increase from Level 3 or a decrease from Level 1, used for emergencies or planned events requiring more than minimal staff but not full activation. Known as "Medium-level Activation," the EOC is staffed with daily County OES members performing additional duties. Additional trained EOC responders staff specific functions in Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration per SEMS/NIMS protocols. The EOC Director and General Staff will determine the required level of continued activation and adjust staffing as necessary based on the event. Representatives from other agencies or jurisdictions may be required to support functional area activations.

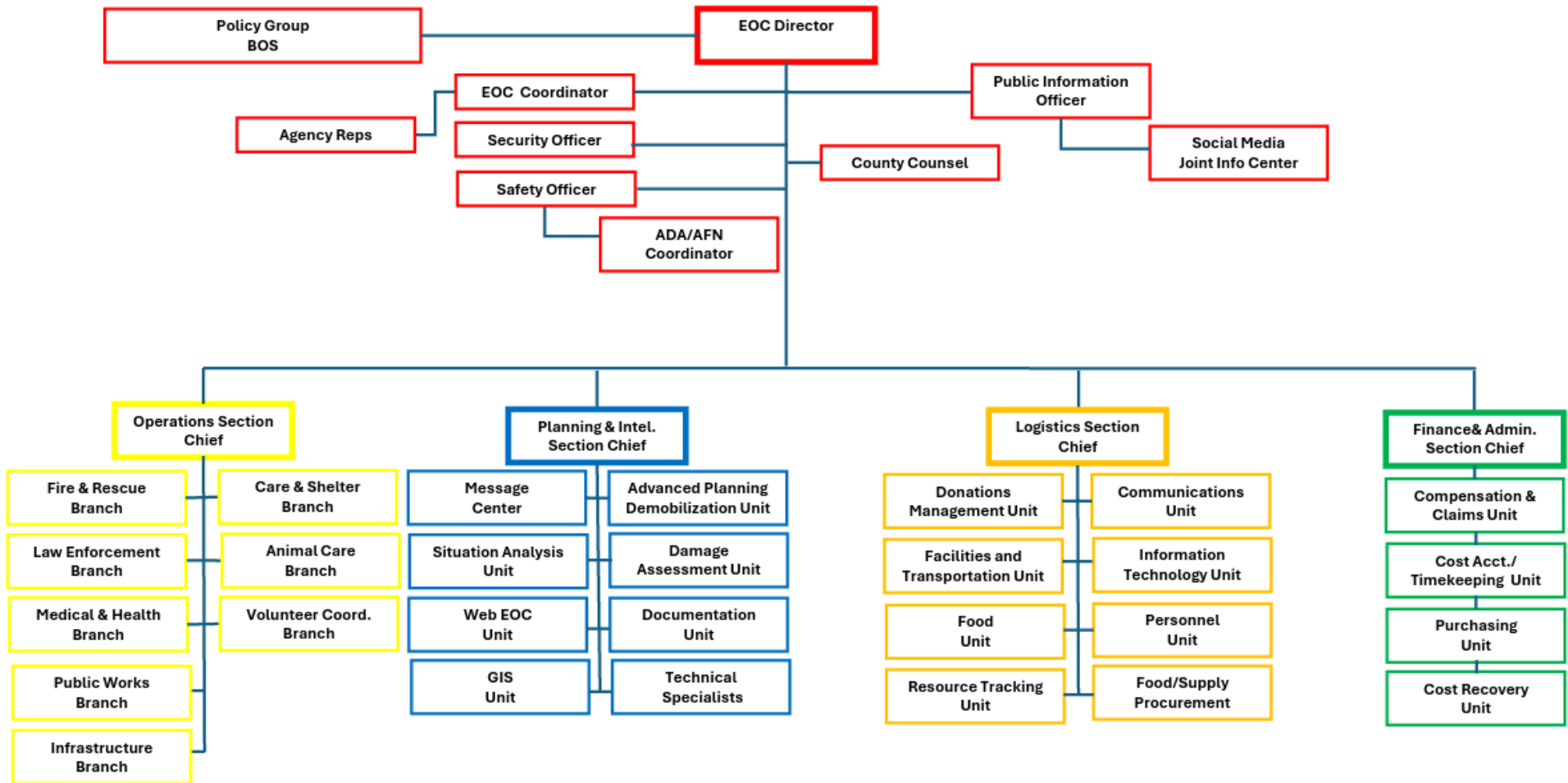
3.8.2.3 LEVEL 1: FULL STAFFING

Level 1 activation involves complete and full activation of all organizational elements at full staffing and all Emergency Support Functions, often called "Full or High-level Activation." It includes staffing from Levels 3 and 2 along with additional trained EOC responders for most positions in Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration SEMS Sections. All Sections have Section Chiefs, and most Branches and Units are also staffed. The EOC operates 24/7 with personnel on 12-hour shifts. County Department Operations Centers (DOCs) may also be activated. Level 1 is typically the initial activation during major emergencies requiring extensive State-level assistance.

3.9 EOC Staffing Guide by Level

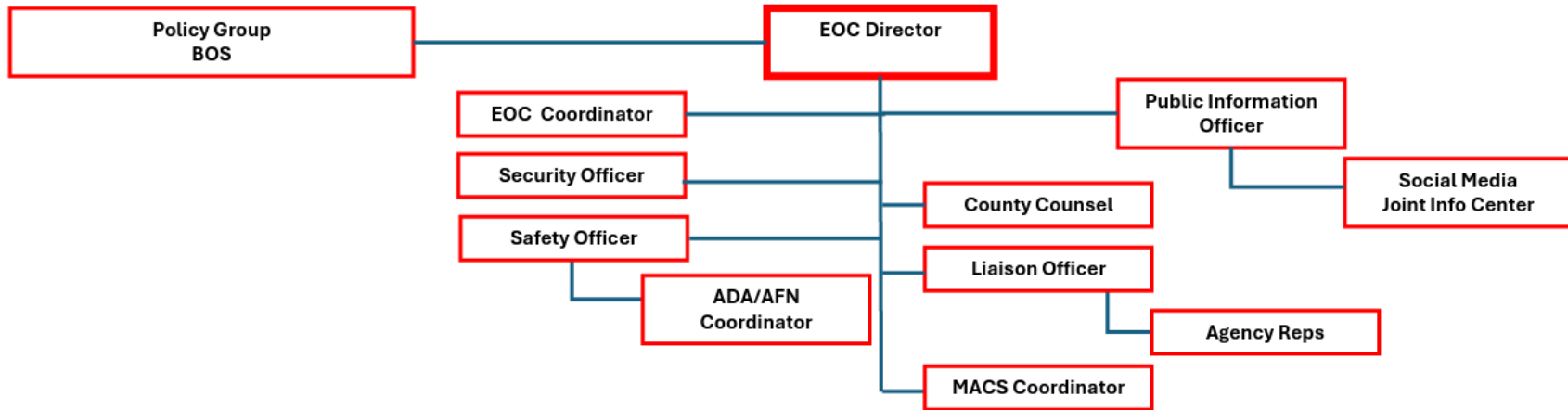
EOC activation and organizational structure depend on the emergency incident's needs and required support. The EOC organization should be continually assessed and modified to meet the incident's needs. The following Level 3 and Level 1 EOC organizational charts can serve as the starting point for staffing the EOC by Activation Level. Level 2 will reflect a mid-level organization between a Level 3 and 1. The EOC Organizational Charts on the next pages serve as starting points for staffing the EOC at levels 3 and 1.

3.9.1 LEVEL 3: MINIMUM STAFFING

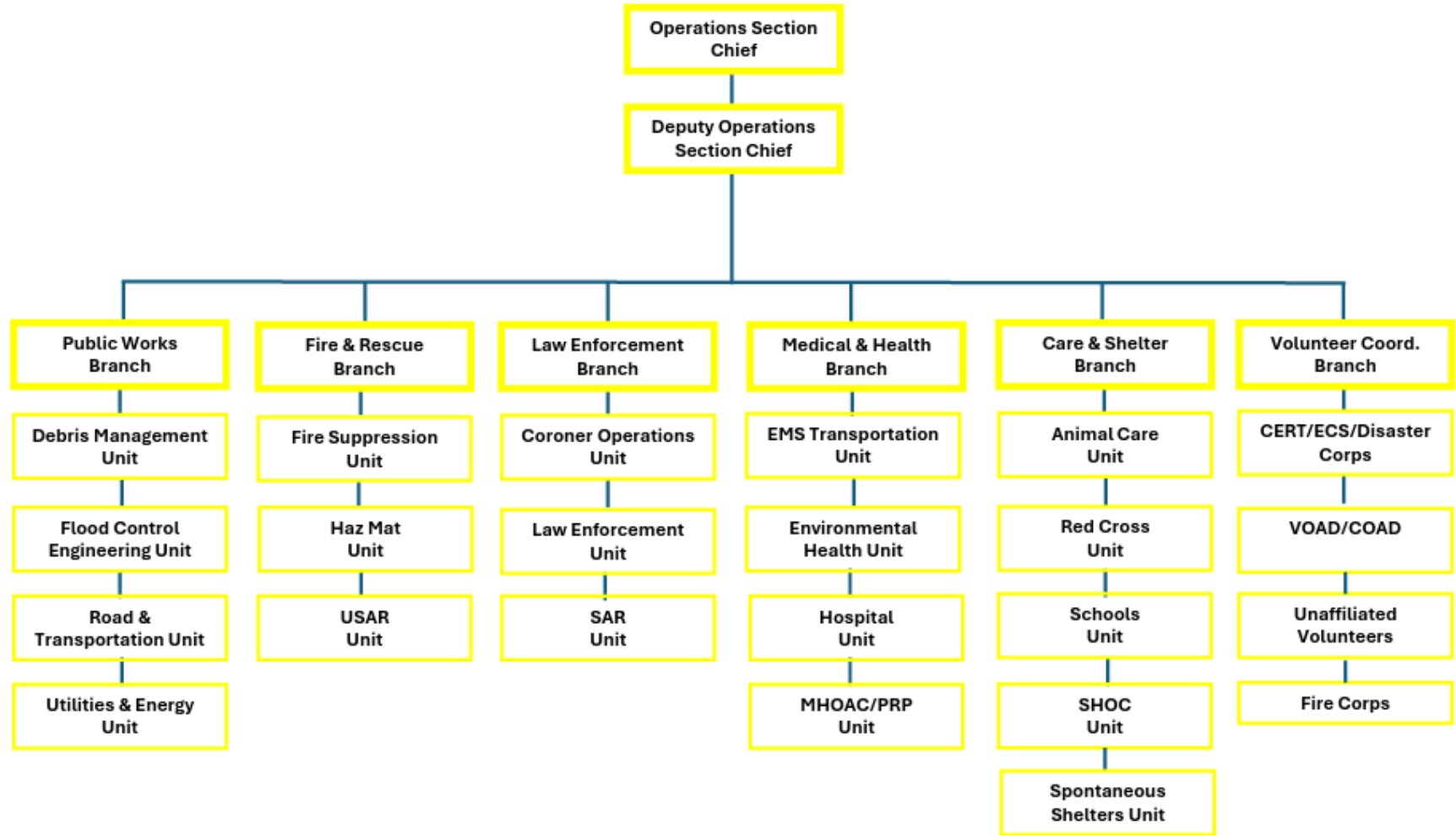


3.9.2 LEVEL 1: FULL STAFFING

MANAGEMENT SECTION

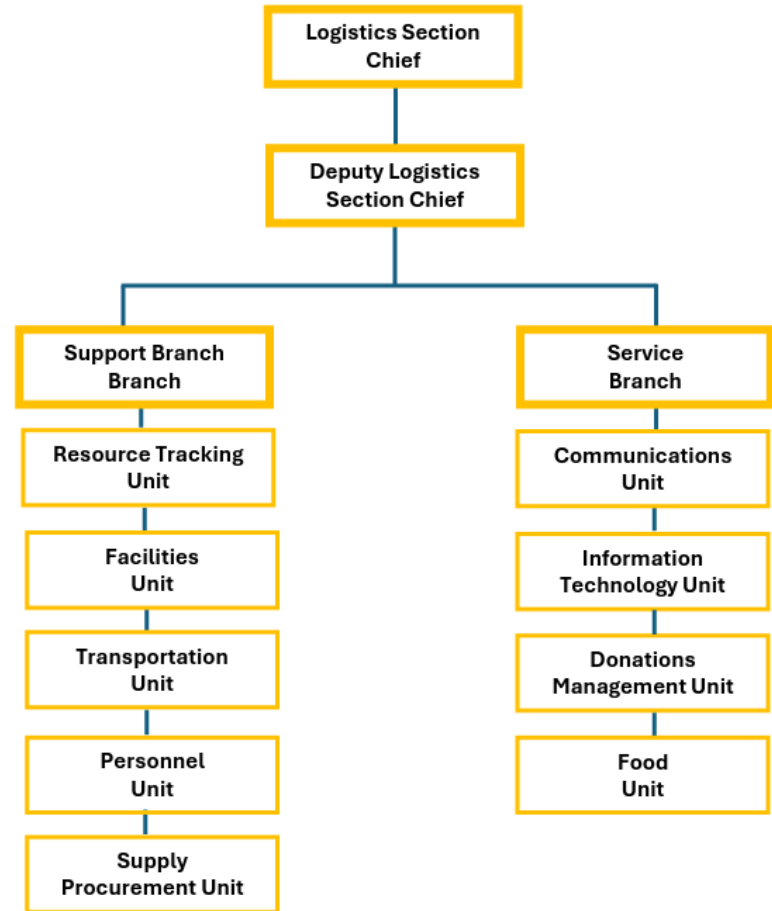
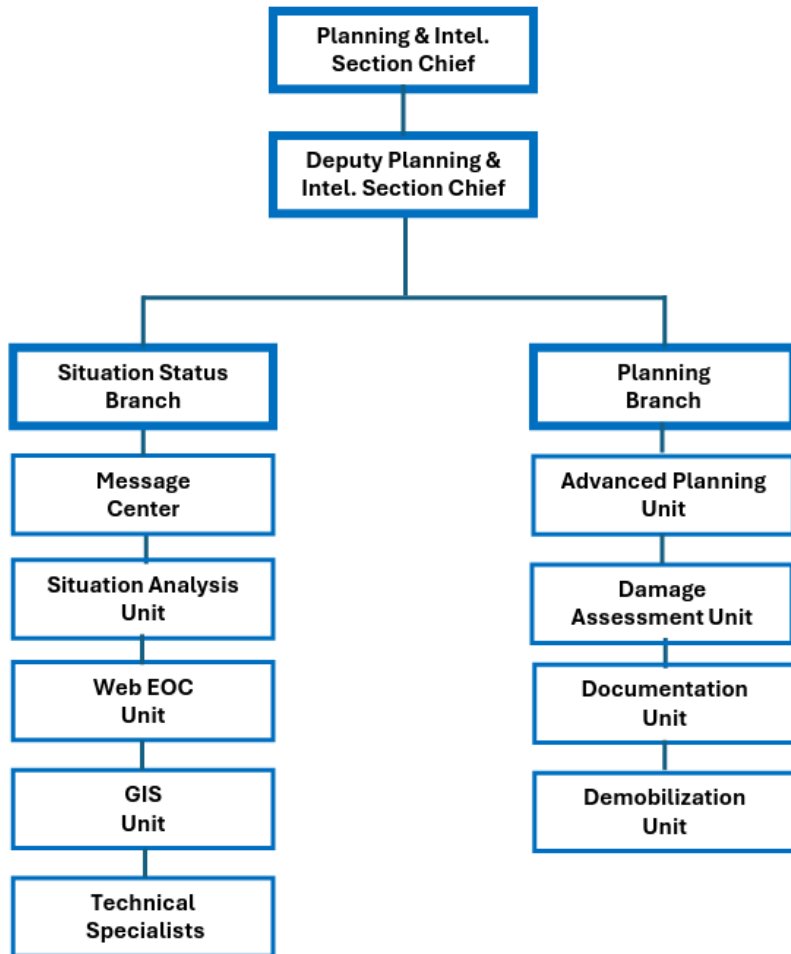


OPERATIONS SECTION

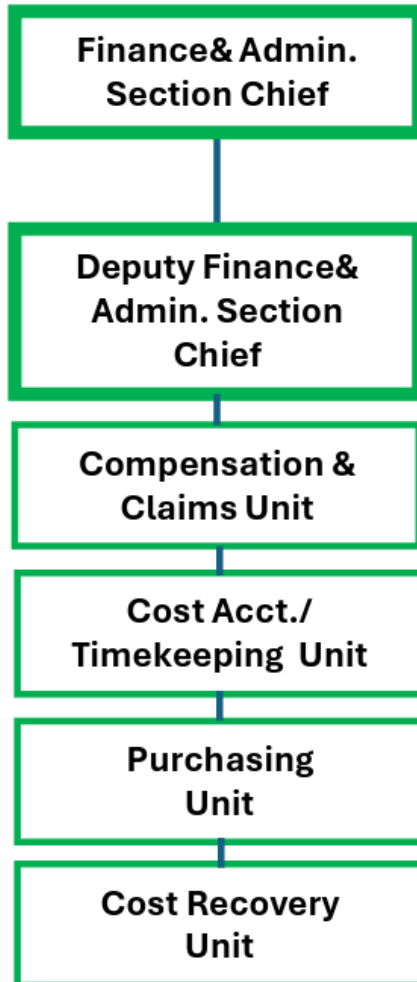


PLANNING & INTELLIGENCE SECTION

LOGISTICS SECTION



FINANCE & ADMINISTRATION SECTION



3.10 EOC ACTIVATION MATRIX FOR EVENTS

Table 3.9 below provides a starting point in determining the initial level of activation based on the circumstances and triggers for each activation level.

Table 3.9 EOC Activation Matrix for Events

Event Examples and Characteristics	Threat Assessment	EOC Activation Level	EOC Activities
<ul style="list-style-type: none"> ▪ Earthquake predictions or advisories ▪ Severe weather conditions ▪ Minor localized incidents ▪ Short-term with 4–12-hour period of concern ▪ One city or town EOC activation 	LOW	3	<ul style="list-style-type: none"> ▪ Initially activate with County OES staff ▪ Increase or reduce staff as needed
<ul style="list-style-type: none"> ▪ Moderate earthquake affecting the OA ▪ Major fire, wind or rainstorm affecting county ▪ Two (2) or more large-scale incidents involving three (3) or more departments or cities ▪ Major scheduled event ▪ Longer term incident, two or more shifts 	MEDIUM	2	<ul style="list-style-type: none"> ▪ Activate Level 2 EOC staff: ▪ EOC Section Coordinator / Branch Leaders as needed ▪ Liaison Reps as needed ▪ Activate Recovery Organization as needed
<ul style="list-style-type: none"> ▪ Major county or regional emergency ▪ Three (3) or more departments with heavy resource involvement ▪ Mutual aid resources unavailable for 24 hours ▪ Portions of county cutoff/isolated ▪ Significant injury, damage, loss ▪ Long duration; several days to weeks 	HIGH	1	<ul style="list-style-type: none"> ▪ Activate full EOC organization ▪ Brief full EOC organization ▪ Operate 12-hour shifts ▪ Activate Recovery Organization ▪ Request mutual aid via REOC ▪ Demobilize branches not needed

3.11 EOC STAFFING MATRIX FOR DEPARTMENTS

Each EOC function is assigned to one or more County agencies, departments, or special districts, as detailed in **Appendix N: EOC Staffing Matrix for County Departments**.

3.12 STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

San Bernardino County has fully adopted the California Standardized Emergency Management System (SEMS) (California Government Code, Section 8607, Emergency Services Act, Chapter 7, Division 1, Title 2) through Resolution No. 2006-329 and is committed to complying with all applicable elements.

3.12.1 CALIFORNIA SEMS

San Bernardino County adheres to the California SEMS as required by California Government Code §8607. During disasters, the county coordinates with local, state, and federal agencies. Established in 1993, SEMS enhances coordination based on the Incident Command System (ICS) and other frameworks. As the Operational Area, San Bernardino County links Operational Area jurisdictions with the State of California/CalOES Southern Region. SEMS standardizes multiagency emergency responses across California. Local governments must use SEMS to qualify for state funding of response-related personnel costs under California Code of Regulations Title 19, §§ 2920, 2925, and 2930.

3.12.1.1 SEMS ORGANIZATIONAL LEVELS

California emergency response agencies must use SEMS for multiagency or multi-jurisdictional incidents, whether involving single or multiple disciplines. SEMS consists of five organizational levels:

1. Field Response Level: Managing scene tactical operations.
2. Local Government Level: Managing a jurisdiction's overall response.
3. Operational Area Level: Managing a county's overall response.
4. Regional Level: A function of the state's overall response.
5. State Level: Managing state level response coordination.

3.12.1.2 SEMS ORGANIZATIONAL FUNCTIONS

All levels—local government, operational area, regional, and state—organize EOCs using the following functions SEMS:

- Management: Provides overall policy and coordination.
- Operations: Coordinates jurisdictional emergency operations.
- Planning and Intelligence: Coordinates all incident planning and intelligence.
- Logistics: Coordinates logistical support to emergency operations.
- Finance and Administration: Coordinates all emergency financial and administrative activities.

3.12.1.3 WHEN TO USE SEMS

SEMS is continuously used across all phases of emergency management, especially during multiagency or multijurisdictional incident responses. San Bernardino County uses SEMS to fulfill its emergency management responsibilities and coordinate with other government levels and organizations, in line with California Government Code § 8607(a).

3.12.1.4 MUTUAL AID

San Bernardino County must be prepared to respond promptly and effectively to disasters, with provisions for mutual aid if resources beyond those within the county are required. Much of the mutual aid coordination is managed by county mutual aid coordinators.

Mutual aid enhances the response capabilities of governmental jurisdictions during large-scale emergencies or disasters. Due to economic and operational limitations, no single jurisdiction can handle large-scale emergencies alone. Therefore, most public safety and emergency support agencies have mutual aid agreements with neighboring jurisdictions and larger governmental entities to deploy additional emergency resources. The county participates in several mutual aid programs, including fire-rescue, law enforcement, public works, and emergency management.

Mutual aid requests are coordinated through the San Bernardino County Operational Area to specific mutual aid coordinators (Fire, Sheriff, Office of Emergency Services, Public Health). If county resources are insufficient, the county will invoke mutual aid

from other counties and the state. If necessary, the state will request federal assistance. Most local governments are signatories to the California Master Mutual Aid Agreement.

Mutual aid assistance may be provided under one or more of the following plans:

- Law Enforcement Mutual Aid Plan
- Search and Rescue Mutual Aid Plan
- Coroner Mutual Aid Plan
- Urban Search and Rescue Mutual Aid Plan
- Emergency Managers Mutual Aid Plan
- Public Works Mutual Aid Plan
- California Medical Mutual Aid Plan

Additional mutual aid information is located in Section 9: Mutual Aid and Resource Management.

3.13 CALIFORNIA EMERGENCY PLANNING FRAMEWORKS

California emergency planning frameworks offer structured guidelines and strategies for preparing for, responding to, and recovering from disasters. California frameworks include:

1. California State Emergency Plan (SEP)
2. Standardized Emergency Management System (SEMS)
3. California Emergency Services Act (ESA)
4. California Master Mutual Aid Agreement
5. California Emergency Support Functions (ESFs)

3.14 NATIONAL INCIDENT MANAGEMENT SYSTEM

San Bernardino County has fully adopted the National Incident Management System (NIMS) through Resolution No. 2006-329, in line with Homeland Security Presidential Directive (HSPD) 5. Established post-9/11 and updated in 2017, NIMS manages incidents from first responders to federal levels. Based on SEMS, it includes the Incident Command System (ICS) and Unified Command (UC), offering flexibility for all

incident types. San Bernardino County uses NIMS to manage incidents, especially those requiring inter-agency coordination and the use of EOCs and DOCs.

NIMS integrates the key components of:

- Resource Management
- Command and Coordination
- Communications and Information Management

3.14.1 RESOURCE MANAGEMENT

NIMS emphasizes the efficient use of resources to ensure that personnel, equipment, and supplies are available and deployed effectively during incidents. This includes identifying, ordering, mobilizing, tracking, and demobilizing resources.

3.14.2 COMMAND AND COORDINATION

NIMS provides a clear structure for command and coordination during incidents, integrating the Incident Command System (ICS), Multiagency Coordination Systems (MACS), and Public Information. This ensures a cohesive response across different agencies and jurisdictions.

3.14.3 COMMUNICATIONS AND INFORMATION MANAGEMENT

NIMS enhances incident communication and information management by promoting standardized communication protocols and reliable information-sharing systems. This ensures that all stakeholders have timely and accurate information to make informed decisions.

3.15 NATIONAL EMERGENCY PLANNING FRAMEWORKS

National emergency planning frameworks offer structured guidelines and strategies for preparing for, responding to, and recovering from disasters. National frameworks include:

1. National Prevention Framework
2. National Protection Framework
3. National Mitigation Framework
4. National Response Framework
5. National Disaster Recovery Framework

3.16 INCIDENT COMMAND SYSTEM

The Incident Command System (ICS) is built on key management concepts that form the foundation for effective response operations, including:

- Unified Command Structure
- Common Terminology
- Modular Organization
- Integrated Communications
- Consolidated Action Plans
- Manageable Span of Control
- Comprehensive Resource Management

The ICS consists of five primary functional areas:

1. Command: Directs on-scene response activities.
2. Operations: Coordinates tactical on-scene response activities.
3. Planning: Manages incident planning and intelligence functions.
4. Logistics: Coordinates logistical needs and support for the incident.
5. Finance and Administration: Manages financial and administrative aspects of the incident.

3.17 MULTIAGENCY COORDINATION

Multiagency Coordination (MAC) involves the integration of various systems, principles, and structures to ensure a coordinated response across different agencies and jurisdictions.

MAC typically includes components, systems, processes, and procedures that work together to provide policy guidance, resource prioritization, and decision-making support during incidents

3.17.1 MULTIAGENCY COORDINATION SYSTEM

The Multiagency Coordination System (MACS) helps organizations work together during incidents by integrating systems, principles, and structures. MACS ensures a

coordinated response across agencies and jurisdictions, making it crucial for efficient incident management.

Key components of MACS include:

- Emergency Operations Centers (EOCs): Facilities where coordination and support for incident management activities occur.
- Multiagency Coordination Groups (MAC Groups): Teams that provide policy guidance, resource prioritization, and decision-making support.
- Joint Information Systems (JISs): Systems that ensure coordinated public information during incidents.

MACS helps establish response priorities and allocate resources effectively without compromising jurisdictional objectives. It plays a vital role in large-scale emergencies by enhancing communication and collaboration among agencies.

3.17.2 MULTIAGENCY COORDINATION GROUPS

Multiagency Coordination (MAC) Groups consist of representatives from various agencies and organizations. They come together during incidents to provide policy guidance, resource prioritization, and decision-making support. These groups play a crucial role in coordinating response efforts across different jurisdictions and ensuring effective resource allocation.

Key functions of MAC Groups include:

- Establishing Priorities: Setting overall priorities for incident response and resource allocation.
- Providing Strategic Guidance: Offering policy-level decision-making and strategic direction to support incident management.
- Facilitating Coordination: Enhancing communication and collaboration among involved agencies and organizations.
- Supporting Resource Allocation: Assisting in the identification, mobilization, and deployment of resources to meet incident needs.

MAC Groups help ensure a unified and coordinated approach to managing complex incidents, improving the overall effectiveness of response efforts.

3.18 EOC COORDINATION

The San Bernardino County EOC has a coordination role in all phases of emergency management:

- Pre-Emergency Phase
 - Prepares for hazards, threats, and contingencies.
 - Conducts emergency planning, orientation, training, and exercises.
 - Monitors potential emergency incidents.
 - Tests and evaluates systems, equipment, tools, and technologies.
- Emergency Response Phase
 - Serves as the central coordination and management point.
 - Interfaces between the Incident Commander and the EOC Director.
 - Facilitates real-time information exchange and resource management.
- Post-Emergency/Recovery Phase
 - Facilitates and directs recovery operations.

Communication

- Facilitates EOC, DOCs, ICPs, and field communications.
- Coordinates EOC information management to communicate situation and resource status.
- Facilitates EOC to ICP and Field Response Teams communication.
- Coordinates communication between Operational Area EOCs and CaOES Region.

A key goal of EOC coordination is to establish and maintain a Common Operating Picture (COP). A Common Operating Picture (COP) is established by gathering, collating, synthesizing, and disseminating incident information to all appropriate parties. This ensures that personnel in the field and at the EOC share the same intelligence about the incident, including resource availability, location, and assistance request status.

The COP:

1. Allows incident managers to make effective, consistent, and timely decisions.
2. Ensures consistency in incident management across jurisdictions and between various governmental entities.

3.19 EOC ACTION PLANS

Action plans are crucial in SEMS at all government levels. Action planning is an effective management tool involving:

- Evaluating the situation.
- Developing incident objectives.
- Selecting a strategy.
- Deciding which resources to use to achieve the objectives safely, efficiently, and cost-effectively
- Identifying objectives, priorities, and assignments related to emergency response or recovery actions.
- Documenting the priorities, objectives, tasks, and personnel assignments associated with meeting the objectives.

There are two types of action plans: Incident Action Plans (IAPs) and EOC Action Plans (APs).

3.19.1 INCIDENT ACTION PLAN (IAP) – FIELD LEVEL

- IAPs are developed for use at incidents and are required for each operational period, which is the time scheduled for the execution of a given set of operational actions as specified in the IAP.
- IAPs can be verbal or written. Written IAPs are recommended for multiagency, multijurisdictional, complex, and long-term incidents when operational periods span shift changes.

3.19.2 EOC ACTION PLAN (AP)

- APs focus on jurisdictional issues. The format and content for the EOC AP s will vary from a field-based IAP.
- The purpose of the AP is to streamline the establishment of objectives and priorities for each SEMS function, ensure functions communicate with and

support each other, establish the operational period, and communicate objectives through assignments, procedures, and protocols.

- Objectives help define strategic objectives and operational objectives, which are the action steps 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 EOC functions.

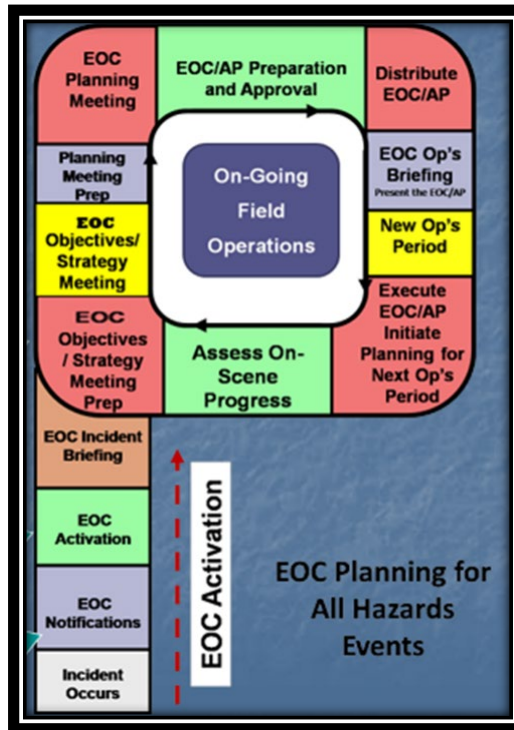
3.19.3 OPERATIONAL PERIOD

All Action Plans are specific to an Operational Period, which FEMA defines as "the period of time scheduled for executing a given set of operational actions as specified in the IAP." Initially, the operational period is typically 12 to 24 hours but can be adjusted based on an incident needs.

During Operational Area EOC activations, the operational period is usually a 12-hour shift. The initial operational period may vary depending on the incident's severity and EOC responder availability. Initial efforts focus on gaining situational awareness and establishing incident priorities by gathering and analyzing information about the incident.

3.19.4 EOC ACTION PLANNING CYCLE

Graphic 3.18.4 below represents the EOC action planning process that should guide the activities of each operational period.



3.20 OPERATING CONDITIONS

3.20.1 EMERGENCY OPERATING CONDITIONS OVERVIEW

Operating Conditions (OPCON) indicate the seriousness of emergency conditions and guide readiness and response actions for San Bernardino County. They do not reflect EOC activation levels but show San Bernardino County’s general posture in preparing for and responding to potential or real emergency events. County agencies, departments, and special districts should maintain operating procedures that support their roles in OPCONs. San Bernardino County’s OPCONs are illustrated in Table 3.19.1 below.

Table 3.19.1 Operating Conditions

OPERATING CONDITIONS		
Level	Description	EOC Activation Level
Green	Normal Operations	None
Yellow	Increased Readiness	Monitoring
Red	Emergency Operations	Levels 3, 2, or 1

San Bernardino County Operating Conditions

3.20.2 OPERATING CONDITIONS

GREEN ▲ NORMAL OPERATING CONDITION

Under Normal Operating Conditions, agencies, departments, and special districts conduct planning, training, and exercise activities to fulfill their roles in the EOP. They are staffed and operate per normal business operations, while also preparing for the next operating condition. *This condition is not associated with any EOC Activation Level.*

YELLOW ▲ INCREASED READINESS OPERATING CONDITION

During Increased Readiness Operating Conditions, events or conditions pose an actual or potential threat to safety, infrastructure, key resources, or property in threatened areas. Agencies, departments, and special districts are taking increased readiness activities before an impending or potential emergency. DOCs may be activated to facilitate information and resource management. Agencies, departments, and special districts should prepare for the next operating condition. *This condition may be associated with EOC Monitoring.*

RED ▲ EMERGENCY OPERATING CONDITION

During Emergency Operating Conditions, events significantly impact safety, infrastructure, key resources, or property in affected areas. The EOC is activated and staffed, with DOCs activated as needed. Agencies, departments, and special districts are taking all appropriate response actions, including curtailing non-

essential operations and implementing special staffing patterns. This status is maintained until conditions de-escalate. Agencies, departments, and special districts should prepare for sustained emergency operations. *This condition may be associated with Levels 3, 2, or 1 EOC activation.*

3.21 NOTIFICATION AND MOBILIZATION OF FORCES

3.21.1 EOC RESPONDER DATABASE

To ensure San Bernardino County can sustain EOC operations, OES maintains an EOC Responder training program, including ICS, SEMS, EOC Section-specific training, Department Emergency Coordinator (DEC) and DEC-specific training, and Web EOC orientation. After training, personnel are added to a confidential database and Department Roster for emergency callouts. The database contains contact information for county personnel and other agencies designated as EOC Responders. Annually, OES verifies contact information and updates rosters. If gaps or changes in personnel are identified, replacements are designated. It is important that all employees and supervisors are aware of their potential EOC positions, especially in the case of assignment changes.

3.21.2 NOTIFICATION AND MOBILIZATION

OES is responsible for initiating the notification and mobilization of the EOC Response Team. The EOC Response Database will be used to call up staff for EOC assignments, with personnel notified and tasked based on the EOC's needs. Field response personnel and DOC staffing will be notified through their respective DOC, dispatch center, or agency or department headquarters.

3.22 EMERGENCY SITUATION TERMINOLOGY

For emergency management and operations, San Bernardino County will use the same emergency terminology as state and federal agencies, consistent with the National Incident Management System (NIMS). This terminology generally refers to alerts, notifications, and various types of warnings from organizations including the National Weather Service, the U.S. Department of Homeland Security, and the U.S. Department of Energy.

Detailed information on emergency situation terminology is provided in **Appendix I: Emergency Situation Terminology**.

3.23 SPECIAL NEEDS POPULATIONS

For emergency planning, San Bernardino County recognizes populations needing extra assistance, including those in institutional settings, injured, sick, dependent on medical devices, mobility-challenged, blind, low vision, deaf, hard of hearing, with developmental or intellectual disabilities, older adults, children, and the transportation disadvantaged. These needs are considered in the county's emergency planning, preparedness, and response efforts.

3.23.1 AT-RISK POPULATIONS

At-risk populations include those who are not in contact with traditional emergency services. They may need help accessing and using standard resources during disaster preparedness, response, and recovery. These individuals may include, but are not limited to:

- Homeless
- Without radio or television
- Without access to telephones
- Visiting or temporarily residing in an impacted area
- Not familiar with available emergency response and recovery resources
- Geographically or culturally isolated

The San Bernardino County Emergency Operations Plan, Parts 1-5, includes guidelines and procedures addressing the specific needs of these individuals during disaster response and recovery.

3.23.2 ACCESS AND FUNCTIONAL NEEDS POPULATIONS

The California Governor's Office of Emergency Services (Cal OES) issued guidance to help counties and cities implement Assembly Bill 2311, effective January 1, 2017. Assembly Bill 2311 added California Government Code section 8593.3, requiring counties and cities to integrate access and functional needs into their emergency response plans. Jurisdictions must address how they will serve the access and functional needs (AFN) community in:

- Emergency communications
- Emergency evacuations
- Emergency sheltering

Successful planning requires understanding the impacted population(s). California Government Code section 8593.3 defines access and functional needs as individuals who:

- Have developmental, intellectual, or physical disabilities
- Have chronic conditions or injuries
- Have limited English proficiency or are non-English speaking
- Are older adults, children, or pregnant
- Live in institutional settings
- Are low-income, homeless, and/or transportation disadvantaged
- Are from diverse cultures

San Bernardino County values its diverse population and is committed to including access and functional needs in its emergency planning efforts. The county will communicate, coordinate, and collaborate with local disability stakeholders to ensure compliance with Government Code section 8593.3. Action include:

- Develop an official County AFN Advisory Committee that includes all community representatives, including, but not limited to, County Departments, NGOs, and CBOs with AFN affiliations and lived experience.
- County OES membership in the Inland Empire Disabilities Collaborative Emergency Managers Committee (IEDCC)
- Contracts/MOUs for interpreter services, language, and American Sign Language (ASL)
- Contracts/MOUs for ADA-compliant commodities and resources
- SHOC Plan maintains a list of ADA-compliant shelters and resources
- Coordinate with the County's ADA Coordinator
- Coordinate with Independent Living Centers within the County

- Coordinate with Transit and Para Transit companies within the County
Section 8: Access and Functional Needs
- The County's EAS Plan addresses needs and resources for communicating with the AFN communities within the County

Partnerships with the AFN Community: Listening to people with disabilities provides the best insights for addressing their needs. County emergency planners make every effort to:

- Identify those with special needs before, during, and after a disaster to improve plans, resource needs, and decisions.
- Customize preparedness messages for specific groups to allocate resources effectively and reduce 9-1-1 calls.
- Educate citizens with disabilities on service expectations during disasters to foster cooperation with authorities.
- Learn from the disability community's knowledge and resources for creative solutions benefiting all.
- Collaborate with non-traditional emergency service groups for valuable support and a better-prepared community.
- Collaborate with Schools to ensure safety for all individuals of various abilities in an educational setting (public, private, non-public)
- Develop plans and relationships with institutions within the County to include those severely impacted
- Assemble an AFN Committee with departments within the County that currently serve the vulnerable community.
- Continue encouraging residents to sign up for emergency alerts that are available in all languages.

Including AFN Needs in the Recovery Phase: Recovery is often the longest and most challenging for a community, especially for people with disabilities. They may face personal losses, disconnection from vital supports, and psychological distress. Emergency planners should prioritize restoring critical services and addressing needs for people with disabilities during recovery. Major considerations include:

- Allow access at roadblocks, shelters, and impacted areas for essential health care personnel and guide animals.
- Identify the impact of utility service interruptions on the disability community.
- Plan for accessible shelter or temporary housing needs.
- Address transportation needs for people with disabilities employed by businesses reopening after a disaster.
- Involve disability community representatives in "after action reviews" to improve future plans.
- Recognize that long-term recovery can last years.

Lessons from Past Disasters: Lessons from past national disasters show that emergency planning, implementation, and response must evolve to meet the needs of people with disabilities and older adults. Three key areas identified for people with access and functional needs are:

1. Emergency Communications

- During a disaster, effective communication is critical. Information delivered at press conferences by public officials and broadcast on television must be effective, understood, and actionable by the whole community. Considerations include:
 - Sign Language interpreters for individuals who are deaf or hard of hearing
 - Alternative formats for individuals who are blind or have low vision
 - Translation services for individuals with limited English proficiency or who are non-English speaking

2. Emergency Evacuation

- When local evacuations are necessary, considerations include:
 - Accessible transportation options
 - Medical needs
 - Keeping individuals connected with their families, personal care providers, essential equipment and technologies, and service animals

Effective planning includes agreements and partnerships with local public and private accessible transportation providers to ensure safe evacuation for individuals with disabilities and persons with access and functional needs.

Evacuation and Transportation: Evacuation plans must include accessible transportation providers for people with mobility impairments and transportation disadvantages. Considerations should cover staging, embarkation points, transportation centers, evacuee locations, and care and shelter. Plans should incorporate public transit, paratransit, school bus, and private sector resources.

3. Sheltering

- Care and shelter plans must integrate access and functional needs for general population shelters. Shelters provide basic survival needs until residents can return home. The County ensures shelters comply with ADA requirements and identifies accessible shelters. Sheltering must be inclusive and integrated, with accessible locations and resources to meet the needs of individuals with access and functional needs. For more information, refer to the San Bernardino County Mass Care and Shelter (MCS) Plan.

3.23.3 COORDINATION

Activities will be overseen by the EOC Director and coordinated by the appropriate EOC Section and Branch (e.g., Evacuation, Mass Care & Sheltering, Logistics-Facilities Management). The Risk Management Department coordinates ADA/AFN matters during steady-state times. During EOC activation, the County may appoint an ADA/DAFN Coordinator for ADA expertise and guidance.

3.24 ADA/DAFN/CULTURAL COMPETENCE

3.24.1 AMERICANS WITH DISABILITIES ACT COMPLIANCE

San Bernardino County is committed to the Americans with Disabilities Act (ADA). It has issued a public notice of nondiscrimination, stating it does not discriminate on the basis of disability in its services, programs, activities, hiring, or employment practices. The County has a Public Access ADA Coordinator, designated by the Board of Supervisors, to assist with ADA compliance under Title II. This role serves

as the central point of contact for accessibility matters related to county programs and facilities for customers and visitors with disabilities.

3.24.2 DISABILITIES AND ACCESS AND FUNCTIONAL NEEDS

Emergency preparedness and response programs must be accessible to people with disabilities and those with access and functional needs (DAFN), as required by the ADA. DAFN includes people with disabilities, older adults, children, individuals with limited English proficiency, and the transportation disadvantaged. Planning for DAFN is integrated into the county's emergency planning efforts.

The San Bernardino Office of Emergency Services maintains a Mass Care and Sheltering Plan with DAFN guidance. The California Office of Emergency Services has a FAST (Functional Assessment Service Team) for technical and operational support for DAFN considerations. FAST assists individuals with disabilities and others with AFN in general population shelters. They are deployed upon EOC request and remain until services are no longer needed.

AB 2311 AND AB 477: California Assembly Bill 2311 and Assembly Bill 477, Access and Functional Needs, have been considered in crafting the EOP and subsequent updates and revisions.

Considerations for serving the population with AFN may include:

1. Emergency communications, including integrating interpreters, translators, and assistive technology.
2. Emergency evacuation, including the identification of transportation resources and resources that are compliant with the federal Americans with Disabilities Act of 1990 (42 USC Sec. 12101 et seq.) for individuals who are dependent on public transportation.
3. Emergency sheltering, including ensuring that designated shelters are compliant with the federal Americans with Disabilities Act of 1990 (42 USC Sec. 12101 et seq.) or can be made compliant through modification and that showers and bathrooms are fully accessible to all occupants (Gov. Code, § 8593.3, subd. (a)(1), (2) & (3)).

3.24.3 CULTURAL COMPETENCE

Cultural competence involves understanding and respecting diverse values,

attitudes, beliefs, and mores, and responding appropriately. This is crucial for community preparedness, response, and recovery from disasters. Disasters can disproportionately affect people from various cultural backgrounds, and cultural competence helps emergency planners, responders, and leaders mitigate these disparities.

San Bernardino County understands and fully considers the following in their emergency planning and response operations:

- Race
- Ethnicity
- Age
- Sex
- Sexual orientation
- Educational background
- Financial standing
- Professional standing
- Disabilities
- Health
- Religious background or affiliation
- Primary language spoken

EOC responders and emergency support organizations should maintain continuous respect, communication, understanding, and engagement with diverse populations affected by an emergency or disaster. These considerations apply to individuals and organizations involved in emergency operations.

Cultural competence is central to all prevention, preparedness, planning, response, recovery, and mitigation activities.

SB 160: California Senate Bill 160, Cultural Competence, has been considered in crafting the EOP and its updates. Considerations for serving culturally diverse communities include:

1. Emergency communications, including the integration of interpreters and translators
2. Emergency evacuation and sheltering
3. Emergency mitigation and prevention
4. Emergency planning, incorporating community-based values, customs, and qualified representatives from diverse groups
5. Emergency preparedness, including culturally appropriate resources, training courses, outreach techniques to educate and prepare community members (Gov. Code, § 8593.3.5, subd. (a)(1), (2), (3), (4) & (5))

3.24.4 COORDINATION

The EOC Director will oversee activities, coordinated by the relevant EOC Section and Branch (e.g., Evacuation, Mass Care & Sheltering, Logistics-Facilities Management). The Public Access ADA Coordinator from the Department of Risk Management handles ADA/AFN matters during steady-state operations. During EOC activation, the County may assign an ADA/DAFN Coordinator for specialized ADA guidance.

3.25 DISASTER ANIMAL CARE CONSIDERATIONS

CA Assembly Bill 781, signed into law on October 7, 2023, added Section 8593.10 to the California Government Code. This bill requires counties and cities to update their emergency plans to designate shelters that can accommodate persons with pets. It also mandates that public information about cooling and warming centers include whether they can accommodate pets.

Requirements include:

- Counties and cities must update emergency plans to designate emergency shelters that accommodate pets.
- Designate at least one shelter and one cooling or warming center that can accommodate pets.
- Emergency shelters for pets must comply with state and local safety procedures and FEMA's disaster assistance policies.

Cities and counties must include pet accommodation information when providing public information about cooling or warming centers. They must also post information on their websites for pet emergency preparedness, including evacuation plans and checklists.

San Bernardino County has incorporated these requirements into its plans for evacuation centers, disaster shelters, cooling centers, and warming centers. The San Bernardino EOC will collaborate with the American Red Cross and the San Bernardino County Animal Care Division for disaster shelter designation and activation.

The PETS Act (2006) directs state and local emergency plans to address the needs of people with pets and service animals after a major disaster. These needs have been incorporated into the base plan and will be considered as additional parts are developed or revised.

The San Bernardino EOC will work closely with the San Bernardino County Animal Care Division - Department of Public Health during EOC activations.

3.26 RECOVERY OPERATIONS

3.26.1 RECOVERY OVERVIEW

Disaster recovery involves restoring essential services, transportation networks, and systems, providing care and services for survivors, rebuilding, mitigating hazards, and recovering financial costs. Recovery phases include short-term, mid-term, long-term, and financial cost recovery.

3.26.2 RECOVERY ORGANIZATION

County recovery operations will be managed by the Assistant County Administrative Officer (Assistant CAO). Recovery issues involving OA jurisdictions and Special Districts will be coordinated between the Assistant CAO and designated representatives.

The Office of Emergency Services, Director of Emergency Services, County OES staff, and other designated County staff will assist the Assistant CAO in facilitating and leading the recovery process. County departments will also be represented and responsible for certain functions throughout the recovery process.

3.26.3 RECOVERY DAMAGE ASSESSMENT AND REPORTING

Damage assessment involves identifying and analyzing damage to determine recovery assistance needs. Following a major disaster, cost estimates are prepared for a Preliminary Damage Assessment (PDA) to determine eligibility for state and federal financial assistance and reimbursement programs.

Steps in the Recovery Damage Assessment process include:

- Conducting a Rapid Damage Assessment to gain situational and resource awareness.
- Performing a Rapid Needs Assessment to identify critical and immediate response and support needs.
- Preparing a Preliminary Damage Estimate with monetary estimates for debris management, emergency protective actions, county infrastructure damage.

3.26.4 RECOVERY DOCUMENTATION

Recovery documentation and reporting are essential for recovering eligible emergency response and recovery costs. Timely assessments, documentation of incident activities, and accurate reporting are critical for disaster assistance eligibility. Documentation must start at the field response level and continue through the EOC operation. County OES coordinates the preparation of incident documentation and recovery reports to State OES based on Initial Damage Estimates (IDEs) from impacted jurisdictions. An Initial IDE report will be prepared by the OA and entered into WebEOC and CalEOC to support a gubernatorial proclamation and presidential declaration request.

3.26.5 RECOVERY DISASTER ASSISTANCE

Recovery Disaster Assistance helps individuals, businesses, non-governmental organizations, and governments rebuild after disasters. Assistance is categorized into Individual Assistance and Public Assistance. San Bernardino County may be eligible for disaster assistance from the following programs:

1. State Assistance
 - The California Disaster Assistance Act (CDAA) provides up to 75% financial assistance for eligible costs to local governments.

2. Federal Assistance

- The FEMA Public Assistance Grant Program provides up to 75% financial assistance for state agencies, local governments, and certain non-profits; California covers a share of the remaining cost. Assistance is categorized:
 - Emergency Work: Debris removal and protective measures.
 - Permanent Work: Repairs to roads, bridges, water facilities, building, equipment, utilities, and parks.

3. Other Programs

- Federal Highway Administration Emergency Relief Program: Assists with road and bridge damage.
- Natural Resources Conservation Service: Supports emergency work in disaster-affected watersheds.
- U.S. Army Corps of Engineers: Aids in flood fighting and repairs to damaged facilities.
- HUD Community Development Block Grants: Offers funding for recovery purposes.
- Congressional Appropriations: Provides additional disaster-specific assistance beyond existing programs.
- FEMA Fire Management Assistance Grant: Aid in wildfire response.
- California Governor’s Office of Emergency Services (Cal OES) Law Enforcement Mutual Aid (LEMA) Assistance Fund: Provides reimbursement to law enforcement agencies that respond to disasters and emergencies outside their jurisdiction under the Law Enforcement Mutual Aid System. The fund became available July 1, 2022. Beginning Fiscal Year 2025/2026, \$10 million has been reappropriated and is available through June 30, 2029.

California Assembly Bill (AB 2140): Assembly Bill No. 2140 (AB 2140), enacted in 2006, enables California counties and cities to be considered for additional state cost-share on eligible Public Assistance projects by formally incorporating their current, FEMA-approved Local Hazard Mitigation Plan (LHMP) into the Safety

Element of their General Plan. This adoption, along with meeting other statutory requirements, qualifies the jurisdiction to be considered for partial or full coverage of its local cost share under the California Disaster Assistance Act (CDAA).

Additional information on disaster recovery assistance is provided in **Appendix F: Public Assistance Programs** and **Appendix G: Individual Assistance Programs**.

3.27 COMMUNITY LIFELINES

FEMA defines Community Lifelines as those services or systems that *‘enable the continuous operation of critical government and business functions and is essential to human health and safety or economic security’*.



Stabilizing lifeline services is of the highest priority when responding to disasters due to the immediate threats to life and property caused by their disruption. Community Lifeline descriptions offer a common lens for responders to assess the condition of critical lifesaving and life-sustaining services and identify the core capabilities needed to support disrupted lifelines.

The restoration of community lifelines will be a priority for the San Bernardino County EOC, identified as objectives in the EOC Action Plan. As the county does not own all community lifelines, close coordination with external organizations and utility providers will be required.

3.28 COUNTY DEPARTMENT PARTICIPATION

County agency, department, and special district participation in all phases of the emergency management cycle ensures the Emergency Operations Plan reflects current policies, organizational structures, and methodologies used by San Bernardino County response and supporting organizations. The preparedness of departments, organizations, agencies, and units is demonstrated by their capabilities to deliver emergency response assistance. FEMA measures capability development and maintenance through 32 Core Capabilities across 5 Mission Areas. More information on the Core Capabilities may be found at <https://www.fema.gov/core-capabilities>

3.29 EMERGENCY FACILITIES

Emergency facilities supporting emergency operations include the following:

3.29.1 PUBLIC SAFETY COMMUNICATIONS CENTERS

County fire-rescue and emergency medical services (EMS) are dispatched from the CONFIRE Communications Center (Comm Center).

CONFIRE COMMUNICATIONS CENTER

1743 Miro Way
Rialto, CA 92376

San Bernardino County Sheriff's Department (SBCSD) are dispatched from the following SBCSD Dispatch Centers.

SBCSD DISPATCH CENTER

1771 Miro Way
Rialto, CA 92376

HIGH DESERT DISPATCH CENTER

High Desert Government Center
15900 Smoke Tree Street
Hesperia, CA 92345

California Highway Patrol (CHP) services are primarily dispatched from the CHP Inland Communications Center.

CHP INLAND COMMUNICATIONS CENTER

13892 Victoria Street
Fontana, CA 92336

3.29.2 DEPARTMENT OPERATIONS CENTERS

A **Department Operations Center** (DOC) is a coordination hub for specific disciplines—such as fire, police, public works, or utilities—to manage field-level emergency responses and support the Emergency Operations Center (EOC).

San Bernardino County maintains the following Department Operations Centers.

- San Bernardino County Fire Protection District
- San Bernardino County Sheriff's Department
- San Bernardino County Department of Public Health
- San Bernardino County Public Works Department

3.29.3 PRIMARY EMERGENCY OPERATIONS CENTER

The Primary County EOC is currently located at 1743 Miro Way, Rialto, CA 92376. Upon completion and operational readiness of the Valley Communications Center (VCC) facility, the Primary EOC will transition to that location. Activation procedures will be updated accordingly.

The San Bernardino County **Primary Emergency Operations Center** (PEOC) centralizes emergency management during large-scale emergencies and disasters.

PRIMARY EMERGENCY OPERATIONS CENTER (PEOC)

1743 Miro Way Rialto, CA 92376

3.29.4 ALTERNATE EMERGENCY OPERATIONS CENTER

The County has designated an **Alternate Emergency Operations Center** (AEOC) should the primary EOC be unusable or inaccessible.

ALTERNATE EMERGENCY OPERATIONS CENTER (AEOC)

1925 South Grove, Ontario CA 91761

3.29.5 JOINT INFORMATION CENTER

The **Joint Information Center** (JIC) is a location where staff from various organizations with public information responsibilities can co-locate to perform critical emergency public information, crisis communications, and public affairs functions. The JIC for the county is co-located with the Emergency Operations Center.

3.29.6 INCIDENT COMMAND POST

The **Incident Command Post** (ICP) is the field location for primary tactical-level, on-scene incident command and management. It typically includes the Incident

Commander (IC) and Command Staff, as well as other incident management officials, responders, public agency representatives, private-sector representatives, and non-governmental organizations.

3.29.7 STAGING AREA

A **Staging Area** is a temporary holding location for assigned resources, established by the Incident Commander or Operations Section Chief. It allows for the positioning and accounting of resources not immediately needed for an operational task. These areas are used to temporarily position personnel, supplies, and equipment while awaiting an assignment.

3.29.8 MOBILIZATION CENTER

A **Mobilization Center** is an off-incident location where emergency personnel and equipment are temporarily positioned while awaiting assignment, release, or reassignment. Unlike a Staging Area, it is generally activated and managed by the Emergency Operations Center (EOC). Mobilization Centers support large-scale emergencies and disasters, serving as hubs for mutual aid resources.

3.29.9 EVACUATION RECEPTION CENTER

An **Evacuation Reception Center** temporarily accommodates people displaced from their home, school, or business. It provides a safe and comfortable space for disaster survivors to receive relief until the incident concludes or they transition to a mass care center or shelter. These centers are established for short-duration incidents where overnight assistance or a shelter is unnecessary, or as a temporary solution while a fully operational shelter is being set up, which can take several hours.

3.29.10 SHELTER

- A **Shelter** provides temporary care for those displaced by disasters, offering sleeping accommodations and minimal necessities. Unlike Evacuation Reception Centers, Shelters are equipped for overnight stays and may operate alongside Reception Centers. Evacuees are encouraged to bring essentials like blankets, toiletries, and snacks. Shelters require significant planning, logistics, staffing, medical and mental health support, and security.



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4. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

4.1 GENERAL OVERVIEW

All agencies, departments, special districts, county employees, and cooperating or assisting organizations have a role during emergency response and recovery operations. Additionally, all county employees are considered Disaster Service Workers (DSWs), per California Government Code Title I, Section 3100, and may be required to work during proclaimed or declared disasters. San Bernardino County's emergency operations, organizational structure, and support functions are organized according to the principles of the California Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

4.2 DIRECTOR OF EMERGENCY SERVICES

The Chief Executive Officer of the County serves as the Director of Emergency Services, having jurisdiction and full authority over the county's response and recovery during extraordinary emergencies and disasters. The Assistant Chief Executive Officers act as the Assistant Directors of Emergency Services. Alternates may be assigned by either the Director or the Assistant Directors of Emergency Services. The responsibilities and authorities of the Director of Emergency Services are codified in the San Bernardino County Code of Ordinances Title 1, Division 1, Chapter 2, § [21.0104](#)).

Nothing in this section shall supersede the statutory or constitutional authority of the Sheriff or interfere with on-scene incident command exercised in accordance with the Incident Command System (ICS). The Sheriff shall retain operational control of law enforcement, custody, coroner, and peace officer functions, including during proclaimed emergencies.

4.3 BOARD OF SUPERVISORS

The Board of Supervisors provides policy direction for emergency response and recovery, offering guidance and support to County and Operational Area organizations, especially the Director of Emergency Services. The Board is

responsible for proclaiming a 'Local Emergency' at the request of the Director of Emergency Services and ratifying it within seven days if not in session. It may also request the Governor to proclaim a 'State of Emergency' when local resources are insufficient, as recommended by the Director.

4.4 DIRECTOR OF THE OFFICE OF EMERGENCY SERVICES

The Director of the Office of Emergency Services is responsible for carrying out the day-to-day activities of the Director of Emergency Services and leading the Office of Emergency Services (OES). The responsibilities and authorities of the Director of OES are founded in the San Bernardino County Code of Ordinances Title 1, Division 1, Chapter 2, § [21.0104](#).). The Director will have additional powers and duties as assigned by the Director of Emergency Services. During an emergency, the Director will manage the Emergency Operations Center and assist the Director of Emergency Services in implementing emergency plans.

4.5 OFFICE OF EMERGENCY SERVICES

The Office of Emergency Services (OES) develops emergency plans and manages programs, coordinating resources across County entities, commercial sectors, and organizations before disasters. It oversees training, public information programs, and acts as a liaison with various agencies and the Armed Forces. OES advises the San Bernardino County Disaster Council, provides policy recommendations to the Board of Supervisors, and monitors County departments' emergency operations plans. Its authorities are established in the San Bernardino County Code of Ordinances Title 1, Division 1, Chapter 2, § [21.0103](#).).

4.6 EMERGENCY ORGANIZATION

All officers and employees of this County, volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may by agreement or operation of law, including those impressed into service under § 21.0105(b)(3) of this Chapter, charged with protecting life and property during an emergency, shall constitute the emergency organization of the County of San Bernardino. The responsibilities of the San Bernardino County Emergency Organization are founded in the San Bernardino County Code of Ordinances Title 1, Division 1, Chapter 2, § [21.0109](#).).

4.7 DISASTER COUNCIL

The San Bernardino County Disaster Council advises on emergency plans, mutual aid agreements, ordinances, and regulations for adoption by the Board of Supervisors. It also serves as the County Citizen Corps Council and meets at least annually or as needed, called by the Disaster Council Chairperson or the Director of the Office of Emergency Services. Its responsibilities are outlined in the San Bernardino County Code of Ordinances Title 1, Division 1, Chapter 2, § [21.0108](#)).

4.8 DISASTER SERVICE WORKER

All county employees are Disaster Service Workers. A Disaster Service Worker is any person registered with a disaster council, the California Office of Emergency Services, or a state agency, to engage in disaster service work without pay, as per the California Emergency Services Act. This includes public employees and unregistered persons pressed into service during disasters. All county employees, full-time and part-time, are Disaster Service Workers as per CA Government Code Title I, Section 3100.

4.9 FIRST RESPONSE DEPARTMENTS

First Response Departments are agencies, departments, or special districts that are the authority having jurisdiction (AHJ) over emergency operations or incidents. San Bernardino County First Response Departments generally include the San Bernardino County Sheriff's Department, San Bernardino County Fire Protection District, San Bernardino County Department of Public Health, and San Bernardino County Public Works Department.

4.10 LEAD DEPARTMENTS AND AGENCIES

Lead Departments or agencies are designated as the primary organizations responsible for executing an Emergency Support Function (ESF) based on their authorities, resources, or capabilities in a functional area. Departments may serve in one or more Lead, Support, or Coordinating roles to ESFs. Lead departments or organizations are responsible for developing policies, procedures, guidance, and resources to execute their responsibilities in the Emergency Operations Plan.

4.11 SUPPORT DEPARTMENTS AND AGENCIES

Support Departments are designated to assist Lead Departments in executing their emergency support functions based on their capabilities or capacities. Support departments or organizations are responsible for developing policies, procedures, guidance, and resources to execute their responsibilities in the Emergency Operations Plan.

4.12 COORDINATING DEPARTMENTS AND AGENCIES

Coordinating Departments handle Emergency Support Functions (ESFs) for which no county agency or department has jurisdictional authority. They coordinate with outside organizations that have jurisdictional or contractual authority over the ESF. For example, military coordination would be coordinated by a county department.

4.13 DEPARTMENT OPERATIONS CENTERS

The Department Operations Center (DOC) is the location where centralized departmental emergency management is performed. First Response Departments maintain primary and alternate DOC capabilities. Lead Departments are encouraged to do the same. DOCs play a supporting role in the County Emergency Operations Center (EOC).

4.14 COUNTY EMERGENCY OPERATIONS CENTER

The Emergency Operations Center (EOC) is the location where centralized county emergency management is performed. San Bernardino County maintains primary and alternate EOC capabilities, with both facility locations identified in Section 10 of this plan. The San Bernardino County EOC also serves as a vital link between Operational Area EOCs and the CalOES Region.

4.15 DEPARTMENT AND AGENCY RESPONSIBILITIES

Departments, agencies, and special districts are organized into 21 Emergency Support Functions (ESFs) to coordinate missions. Each ESF has a Lead Department, Support Departments, and, for specialized cases, Coordinating Departments. These departments must develop policies, training, and procedures to ensure emergency response readiness and continuity, while staff should prepare their families for disasters and understand their roles as Disaster Service Workers.

4.16 EMERGENCY SUPPORT FUNCTION OVERVIEW

The Emergency Support Function (ESF) model provides a structured approach to emergency management, ensuring timely, effective responses. San Bernardino County uses this model to organize operations, enabling execution without EOC activation. Led by specific agencies or districts, the 21 ESFs are supported by additional departments. They enhance coordination, flexibility, readiness, and collaborative disaster response.

4.17 EMERGENCY SUPPORT FUNCTION DESCRIPTIONS

This section outlines the county's Emergency Support Functions. Detailed descriptions, responsibilities, and authorities are available in ESF plans, procedures, or department-specific policies.

4.17.1 ESF 1-TRANSPORTATION

Responsible for coordinating transportation support to departments, non-governmental organizations, and tasked voluntary organizations, which includes:

- (1) Assisting with evacuation and re-entry.
- (2) Processing transportation assistance requests and tasks received in the EOC.
- (3) Prioritizing and arranging resources for the transportation of people, materials, and services.
- (4) Performing all necessary actions to assist with recovery operations.

4.17.2 ESF 2-COMMUNICATIONS

Responsible for coordinating actions to provide required communications (2-way radios) and telecommunications (computer and telephone systems) support to disaster response personnel. This includes acquiring, deploying, activating, and maintaining emergency communications systems and equipment.

4.17.3 ESF 3-PUBLIC WORKS

Responsible for providing technical advice and evaluations, engineering systems, construction management and inspection, emergency repair of flood control systems, maintaining solid waste facilities, assisting with debris removal and handling, and coordinating the opening and maintenance of roadways.

4.17.4 ESF 4-FIREFIGHTING AND RESCUE

Responsible for firefighting and rescue activities, including hazard control, fire suppression, and technical rescue across suburban, urban, rural, and wildland settings. This includes emergency medical first responder services, general and technical rescue activities, and other hazard control consistent with the firefighting and rescue emergency support function.

4.17.5 ESF 5-EMERGENCY MANAGEMENT

Responsible for overall incident management support and coordination, including event information and action planning, resource coordination and allocation, multiagency multijurisdictional coordination, and mission tasking and tracking activities.

4.17.6 ESF 6-MASS CARE, SHELTER, AND HUMAN SERVICES

Responsible for coordinating efforts to provide shelter, food, and basic human needs to disaster victims, including the distribution of emergency relief supplies. This may also involve activities related to the care of emergency responders and their families.

4.17.7 ESF 7-RESOURCE SUPPORT

Responsible for providing logistical and resource support for emergency response efforts during natural and technological emergencies and disasters. These support activities are wide range and include logistics and resources not covered by other ESFs.

4.17.8 ESF 8-PUBLIC HEALTH AND MEDICAL

Responsible for coordinating medical and health resources to address public health and medical care needs before, during, and after a disaster.

4.17.9 ESF 9-SEARCH AND RESCUE

Responsibilities include searching for and locating persons in urban and open space environments. Urban environments encompass confined spaces, damaged or destroyed buildings, slow-rise or swift water environments, and other situations where entrapment has occurred due to a natural, technical, or human-caused disaster. Open space includes locating persons in mountainous terrains, hilly

landscapes, deserts, and other spaces.

4.17.10 ESF 10-HAZARDOUS MATERIALS

Responsibilities include coordinating the mitigation, response, and recovery to an actual or potential discharge or release of hazardous materials resulting from a natural or technological disaster.

4.17.11 ESF 11-FOOD AND AGRICULTURE

Responsible for ensuring the safety of food and water supplies, addresses agricultural and large animal issues, protects natural and cultural resources, provides nutritional assistance, and coordinates with various tasked agencies during disasters.

4.17.12 ESF 12-UTILITIES AND ENERGY

Responsible for coordinating emergency power provision to support response, recovery efforts, and community functions. ESF 12 manages electric power, power distribution systems, fuel, emergency generators, and water systems.

4.17.13 ESF 13-LAW ENFORCEMENT AND SECURITY

Responsible for establishing procedures for the command, control, and coordination of law enforcement activities to support disaster response operations. This includes securing county property, facilities, and staff during emergencies, and may involve coordination with County, State, National Guard, and Federal law enforcement agencies to support security missions and other law enforcement activities.

4.17.14 ESF 14-LONG-TERM COMMUNITY RECOVERY

Responsible for the community's efforts to regain normal functions, including commerce and employment, public transportation, and the use of structures like buildings, bridges, and roadways. Longer-term recovery involves rebuilding efforts, post-event mitigation, repatriation of communities and neighborhoods, and economic assistance and stabilization.

4.17.15 ESF 15-PUBLIC INFORMATION

Responsible for emergency public information, media affairs, community relations, and coordinating special and political visits.

4.17.16 ESF 16-EVACUATION AND RE-ENTRY

Responsible for evacuating people, controlling and moving individuals and vehicles, escorting residents and business representatives into closed disaster areas when safe, and managing the re-entry or repatriation of people to previously evacuated areas.

4.17.17 ESF 17-VOLUNTEER AND DONATIONS MANAGEMENT

Responsible for coordinating the efforts of affiliated and spontaneous unaffiliated volunteers and volunteer organizations during emergencies and disasters. Responsible for coordinating the provision of donated goods and services during large-scale emergencies and disasters.

4.17.18 ESF 18-CYBER SECURITY

Responsible for protecting and restoring critical cyber infrastructure during emergencies.

4.17.19 ESF 19-DEBRIS MANAGEMENT

Responsible for coordinating the clearance, removal, and management of disaster-generated debris.

4.17.20 ESF 20-BULK COMMODITIES DISTRIBUTION

Responsible for coordinating the managing the bulk distribution of essential resources, including points of distribution for supplies.

4.17.21 ESF 21-ALERT AND WARNING

Responsible for delivering timely, accurate, and accessible notifications about imminent threats, alert and warning systems enable protective actions that safeguard life, property, and public safety.

4.18 EMERGENCY SUPPORT FUNCTION ASSIGNMENTS

County agency, department, or special district ESF assignments are identified in **Table 4.18 on the next page.**

TABLE 4.18 EMERGENCY SUPPORT FUNCTIONS ASSIGNMENT MATRIX																					
EMERGENCY SUPPORT FUNCTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
	Transportation	Communications	Construction and Engineering	Firefighting and Rescue	Emergency Management	Mass Care , Sheltering, and Human Services	Logistics and Resource Support	Public Health and Medical	Search and Rescue	Hazardous Materials	Food and Agriculture	Energy and Utilities	Public Safety, Law Enforcement and Security	Long-Term Comm. Recovery	Public Information	Evacuation and Re-Entry	Volunteer and Donations Mgt.	Cyber Security	Debris Management	Commodities Distribution	Alert and Warning
Chief Administrative Office														L							
Chief Administrative Office • Communications															S						
Dept. of Agriculture/Weights & Measures											L										
Department of Aging and Adult Services											S										
Department of Human Services																					
Department of Behavioral Health							S														

TABLE 4.18 EMERGENCY SUPPORT FUNCTIONS ASSIGNMENT MATRIX																					
EMERGENCY SUPPORT FUNCTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
	Transportation	Communications	Construction and Engineering	Firefighting and Rescue	Emergency Management	Mass Care, Sheltering, and Human Services	Logistics and Resource Support	Public Health and Medical	Search and Rescue	Hazardous Materials	Food and Agriculture	Energy and Utilities	Public Safety, Law Enforcement and Security	Long-Term Community	Public Information	Evacuation and Re-Entry	Volunteer and Donations Mgt.	Cyber Security	Debris Management	Commodities Distribution	Alert and Warning
Department of Public Health								L													
Department of Public Health Environmental Health Svcs.											S										
District Attorney													S								
Human Services Department						L											L (2)				
Inland Counties Emergency Medical Agency								S													

TABLE 4.18 EMERGENCY SUPPORT FUNCTIONS ASSIGNMENT MATRIX																					
EMERGENCY SUPPORT FUNCTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
	Transportation	Communications	Construction and Engineering	Firefighting and Rescue	Emergency Management	Mass Care, Sheltering, and Human Services	Logistics and Resource Support	Public Health and Medical	Search and Rescue	Hazardous Materials	Food and Agriculture	Energy and Utilities	Public Safety, Law Enforcement and Security	Long-Term Comm. Recovery	Public Information	Evacuation and Re-Entry	Volunteer and Donations Mgt.	Cyber Security	Debris Management	Commodities Distribution	Alert and Warning
Innovation Technology Department		L																L			
Office of Emergency Services					L										L					L	L
Probation Department													S								
Public Works Department	S		L							S		C		S		S					
Purchasing Department							L														
Regional Parks Department													S								

TABLE 4.18 EMERGENCY SUPPORT FUNCTIONS ASSIGNMENT MATRIX																					
EMERGENCY SUPPORT FUNCTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
	Transportation	Communications	Construction and Engineering	Firefighting and Rescue	Emergency Management	Mass Care, Sheltering, and Human Services	Logistics and Resource Support	Public Health and Medical	Search and Rescue	Hazardous Materials	Food and Agriculture	Energy and Utilities	Public Safety, Law Enforcement and Security	Long-Term Comm. Recovery	Public Information	Evacuation and Re-Entry	Volunteer and Donations Mgt.	Cyber Security	Animal Care	Commodities Distribution	Alert and Warning
San Bernardino County Fire Protection District				L					L (1)	L											
Sheriff's Department									L (1)				L			L					L
County Animal Care																			L		
American Red Cross						S															
<p>(1) Urban Search and Rescue (USAR) is led by San Bernardino County Fire Protection District (1) Search and Rescue (SAR) is led by Sheriff's Department (2) Volunteer Management is led by Human Services Department (2) Donations Management is led Finance and Administration (3) Alert and Warning is co-led by Sheriff's Department and Office of Emergency Services</p>																					



KEY	
L = Lead	Lead departments or agencies have jurisdictional authority over the emergency support function or associated capability
S = Support	Support departments or agencies possess a capability supportive to the Lead department or agency.
C = Coordinate	Coordinating departments are responsible for coordinating with external agencies or organizations that are Lead for an emergency function.



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4.19 EMERGENCY SUPPORT FUNCTION RESPONSIBILITIES

4.19.1 LEAD DEPARTMENTS

County departments designated as the Lead for an Emergency Support Function (ESF) serve as the executive agent to carry out the ESF mission. When an ESF is activated, the Lead Department for the ESF has operational responsibility for:

- Orchestrating the department or organization support within the functional area.
- Providing an appropriate level of staffing for operations at the EOC.
- Activating and tasking Support Departments, Organizations, or Agencies.
- Managing mission assignments and coordinating tasks with Support Departments, organizations, or agencies, as well as other necessary organizations, state, and federal agencies.
- Supporting and keeping other ESFs and organizational elements informed of ESF operational priorities and activities.
- Following established financial and property accountability procedures.
- Supporting planning for short and long-term emergency operations.
- Reviewing and updating plans and procedures associated with assigned emergency response target capabilities.
- Training and exercising with Support Departments, Organizations, or Agencies to maintain response readiness and capabilities.

4.19.2 SUPPORT DEPARTMENTS

County departments designated as Support for an Emergency Support Function (ESF) are responsible for supporting a Lead Department. They are designated based on their capabilities and capacities to support a Lead Department's emergency support function mission. Support Departments responsibilities include maintaining the capabilities to carry out their role in supporting a Lead Department in executing an ESF.

4.19.3 COORDINATING DEPARTMENTS

County departments designated as the Coordinating Department for an Emergency Support Function (ESF) serve as the principal point of contact in coordinating the

efforts of external lead departments. When an ESF is activated, the Coordinating Department for the ESF has operational responsibility for:

- Coordinating emergency support activities with the external Lead agency or organization.
- Acting as a liaison between the county and external lead agencies or organizations.
- Coordinating mission tasks to external lead agencies or organizations.
- Requesting external lead agencies and organizations to respond to the EOC via the EOC Liaison Officer.

4.19.4 OTHER DEPARTMENTS, ORGANIZATIONS, AND AGENCIES

Other county departments, agencies, special districts, non-governmental organizations, or outside agencies not explicitly designated as Lead or Support may have the authorities, expertise, capabilities, or resources required to support emergency operations. These entities may be requested to participate in planning and pre-incident activities or provide support during extraordinary emergencies and disasters.

4.20 CONSOLIDATED EMERGENCY ACTIVITIES

The consolidated emergency activities concept unites multiple departments or agencies with similar functions into a cohesive group for more effective management of emergency response functions and resources. This approach underpins the ESF concept of operations. For example, organizations with mass care, sheltering, and human services capabilities collaborate as one entity under ESF 6: Mass Care, Sheltering, and Human Services.

4.21 COUNTY/OPERATIONAL AREA

In SEMS, an operational area coordinates information, resources, and priorities among local governments within the county. It acts as an intermediate level, ensuring communication and resource allocation between local jurisdictions and the state. The operational area also manages mutual aid requests and provides a unified response to extraordinary emergencies and disasters.

4.22 COUNTY VOLUNTEER GROUPS

County-affiliated volunteer groups conduct disaster response activities in line with their charters or operational procedures, under the supervision of a parent department, agency, or special district. County affiliated volunteer groups include:

- Community Emergency Response Team (CERT)
- Regional Parks Volunteer Program
- Community Organizations Active in Disaster (COAD)/San Bernardino County Voluntary Organizations Active in Disaster (SBCVOAD)
- Disaster Corps
- Emergency Communications Services (ECS)
- Sheriff’s Volunteer Groups:
 - Search and Rescue (SAR)
 - Explorer Program
 - Reserve Deputy Sheriff
 - Chaplains Corps
 - Citizens on Patrol (COP)
 - Medical Reserve Corps (MRC)
- Fire Protection District’s Volunteer Groups:
 - Fire Corps
 - Fire Explorers
- California Volunteer Disaster Corps (state organization)

4.23 COMMUNITY INVOLVEMENT

Resilient communities begin with preparedness. Individuals, families, and caregivers should assess risks, create emergency plans, and prepare supply kits, including provisions for pets and service animals. By enhancing community, neighborhood, and family readiness, communities play a vital role in emergency management. Key actions may include:

- Reducing home hazards (e.g., earthquake-proofing, securing objects in high winds).
- Preparing emergency kits and household plans.
- Monitoring emergency communications for critical updates.
- Volunteering with response and recovery organizations.
- Enrolling in emergency response training (e.g., basic first aid, advanced courses).

4.24 NON-GOVERNMENTAL ORGANIZATIONS

Non-Governmental Organizations (NGOs) play vital roles before, during, and after disasters, providing shelter, emergency food, counseling, and other critical support to disaster survivors. They collaborate with first responders, governments, and agencies to sustain life, reduce distress, and promote recovery. Key contributions may include:

- Training and managing volunteers.
- Identifying shelter locations and required supplies.
- Delivering emergency services like cleaning supplies, clothing, food, shelter, and post-emergency clean-up.
- Identifying unmet needs and coordinating assistance.

Prominent NGOs like the American Red Cross (ARC) and National Voluntary Organizations Active in Disaster (NVOAD) contribute significantly to incident management and response. San Bernardino County Voluntary Organizations Active in Disasters (SBCVOAD) coordinates independent member organizations to support preparedness, response, recovery, and mitigation efforts. More information may be found at <https://sbcountyvoad.org/>.

4.25 BUSINESS AND INDUSTRY

The county's business and industry community plays a vital role in disaster preparedness, response, and recovery by collaborating with the county to share information, develop plans, and integrate resources. Critical infrastructure organizations like transportation, utilities, and hospitals support response efforts through public-private emergency plans, mutual aid agreements, and direct

requests for assistance. They also contribute to emergency planning by sharing information, identifying risks, and creating continuity plans. Businesses are encouraged to build capabilities for a wide range of emergency incidents and engage in emergency planning, training, and exercises.

4.26 SCHOOLS, COLLEGES, AND UNIVERSITIES

In California, K-12 schools must have disaster plans, conduct drop, cover, and hold drills, and provide educational programs for students and staff. Preparedness includes identifying hazards, creating evacuation routes, and planning post-disaster care. Schools train students and staff on emergency procedures, educate families about plans, establish student release protocols, and ensure care for their populations during disasters. Colleges and universities share similar responsibilities and often serve as shelters. The County of San Bernardino collaborates with schools, colleges, universities, and the local American Red Cross chapter to ensure effective emergency response and support.

4.27 FAITH-BASED ORGANIZATIONS

Faith communities play a vital role in addressing unmet needs following disasters, offering support that other responders cannot provide. Early needs like safety and medical care are met by first responders, while organizations such as the Red Cross and Salvation Army provide immediate food, shelter, and services. As the situation stabilizes, aid organizations deliver additional support when local resources are overwhelmed. Effective recovery requires collaboration among secular, voluntary, and faith-based groups, with faith-based organizations being particularly important for marginalized populations.

4.28 SPECIAL DISTRICTS

Following a disaster, special districts play vital roles in response and recovery, managing critical infrastructure like water, sanitation, and utilities to ensure service continuity. They support efforts through public-private emergency plans, mutual aid agreements, and direct requests, while also sharing information, identifying risks, and developing continuity plans. Special districts are encouraged to enhance their capabilities for a wide range of emergency incidents and engage in emergency planning, training, and exercises.



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5. DIRECTION, CONTROL, AND COORDINATION

5.1 GENERAL OVERVIEW

The direction, control, and coordination section describes the organizations in the multiagency coordination system, their roles in emergency operations, and how coordination ensures an effective response.

5.2 DIRECTOR OF EMERGENCY SERVICES

The Chief Executive Officer (CEO) of the County serves as the Director of Emergency Services, holding full jurisdiction and authority over the county's response and recovery efforts during extraordinary emergencies and disasters. The authorities of the Director of Emergency Services are codified in the San Bernardino County Code of Ordinances Title 1, Division 1, Chapter 2, § [21.0104](#).

EOC direction provides policy coordination and resource prioritization, while operational command of law enforcement activities remains with the Sheriff or designated incident commanders under the Incident Command System (ICS).

5.3 EMERGENCY OPERATIONS CENTER

In an emergency or disaster, San Bernardino County's emergency management functions will be conducted from the county Primary EOC at 1743 Miro Way, Rialto, CA 92376. If the primary EOC becomes inoperative, isolated, or unusable, the Director of the Office of Emergency Services (OES) will issue relocation instructions to activate the Alternate EOC at 1925 South Grove Avenue, Ontario, CA 91761.

5.4 DEPARTMENT AND AGENCY DIRECTION

Each San Bernardino County department, agency, or special district operates under its Department Director or designated alternate, who serves as the Lead, Support, or Coordinating Department for an Emergency Support Function (ESF) and represents the agency at the EOC. These representatives are empowered to make decisions and allocate resources in alignment with the EOC Action Plan or as directed by the EOC Director.

5.5 LOCAL CONTROL

Local governments manage emergency operations within their jurisdictions in

compliance with applicable laws, orders, and regulations. When San Bernardino County is the Authority Having Jurisdiction (AHJ), it oversees emergency incidents from response to recovery. As outlined in the California Emergency Services Act (Title 2, Division 1, Chapter 7, Article 11, Section 8618), the county directs mutual aid incidents, including personnel and equipment from mutual aid programs. Mutual aid resources remain under the operational control of their respective disciplines and designated Incident Commander. Operational Area jurisdictions, including cities and towns, retain control over incidents where they serve as the AHJ.

5.6 EOC RESPONSE

San Bernardino County departments, agencies, and special districts will ensure the availability of personnel and resources for emergency response and recovery. Representatives should bring or pre-position plans, procedures, resource inventories, supplies, and notification lists to facilitate EOC operations. This ensures effective direction, control, and coordination are achieved and maintained.

5.7 COUNTY CHIEF EXECUTIVE OFFICER AUTHORITY

During a proclaimed local emergency or disaster, the County Chief Executive Officer/Director of Emergency Services, coordinates the allocation and use of County resources in support of emergency operations, consistent with the authority of the Board of Supervisors and the County Charter. Elected department heads, including the Sheriff, retain [statutory authority](#) over the deployment and management of their respective personnel and resources. In carrying out these responsibilities, the Chief Executive Officer/Director of Emergency Services is authorized to assign County emergency resources and may requisition, command, or commandeer necessary resources to save lives, reduce human suffering, protect property, and expedite recovery, as codified in the San Bernardino County Code of Ordinances, Title 1, Division 1, Chapter 2, [§ 21.0105](#).

5.8 ON-SCENE CONTROL

An Incident Commander (IC) from an Incident Command Post (ICP) directs and controls on-scene tactical activities, supporting single incidents, county-wide events, complex incidents, or when in an Area Command structure. This on-scene control includes setting tactical objectives and managing on scene resources,

including mutual-aid resources. EOC and DOCs do not direct on-scene tactical activities; they provide support.

5.9 EOC COORDINATION

The San Bernardino County Emergency Operations Center (EOC) will coordinate response and recovery efforts for county-wide events, extraordinary emergencies, and disasters. Coordination will occur with Incident Command Posts (ICPs), county Department Operations Centers (DOCs), Operational Area EOCs, and the CalOES Region.

5.10 DOC COORDINATION

When activated, the management and coordination of department-level response and recovery activities for county-wide events, extraordinary emergencies, and disasters will be directed from Department Operations Centers (DOCs). DOCs are maintained by the San Bernardino County Sheriff's Department, San Bernardino County Fire Protection District, San Bernardino County Department of Public Health, and San Bernardino County Public Works Department.

5.11 EOC-FIELD COORDINATION AND INTERFACE

During small-scale emergencies, local jurisdictions manage incidents using existing resources, often without activating their Emergency Operations Center (EOC). Field personnel employ the Incident Command System (ICS) for on-scene operations. Area Command may oversee multiple Incident Command Posts (ICPs) and jurisdictional policies from the EOC. For incidents spanning shared jurisdictions, Unified Command coordinates with local EOCs. Guided by SEMS/NIMS principles and statutory authority (Authority Having Jurisdiction), field operations ensure flexible and scalable responses, while activated EOCs support field operations. The San Bernardino County EOC communicates with ICPs via voice or by assigning representatives, as necessary.

5.12 EOC-DOC-FIELD COORDINATION AND INTERFACE

Effective emergency response relies on coordination across SEMS levels. In major emergencies, the County EOC may activate to manage the response, while Department Operations Centers (DOCs) support field command posts if multiple incidents strain resources. Field Incident Commanders (ICs) communicate with

DOCs or directly with the EOC Operations Section, depending on the incident. DOCs maintain situational awareness and may activate independently for managing multiple incidents. The Department Director oversees DOC activation. The County EOC ensures communication with ICPs and DOCs as needed.

5.13 COORDINATION WITH OPERATIONAL AREA CITIES AND TOWNS

Coordination and communication must be established between activated local government Emergency Operations Centers (EOCs) and the Operational Area (OA). Most cities, towns, tribal governments, and special districts use the jurisdictional Emergency Services Coordinator or designee to communicate via phone, radio, or computer. The Emergency Services Coordinator notifies and collaborates with the San Bernardino County Office of Emergency Services, which functions as the County OA EOC. The OA deploys field-level emergency response personnel, activates EOCs, and issues public safety directives. Member jurisdictions use the Multiagency Coordination System (MACS) to make decisions, prioritize incidents, and share resources across SEMS levels. Situation reporting and resource coordination are conducted through the OA's WebEOC platform.

5.14 INCIDENT MANAGEMENT TEAMS

Incident Management Teams (IMTs) are specialized groups of trained personnel responsible for managing emergency incidents or disasters. They are organized by level and type, with varying capabilities depending on the complexity of the incident. Local, county, state, and federal IMTs provide field-level and EOC-level incident management during extraordinary emergencies and disasters. These teams can be used at all levels of government, regardless of incident size or complexity, and are capable of incident management using SEMS, NIMS, and ICS principles. IMTs include Command and General staff, consisting of Command, Operations, Logistics, Planning, and Finance/Administration sections. Coordination with IMTs may be established through communications with ICPs, DOCs, or directly with the IMT Leader.

5.15 MULTIAGENCY COORDINATION

Multiagency Coordination (MAC) enables all levels of government and disciplines to collaborate efficiently and effectively. It occurs across jurisdictional boundaries

or government levels. A MAC's primary function is to coordinate activities above the field level, establish incident priorities, and allocate critical or competing resources across multiple incidents or jurisdictions.

The Multiagency Coordination System (MACS) comprises integrated elements such as personnel, procedures, protocols, business practices, and communication systems. In the Emergency Operations Center (EOC), authorized representatives form Multiagency Coordination Groups (MAC Groups), which are empowered to represent their agencies and commit resources or funds. These groups can:

- Commit agency resources and funds
- Provide coordinated decision making
- Allocate resources among cooperating agencies
- Establish priorities among incidents
- Harmonize agency policies Provide strategic guidance to support incident management activities

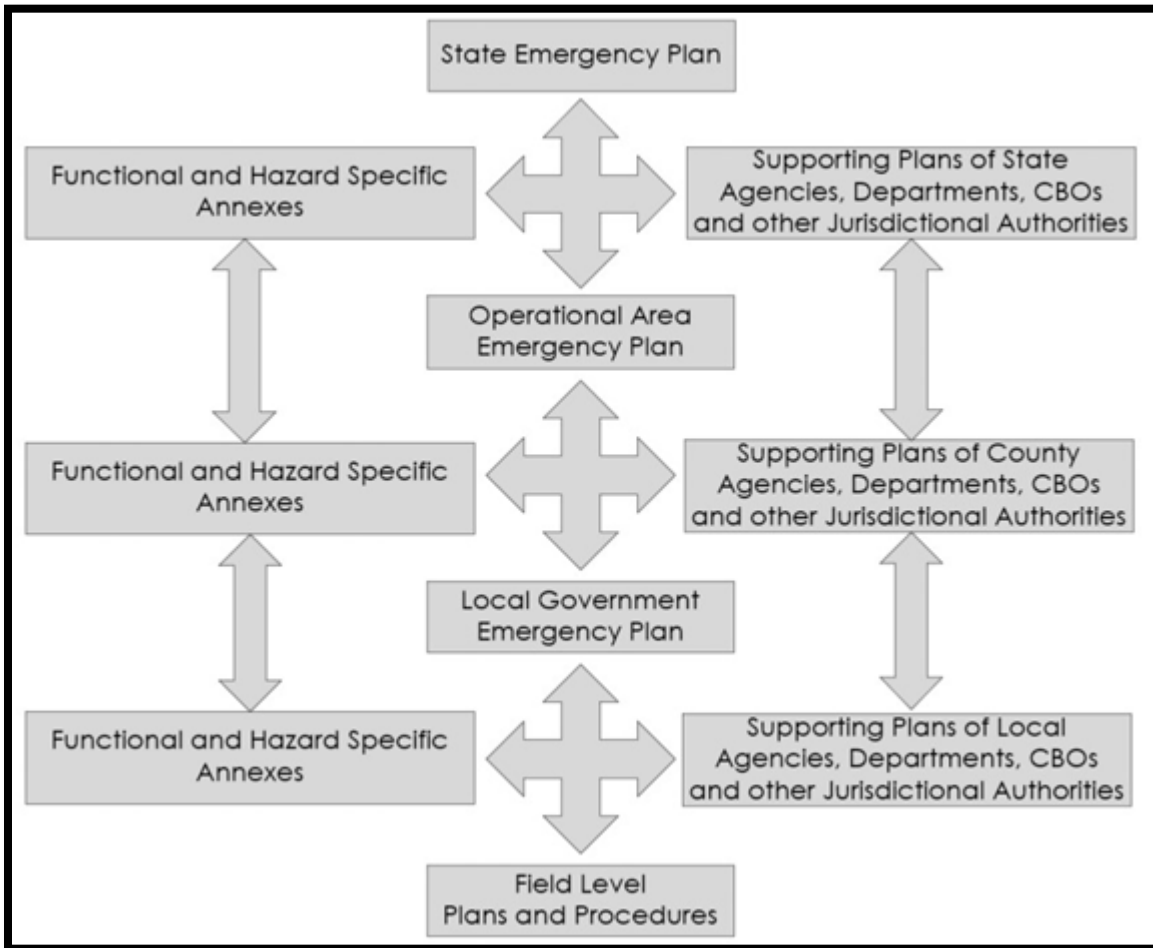
MAC Group may include:

- Representatives from the county's departments and agencies.
- Representatives from outside agencies including special districts, volunteer agencies, business and industry, and private organizations.
- Coordination with agencies not represented in the EOC through other methods of communications.
- Involvement by all departments and agencies in the EOC action planning process.
- The Operational Area's Mutual Aid Coordinators and their respective mutual aid providers may serve as a MACS Group when organizing and deploying resources.
- The OA EOC may coordinate OA Conference Calls in advance of or during an emergency situation. In this case, the OA jurisdictions may serve as a MACS Group in coordinating situational information and resources.

5.16 EMERGENCY PLAN COORDINATION

The San Bernardino County EOP is part of a larger planning framework that supports emergency management within the county, region, and state. Graphic 5.16 below illustrates this coordinated framework.

Graphic 5.16 Emergency Plan Coordination

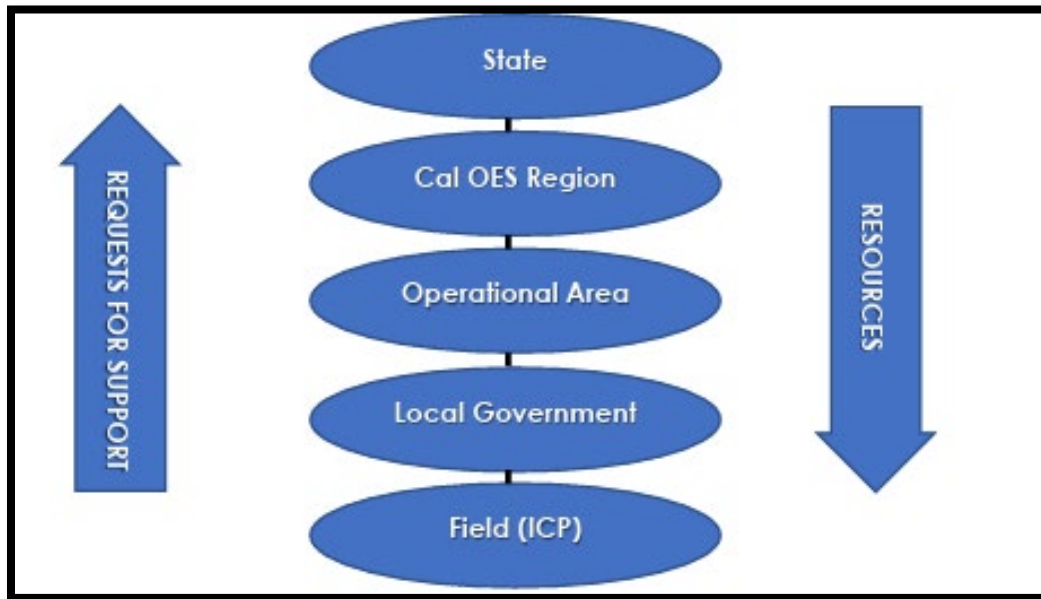


Source: State Emergency Plan, 2024

5.17 EMERGENCY MANAGEMENT COORDINATION

The San Bernardino County Emergency Management system is part of a larger system framework that supports emergency management within the county, region, and state. This system, SEMS, facilitates the coordination of information and resources. Graphic 5.17 below illustrates this coordinated framework.

Graphic 5.17 Emergency Management Coordination



Source: State Emergency Plan, 2024

5.18 STATEWIDE EMERGENCY MANAGEMENT COORDINATION

Cal OES has three administrative response regions: Inland, Coastal, and Southern, based in Sacramento, Fairfield, and Los Alamitos, respectively. These regions coordinate information and resources within the region and across SEMS levels to ensure effective local response support. They serve as the conduit for local and regional perspectives and provide a physical presence for Cal OES functions at the local level across all phases of emergency management. San Bernardino County is part of CalOES Southern Region. Graphic 5.18 below illustrates the CalOES Regions.

Graphic 5.18 Statewide Emergency Management Coordination



Source: CalOES

6. CONTINUITY OF GOVERNMENT

6.1 GENERAL OVERVIEW

A major disaster could result in the death or injury of key government officials, destruction of established government seats, and destruction of essential records. Government at all levels must ensure the continuity of effective leadership, direction of emergency operations, and management of recovery operations.

The County of San Bernardino must continue functioning as a governmental entity during and immediately following a critical incident or disaster. As such, it has established continuity of government procedures.

Continuity of leadership and government authority is particularly important in emergency services, direction of emergency response operations, and management of recovery operations. To this end, it is essential that the County of San Bernardino and all cities and towns within the County continue to function as government entities. The California Government Code and the Constitution of California provide the authority for state and local governments to reconstitute themselves if incumbents are unable to serve.

To ensure continuity of government, seven elements must be addressed:

1. Succession of Officers
2. Seat of Government
3. Emergency Powers and Authority
4. Emergency Plans/Continuity Plans
5. Primary and Alternate Emergency Operations Center(s)
6. Preservation of Vital Records
7. Protection of Critical Infrastructure

6.2 DIRECTOR OF EMERGENCY SERVICES

Section [21.0104\(a\)](#) of the San Bernardino County Code amended in 2019, identifies the following lines of succession for the Director of Emergency Services:

1. Chief Operating Officer

2. Assistant Executive Officer for Development and Support Services
3. Assistant Executive Officer for Human Resources
4. Chief Financial Officer
5. Deputy Executive Officer for Community Services

6.3 SUCCESSION OF OFFICERS

Succession of Officers Who Head Departments: Section 8637, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code permits political subdivisions to provide for the succession of officers who head departments responsible for maintaining law and order or furnishing public services related to health and safety. This ensures that in the event of an emergency, there is a clear line of succession for key officials, allowing for the continuity of essential government functions.

6.4 ORDERS OF SUCCESSION OF OFFICERS

Consistent with Section 8637, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code Appendix H to this plan identifies the Emergency Interim Lines of Succession for county departments, agencies, and special districts with lead emergency response functions or law and health and safety responsibilities.

6.5 RECONSTITUTING GOVERNMENT

Reconstituting the Governing Body with Temporary Officers: Section 8644, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code establishes a method for reconstituting the governing body. It authorizes that, if all members of the governing body, including all standby members, are unavailable, temporary officers shall be appointed by the Chairman of the Board of any other county within 150 miles of the political subdivision or, if unavailable, by the mayor of any city within 150 miles of the political subdivision.

Meeting of a Governing Board During an Emergency: Section 8642, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code directs local governing bodies to convene as soon as possible whenever a state of emergency

or local emergency exists, and at a location not necessarily within the political subdivision.

Duties of a Governing Board During an Emergency: Section 8643, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code provides that the duties of the governing body during emergencies shall include ascertaining the damage to the political subdivision and its personnel and property, reconstituting itself and the political subdivision, and performing functions to preserve law and order and furnish local services.

6.6 SUCCESSION OF GOVERNING BOARD

Succession of the Board of Supervisors: The emergency interim succession of the Board of Supervisors is permitted by California Government Code Section § 8638 et seq., Article 15, Part 7, Division 1, Title 2. This section states that to ensure the continuance of the legislative and executive departments of the political subdivision during a state of war emergency, state of emergency, or local emergency, the governing body shall have the power to appoint the following standby officers:

- a) Three standby officers for each member of the governing body.
- b) Three standby officers for the chief executive if they are not a member of the governing body.

If a standby office becomes vacant due to removal, death, resignation, or another cause, the governing body shall have the power to appoint another person to fill the office. Standby officers shall be designated as Numbers 1, 2, and 3, as applicable.

Provisions for the emergency interim success of members of the San Bernardino County Board of Supervisors are made consistent with San Bernardino County Code of Ordinances § [12.0104](#) and the California Government Code Section § 8638 et seq., Article 15, Part 7, Division 1, Title 2.

6.7 DEPARTMENT EMERGENCY PLANS

San Bernardino County Departments maintain Department Emergency Operations Plans (DEOP) which includes provisions for Continuity of Operations Programs. Department-level continuity includes the following elements:

- Prioritizing the department’s mission essential functions.
- Increasing staff awareness of threats and hazards and encouraging personal and family preparedness.
- Communicating resource needs and expectations to stakeholders and partners.
- Identifying risks and vulnerabilities to reduce.
- Identifying strategies to counter business interruptions and develop redundancies.
- Identifying orders of succession for key department positions.
- Identify alternate worksites and communications modes.

Department Emergency Operations Plans must adhere to [County Policy 13-01-Department Emergency Operations Plans](#).

6.8 ALTERNATE SEATS OF GOVERNMENT

- Pursuant to Section 23600 of the California Government Code, the Board of Supervisors may designate alternate seats of government to ensure continuity of government if the primary seat becomes unsafe, inaccessible, or unable to support operations. Alternate seats may be located within or outside the County; however, real property may not be purchased for this purpose. Designation of alternate seats of government shall be established by Board resolution.
- The seat of County government is generally defined as the location where the Board of Supervisors convenes and conducts official County business. If the primary location becomes unable to support operations, the Chairman, Vice Chairman, or another member of the Board of Supervisors may designate a temporary or alternate location for the Board to meet and conduct official business.
- To support continuity of government and essential decision-making, County leadership may relocate essential government functions to designated Alternate Seats of Government or other approved County facilities capable of supporting continuity of operations. Potential locations may include, but

are not limited to, facilities such as the High Desert Government Center in Hesperia or other County facilities suitable for sustaining essential government operations, depending on the nature and scope of the incident.

Primary EOC 1743 Miro Way Rialto, CA 92376	Alternate EOC 1925 S. Grove Ave. Ontario CA 91761	County Courthouse 351 N. Arrowhead Avenue San Bernardino, CA 92415
Victorville Courthouse 14455 Civic Drive Victorville, CA 92392	Big Bear Lake Courthouse 477 Summit Blvd. Big Bear Lake, CA 92315	County Government Center 385 North Arrowhead, San Bernardino, CA 92415
High Desert Government Center 15900 Smoke Tree St. Hesperia, CA 92345		

6.9 ALTERNATE EMERGENCY OPERATIONS CENTER

To ensure the continuity of county emergency operations, an Alternate EOC is maintained at 1925 S. Grove Avenue, Ontario, CA 91761.

6.10 PRESERVATION OF VITAL RECORDS

Records Management Program: The County has an established Records Management Program, tasked with efficiently and economically managing County records by:

- Reducing unnecessary records storage.
- Creating a Countywide Records Retention Program.
- Setting up standards and procedures for storing records.
- Administering salvage paper programs.
- Maintaining historical records of the County.

Vital Records: Vital records are essential to the rights and interests of individuals,

governments, corporations, and other entities. They include vital statistics, land and tax records, license registers, and historical information. Vital records for the County are maintained by various departments, including:

- Clerk of the Board: Maintains records of the Board of Supervisors' actions, including contracts for services, emergency proclamations, approval of emergency expenditures, programs, and requests for grant funds.
- County Auditor/Controller-Recorder: Maintains records regarding birth, death, and marriage certificates. The County Clerk maintains records regarding property taxes, reimbursable projects, and actions of the Board of Supervisors.
- County Assessor: Maintains records regarding the value of real property.
- County Library: Maintains the County's archives and records management system.
- Department of Public Health: Original registration site for births and deaths, with records initially kept here before being relocated and recorded at the County's Auditor/Controller-Recorder offices.
- Office of Emergency Services: Maintains emergency operational plans, emergency procedures, utility system maps, equipment locations, and personnel rosters.

6.11 CRITICAL INFRASTRUCTURE

The Critical Infrastructures Protection Act of 2001 outlines the need for a continuous national effort to ensure the reliable provision of cyber and physical infrastructure services critical to national defense, continuity of government, economic prosperity, and quality of life in the United States. To this end, the County of San Bernardino will continually work towards ensuring the protection of its critical infrastructure in accordance with internal policies and procedures, the National Infrastructure Protection Plan, and the Protected Critical Infrastructure Information Program.

7. COMMUNICATIONS

The County of San Bernardino employs multiple redundant communication methods to ensure continuous situational awareness. The County notifies other government entities of natural or human-caused disasters impacting the region, in accordance with applicable laws, protocols, or when state or federal assistance is anticipated or requested. To fulfill this responsibility, the County uses a variety of telephone, data, and radio systems, some of which are utilized daily, while others are reserved for disasters as needed. These communication channels enable coordination with other government levels and ensure a rapid response to emerging disasters.

For more information on communication support procedures and interoperable communication plans, refer to supporting annexes and operating guides, including the *San Bernardino County Telephone Emergency Notification System (TENS) Standard Operating Guidelines* and the *Riverside-San Bernardino Counties Emergency Alert System FCC EAS Plan*.

7.1 ALERT AND WARNING

Alert and warning systems notify government agencies and the public about imminent or extraordinary dangers. Depending on the threat and population at risk, warnings can be issued at any level of government. Protecting lives and property relies on the timely delivery of emergency information to affected areas.

San Bernardino County emergency officials monitor events and the environment to identify potential threats. This continuous vigilance enhances community awareness and allows responders to take proactive measures when a threat arises. Readiness actions may include:

- Briefing officials,
- Reviewing plans,
- Sharing information with the community,
- Updating resources,
- Testing communication systems, and
- Activating the Emergency Operations Center in a monitoring capacity.

The County employs various communication platforms, such as traditional media, social media, web-based tools, printed materials, in-person communication, email, and the Telephone Emergency Notification System (TENS), to maintain situational awareness and deliver accessible messages.

Alerts, Warnings, Orders, and Notifications fall into the following categories.

Type	Timeframe	Purpose	Examples
Watch or Warning	Prior to incidents.	Distribute guidance to the public to take one or more protective actions to reduce losses or harm.	Weather watches/warnings, and fire warnings.
Alerts	At the beginning of and during incidents with ongoing immediate threats.	Gain the attention of the public and draw their attention to a risk or hazard.	Active shooter and other dangers, hazardous materials concerns, 911 outages, AMBER alerts.
Orders	During immediate threats.	Provide immediate protective actions to reduce milling and encourage public action.	Evacuation orders, stay away/out of the area orders, and shelter in place orders.
Notifications	During and after immediate threats	Instruct immediate protective actions and provide ongoing communications	Protective actions, evacuation routes, boil-water advisories, return-from-evacuation notices, area-

		<p>relevant to an event to reduce milling and encourage public action. Convey time-sensitive information on response- and recovery-related services.</p>	<p>accessibility updates.</p>
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Responsibility for initiating issuing alerts and warnings during an emergency rest with designated public officials known as Alerting Authorities, which may include city, special district, or Operational Area emergency managers/authorities, communications center staff, executive leaders, Incident Commanders (ICs), or designees in coordination with the local Public Safety Dispatcher, or Public Information Officer (PIO). Jurisdictional plans may identify designated individuals as Alerting Authorities.

7.1.1 NOTIFICATION SYSTEMS

Alert and warning systems and notification systems for the County of San Bernardino include but are not limited to the following.

7.1.1.1 INTEGRATED PUBLIC ALERT AND WARNING SYSTEM

FEMA’s Integrated Public Alert and Warning System (IPAWS) allows authorities to send Wireless Emergency Alerts (WEAs), which are geographically targeted, text-like alerts to the public via their wireless handsets. WEAs use a unique signal and vibration to attract attention, which may be helpful to individuals with hearing or vision loss. The public does not need to sign up to receive WEAs, and wireless customers are not charged for the delivery of WEA messages. Wireless carriers sell WEA-capable phones with the service already included.

Authorities use IPAWS to send messages through traditional media sources, such as television, radio, and social media, along with National Oceanic and Atmospheric Administration (NOAA) alerts and electronic roadway signs. Local alerting

authorities must complete the necessary authentication steps to use the Integrated Public Alert and Warning System (IPAWS).

San Bernardino and Riverside Counties, as a Local Emergency Communications Committee (LECC), are authorized to use IPAWS.

Counties' LECC, must complete authentication steps to use the system. **IPAWS components includes many of the following subsystems.**

7.1.1.2 EMERGENCY ALERT SYSTEM

The Emergency Alert System (EAS) is a national warning system requiring broadcasters, cable and satellite providers, and other media systems to provide communication channels for the President to address the public during a national emergency. It may also be used by state and local authorities to share vital emergency information, such as AMBER Alerts and localized weather warnings, through commercial broadcast stations. Operated by the broadcast industry on a volunteer basis, EAS functions under approved plans, standard operating guides, and Federal Communications Commission (FCC) regulations, which mandate participating stations within an EAS operating area to broadcast a unified program.

San Bernardino County's local EAS stations include:

- 93.3 FM KBHR (Big Bear Valley)
- 95.1 FM (High Desert/Valley)
- 98.9 FM (High Desert)
- 102.3 FM (Victor Valley)
- 107.7 FM (Yucca Valley/Joshua Tree)

These stations volunteer to participate in EAS and adhere to FCC rules and regulations.

Reference: Riverside–San Bernardino County Emergency Alert System FCC EAS Plan.

7.1.1.3 WIRELESS EMERGENCY ALERTS

Wireless Emergency Alerts (WEA) are short, text-like emergency messages sent by authorized government agencies to WEA-enabled mobile devices in targeted geographic areas. Delivered via cell broadcast technology, WEA messages warn the

public about imminent threats such as severe weather, active shooters, evacuations, or missing children—without requiring an app or subscription.

7.1.1.4 NATIONAL WARNING SYSTEM

The National Warning System (NAWAS) is a wire-line system for two-way communication between federal, state, and local warning points, used to send attack warnings nationwide. It operates 24/7 with activation points in Colorado Springs and Olney, Maryland. CALWAS extends NAWAS to California, linking state and local centers. Circuits are monitored constantly, and counties not on the system receive warnings via CLETS. NAWAS is tested three times daily, with additional CALWAS and CHP tests weekly.

7.1.1.5 CALIFORNIA WARNING SYSTEM

The California Warning Alert System CalWAS is a communications system managed by Cal OES and the California State Warning Center. It is designed to provide rapid and reliable communication between state and local agencies during emergencies, ensuring timely dissemination of critical information. Counties not on this system will receive warning through other means (normally over the California Law Enforcement Telecommunications System (CLETS)).

7.1.1.6 TELEPHONE EMERGENCY NOTIFICATION SYSTEM

The County uses the Telephone Emergency Notification System (TENS), also known as the Reverse 9-1-1 Public Warning System, to provide rapid emergency notifications. TENS may be used to alert County residents about emergencies such as fires, floods, or other incidents. Depending on the nature of the emergency—whether natural, human-caused, or technical—responses may vary. The primary goal of TENS is to notify individuals in a geographic area of life-threatening incidents or threats, including evacuation orders, shelter-in-place directives, or other urgent instructions.

The system relies on a database of phone numbers and geocoded addresses linked to the County's street network, enabling targeted notifications for both small- and large-scale emergencies. It serves as an essential tool for public safety officials to issue timely emergency alerts.

TENS sends high-speed messages using voice and text. Additionally, the system is TTY (Teletypewriter) and TDD (Telecommunications Device for the Deaf) capable.

Reference: San Bernardino County Operational Area Telephone Emergency Notification System (TENS) ConOps.

7.1.1.7 NOAA WEATHER RADIO ALL HAZARDS RADIO

NOAA Weather Radio All Hazards (NWR) NWR is an "All Hazards" radio network, making it a single source for comprehensive weather and emergency information. In conjunction with federal, state, tribal, and local Emergency Managers, and other public officials, NWR also broadcasts/conveys warning and post-event information for all types of non-weather hazards – including natural (such as earthquakes or avalanches), environmental (such as chemical releases or oil spills), and public safety (such as civil emergency messages or 9-1-1 telephone outages).

7.1.1.8 NON-WEATHER EMERGENCY MESSAGE

A Non-Weather Emergency Message (NWEM) is an official alert for emergencies not related to weather, such as AMBER Alerts, chemical spills, wildland fires, or 911 telephone outages, that are sent by public safety officials through FEMA's Integrated Public Alert and Warning System (IPAWS) to the National Weather Service (NWS) for broadcast on NOAA Weather Radio (NWR) and other NWS systems.

7.1.1.9 RECEIVING EMERGENCY NOTIFICATIONS

Agencies and Organizations: Incidents may be reported to response agencies through various channels, including 9-1-1 calls, a County OES duty officer, the California State Warning Center, other response agencies, or by monitoring social media and news platforms. Once an alert is received, response agencies inform their personnel. Emergency notifications from official contacts at federal, state, regional, or Operational Area (OA) levels are relayed by the OA to the OA local Jurisdictions.

Public: The public may receive emergency notifications from various credible sources, including San Bernardino County public safety and emergency management agencies, the National Weather Service, and utility providers. Notifications are delivered through multiple platforms, such as [TENS](#) and the [Ready SB County App](#).

7.1.1.10 OTHER ALERT, NOTIFICATION, AND COMMUNICATION SYSTEMS

Other alert, notification, and communications systems and platforms used by San Bernardino County and OA jurisdictions include:

- **National Weather Service (NWS):** Provides weather warnings, watches, advisories, and statements for severe weather; disseminated via specific radio frequencies (e.g., Santa Ana WWG21 and Victorville WXM66).
- **Social Media & Public Media:** Dissemination of emergency information through official accounts, live broadcasts, and media outlets.
- **Ready SB App:** Real-time alerts, evacuation routes, and emergency preparedness tools for residents.
- **NIXLE:** Email, text, or phone call alerts distributed by the San Bernardino County Sheriff's Department.
- **Radios & Communication Systems:** Includes CALWAS, NAWAS, CLETS, CLERS, and CLEMARS for interagency communication and public notification.
- **Route Alerting:** Door-to-door notifications or public address systems used for small-scale or rapidly evolving emergencies.

7.1.1.11 EVACUATION TERMINOLOGY

Evacuations are a primary reason for issuing emergency public notifications. Therefore, it is crucial to use widely accepted and clear terminology when ordering or receiving evacuation notifications. Commonly recognized terms include the following.

Terminology	Description
Evacuation Order	Immediate threat to life. This is a lawful order to leave now. The area is lawfully closed to public access.
Evacuation Warning	Potential threat to life and/or property. Those who require additional time to evacuate, including individuals with access or functional needs, and those with pets and livestock, should leave now.

Shelter in Place	Go indoors. Shut and lock doors and windows. Prepare to self-sustain until further notice and/or contacted by emergency personnel for additional direction.
Evacuation Order(s) Lifted	The formal announcement of lifting evacuations in an area currently under evacuation.
Hard Closure	Closed to all traffic except Fire and Law Enforcement.
Soft Closure	Closed to all traffic except Fire, Law Enforcement, and critical Incident resources (i.e., utility, Caltrans, City/County Roads, etc., or those needed to repair or restore infrastructure).
Resident-only Closure	Soft closure with the additional allowance of residents and local government agencies assisting with response and recovery.

Source: State of California Alert & Warning Guidelines, May 2024

7.2 PUBLIC INFORMATION

During disasters, the County informs the public about the situation, protective actions to take, and response efforts by the County and assisting agencies. Notification systems are designed to ensure accessibility for individuals with disabilities or limited English proficiency. The County works with media outlets and other organizations to ensure public information is inclusive and easily understood.

Accessible communication is vital for individuals with disabilities, cognitive limitations, or language barriers to act on emergency warnings. Providing trusted, understandable information is essential for public safety.

In addition to the systems listed in Section 7.1.1, the County employs various methods to provide emergency public information and communicate with the public.

7.2.1 PUBLIC AWARENESS AND EDUCATION

The public's reaction to disasters depends on their awareness of the situation, understanding of potential hazards, familiarity with the expected actions of emergency services, and knowledge of how individuals and groups—including those with access and functional needs—can enhance their survival and recovery prospects. Recognizing that pre-disaster education is as critical as any other aspect of emergency preparedness, the County prioritizes public disaster education. Initiatives include providing citizens with training opportunities such as the Federal Emergency Management Agency's (FEMA) Community Emergency Response Team (CERT) program. San Bernardino County's emergency preparedness public awareness and education include, though are not limited to:

- [Community Emergency Response Team \(CERT\)](#)
- [LISTOS](#)
- [Emergency Communication Services \(ECS\)](#)
- [Voluntary Organizations Active in Disasters \(VOAD\)](#)
- [Great Shake Out](#)
- [Know Your Hazards](#)
- [Ready SB County App](#)
- [San Bernardino County Fire District Community Safety Program](#)
- [San Bernardino County Sheriff's Department Speakers Bureau](#)
- [San Bernardino County Public Health Education Program](#)
- [San Bernardino County Preparedness and Response Program](#)

7.2.2 COMMUNICATIONS WITH THE PUBLIC

Effective communication during disasters is essential to keeping residents, businesses, and government employees informed and prepared. The County utilizes a variety of tools and strategies to disseminate accurate and timely public information. These methods ensure accessibility for all individuals, including those with disabilities, language barriers, or other functional needs. These tools are often used in conjunction with each other to maximize the effectiveness of public

communication efforts. Below is a summary of the primary communication methods and systems used during disasters.

▪ **Media Outlets:**

- The County coordinates with various news media, including non-English speaking outlets, to reach a broad audience.
- Media includes television broadcasts (which may use tools like TV crawlers), radio, and print outlets.

▪ **Emergency Preparedness Websites:**

- Key resources include:
 - ✓ San Bernardino County Office of Emergency Services: <https://oes.sbcounty.gov/>
 - ✓ FEMA: <https://www.fema.gov/>
 - ✓ Cal OES: <https://www.caloes.ca.gov/>

▪ **News Conferences and Public Meetings:**

- The county will hold news conferences and community meetings before, during, and after disasters to provide essential updates.
- Accessibility measures include sign language interpreters, large-print materials, and translation services.
- Key officials, including elected representatives, receive talking points and answers to anticipated questions to ensure effective communication.
- All San Bernardino County OES/EOC news conferences and community meetings will use American Sign Language (ASL) interpreters.

▪ **Social Media:**

- Platforms like X, Facebook, YouTube, Instagram, and TikTok are used by the county for distributing emergency situation updates.
- County departments may use their own social media accounts to amplify communication efforts.

▪ **2-1-1 San Bernardino County:**

- The county utilizes a 2-1-1 service to provide information and resources after a disaster.
- Collaboration with agencies such as the Red Cross and other organizations ensures up-to-date information is available.
- **Non-Governmental and Volunteer Organizations:**
 - Information is shared through non-profits, voluntary, and community organizations for wider outreach.
 - Collaboration with groups such as Volunteers Active in Disasters (VOAD) ensures effective communication.

7.2.3 JOINT INFORMATION SYSTEM

To coordinate public information and communications among jurisdictions and cooperating agencies during emergency operations, San Bernardino County participates in a Joint Information System aligned with SEMS and NIMS. The Joint Information System and supporting Joint Information Center is described below:

The Joint Information Center (JIC) is a facility established to coordinate all incident-related public information activities. It serves as the central point of contact for all news media, and public information officials from all participating agencies are encouraged to co-locate there.

The 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. Its mission is to develop and deliver coordinated interagency messages, recommend and execute public information plans and strategies on behalf of the Incident Commander (IC), advise the IC on public affairs issues that may influence response efforts, and combat rumors and misinformation that could undermine public confidence in the emergency response.

Concept of Operations: San Bernardino County will establish a JIC when an incident requires extended County coordination or impacts a large area. The County JIC will ensure consistent, coordinated messaging, with information releases cleared through the Incident Commander/Unified Command, EOC/MAC Group, or Federal officials as appropriate. Agencies may issue their own statements but must

coordinate with the County JIC for county incidents. The system is adaptable to support virtual or multiple JIC locations if needed, with final release authority resting with the senior command.

7.3 COMMUNICATION

7.3.1 COMMUNICATION WITH COUNTY DEPARTMENTS

OES communicates with county departments using:

Department Emergency Coordinator (DEC): Direct communication may occur from OES or the EOC to county Department Emergency Coordinators.

Department Radios: OES and the EOC may use the public radio system, 800 MHZ, radio, to communicate directly with departments that have radio capability.

WebEOC: The EOC may use the web-based Crisis Management System WebEOC to communicate with departments and Department Operations Centers.

7.3.2 COMMUNICATION WITH THE OPERATIONAL AREA

OES communicates with Operational Area jurisdictions using:

OES Duty Officer: Prior to EOC activation, San Bernardino County OES and OA jurisdictions may communicate directly between the County's OES Duty Officer and a jurisdiction's Emergency Services Coordinator or designated point of contact.

OA MAC Conference Calls: Conference calls or meetings with local, regional, state, and federal partners may be conducted at any time during any phase of operations to maintain contact, share information, develop plans and strategies, and as coordinated by County OES.

WebEOC: The EOC may use the web-based Crisis Management System WebEOC to communicate with departments and Department Operations Centers.

Emergency Communications Services (ESC): The Operational Area EOC may communicate with Operational Area jurisdictions through the county's Emergency Communications Service (ECS), which supports the County's Office of Emergency Services (OES) by utilizing amateur radio stations and other communication equipment to maintain emergency communication links.

Satellite Telephones: The County EOC utilizes both fixed and portable satellite

phones to maintain communication with cities and agencies. These phones rely on a high-powered satellite positioned in geostationary orbit, approximately 22,300 miles above Earth, to act as a repeater. In situations where traditional communication systems are compromised, satellite phones provide a reliable alternative.

7.3.3 COMMUNICATION WITH CAL OES AND STATE AGENCIES

CalEOC: California Emergency Operations Center (CalEOC) is a web-based crisis management system by Cal OES that facilitates communication, coordination, and resource management during disasters, primarily linking the state EOC with the 58 county EOCs.

OASIS: [Operational Area Satellite Information System](#) (OASIS) is designed to exchange disaster information and resource requests between various jurisdictions by connecting all 58 counties in the state with Cal OES. OASIS is comprised of a satellite, multiple remote sites, and a hub, enabling near-uninterrupted communication among state, regional, and operational area EOCs. It operates like cellular technology with 60 channels, automatically finding the best available channel, supporting six simultaneous voice conversations, and one data channel at 9600 baud.

SHARES HF Radio system: The [SHARed RESources](#) (SHARES) High Frequency (HF) Radio Program coordinates a voluntary network of government, industry, and disaster response agency HF radio stations used for emergency communications. SHARES supports government (federal, state, and county), critical infrastructure, and nationwide or multistate disaster response organizations in two ways: by transmitting emergency messages when normal communications systems are destroyed or unavailable, and by providing HF radio channels for interoperability.

CAPSNET: California Public Safety Microwave Network (CAPSNET) connects with county Emergency Operations Centers (EOCs). It provides critical telecommunications links that enable communication between state and local agencies, including county EOCs, during disasters. CAPSNET ensures reliable and secure communication for coordination and response efforts.

CSWC: California State Warning Center (CSWC) is operated by Cal OES, staffed 24/7 year-round, as the state's official contact point for emergency notifications,



maintaining communication with County Warning Points, state and federal agencies, the National Warning Center, NGOs, and the private sector.

8. INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

8.1 PURPOSE, PROCESS, AND COLLECTION

Purpose: The EOC is responsible for gathering timely, accurate, accessible, and actionable information during disasters. This information is validated, vetted, organized, and transformed into intelligence, which informs Situation Reports (SitReps). SitReps aid in creating a common operating picture that guides management priorities, operational goals, response strategies, and resource allocation. To ensure effective information flow, emergency response agencies at all levels must establish communication systems and protocols to organize, integrate, and coordinate information among affected agencies.

Once activated, the EOC Planning and Intelligence Section is responsible for information management.

Process: The EOC follows a structured process for collecting, analyzing, and disseminating incident information:

1. **Information Collection:** EOCs gather data from various sources, including Incident Command Posts (ICPs), field personnel, public reports, social media, and partner agencies. Tools like WebEOC or other situational awareness platforms are often used to centralize this information.
2. **Analysis:** The Planning or Intelligence Section within the EOC evaluates the collected data to identify trends, assess resource needs, and predict potential developments. This analysis helps create a common operating picture for decision-making.
3. **Dissemination:** Processed information is shared with stakeholders, including local governments, emergency responders, and the public. This is done through situation reports, briefings, and public information channels, ensuring timely and accurate communication.

Collection: Information collection priorities depend on the event and are guided by immediate resource needs. The EOC gathers essential information from relevant sections, DOCs, and field command posts as outlined in the SEMS section of this

EOP. The EOC uses its information management platform to maintain a current common operating picture, develop long-term strategies, and disseminate or archive event-related information. Long-term collection and dissemination strategies also vary based on the type of event. The Planning Section in the EOC is responsible for maintaining and updating a list of key stakeholders who receive situation reports and other critical information. Examples of commonly collected essential information may include:

- Status of responding agencies and the overall incident
- Weather conditions and forecasts
- Impacts or threats to life safety, property, and the environment
- New or ongoing response objectives and operational needs
- Community lifeline disruptions
- Evacuation details (e.g., shelters, points, populations)
- Road closures and transportation impacts
- Damage assessment reports
- Departmental continuity of operations concerns
- Interruptions to essential City services

8.2 INFORMATION COLLECTION TOOLS

Incident information can be collected using tools such as telephone, television, fax, email, radio, WebEOC®, open-source computer-aided dispatch systems, intranet-based radio broadcasts, and social media platforms.

8.3 INFORMATION ANALYSIS AND PROCESSING

The EOC Planning & Intelligence Section is responsible for information analysis and processing.

Analysis: Analysis focuses on generating actionable information to protect lives, property, critical infrastructure, and the environment. It also identifies trends to inform response strategies and guide public information efforts.

Processing: Processing involves transforming information into intelligence, organizing it into usable formats, and disseminating it to various stakeholders. The final information products and formats are tailored to meet the specific needs of the recipients.

8.4 INFORMATION DISSEMINATION

Once validated, vetted, refined, and organized, emergency incident information will be disseminated by the EOC Planning & Intelligence Section in multiple ways, including:

- EOC Operations Briefings
- EOC Situation Briefings
- EOC Action Plans
- EOC Situation Reports
- Public updates via the PIO
- To Assisting and Cooperating Agencies via the EOC Liaison Officer
- Updates for elected officials via the EOC Director
- Reports to San Bernardino County Operational Area via WebEOC, Conference Calls, and Situation Reports
- Submissions to CalOES and FEMA via CalEOC

8.5 WEBEOC

WebEOC: San Bernardino County uses WebEOC® as its emergency operations communications platform to share critical crisis information. This system ensures a common operating picture, situational awareness, and information coordination across the Operational Area (OA) during disasters. OA EOC responders can exchange real-time information with agencies, cities, and towns within the County, enabling the efficient deployment of resources to support emergency management. WebEOC® is not designed for public-facing communication.

Application: WebEOC is activated whenever the County identifies impending or ongoing incidents that necessitate situation reporting or involve resource management considerations.



Access: Access to the San Bernardino County WebEOC® system is managed by the San Bernardino County OES.

Additional details about WebEOC® can be found in the San Bernardino Operational Area (OA) EOC Standard Operating Guideline.

9. MUTUAL AID AND RESOURCE MANAGEMENT

9.1 MUTUAL AID BACKGROUND AND PURPOSE

California's emergency assistance operates under a statewide mutual aid system to provide resources to political subdivisions when their own resources are inadequate. This system is based on the [California Disaster and Civil Defense Master Mutual Aid Agreement \(MMAA\)](#), entered into by the State of California, its departments, agencies, political subdivisions, municipal corporations, public agencies, and federally recognized Tribes to support one another during disasters. The agreement requires signatories to provide aid without expecting reimbursement, although federal and state funding may reimburse public agencies under certain conditions.

If assistance is provided through other agreements, memoranda, or contracts, the terms of those documents may influence disaster response. Formal mutual aid requests follow specific procedures and discipline-specific chains (e.g., fire, law enforcement, emergency management) through identified mutual aid coordinators. Coordinators manage resource requests within their geographic areas, escalating requests to the next level of government if local resources are unavailable.

Military installations and local jurisdictions within the San Bernardino County Operational Area primarily use Mutual Aid Agreements (MAAs) and Intergovernmental Support Agreements (IGSAs) to formalize arrangements for shared services and emergency response. These documents allow federal and local entities to collaborate, reduce costs, and increase effectiveness for both parties.

9.2 MUTUAL AID PLANS

Mutual aid assistance may be provided under one or more of the following plans or programs:

- Law Enforcement Mutual Aid Plan
- Search and Rescue Mutual Aid Plan
- Coroner Mutual Aid Plan
- Fire and Rescue Mutual Aid Plan

- Urban Search and Rescue Mutual Aid Plan
- California State Mutual Aid Pre-Position Program
- California Medical Mutual Aid Plan
- Emergency Managers Mutual Aid Plan
- Public Works Mutual Aid Agreement

9.2.1 LAW ENFORCEMENT MUTUAL AID PLAN

Law Enforcement Mutual Aid Plan: The Law Enforcement Mutual Aid Plan defines policies, procedures, and coordination for mutual aid across all levels. It incorporates the Emergency Federal Law Enforcement Assistance Act (EFLEA) for resources like funding and personnel during disasters. The Law Enforcement Mutual Aid Assistance Fund, administered by the Cal OES Law Enforcement Branch, ensures timely reimbursement to local agencies, reduces barriers to aid, and supports the state's response to emerging events.

Search and Rescue (SAR) Mutual Aid Plan: The Search and Rescue (SAR) Mutual Aid Plan supports and organizes the deployment of personnel and equipment for various SAR incidents. These include searching for and rescuing victims in locations inaccessible by roadways, locating downed aircraft, conducting high-angle rope rescues, and performing water rescues in oceans, swift waters, or floods. It also covers operations requiring unconventional access methods, responder self-sufficiency, and prolonged efforts in remote or hazardous environments. Additionally, the plan addresses missing person investigations that may involve criminal activity.

Coroner Mutual Aid Plan: The Coroner Mutual Aid Plan, a companion to the Law Enforcement Mutual Aid Plan, derives its authority from the California ESA and the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA). It outlines the organization, mobilization, and functions of statewide sheriff/coroner, coroner, and medical examiner systems. The plan also details available support from entities such as the American Academy of Forensic Sciences, California State Coroners Association, state agencies, and federal resources. Additionally, it highlights the functional capabilities of agencies like Cal OES, California Department of Justice, California Department of Public Health, DMV, California National Guard, California Dental Identification Team, DHS, and the FBI.

9.2.2 FIRE AND RESCUE MUTUAL AID PLAN

Fire and Rescue Mutual Aid Plan: The Cal OES Fire and Rescue Branch oversees inter-regional and state agency coordination for mutual aid under the California Fire Service and Rescue Emergency Mutual Aid Plan. This plan ensures the systematic mobilization, organization, and operation of fire and rescue resources across the state and its political subdivisions to mitigate the impacts of both natural and human-caused disasters. Additional mutual aid agreements support various fire and rescue activities to enhance the overall response framework.

Urban Search and Rescue (US&R) Mutual Aid Plan: The Cal OES Fire and Rescue Branch coordinates personnel and equipment responses to Urban Search and Rescue (US&R) incidents. These include rescuing victims from accessible roadways, urban disasters, and accidents requiring heavy rescue and fire suppression. Typical US&R incidents involve structure collapses, construction cave-ins, trenches, confined spaces, high-angle rope rescues, and water rescues such as those in oceans, swift water, or floods.

California State Mutual Aid Pre-Position Program: The California State Mutual Aid Pre-Position Program strengthens resource support for anticipated fires or disasters by helping Operational Areas (OAs) and mutual aid regions evaluate augmentation needs for personnel, equipment, and crews. By prepositioning fire and emergency resources, the program enhances local response in high-risk areas prone to severe weather and potential wildfires.

9.2.3 CALIFORNIA MEDICAL MUTUAL AID PLAN

California Medical Mutual Aid Plan: The California Medical Mutual Aid Plan is a detailed framework supporting the State Emergency Plan and the California Disaster Medical Response Plan, aimed at organizing medical resource deployment during disasters. It adheres to established emergency management systems like ICS and SEMS, facilitating coordination across local, regional, and state levels. The plan outlines formal structures, policies, and procedures for mobilizing medical resources, recruiting and training personnel, and addressing logistical needs during natural or human-caused disasters. It also establishes protocols for communication among medical officials at all government levels while excluding specific public safety and environmental health resources managed under different plans.

9.2.4 EMERGENCY MANAGEMENT MUTUAL AID PLAN

Emergency Management Mutual Aid Plan: The Emergency Management Mutual Aid Plan (EMMA) is designed to provide emergency management personnel and technical specialists to assist jurisdictions during disasters. Under the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), it facilitates coordination between the state and its political subdivisions to effectively support disaster operations in affected areas.

9.2.5 PUBLIC WORKS MUTUAL AID AGREEMENT

Public Works Mutual Aid Agreement: The Public Works Mutual Aid Agreement (PWMAA) is a voluntary framework established in 1989 to enable public works agencies to provide mutual aid during catastrophic disasters, such as earthquakes. It allows participating agencies to share resources like personnel, equipment, and materials efficiently. Assistance is provided upon a local emergency proclamation, and the requesting jurisdiction is responsible for covering costs. The agreement has been successfully utilized in past disasters, and participating agencies can seek reimbursement from state or federal governments if a disaster is officially declared.

9.3 MUTUAL AID COORDINATION

Mutual Aid Coordination includes the following elements.

9.3.1 MUTUAL AID RESPONSIBILITIES

Incorporated Cities: Develop and maintain an Emergency Management Plan aligned with the State Emergency Operations Plan and the Master Mutual Aid Agreement. Cities liaise with neighboring jurisdictions, the San Bernardino County Operational Area, and the State OES. They also designate staging areas to facilitate incoming mutual aid and support recovery efforts.

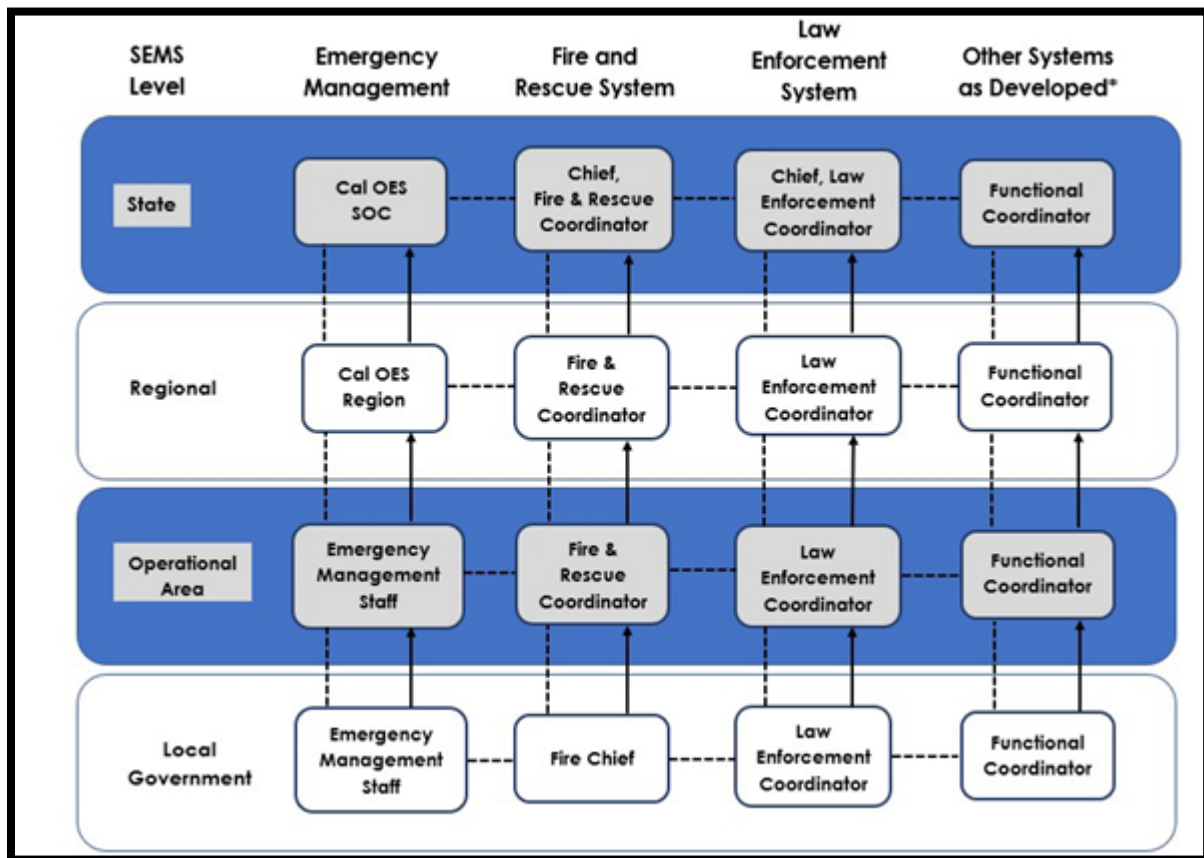
Operational Areas: These areas coordinate mutual aid requests within their jurisdiction, maintain communication with Cal OES personnel, and request aid from the Cal OES Region VI Manager.

Cal OES – Region VI: Acts as a liaison with State, Federal, and Local authorities, provides guidance to Operational Areas and Local jurisdictions, responds to mutual aid requests, and operates as an information clearinghouse for emergency operations.

Cal OES – Headquarters (SOC): Executes tasks assigned by the Governor, including preparing and disseminating proclamations. It coordinates response and recovery operations across State agencies, receives and processes requests for mutual aid and Federal disaster assistance, and directs the allocation of Federal and out-of-state resources. Additionally, it manages a statewide clearinghouse for emergency operations information.

Exhibit 9.3.1 below illustrates discipline-specific mutual aid coordination.

Exhibit 9.3.1: Discipline-Specific Mutual Aid Coordination



Source: CalOES

9.4 MUTUAL AID OPERATIONAL AREA COORDINATORS

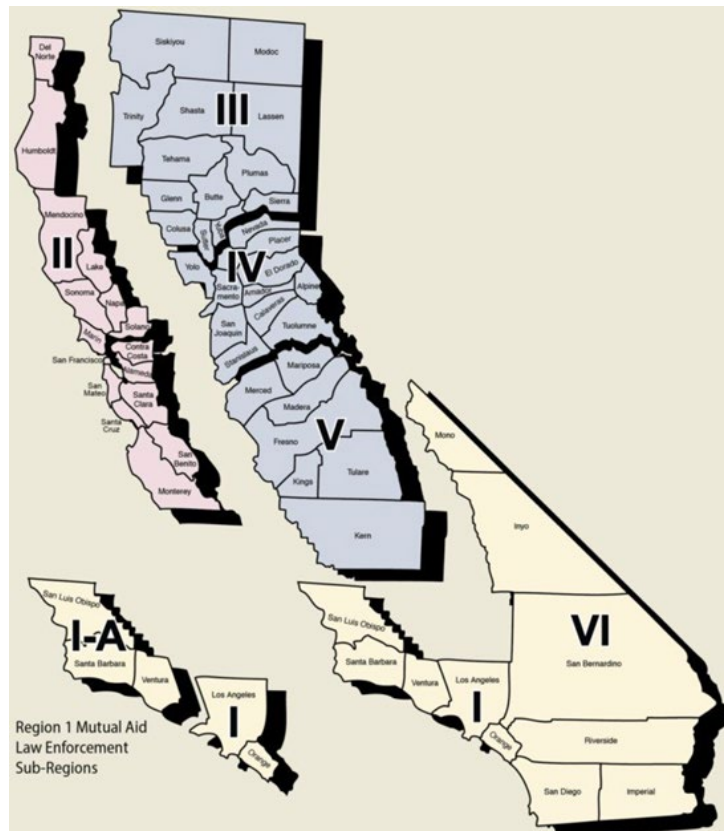
The Operational Area (OA), which includes its political subdivisions (e.g., municipalities, contract cities, school districts, special districts, and county agencies), is responsible for assessing and fulfilling resource needs during disasters.

The OA Mutual Aid Coordinator evaluates the availability of resources within the OA to address requests. If resources are insufficient at the OA level, the request is escalated to the Regional Mutual Aid Coordinator for further support.

9.5 STATE MUTUAL AID REGIONS

California's mutual aid system is divided into six distinct regions to enhance the coordination and application of mutual aid and emergency-related activities. Region I is further subdivided into two sub-regions specifically to support Law Enforcement Mutual Aid. Each participant under the Master Mutual Aid Agreement (MMAA) is responsible for ensuring that their emergency plans are adopted, approved, and clearly document how public resources will be mobilized to provide mutual aid during any emergency. Exhibit 9.5 below illustrates they states mutual aid regions.

Exhibit 9.5: California Mutual Aid Regions



9.6 LOCAL CONTROL

Unless otherwise expressly provided by the parties, the responsible local official in whose jurisdiction an incident requiring mutual aid has occurred shall remain in charge at such incident, including the direction of personnel and equipment provided to him through mutual aid.

Source: [California Disaster and Civil Defense Master Mutual Aid Agreement](#).

9.7 INTERSTATE CIVIL DEFENSE AID AGREEMENT

California is a member of the 1951 Interstate Civil Defense and Disaster Compact, an agreement between California and 11 other states and the District of Columbia. The purpose of this compact is to provide mutual aid among compact members in meeting an emergency or disaster (natural or otherwise).

9.8 EMERGENCY MANAGEMENT ASSISTANCE COMPACT

California is a member of the Emergency Management Assistance Compact (EMAC), a congressionally ratified organization that provides form, structure, and procedures for rendering emergency assistance between states and territories. After the Governor proclaims a State of Emergency, California can request and receive assistance through EMAC from other member states. The Director of Cal OES and the state's EMAC Coordinator are responsible for facilitating requests for assistance pursuant to EMAC.

9.9 RESOURCE MANAGEMENT

9.9.1 RESOURCE MANAGEMENT OVERVIEW

Initial Incident: Each responding agency initially manages the deployment, maintenance, and procurement of resources specific to its operations at the field incident response level. However, if the incident escalates and exceeds the agency's or department's capacity, resource requests are passed on to the County OES Duty Officer or the Emergency Operations Center, if it has been activated.

Department Operations Centers: In support of discipline-specific field operations, DOCs manage resources during disasters by coordinating the deployment, allocation, and tracking of personnel, equipment, and supplies. They work with

field responders, Emergency Operations Centers (EOCs), and other agencies to streamline communication, prioritize resources, and ensure an efficient emergency response.

County Emergency Operations Center: When activated the Operations Section will coordinate logistical support to their respective DOCs. If the Operations Section cannot procure a resource, the request is forwarded to the Logistics Section, provided it does not involve contracted services. The Logistics Section fulfills requests for commodities, facilities, personnel, technology, and ground transportation, as long as specifications like funding source, requesting department, required date, and delivery details are met. Resources are then acquired by the EOC Logistics Section through county storehouses, departments, or vendors.

9.9.2 RESOURCE MANAGEMENT COMPONENTS

The National Incident Management System (NIMS) emphasizes systematic resource management to ensure effective coordination during incidents. It includes key components and processes including:

1. **Resource Typing:** Defining and categorizing resources by capability to establish a common language for mobilization.
2. **Inventorying:** Maintaining up-to-date records of shareable resources, including personnel, equipment, and supplies.
3. **Mutual Aid Agreements:** Encouraging collaboration between jurisdictions through pre-established agreements.
4. **Qualification and Credentialing:** Ensuring personnel meet standardized qualifications for their roles.
5. **Resource Tracking:** Monitoring the status and location of resources during an incident to optimize their use.

9.9.3 RESOURCE TYPES

Resources types generally fall into the following categories:

Facilities: Incident sites established to store, pre-position, and accommodate resources like personnel, supplies, and equipment. Examples include warehouses, staging areas, and base camps.

Commodities: Basic consumables like food, fuel, and water essential for event response. The County stores commodities in various department-managed facilities. Items unavailable in these storage facilities can be procured through the County's emergency procurement process.

Fleet (Ground Support): Vehicles, equipment, and personnel coordinated under a unified command to transport persons, supplies, and equipment to or from impacted regions. Fleet resources are managed by the Logistics Section's Transportation Unit or the County Fleet Management Department after following standard resource request processes.

Technology: Critical infrastructure resources, such as communication systems, hardware, and software, support disaster response and information management. These resources are coordinated by the County's Innovation and Information Technology Department to ensure operational continuity.

Personnel: Essential responders to support recovery processes. Additional disaster personnel may be accessed through the Disaster Service Workers (DSW) Program via the Personnel Unit of the Logistics Section.

Contracted Services: Specialized services procured through contractors to enhance emergency response efforts. These services are provided by external entities and play a key role in addressing unique needs during disasters. Contracted Services can be arranged through the Procurement Unit of the Logistics Section.

9.10 POINTS OF DISTRIBUTION

San Bernardino County has two primary methods of distributing resources to the public, which are activated during extraordinary circumstances. These include:

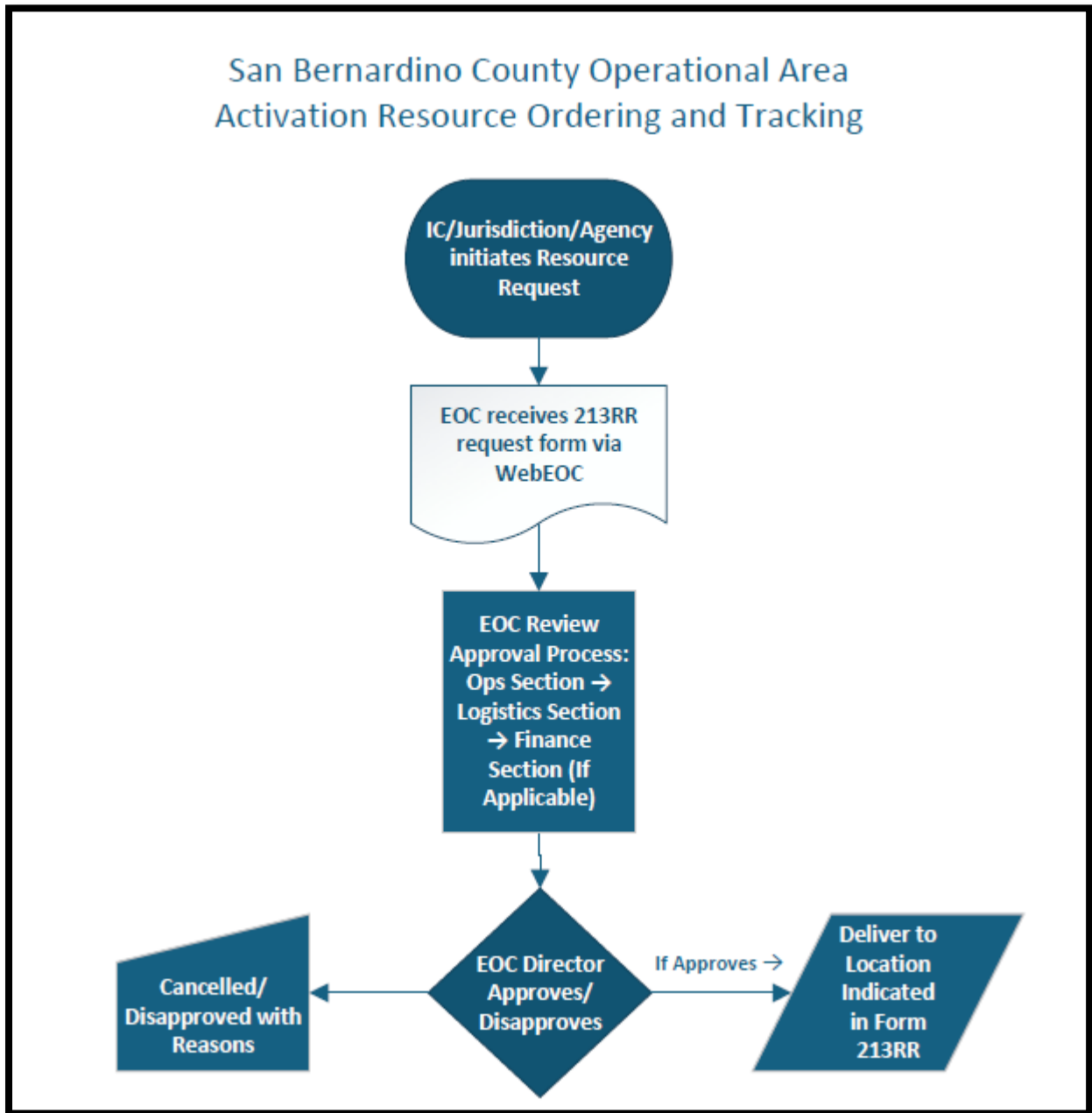
Commodity Points of Distribution: Commodity Points of Distribution (C-PODs) are essential to providing survivors with food, water, and other commodities. C-PODs serve as centralized locations where the public can obtain life-sustaining resources, such as shelf-stable food, bottled water, and limited supplies of ice, tarps, and blankets. The number and placement of C-PODs are determined by factors like the population affected and population density. County OES leads the strategic planning of C-PODs, while the County's Emergency Operations Center is responsible for their activation and demobilization. C-POD operations in the County is carried out according to the OES commodity distribution plans.

Medical Distribution: Medical Points of Distribution (M-PODs) provide preventive medications to reduce morbidity and mortality during public health emergencies, such as pandemic influenza or bioterrorism events. These sites dispense medications, vaccinations, and medical supplies to the community. The San Bernardino County Department of Public Health (SBC DPH) oversees the distribution of life-saving medications. To ensure timely delivery, various strategies, including the activation of M-POD sites, are employed. These sites aim to provide medication and ancillary medical supplies to healthy populations before the onset of illness, reducing illness and preventing deaths.

9.11 RESOURCE ORDERING AND TRACKING

Resource ordering and tracking will primary be managed by the County/Operational Area EOC using the WebEOC – Resource Manager. WebEOC Resource Manager is a component of the WebEOC system, which is a web-based crisis management tool used by emergency management agencies. It provides a centralized platform for managing resources during disasters, such as personnel, equipment, and supplies. The Resource Manager module helps track resource availability, deployment, and allocation in real-time, ensuring efficient coordination during incidents. Graphic 9.11 on the next page illustrates the general resource ordering and tracking process for the OA.

Graphic 9.11: OA Resource Ordering and Tracking Process





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10. ADMINISTRATION, FINANCE, AND LOGISTICS

10.1 ADMINISTRATIVE PRACTICES

During a disaster, government agencies and organizations may suspend routine administrative procedures to avoid hindering emergency operations and recovery efforts. Such actions must be carefully evaluated, with their consequences anticipated. Deviations from standard practices are typically outlined in San Bernardino County's Proclamation of Emergency or the EOC Action Plan. Consultation with the County's Department Emergency Operations Plans are essential when deciding whether to suspend, defer, or modify routine administrative procedures.

Adhering to standard administrative and financial procedures is vital for tracking actions, ensuring resources and funding are accurately managed, and supporting response and recovery activities. These practices also facilitate after-action reporting, corrective action plans, and cost accounting for disaster public assistance reimbursements.

Each county department maintains their own Department Operations Plan (DEOP). Each county department is also required to document internal administrative procedures to account for disaster response actions, decisions made, and related expenditures. County departments generally track emergency incident activities and expenditures using work or task orders. All incident-specific expenditures must be meticulously tracked, including personnel costs such as regular and overtime payroll. Administrative activities also includes the maintenance of a Department Operations Plan, development of Standard Operating Procedures or Guides, tracking of staff training records, and documentation of exercise activities and after-action reviews.

Responding departments must also maintain documented internal procedures for requesting, fulfilling, and tracking resource requests. This includes inter-departmental requests, field-level, DOC managed resources.

10.2 DOCUMENTATION

The generation, tracking, and compilation of emergency incident documentation

are essential for conducting after-action reviews, supporting cost recovery efforts, and protecting against potential litigation.

The basic requirements and procedures for maintaining accurate records during emergency operations include:

- 1. Purpose of Documentation:** Documenting emergency response actions to ensure transparency, accountability, and efficiency. Accurate records are critical for after-action reporting, cost recovery, and future planning.
- 2. Key Areas for Documentation:**
 - **Incident Tracking:** Logging all events, decisions, and actions during the response to ensure a clear understanding of the timeline and activities.
 - **Resource Management:** Tracking the allocation, use, and status of resources such as personnel, equipment, and supplies.
 - **Financial Records:** Maintaining detailed records of expenditures, including payroll, overtime, equipment costs, and other incident-related expenses.
- 3. Internal Administrative Procedures:** Departments are required to have documented processes for managing resource requests, tracking expenditures, and fulfilling responsibilities during incidents.
- 4. Reporting and Accountability:**
 - Facilitates after-action reporting to identify successes, challenges, and areas for improvement.
 - Supports corrective actions and helps secure reimbursement through public assistance programs by meeting eligibility and documentation standards.
- 5. Standardized Forms and Tools:** The San Bernardino County EOC utilizes specific forms, templates, and tools to ensure consistent recordkeeping across departments and agencies during emergency operations.

10.3 AFTER-ACTION REVIEWS AND REPORTING

Training Evaluations: After all San Bernardino County-sponsored or facilitated training courses, participants complete evaluations to provide objective feedback.

This feedback is used to enhance course delivery, guide follow-up training, and improve the overall emergency operations training and exercise program.

Exercise After-Action Reviews: Following San Bernardino County-sponsored or facilitated exercises, a post-exercise hot-wash is conducted to gather immediate feedback from participants on strengths and areas for improvement. This input, along with evaluations, anonymous feedback forms, and exercise staff observations, is used to develop an After-Action Report/Improvement Plan (AAR/IP).

After-Action Report/Improvement Plan (AAR/IP): Each AAR/IP identifies areas for improvement, assigns corrective actions to specific staff or divisions, tracks progress through an Improvement Planning document, and informs training priorities as well as updates to emergency plans, policies, and procedures. Completed AARs are not always publicly published but may be shared with emergency operations partners upon request.

Homeland Security Exercise and Evaluation Program (HSEEP): Exercises and after-action reviews will align with FEMA's HSEEP guidelines whenever possible.

CalOES After-Action Reporting: After-Action Reporting is mandated by the California Governor's Office of Emergency Services (CalOES) to ensure compliance with Standardized Emergency Management System (SEMS) regulations. Cities, counties, or state agencies declaring a local emergency that prompts a Governor's state of emergency proclamation must submit an after-action report to CalOES within 90 days of the incident's closure.

10.4 FINANCE DURING DISASTERS

A major emergency or disaster may require the expenditure of large sums of funds. Financial operations may be conducted under compressed schedules and intense political pressures, necessitating expeditious actions that must adhere to sound financial management and accountability requirements. Emergency finances should be managed according to San Bernardino County's procurement and financial policies, and, when practical, consistent with FEMA's [Disaster Financial Management Guide](#).

10.4.1 EMERGENCY FUNDS

Financial support for emergency response and recovery operations will generally come from funds regularly appropriated to San Bernardino County departments. If demands exceed available funds, the CEO/Director of Emergency Services may make necessary emergency procurements consistent with [San Bernardino County Code of Ordinances, Title 2, § 21.0105](#) Powers of the Director of Emergency Services.

10.4.2 DISASTER COST ACCOUNTING

San Bernardino County Administrative Office-Finance and Administration Department oversees the disaster cost accounting system. When the EOC is activated, the EOC Finance and Administration Section coordinates this process and manages reimbursement from state or federal governments, requiring support from all divisions and business units. The cost recovery process uses various forms, including the Action Plan (AP) and other EOC, county, state, and federal forms.

County department's must document all emergency-related expenditures using accepted accounting practices, including logs, receipts, invoices, and purchase orders. Accurate record-keeping supports claims, purchases, reimbursements, disbursements, and post-recovery audits.

10.5 LOGISTICS

Logistics involves acquiring, tracking, and utilizing services, supplies, and equipment to support the EOC Action Plan and emergency response and recovery objectives. The County OES leads the coordination of logistical preparedness and readiness actions taken prior to an emergency. County departments must ensure they have planned for and can access emergency logistics to fulfill their roles in the EOP. When the EOC is activated, the Logistics Section coordinates the acquisition, deployment, tracking, and utilization of emergency logistics.

10.6 EMERGENCY PROCLAMATIONS

10.6.1 DEFINITION OF A LOCAL EMERGENCY

Definition of Local Emergency: "The duly proclaimed existence of conditions of disaster or extreme peril to the safety of persons and property within the territorial

limits of a county, city, and county and 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..." [§ 8558\(c\), Chapter 7 of Division 1 of Title 2 of the Government Code.](#)

10.6.2 LOCAL EMERGENCY PROCLAMATIONS

Overview: Under the State of California Government Code, a local emergency can be proclaimed by a city, county, or designated official. The proclamation should be issued within 10 days of the incident, ratified within 7 days, and renewed every 60 days until terminated ([CA Govt. Code § 8630](#)). San Bernardino County's EOC can activate with or without a local emergency proclamation.

Purpose: The purpose of a local emergency proclamation is to provide extraordinary police powers; immunity for emergency actions; authorize issuance of orders and regulations; activate pre-established emergency provisions; and is a prerequisite for requesting state or federal assistance. A local emergency proclamation can only be issued by a governing body (city, county, or city and county) or an official designated by local ordinance.

Authorities: The proclamation of a Local Emergency provides the governing body with legal authority to:

- Request the Governor proclaim a State of Emergency
- Issue or suspend orders and regulations for life and property protection, including curfews
- Provide and request mutual aid according to local ordinances, plans, or agreements
- Require emergency services from local officials or employees and requisition personnel and materials
- Obtain and commandeer vital supplies and equipment for public use
- Impose penalties for violating lawful orders

- Conduct emergency operations without legal liability (Article 17 of the Emergency Services Act provides certain privileges and immunities).

Local Emergency Proclamations should be as specific as possible to the orders being issued and any assistance being requested from the state or federal government.

Additional Authorities: Local, state, and federal authorities may grant broad powers to government officials during public health emergencies, such as hazardous waste spills or threats from communicable diseases, chemical agents, biologic agents, toxins, or radioactive agents. These powers can include restricting movement, imposing other restrictions, waving laws, and expanding immunities for certain individuals.

10.6.3 DESIGNATED OFFICIALS WITH AUTHORITY TO ISSUE

San Bernardino County has the authority to Proclaim a Local Emergency pursuant to the following:

California Government Code §8630: This section provide the framework for a local governing board proclaiming a local emergency.

San Bernardino County Code of Ordinances, Title 2, §21.0105 Powers of the Director of Emergency Services. This section provide the framework for proclaiming a local emergency by the County Chief Executive Officer.

10.6.4 DEADLINES

The following are state-mandated deadlines important to the proclamation process and requesting state assistance:

Issuance: Within **ten days** after a disaster if assistance will be requested through the California Disaster Assistance Act (CDAA).

Ratification: If issued by an official designated by ordinance, it must be ratified by the governing body within **seven days**.

Renewal: Reviewed at least every **60 days** by the governing body until terminated.

Termination: At the earliest possible date that conditions warrant.

10.6.5 LEVELS OF DISASTER ASSISTANCE

10.6.5.1 DIRECTOR'S CONCURRENCE

Purpose: The CDAA authorizes the CalOES Director to provide financial assistance to repair and restore damaged public facilities and infrastructure.

Deadline: CalOES must receive a request from the local government within ten days of the incident.

Supporting Information Required: Local Emergency Proclamation, Initial Damage Estimate (IDE), and a request from the City Mayor, Administrative Officer, or County Board of Supervisors.

10.6.5.2 GOVERNOR'S PROCLAMATION

Purpose: Provides the Governor with powers under the Emergency Services Act, authorizes the CalOES Director to provide financial relief for emergency actions and restoration of public facilities and infrastructure, and is a prerequisite for requesting a federal declaration of a major disaster or emergency.

Deadline: CalOES must receive a request from the local government within ten days of the incident.

Supporting Information Required: Local Emergency Proclamation, Initial Damage Estimate (IDE), and a request from the City Mayor, Administrative Officer, or County Board of Supervisors.

10.6.5.3 PRESIDENTIAL DECLARATION OF AN EMERGENCY

Purpose: Supports the response activities of federal, state, and local governments. Authorizes federal agencies to provide "essential" assistance, including debris removal, temporary housing, and the distribution of medicine, food, and other consumable supplies.

Deadline: The Governor must request federal emergency assistance on behalf of the local government within five days of the need becoming apparent.

Supporting Information Required: All of the supporting information required above, a Governor's Proclamation, certification by the Governor that the 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 needed.

10.6.5.4 PRESIDENTIAL DECLARATION OF A MAJOR DISASTER

Purpose: Supports the response and recovery activities of federal, state, and local governments, and disaster relief organizations. Authorizes implementation of federal recovery programs, including public assistance, individual assistance, and hazard mitigation assistance.

Deadline: The Governor must request a federal declaration of a major disaster within 30 days of the incident.

Supporting Information Required: All of the supporting information required above, the Governor’s Proclamation, certification by the Governor that the 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.

FEMA’s [Public Assistance Program](#) and [Policy Guide](#) should be consulted when a local emergency is proclaimed, and federal assistance is anticipated.

11. TRAINING AND EXERCISES

11.1 TRAINING AND EXERCISES

San Bernardino County OES maintains an Integrated Preparedness Plan (IPP).

11.1.1 EMERGENCY MANAGEMENT TRAINING

Training is essential for preparing agency officials, emergency managers, and response personnel for disasters. A robust training program should be conducted regularly to maintain readiness for existing staff and equip new staff with the necessary skills and knowledge. Emergency operations training should follow a regular schedule through in-house sessions, exercises, actual operations, or sponsored classes.

Training resources include courses available from the [CalOES-California Specialized Training Institute](#) (CSTI), [Riverside Area Urban Area Initiative](#) (RUASI), and the [National Disaster & Emergency Management University](#) through its online [Independent Study Program](#).

Each county department and cooperating or assisting agency is responsible for ensuring staff are trained to a level appropriate to their potential emergency assignments. Training needs are identified through credentialing standards, gap and needs assessments, and after-action/corrective action reports. Standard emergency tasks and capabilities needing to be trained on may be found in FEMA's [National Preparedness Goal – Core Capabilities](#). Training should align with assigned emergency roles, SEMS requirements, and NIMS doctrine.

11.1.2 EMERGENCY MANAGEMENT EXERCISES

Exercises familiarize personnel with plans, facilities, and systems used during disasters. Government agencies and organizations at all levels should plan and participate in all-hazards exercises with emergency management organizations and first response agencies, incorporating recovery components and focusing on 'sustained operations' over extended periods.

San Bernardino County conducts emergency exercises to validate plans, reinforce roles and responsibilities, test equipment, and prepare the EOC Team for responding to known threats and risks. Exercises include discussion-based and

operations-based formats.

Discussion-Based Exercises:

- **Seminars:** Introduce policies, plans, or procedures; ideal for unfamiliar audiences.
- **Workshops:** Develop deliverables (e.g., plans or After-Action Reports); collaborative and stakeholder focused.
- **Games:** Hypothetical scenarios for decision-making and capability testing.
- **Tabletop Exercises (TTXs):** Scenario-based discussions for identifying strengths and improvement areas.

Operations-Based Exercises:

- **Drills and Tests:** Single operations (e.g., evacuation) to validate specific capabilities.
- **Functional Exercises (FEs):** Simulated operations requiring multiple capabilities in realistic environments.
- **Full-Scale Exercises (FSEs):** Complex, resource-intensive operations with real-time, multiagency coordination.

12. PLAN DEVELOPMENT AND MAINTENANCE

12.1 PLAN DEVELOPMENT

The EOP, including its annexes, appendices, and supporting procedures, has been developed in alignment with the following directives, guidance, and plans:

- [California Emergency Plan](#)
- [California Standardized Emergency Management System \(SEMS\)](#)
- [National Incident Management System \(NIMS\)](#)
- [National Response Framework \(NRF\)](#)
- [Comprehensive Preparedness Guide \(CPG 101 ver.3.0\)](#)

12.2 PLAN MAINTENANCE

The EOP will be reviewed annually, revised as necessary, and undergo a full update every five years. Updates are generally triggered by organizational changes in San Bernardino County's government structure, new state or federal emergency planning requirements, or lessons learned from real-world incidents or exercises.

County OES is responsible for maintaining the EOP.

12.3 PLAN REVISIONS

Revisions made in accordance with this section will be documented in the Record of Changes on page 15. Substantive revisions will be promptly distributed to EOP recipients. County OES is authorized to make necessary revisions and updates without further Board of Supervisors approval.

12.4 COORDINATION WITH OTHER PLANS

The EOP has been developed in coordination with other San Bernardino County plans including:

- SBC Multi-Jurisdictional Hazard Mitigation Plan, 2022
- SBC OA EOC Activation SOG
- SBC OES Strategic Plan



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APPENDIX A:

BOARD OF SUPERVISORS RESOLUTION OF ADOPTION

1.0 RESOLUTION OF ADOPTION

1.1 PURPOSE

This appendix includes the San Bernardino County Board of Supervisors resolution adopting the Emergency Operations Plan.

1.3 RESOLUTION OF ADOPTION

RESOLUTION NO. 2025-221

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF SAN BERNARDINO, APPROVING REVISIONS TO THE SAN BERNARDINO COUNTY EMERGENCY OPERATIONS PLAN FOR THE COUNTY'S OPERATIONAL AREA

On Tuesday, November 4, 2025, on motion of Supervisor Baca, Jr., duly seconded by Supervisor Hagman and carried, the following resolution is adopted by the Board of Supervisors of San Bernardino County (County).

WHEREAS, the preservation of life and property is an inherent responsibility of local, state, and federal government, and the County has prepared an Emergency Operations Plan (EOP) for the County's Operational Area to ensure the most effective and economical allocation of resources for the maximum benefit and protection of its civilian population in times of emergency; and

WHEREAS, this updated EOP integrates Emergency Support Function plans and models in order to improve emergency preparedness and create better incorporation within County organization by utilizing twenty-one Emergency Support Function plans to identify steps to increase readiness; and

WHEREAS, the objective of this updated EOP is to incorporate and coordinate the essential facilities, equipment, and personnel of the County into an essential organization capable of responding to any emergencies therein; and

WHEREAS, the EOP is an extension of the California State Emergency Plan, which has been revised by the California Governor's Office of Emergency Services, and the EOP will continue to be revised, as necessary, to meet changing conditions of the County and state; and

WHEREAS, the Board of Supervisors gives its full support to this revised EOP and urges all officials, employees, public and private organizations, and citizens, individually and collectively, to do their share in furthering the total emergency effort of the County;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors hereby finds, declares, and resolves as follows:

1. The above recitals constitute the findings of the Board of Supervisors and are incorporated herein;
2. The adoption of the revised EOP with integrated Emergency Support Function plans and models is in the best interests of the County and the EOP shall be effective immediately;
3. A copy of the Board of Supervisors-approved EOP shall be forwarded to the California Governor's Office of Emergency Services.

PASSED AND ADOPTED by the Board of Supervisors of San Bernardino County, State of California, by the following vote:

AYES: SUPERVISORS: Col. Paul Cook (Ret.), Jesse Armendarez, Dawn Rowe, Curt Hagman, Joe Baca, Jr.

NOES: SUPERVISORS: None

ABSENT: SUPERVISORS: None

STATE OF CALIFORNIA)
) ss.
SAN BERNARDINO COUNTY)

I, **LYNNA MONELL**, Clerk of the Board of Supervisors of San Bernardino County, State of California, hereby certify the foregoing to be a full, true, and correct copy of the record of the action taken by the Board of Supervisors, by vote of the members present, as the same appears in the Official Minutes of said Board at its meeting of November 4, 2025. #19 MBA

LYNNA MONELL
Clerk of the Board of Supervisors

By 
Deputy



APPENDIX B:

HAZARD PRIORITIZATION AND PROFILES

1.0 HAZARD PRIORITIZATION AND PROFILES

1.1 PURPOSE

This appendix provides an overview of hazards impacting San Bernardino County, prioritizing them based on probability, severity, and potential consequences. This section serves as a foundational component of the Emergency Operations Plan (EOP), supporting mitigation, preparedness, response, and recovery efforts. A complete assessment of hazards, methodologies, and data can be found in the San Bernardino County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP).

1.2 SCOPE

The hazard prioritization and profiles focus on natural and human-caused hazards that pose significant risk to the County. This assessment aligns with the MJHMP and supports comprehensive emergency management strategies. Additionally, this appendix serves as supplementary material for SBCO EOP Section 2, which provides a broader situational and hazard context.

2.0 HAZARD IDENTIFICATION AND PRIORITIZATION

The county utilizes a risk-based methodology to prioritize hazards based on historical occurrences, potential impacts, and vulnerability assessments. The prioritization is determined using the Calculated Priority Risk Index (CPRI), evaluating each hazard based on:

Probability (High, Medium, Low likelihood of occurrence)

Impact (Casualties, economic disruption, environmental damage)

Warning Time (Advance notice availability)

Duration (Length of hazard impact)

2.1 HAZARD PRIORITIZATION MATRIX

Based on the 2022 SBC MJHMP Prioritized Hazard Assessment Matrix, the highest-priority hazards include:

Hazard	Probability	Impact	Key Risks
Earthquake	High	High	Structural damage, displacement, utility failure
Wildfire	High	High	Property loss, air quality, evacuations
Flood	High	High	Infrastructure damage, displacement, water contamination
Drought	High	Medium	Water shortages, wildfire risk, economic loss
Terrorism	Medium	High	Mass casualties, infrastructure disruption
Climate Change	Medium	Medium	Extreme weather, heatwaves, infrastructure strain

3.0 HAZARD PROFILES

Each identified hazard is analyzed in terms of historical occurrences, affected geographic areas, potential impacts, and mitigation strategies. For more details, refer to the 2022 SBC MJHMP, Sections 4.2 and 4.3.

3.1 EARTHQUAKE

Description: The County is located within a seismically active region, with multiple fault lines, including the Sothern San Andreas Fault.

Historical Occurrences: Major earthquakes have impacted the region, causing structural damage, infrastructure disruption, and casualties.

Potential Impacts: Displacement of residents, structural damage to buildings and infrastructure, disruption to utilities, landslides, liquefaction, fires, and hazardous material releases.

Mitigation Strategies: Public education campaigns, strict building codes, seismic retrofitting, and support to Special District projects.

3.2 WILDFIRE

Description: The County's mountainous and arid regions are highly susceptible to wildfires, exacerbated by Santa Ana winds and prolonged drought conditions.

Historical Occurrences: Large wildfires have caused property loss, evacuations, and air quality issues.

Potential Impacts: Loss of residential, commercial, and industrial properties, ecosystem destruction, displacement of residents degraded air quality, economic losses, and environmental damage.

Mitigation Strategies: Community-based fuels reduction, defensible space requirements, fire hazard abatement, public education, emergency access, and evacuation planning.

3.3 FLOODING

Description: Seasonal storms and snowmelt contribute to flooding, especially in low-lying areas and near rivers.

Historical Occurrences: The County has experienced flash floods, levee failures, and urban flooding.

Potential Impacts: Infrastructure and road damage, displacement of residents, water contamination, and disruptions to transportation and utilities.

Mitigation Strategies: Construction and reinforcement of levees, improved stormwater management systems, promotion of flood-resistant building designs, and public education on flood risk and evacuation planning.

(Additional hazard profiles include references to relevant sections in the MJHMP and EOP.)

4.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed every five years in alignment with the MJHMP update or as needed following significant hazard events. The Office of Emergency Services will coordinate with relevant agencies to ensure data accuracy and relevance.

5.0 REFERENCES AND RESOURCES

2025 SBC EOP

2022 SBC MJHMP

FEMA Resilience Analysis and Planning Tool (RAPT)

APPENDIX C:

HAZARD ANNEXES AND OPERATING GUIDES

1.0 HAZARD ANNEXES AND OPERATING GUIDES

1.1 PURPOSE

This appendix provides a structured table of function-specific and hazard-specific annexes and operating guides that support the Emergency Operations Plan (EOP). It serves as a reference tool to ensure alignment between emergency functions and documented response protocols.

1.2 SCOPE

The appendix covers functional annexes, hazard-specific annexes, and related standard operating guides (SOGs). These documents outline emergency management roles, responsibilities, and operational procedures, ensuring an organized and efficient response to incidents. The sources for these documents include the EOP, Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), and Standard Operating Guidelines (SOGs) from various agencies.

2.0 FUNCTION-SPECIFIC ANNEXES AND GUIDES

The following table outlines the function-specific annexes and operating guides that provide response and coordination frameworks for various emergency support functions (ESFs) and California Emergency Functions (CA-ESFs).

Annex/Guide Name	Version	Type	Relevant Function
Emergency Animal Evacuation and Sheltering Plan	Feb-21	Plan	Mass Care and Shelter (ESF 6, CA-ESF 6, 17)
Emergency Alert System FCC EAS Plan	Dec-15	Plan	Communications (ESF 2, CA-ESF 2)
Joint Information System (JIS) Standard Operating Guidelines	Sep-17	SOG	Public Information and Warning (ESF 15, CA-ESF 15)
County/City/Town EOC Activation Standard Operating Guidelines	Aug-24	SOG	Emergency Management (ESF 5, CA-ESF 5)

Annex/Guide Name	Version	Type	Relevant Function
Mass Care and Shelter Standard Operating Guidelines	Apr-23	SOG	Mass Care (ESF 6, CA-ESF 6, 17)
Fire Management Assistance Grant (FMAG) Application Standard Operating Guidelines	Jul-18	SOG	Firefighting (ESF 4, CA-ESF 4)
Flood Area Safety Taskforce (FAST) Standard Operating Guidelines	Feb-18	SOG	Public Works and Engineering (ESF 3, CA-ESF 3)

3.0 HAZARD-SPECIFIC ANNEXES AND GUIDES

The following table identifies hazard-specific annexes and related guides that provide operational frameworks for specific threats.

[LINKS TO COUNTY PLANS PENDING]

Annex/Guide Name	Version	Type	Relevant Hazard
EOP Terrorism Annex	Jul-03	Annex	Terrorism
Extreme Weather – Excessive Heat Standard Operating Guidelines	May-20	SOG	Extreme Heat
Extreme Weather – Excessive Cold Standard Operating Guidelines	Apr-15	SOG	Cold Weather Events
Flood Area Safety Taskforce (FAST) SOG	Feb-18	SOG	Flooding
Nuclear Power Plant Emergency Response Concept of Operations	Jul-11	CONOPS	Radiological Emergencies
Fire Management Assistance Grant (FMAG) Application SOG	Jul-18	SOG	Wildfire

Annex/Guide Name	Version	Type	Relevant Hazard
EOP Animal Disease Emergency Response Annex	May-06	Annex	Agricultural and Animal Disease
SBCO DPH Ebola Virus Disease SOG	Jun-17	SOG	Protocols for handling Ebola cases

4.0 OTHER RELEVANT PLANS AND GUIDES

The following table includes additional plans and guides that support emergency management but are not categorized under specific functional or hazard-specific annexes.

[LINKS TO COUNTY PLANS PENDING]

Annex/Guide Name	Version	Type	Notes
Responder Organized for Pass Emergencies (ROPE)	Mar-14	SOG	Addresses responder safety and coordination
Repopulation Standard Operating Guidelines	Jun-16	SOG	Guidelines for reentry after evacuations
Telephone Emergency Notification System (TENS) SOG	Jan-20	SOG	Procedures for mass notification systems
SBSD Mass Fatality Planning and Procedure Guide	ND	SOG	Mass fatality response planning
SBSD Evacuated Area Reentry Guide	Dec-15	SOP	Protocols for reentry after disasters
EOC Activation Clerical Support SOG (Draft)	Aug-12	SOG	Support functions for EOC staff
CERT Activation Standard Operating Guidelines	Dec-11	SOG	Activation procedures for CERT teams
Critical Route Map Guidance Document	Dec-12	SOG	Identifies key routes for emergency response

SBCO OA 2016-2-018 Training and Exercise Plan	Sep-16	Plan	Structured training and exercise framework
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5.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed annually to ensure all referenced annexes and operating guides remain current and aligned with evolving emergency response requirements. The Office of Emergency Services will coordinate with relevant departments and agencies to validate document accuracy and update the annex list as necessary.

6.0 REFERENCES AND RESOURCES

2025 SBC EOP

CA-ESFs

FEMA ESFs

APPENDIX D: FEDERAL AND CALIFORNIA EMERGENCY SUPPORT FUNCTIONS

1.0 EMERGENCY SUPPORT FUNCTIONS

1.1 PURPOSE

This appendix outlines the Federal Emergency Support Functions (ESFs) and the California Emergency Support Functions (CA-ESFs) to ensure coordination between federal, state, and local emergency management operations. It provides a crosswalk between these functions to enhance interoperability and efficiency in disaster response and recovery.

1.2 SCOPE

The appendix covers the 15 Federal ESFs and the 18 California Emergency Support Functions (CA-ESFs), highlighting their alignment and application in the County's emergency operations. It ensures that local emergency response aligns with both the National Response Framework (NRF) and California's Standardized Emergency Management System (SEMS).

2.0 EMERGENCY SUPPORT FUNCTION ALIGNMENT

The following table outlines the alignment between Federal ESFs and California Emergency Support Functions (CA-ESFs), ensuring seamless coordination between federal and state-level emergency response operations.

ESF #	Federal ESF	Lead Federal Agency	CA-ESF	Lead State Agency
ESF #1	Transportation	Department of Transportation	CA-ESF #1 Transportation	Caltrans
ESF #2	Communications	DHS (CISA)	CA-ESF #2 Communications	Cal OES
ESF #3	Public Works & Engineering	U.S. Army Corps of Engineers	CA-ESF #3 Construction & Engineering	CA Department of General Services (DGS)

ESF #	Federal ESF	Lead Federal Agency	CA-ESF	Lead State Agency
ESF #4	Firefighting	U.S. Forest Service/FEMA/USFA	CA-ESF #4 Fire & Rescue	Cal OES/CalFire
ESF #5	Information & Planning	FEMA	CA-ESF #5 Management	Cal OES
ESF #6	Mass Care, Emergency Assistance, Housing	FEMA	CA-ESF #6 Care & Shelter	CA Department of Social Services (CDSS)
ESF #7	Logistics	General Services Administration (GSA)/FEMA	CA-ESF #7 Resources	CA DGS
ESF #8	Public Health & Medical Services	Health & Human Services (HHS)	CA-ESF #8 Public Health & Medical	CA Department of Public Health (CDPH)
ESF #9	Search & Rescue	FEMA	CA-ESF #9 Search & Rescue (merged with CA-ESF 4, 13)	See CA-ESF 4, 13
ESF #10	Oil & Hazardous Materials Response	Environmental Protection Agency (EPA)	CA-ESF #10 Hazardous Materials	CA Environmental Protection Agency (CalEPA)
ESF #11	Agriculture & Natural Resources	U.S. Department of Agriculture (USDA)	CA-ESF #11 Food & Agriculture	CA Department of Food & Agriculture (CDFA)
ESF #12	Energy	Department of Energy (DOE)	CA-ESF #12 Utilities	CA Public Utilities Commission (CPUC)

ESF #	Federal ESF	Lead Federal Agency	CA-ESF	Lead State Agency
ESF #13	Public Safety & Security	Department of Justice (DOJ)/ATF	CA-ESF #13 Law Enforcement	Cal OES/CHP
ESF #14	Cross-Sector Business & Infrastructure	See National Disaster Recovery Framework	CA-ESF #14 Recovery	Cal OES
ESF #15	External Affairs	FEMA	CA-ESF #15 Public Information	Cal OES
N/A	N/A	N/A	CA-ESF #16 Evacuation	N/A
N/A	N/A	N/A	CA-ESF #17 Volunteer & Donations	N/A
N/A	N/A	N/A	CA-ESF #18 Cybersecurity	N/A

3.0 LOCAL ESF APPLICATION

The County integrates Federal ESFs and California’s CA-ESFs into its emergency response framework by aligning local agencies with appropriate emergency functions.

This appendix ensures that emergency response functions are structured according to federal and state standards, facilitating coordinated response operations at all levels of government.

4.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed annually to ensure alignment with federal and state guidelines. Updates will be coordinated with the Office of Emergency Services (OES), Cal OES, and FEMA as needed.

5.0 REFERENCES AND RESOURCES

- 2025 SBC EOP
- CA ESFs
- FEMA ESFs



FEMA National Response Framework

FEMA National Disaster Recovery Framework

APPENDIX E: HAZARD MITIGATION GRANT PROGRAMS

1.0 HAZARD MITIGATION GRANT PROGRAMS

1.1 PURPOSE

This appendix outlines Hazard Mitigation Grant Programs (HMGP) available to the County, designed to implement actions that reduce or eliminate risk from hazards and lessen the impact of disasters on people and property. Mitigation fosters long-term resilience by reducing hazard vulnerability, minimizing disaster costs, and improving community safety.

1.2 SCOPE

This appendix provides an overview of FEMA-funded mitigation assistance programs, including eligibility criteria, the application process, and funding mechanisms. The County integrates these programs with its Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) and disaster recovery strategies.

2.0 HAZARD MITIGATION GRANT PROGRAMS

FEMA's Hazard Mitigation Programs provide funding under the Stafford Act to offset the costs of local mitigation projects. These programs include the Hazard Mitigation Grant Program (HMGP) or 404 Mitigation and the Public Assistance Hazard Mitigation Program (HM) or 406 Mitigation.

Section 406 focuses on mitigation measures for facilities that have been damaged in a particular disaster. Section 404 has a broader scope and funds mitigation projects for both damaged and non-damaged facilities. Additional mitigation programs include the Pre-Disaster Mitigation (PDM) Grant Program and the Flood Mitigation Assistance (FMA) Grant Program, where funding is made available independent of a disaster declaration.

2.1 SECTION 404

The [Hazard Mitigation Grant Program](#) (HMGP) is authorized by Section 404 which funds planning and cost-effective mitigation projects that reduce the effects of future natural disasters. This funding ensures that critical mitigation measures to protect life and property are implemented during the recovery and reconstruction process following a disaster.

Eligibility: HMGP funding is available to state agencies, local governments, special districts, and some Private Nonprofits (PNPs). Eligible applicants must have an approved Hazard Mitigation Plan and demonstrate the cost-effectiveness of proposed mitigation actions. Projects must align with the County’s MJHMP and comply with FEMA’s Benefit-Cost Analysis (BCA) requirements. Additionally, projects must be environmentally compliant and demonstrate a long-term risk reduction strategy.

Funding: HMGP funding becomes available to all eligible jurisdictions following a Presidential Disaster Declaration. Once the declaration is made, the state, through Cal OES, administers the grant application process. Eligible applicants submit proposals that align with the County’s hazard mitigation priorities. The application period generally opens within weeks of the disaster declaration and remains open for several months, allowing jurisdictions to assess damages and identify mitigation opportunities. FEMA funds 75% of eligible project costs, while the applicant provides the remaining 25% cost-share. There is no state cost-share for HMGP.

Administration: In California, HMGP funds are administered by the Cal OES Recovery Section’s HMGP Unit.

Project Types: Projects can include seismic retrofitting, flood mitigation, wildfire risk reduction, and infrastructure resilience improvements.

The total federal funding under HMGP cannot exceed 20% of the total federal assistance provided under FEMA’s Public Assistance (PA) and Individual Assistance (IA) programs for a declared disaster. California’s State Hazard Mitigation Plan (SHMP) qualifies for enhanced funding up to 20% of Stafford Act-authorized mitigation grant funds.

2.2 SECTION 406

[Public Assistance Hazard Mitigation](#) is authorized by Section 406 and is part of FEMA’s Public Assistance (PA) program and funds cost-effective measures to reduce or eliminate the threat of future similar damage to facilities impacted by disasters.

Eligibility: Section 406 mitigation funding is available only to facilities that have sustained damage from a declared disaster and are eligible for FEMA Public Assistance funding. Eligible applicants include state agencies, local governments, special districts, and certain Private Nonprofits (PNPs) that own or operate critical infrastructure. The proposed mitigation measures must be directly related to

preventing similar future damage to the repaired facility and must be cost-effective, technically feasible, and compliant with environmental and historic preservation requirements.

Funding: Section 406 mitigation projects follow the standard Public Assistance cost-sharing structure. FEMA covers 75% of the approved mitigation costs, while the state contributes 18.75%, and the local applicant is responsible for the remaining 6.25%. In certain cases, additional funding may be available through state or local grants to assist with the cost-share requirement.

Implementation: The PA subrecipient, FEMA, or CalOES may recommend mitigation as part of the eligible repair project scope of work. Applicants must justify how the proposed mitigation will reduce future disaster damages and ensure the continuity of the facility's function.

Project Types: Examples include structural strengthening, utility system resilience upgrades, and improved storm drainage systems.

In some cases, FEMA may require mitigation actions as part of a subrecipient's permanent repair project. The cost of eligible hazard mitigation is included in the total funding for facility restoration.

2.3 PRE-DISASTER MITIGATION GRANT PROGRAM

The [Pre-Disaster Mitigation](#) (PDM) Program provides funding for hazard mitigation planning and projects on an annual basis, independent of disaster declarations.

Eligibility: Local governments, state agencies, tribal governments, and certain non-profits.

Funding: FEMA covers up to 75% of the project costs, with the applicant covering the remaining 25%.

Project Types: Community resilience projects, floodplain management activities, wildfire mitigation, and other disaster risk reduction efforts.

Application Process: Interested applicants must apply through the [FEMA Grants Portal](#) during the open application period. The process includes submitting a project proposal, completing a Benefit-Cost Analysis (BCA), and ensuring compliance with federal regulations.

2.4 FLOOD MITIGATION ASSISTANCE GRANT PROGRAM

The [Flood Mitigation Assistance](#) (FMA) Program provides funding to reduce or eliminate the long-term risk of flood damage to National Flood Insurance Program (NFIP) insured structures.

Eligibility: State, local, and tribal governments with NFIP-participating communities.

Funding: FEMA provides up to 90% of project costs for repetitive loss properties and up to 100% for severe repetitive loss properties.

Project Types: Property buyouts, elevation projects, floodproofing, and stormwater management improvements.

Application Process: Eligible applicants must apply through the [FEMA Grants Portal](#). The application includes detailed project scopes, hazard risk assessments, and cost-sharing commitments.

3.0 INTEGRATION WITH MJHMP

The County's Multi-Jurisdiction Hazard Mitigation Plan (MJHMP) identifies hazard risks and prioritizes mitigation strategies that align with HMGP and PA 406 Mitigation funding opportunities. The MJHMP provides valuable data, ensuring that mitigation efforts align with identified vulnerabilities and damage assessments conducted after disasters.

4.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed annually to ensure alignment with FEMA and Cal OES grant funding policies. Updates will be coordinated with the Office of Emergency Services (OES) and participating jurisdictions to reflect changes in mitigation priorities and grant eligibility.

5.0 REFERENCES AND RESOURCES

2025 SBC EOP

2022 SBC MJHMP

[Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)

[Public Assistance Resource Library](#)

[2023 State Hazard Mitigation Plan \(SHMP\)](#)

[Cal OES Hazard Mitigation Program Updates & Notifications](#)

APPENDIX F:

DISASTER RECOVERY PUBLIC ASSISTANCE PROGRAMS

1.0 DISASTER RECOVERY PUBLIC ASSISTANCE PROGRAMS

1.1 PURPOSE

This appendix outlines the Public Assistance (PA) Programs available to the county through FEMA and the California Disaster Assistance Act (CDAA). These programs provide financial assistance to state agencies, local governments, special districts, and certain private non-profits (PNPs) to support response efforts and the repair, restoration, and replacement of public facilities damaged by disasters.

1.2 SCOPE

This appendix provides an overview of the eligibility criteria, funding structures, and application processes for public assistance programs at the state and federal levels. The County integrates these programs into its disaster recovery strategy to expedite financial support for essential infrastructure and services.

2.0 DISASTER RECOVERY PUBLIC ASSISTANCE PROGRAMS

2.1 STATE PUBLIC ASSISTANCE (CDAA)

The California Disaster Assistance Act (CDAA) authorizes the Director of Cal OES to administer a disaster assistance program providing financial support for local governments impacted by disasters.

Eligibility: Funding is available to cities, counties, special districts, school districts, community colleges, and eligible private nonprofits.

Funding Structure: The state share is up to 75% of eligible costs, which may include:

- Overtime and wage additive costs for emergency personnel.
- Travel and per diem expenses.
- Supplies, materials, and equipment.
- Repair, restoration, and replacement costs for public infrastructure.
- Engineering and administrative costs.

- Local cost share required under federal public assistance programs.

Activation: CDAA funding is activated following a Cal OES Director’s Concurrence or a Governor’s State of Emergency (SOE) Proclamation.

2.2 FEDERAL PUBLIC ASSISTANCE

FEMA’s Public Assistance (PA) Program provides supplementary federal assistance to state and local governments under the Robert T. Stafford Act. The State of California, through Cal OES, administers the PA program with a federal share of at least 75%.

Eligibility: PA funding supports state, local, tribal, and territorial governments, as well as eligible private non-profits (PNPs).

Funding Categories:

Emergency Work (Completed in 6 months)

- Category A: Debris Removal
- Category B: Emergency Protective Measures

Permanent Work (Completed in 18 months)

- Category C: Roads and Bridges
- Category D: Water Control Facilities
- Category E: Public Buildings and Equipment
- Category F: Public Utilities
- Category G: Parks, Recreational, and Other Facilities

Activation: PA is activated through Presidential Disaster Declarations.

Process:

1. **Damage Assessment:** FEMA, Cal OES, and local agencies conduct a Preliminary Damage Assessment (PDA).
2. **Declaration Request:** The Governor submits a Major Disaster Declaration (DR) or an Emergency Declaration (EM) request to FEMA.
3. **Applicant Briefings:** Cal OES holds briefings to explain PA program requirements.
4. **Request for Public Assistance (RPA):** Applicants submit an RPA to Cal OES within 30 days of the disaster declaration.

5. **Project Development:** FEMA and applicants develop Project Worksheets (PWs) to document eligible work and costs.
6. **Funding Disbursement:** Approved projects receive funding through Cal OES, and applicants manage project execution and reporting.

2.3 FIRE MANAGEMENT ASSISTANCE GRANT

The Fire Management Assistance Grant (FMAG) program provides supplemental federal assistance for managing and mitigating large wildfires that could cause catastrophic damage.

Eligibility: FMAG funding is available to state, local, and tribal governments for fire suppression on public or private non-federal lands.

Funding Structure: FMAG provides a 75% federal cost-share, with the State covering the remaining 25%.

Activation: FMAG is requested through Cal OES Fire and Rescue Branch while the wildfire is actively burning.

Eligible Costs:

- Field camps and incident management teams.
- Repair and replacement of firefighting tools and equipment.
- Mobilization and demobilization activities.
- Equipment usage and maintenance.
- Materials and supplies for suppression efforts.

3.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed annually to ensure alignment with FEMA and Cal OES PA funding policies. Updates will be coordinated with the Office of Emergency Services (OES) and relevant local agencies.

4.0 REFERENCES AND RESOURCES

2025 SBC EOP

[California Disaster Assistance Act](#)

[2023 State Hazard Mitigation Plan \(SHMP\)](#)

[Cal OES Hazard Mitigation Program Updates & Notifications](#)



[Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)

[Public Assistance Resource Library](#)

[Public Assistance Program and Policy Guide](#)

[Fire Management Assistance Grant \(FMAG\) Guidance](#)

APPENDIX G: DISASTER RECOVERY INDIVIDUAL ASSISTANCE PROGRAMS

1.0 DISASTER RECOVERY INDIVIDUAL ASSISTANCE PROGRAMS

1.1 PURPOSE

This appendix outlines the Individual Assistance (IA) Programs available through FEMA under the Robert T. Stafford Act and the Small Business Administration (SBA) under the Small Business Act, designed to provide financial and direct assistance to individuals, families, businesses, and certain non-profits affected by disasters. These programs aim to support recovery by addressing essential needs, temporary housing, financial relief, and economic recovery for those impacted by federally declared disasters. Available through FEMA under the Robert T. Stafford Act, designed to provide financial and direct assistance to individuals, families, and businesses affected by disasters. These programs aim to support recovery by addressing essential needs, temporary housing, and financial relief for those impacted by federally declared disasters.

1.2 SCOPE

This appendix provides an overview of eligibility criteria, available financial assistance, and application processes for both federal and state-level individual assistance programs. The County works with FEMA, Cal OES, and local partners to ensure disaster survivors have access to these resources.

2.0 DISASTER RECOVERY INDIVIDUAL ASSISTANCE PROGRAMS

2.1 FEDERAL INDIVIDUAL ASSISTANCE (FEMA IA)

FEMA's Individual Assistance (IA) Program provides financial aid and other forms of assistance directly to disaster survivors. Assistance may be provided directly by FEMA or through state and local governments.

Eligibility Criteria: IA is available to individuals and households affected by a federally declared disaster who have uninsured or underinsured losses.

Types of Individual Assistance:

Disaster Housing Assistance: Provides temporary housing for displaced individuals, including hotel stays and rental assistance.

Home Repair and Replacement Assistance: Grants for uninsured home repairs or replacements for disaster-damaged residences.

Other Needs Assistance (ONA): Covers disaster-related medical, dental, and funeral expenses, personal property replacement, and transportation needs.

Small Business Administration (SBA) Disaster Loans: Low-interest loans for homeowners, renters, and businesses to repair disaster-related damages.

Farmers Home Administration (FmHA) Loans: Low-interest loans for farmers and ranchers for physical and production losses.

Disaster Unemployment Assistance (DUA): Provides unemployment benefits to those who lost their jobs due to a disaster.

Crisis Counseling Program: Provides mental health services to disaster survivors.

Income Tax Assistance: The IRS provides tax relief, casualty loss deductions, and filing extensions for disaster victims.

Food Assistance: The USDA and CalFresh provide emergency food benefits to disaster-affected households.

2.2 SBA DISASTER LOANS

The Small Business Administration (SBA) Disaster Loan Program provides low-interest loans to help homeowners, renters, businesses, and certain non-profits recover from disaster-related damages. SBA loans offer long-term financial assistance beyond FEMA's grants and are the primary form of federal assistance for long-term disaster recovery.

Home Disaster Loans: Available to homeowners and renters for repairing or replacing disaster-damaged real estate and personal property.

Business Physical Disaster Loans: Available to businesses of all sizes and most private nonprofit organizations to repair or replace disaster-damaged property, equipment, inventory, and other assets.

Economic Injury Disaster Loans (EIDL): Provides working capital loans to small businesses and private non-profits to help them meet financial obligations they cannot meet due to disaster impacts.

Loan Amounts & Terms: Loan amounts vary based on need, with interest rates as low as 2.375% for homeowners and 4% for businesses, depending on creditworthiness and repayment ability.

Application Process: Applicants may apply online at www.sba.gov/disaster, by calling 1-800-659-2955, or by visiting a Disaster Recovery Center (DRC).

3.0 3 APPLICATION PROCESS

3.1 FEMA IA APPLICATION PROCESS

Individuals affected by a disaster can apply for FEMA assistance using one of the following methods:

1. **Online:** Register at www.disasterassistance.gov.
2. **Phone:** Call FEMA’s Disaster Assistance Helpline at 1-800-621-FEMA (3362) or TTY 1-800-462-7585 for those with hearing impairments.
3. **In-Person:** Visit a Disaster Recovery Center (DRC) established by FEMA and state/local agencies.

Once registered, FEMA will inspect to verify damages and determine aid eligibility. Applicants will receive a decision letter explaining approved assistance amounts or reasons for denial, with options for appeal.

3.2 SBA DISASTER LOAN APPLICATION PROCESS

1. Apply Online:

- Visit www.sba.gov/disaster to complete the application electronically.
- Applicants can also download a paper application and submit it by mail.

2. Apply by Phone:

- Call the SBA Disaster Assistance Customer Service Center at 1-800-659-2955 (TTY: 1-800-877-8339 for those with hearing impairments).

3. Apply In-Person:

- Visit a Disaster Recovery Center (DRC) or an SBA Business Recovery Center (BRC) for in-person assistance with the loan application.

4. Submit Required Documentation:

- Proof of disaster-related damage (e.g., photos, contractor estimates).

- Financial statements (for businesses).
- Insurance information (if applicable).
- Federal tax returns for the past three years (for certain loan applications).

5. Loan Processing & Approval:

- SBA reviews credit history, ability to repay, and eligibility.
- An SBA inspector may schedule a property damage inspection if necessary.
- SBA makes a loan determination and issues a decision.

6. Loan Closing & Disbursement:

- If approved, SBA sends loan closing documents for signature.
- Initial loan disbursement occurs within five days after signing.
- Additional disbursements are made as work progresses, with up to 24 months for final disbursement.

4.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed annually to ensure alignment with FEMA and Cal OES IA funding policies. Updates will be coordinated with the Office of Emergency Services (OES) and relevant local agencies.

5.0 REFERENCES AND RESOURCES

2025 SBC EOP

[Small Business Act, Section 7\(b\) \(15 U.S.C. § 636\(b\)\)](#)

[Robert T. Stafford Disaster Relief and Emergency Assistance Act \(42 U.S.C. §§ 5121-5207\)](#)

[Robert T. Stafford Act, Section 408 \(Individual Assistance Program\)](#)

[FEMA Individual Assistance Program Guidance](#)

[California Governor's Office of Emergency Services \(Cal OES\) Individual Assistance Guidelines](#)

[Small Business Administration \(SBA\) Disaster Loan Program](#)

[USDA and CalFresh Disaster Food Assistance Programs](#)

APPENDIX H: COUNTY DEPARTMENT EMERGENCY SUPPORT FUNCTION ASSIGNMENTS

1.0 COUNTY DEPARTMENT EMERGENCY SUPPORT FUNCTION ASSIGNMENTS

1.1 PURPOSE

This appendix outlines the Emergency Support Function (ESF) assignments for County departments and agencies to ensure a coordinated and efficient response to disasters. It aligns local responsibilities with Federal ESFs (under the National Response Framework - NRF) and California Emergency Support Functions (CA-ESFs) to enhance interoperability and resource coordination.

1.2 SCOPE

This appendix provides a structured table assigning primary and supporting responsibilities to county departments for each ESF and CA-ESF. These assignments ensure that all agencies understand their roles in preparedness, response, and recovery operations.

2.0 COUNTY DEPARTMENT ESF ASSIGNMENTS

The following table and matrix identifies the LEAD department for each of the San Bernardino Emergency Support Functions.

2.1 ESF ASSIGNMENT TABLE

County ESF	Description	Lead County Department
ESF 1 Transportation	Responsible for coordinating transportation support to departments, non-governmental organizations, and tasked voluntary organizations.	Fleet Management Department
ESF 2 Communications	Responsible for coordinating actions to provide required communications (2-way radios) and telecommunications (computer and telephone systems) support to disaster response personnel. This includes acquiring, deploying, activating, and maintaining emergency communications systems and equipment.	Innovation Technology Department

County ESF	Description	Lead County Department
<p>ESF 3 Construction and Engineering</p>	<p>Responsible for providing technical advice and evaluations, engineering systems, construction management and inspection, emergency repair of flood control systems, maintaining solid waste facilities, assisting with debris removal and handling, and coordinating the opening and maintenance of roadways.</p>	<p>Public Works Department</p>
<p>ESF 4 Fire and Rescue</p>	<p>Responsible for firefighting and rescue activities, including hazard control, fire suppression, and technical rescue across suburban, urban, rural, and wildland settings. This includes emergency medical first responder services, general and EOP Part 1 June 2025 85 San Bernardino County Emergency Operations Plan technical rescue activities, and other hazard control consistent with the firefighting and rescue emergency support function.</p>	<p>San Bernardino County Fire Protection District</p>
<p>ESF 5 Emergency Management</p>	<p>Responsible for overall incident management support and coordination, including event information and action planning, resource coordination and allocation, multiagency multi-jurisdictional coordination, and mission tasking and tracking activities.</p>	<p>Office of Emergency Services</p>
<p>ESF 6 Mass Care, Shelter, and Human Services</p>	<p>Responsible for coordinating efforts to provide shelter, food, and basic human needs to disaster victims, including the distribution of emergency relief supplies. This may also involve activities related to the care of emergency responders and their families.</p>	<p>Human Services Department</p>
<p>ESF 7 Logistics and Resource Support</p>	<p>Responsible for providing logistical and resource support for emergency response efforts during natural and technological emergencies and disasters. These support activities are wide range and include logistics and resources not covered by other ESFs.</p>	<p>Purchasing Department</p>
<p>ESF 8 Public Health and Medical</p>	<p>Responsible for coordinating medical and health resources to address public health and medical care needs before, during, and after a disaster.</p>	<p>Department of Public Health</p>

County ESF	Description	Lead County Department
<p>ESF 9 Search and Rescue</p>	<p>Responsibilities include searching for and locating persons in urban and open space environments. Urban environments encompass confined spaces, damaged or destroyed buildings, slow-rise or swift water environments, and other situations where entrapment has occurred due to a natural, technical, or human-caused disaster. Open space includes locating persons in mountainous terrains, hilly landscapes, deserts, and other spaces.</p>	<p>San Bernardino County Fire Protection District - USAR Sheriff's Department SAR</p>
<p>ESF 10 Hazardous Materials</p>	<p>Responsibilities include coordinating the mitigation, response, and recovery to an EOP Part 1 June 2025 86 San Bernardino County Emergency Operations Plan actual or potential discharge or release of hazardous materials resulting from a natural or technological disaster.</p>	<p>San Bernardino County Fire Protection District</p>
<p>ESF 11 Food and Agriculture</p>	<p>Responsible for ensuring the safety of food and water supplies, addresses agricultural issues, protects natural and cultural resources, provides nutritional assistance, and coordinates with various tasked agencies during disasters.</p>	<p>Department of Agriculture/Weights & Measures</p>
<p>ESF 12 Energy and Utilities</p>	<p>Responsible for coordinating emergency power provision to support response, recovery efforts, and community functions. ESF 12 manages electric power, power distribution systems, fuel, emergency generators, and water systems.</p>	<p>Public Works Department (COORDINATING)</p>
<p>ESF 13 Public Safety, Law Enforcement, and Security</p>	<p>Responsible for establishing procedures for the command, control, and coordination of law enforcement activities to support disaster response operations. This includes securing county property, facilities, and staff during emergencies, and may involve coordination with County, State, National Guard, and Federal law enforcement agencies to support security missions and other law enforcement activities.</p>	<p>Sheriff's Department</p>

County ESF	Description	Lead County Department
<p>ESF 14 Long-Term Community Recovery</p>	<p>Responsible for the community's efforts to regain normal functions, including commerce and employment, public transportation, and the use of structures like buildings, bridges, and roadways. Longer-term recovery involves rebuilding efforts, post-event mitigation, repatriation of communities and neighborhoods, and economic assistance and stabilization.</p>	<p>Chief Administrative Office</p>
<p>ESF 15 Public Information</p>	<p>Responsible for emergency public information, media affairs, community relations, and coordinating special and political visits.</p>	<p>Office of Emergency Services</p>
<p>ESF 16 Evacuation and Re-Entry</p>	<p>Responsible for evacuating people, controlling and moving individuals and vehicles, escorting residents and business representatives into closed disaster areas when safe, and managing the re-entry or repatriation of people to previously evacuated areas.</p>	<p>Sheriff's Department</p>
<p>ESF 17 Volunteer and Donations Management</p>	<p>Responsible for coordinating the efforts of affiliated and spontaneous unaffiliated volunteers and volunteer organizations during emergencies and disasters. Responsible for coordinating the provision of donated goods and services during emergencies and disasters.</p>	<p>Department of Human Services - Volunteers Finance and Administration - Donations</p>
<p>ESF 18 Cybersecurity</p>	<p>Responsible for protecting and restoring critical cyber infrastructure during emergencies.</p>	<p>Innovation Technology Department</p>
<p>ESF 19 Debris Management</p>	<p>Responsible for coordinating resources and services for debris clearance, removal, and disposal operations during disasters.</p>	<p>Department of Public Works</p>
<p>ESF 20 Commodities Distribution</p>	<p>Responsible for coordinating the managing the bulk distribution of essential resources, including points of distribution for supplies.</p>	<p>Office of Emergency Services</p>

County ESF	Description	Lead County Department
<p>ESF 21 Alert & Warning</p>	<p>Responsible for coordinating the timely dissemination of emergency alerts and warnings to the public and response partners to ensure awareness, protective actions, and situational updates during extraordinary emergencies and disasters.</p>	<p>Office of Emergency Services</p>

3.0 EMERGENCY SUPPORT FUNCTIONS DURING EOC ACTIVATION

When the EOC is activated, Emergency Support Functions organizational fall under the identified EOC Sections.

County Emergency Support Function	EOC Sections, Branch, or Unit (SEMS Function)
1 Transportation	Operations: Public Works Branch – Road & Transportation Unit
2 Communications	Logistics: Service Branch – Communications Unit
3 Construction and Engineering	Operations: Public Works Branch
4 Fire and Rescue	Operations: Fire & Rescue Branch
5 Emergency Management	Management: EOC Director/EOC Coordinator
6 Mass Care, Sheltering, and Human Services	Operations: Care & Shelter Branch
7 Logistics and Resource Support	Logistics Section
8 Public Health and Medical	Operations: Medical and Health Branch
9 Search and Rescue	Operations: Fire & Rescue Branch Operations: Law Enforcement Branch
10 Hazardous Materials	Operations: Fire & Rescue Branch – HazMat Unit
11 Food and Agriculture	Operations Section
12 Energy and Utilities	Operations: Public Works – Infrastructure Branch

County Emergency Support Function		EOC Sections, Branch, or Unit (SEMS Function)
13	Public Safety, Law Enforcement, and Security	Operations: Law Enforcement Branch
14	Long-Term Community Recovery	Management: EOC Director
15	Public Information and Alert and Warning	Management: Public Information Officer Operations: Fire & Rescue Branch Operations: Law Enforcement
16	Evacuation and Re-Entry	Operations: Law Enforcement Branch-Law Enforcement Unit
17	Volunteer and Donations Management	Operations: Volunteer Coordination Branch Logistics: Donations Management Unit
18	Cybersecurity	Logistics: Communications Branch – Information Technology Unit
19	Debris Management	Operations: Department of Public Works
20	Commodities Distribution	Management: EOC Coordinator Logistics:
21	Alert & Warning	Management: EOC Coordinator

3.1 RESPONSIBILITIES OF COUNTY DEPARTMENTS

Each primary department is responsible for:

- Leading the coordination and execution of its assigned ESF during emergencies.
- Maintaining response plans and resources necessary to fulfill ESF functions.
- Coordinating with supporting agencies for effective response and recovery operations.
- Training staff and conducting exercises to ensure readiness.
- Reporting to the Emergency Operations Center (EOC) as required.

4.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed annually to ensure alignment with County emergency operations and state and federal ESF frameworks. Updates will be coordinated with the Office of Emergency Services (OES) and relevant county agencies.



5.0 REFERENCES AND RESOURCES

2025 SBC EOP

FEMA National Response Framework

CA-ESF Handbook

Appendix I: Emergency Situation Terminology

1.0 EMERGENCY SITUATION TERMINOLOGY

1.1 PURPOSE

This appendix provides a comprehensive list of key emergency situation terms used by agencies and organizations often responsible for initiative public alert and warning notifications.

1.2 SCOPE

The terms included in this appendix are derived from the San Bernardino County Emergency Operations Plan (EOP) and reflect commonly used for initiative public alert and warning notifications.

2.0 EMERGENCY SITUATION TERMINOLOGY

2.1 NATIONAL WEATHER SERVICE WARNING SYSTEM

NATIONAL WEATHER SERVICE NOTICES (NWS)

- (1) Advisory
- (2) Watch
- (3) Warning

DEFINITIONS

Advisory is issued for weather hazards not meeting Warning criteria within a designated advisory area. Advisories are generally issued for large geographical areas over an extended period of time.

An advisory is issued when serious conditions exist that cause significant inconvenience but do not meet warning criteria, and if caution is not exercised, it could lead to life-threatening situations. Advisories are issued for significant events that are occurring, are imminent, or have a very high probability of occurrence. Advisories may lead to a watch or warning.

Watch is issued when severe weather is possible within a designated watch area. A watch is issued well in advance when conditions are favorable for a weather event to occur that can threaten life and property in the watch area. A watch is a recommendation for planning, preparation, and increased awareness (e.g., to be

alert for changing weather, listen for further information, and think about what to do if the danger materializes).

Warning is issued when severe weather has been reported or is imminent within a designated warning area. Warnings are generally issued for smaller geographical areas over a shorter and more definite period of time.

A warning is issued when a weather event that can threaten life and property is imminent or already occurring in the warned area. A warning indicates the need to take immediate action to protect life and property. The type of hazard is reflected in the type of warning (e.g., tornado warning, excessive heat warning). Emergency Alert System (EAS) is activated for short-fused warnings, such as a Severe Thunderstorm Warning.

2.2 DEPARTMENT OF ENERGY NUCLEAR WARNING SYSTEM

FIXED NUCLEAR FACILITY (DEPARTMENT OF ENERGY)

- (1) Unusual Event
- (2) Alert
- (3) Site Area Emergency
- (4) General Emergency

Nuclear power plant emergencies are classified into four classifications described below. The nearest nuclear power plant to the City of Laguna Woods is the San Onofre Nuclear Generating Station (SONGS), which is decommissioned.

Unusual Event is an event that is in process or has occurred and indicates a potential degradation of the plant's level of safety or indicates a security threat to facility protection. No releases of radioactive material requiring offsite response or monitoring are expected unless further degradation of safety systems occurs.

The **Alert** classification is characterized by an event that is in process or has occurred and involves an actual or potential substantial degradation of the plant's safety level. It is also a security event that involves probable life-threatening risk to site personnel or damage to site equipment because of intentional malicious dedicated efforts of a hostile act. Any releases are expected to be limited to small fractions of the Environmental Protection Agency (EPA) Protective Action Guideline exposure levels.

A **Site Area Emergency** is characterized by an event that is in process or has occurred which involves actual or likely major failures of plant functions needed for

the protection of the public or a security event that results in intentional damage or malicious act: (1) toward site personnel or equipment that could lead to the likely failure of or, (2) that prevents effective access to equipment needed for the protection of the public. Any releases are not expected to result in exposure levels that exceed EPA Protective Action Guideline exposure levels beyond the site boundary.

A **General Emergency** classification is characterized by an event that is in process or has occurred which involves actual or imminent substantial core degradation or melting with potential for loss of containment integrity or a security event that results in an actual loss of physical control of the facility. Releases can be expected to exceed EPA Protective Action Guideline exposure levels offsite for more than the immediate site area.

2.3 NATIONAL TERRORISM ADVISORY SYSTEM

In 2011, the Department of Homeland Security (DHS) replaced the color-coded alerts of the Homeland Security Advisory System (HSAS) with the [National Terrorism Advisory System](#) (NTAS), designed to communicate information more effectively about terrorist threats by providing timely, detailed information to the American public.

National Terrorism Advisories (Bulletins and Alerts) contain actionable information about an incident involving, or a threat targeting, critical national networks, infrastructures, or key assets.

Types of Advisories

- **Homeland Security Information Bulletins** describe current developments or general trends regarding threats of terrorism.
- **Elevated Alert** warns of a credible terrorism threat against the United States.
- **Imminent Alert** warns of a credible, specific, and impending terrorism threat against the United States.

3.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed annually to ensure that terminology remains consistent with updates to the EOP, FEMA guidance, and best practices in emergency management. Updates will be coordinated with the Office of Emergency Services (OES) and relevant response agencies.

4.0 REFERENCES AND RESOURCES

2025 SBC EOP

[FEMA Glossary of Terms](#)

[FEMA National Response Framework Glossary of Terms](#)

[FEMA Acronyms, Abbreviations and Terms](#)

APPENDIX J: COUNTY DEPARTMENTS EMERGENCY ORDER OF SUCCESSION

1.0 COUNTY DEPARTMENTS EMERGENCY ORDER OF SUCCESSION

1.1 PURPOSE

This appendix outlines the Emergency Order of Succession for San Bernardino County departments to ensure uninterrupted leadership and operational continuity during disasters or emergencies. This structure ensures that designated alternates assume leadership roles to maintain essential functions if a primary department head is unavailable.

1.2 SCOPE

The Order of Succession is established for each key county department, identifying primary and alternate personnel authorized to assume command in an emergency. This information is derived from Section 9.1.1 of the San Bernardino County Emergency Operations Plan (EOP)

2.0 EMERGENCY ORDER OF SUCCESSION

FUNCTION /DEPARTMENT	TITLE/POSITION
Aging and Adult Services	<ol style="list-style-type: none"> 1. Director 2. Deputy Director/Department Disaster Coordinator - Region 2 3. Deputy Director - Region 1
Agriculture/Weights and Measures	<ol style="list-style-type: none"> 1. Agricultural Commissioner/Sealer 2. Assistant Agricultural Commissioner/Sealer 3. Deputy Agricultural Commissioner/Sealer
Airports	<ol style="list-style-type: none"> 1. Director of Airports 2. Assistant Director of Airports 3. Airport Manager (Apple Valley Airport)
Architecture and Engineering	<ol style="list-style-type: none"> 1. Architecture and Engineering Director 2. Senior Project Manager



FUNCTION /DEPARTMENT	TITLE/POSITION
	3. Project Manager
Arrowhead Regional Medical Center	1. Hospital Chief Executive Officer (CEO) 2. Hospital Chief Operating Officer (COO) 3. Hospital House Supervisor
Assessor/Recorder/ County Clerk	1. Assessor-Recorder-County Clerk 2. Assistant Assessor-Recorder 3. Chief Appraiser
Auditor-Controller/Treasurer-Tax Collector	1. Auditor-Controller/Treasurer-Tax Collector 2. Assistant Auditor-Controller/Treasurer-Tax Collector 3. Assistant Auditor-Controller/Treasurer-Tax Collector
Behavioral Health	1. Director 2. Deputy Director 3. Medical Director
Child Support Services	1. Director 2. Assistant Director 3. Administrative Deputy
Children and Family Services	1. Director 2. Assistant Director 3. Deputy Director of Placement Resources
Children’s Network	1. Network Officer 2. Associate Network Officer 3. Community Events Coordinator
Clerk of the Board	1. Clerk of the Board 2. Chief Deputy Clerk of the Board 3. Board Services Supervisor
Community Development and Housing	1. Director 2. Deputy Director Housing 3. Deputy Director of Community Development
County Administrative Office	1. Chief Executive Officer 2. Deputy Executive Officer for Special Projects 3. Director of Human Resources
County Counsel	1. Chief Assistant County Counsel 2. Principal Assistant County Counsel (By seniority as a PACC)



FUNCTION /DEPARTMENT	TITLE/POSITION
District Attorney	1. District Attorney 2. Assistant District Attorney for Criminal Investigations 3. Assistant District Attorney for Administration
Economic Development	1. Administrator 2. Assistant Administrator 3. Deputy Director
Facilities Management	1. Director 2. Assistant Director, Facilities Management Department 3. Maintenance Superintendent
Fire Department: Administration	1. County Fire Chief 2. Deputy Fire Chief 3. Assistant Chief
Fire Department: Fire Prevention	1. Fire Marshal 2. Deputy Fire Marshal 3. Fire Prevention Supervisor/Arson Investigator
Fire Department: Hazardous Materials	1. Fire Marshal 2. Deputy Fire Marshal 3. HaMmat ER Supervisor
Fire Department: OES	1. Emergency Services Manager 2. Assistant Emergency Services Manager 3. Supervising Emergency Services Officer
Fire Department: Suppression	1. County Fire Chief 2. Deputy Fire Chief
	3. Assistant Chief
Fleet Management	1. Director 2. Motor Fleet Superintendent (Operations) 3. Motor Fleet Superintendent (Support Services)
Human Resources: Administration	1. Director 2. Assistant Director 3. Human Resources Division Chief
Human Services	1. Assistant Executive Officer (AEO) 2. Deputy Executive Officer (DEO)



FUNCTION /DEPARTMENT	TITLE/POSITION
	3. Administrative Analyst
Human Services Administrative Support Division (ASD)	1. Deputy Executive Officer (DEO) 2. Administrative Supervisor - Finance 3. Administrative Supervisor - Facilities
ICEMA	1. EMS Administrator 2. Assistant Administrator 3. EMS Nurse
Information Services	1. Chief Information Officer 2. Chief of Telecommunication Services Division
Land Use Services	1. Director, Land Use Services Department 2. Planning Director, Land Use Services Department 3. Building Official
Library	1. County Librarian 2. Library Services Manager 3. Regional Manager
Museum	1. Museum Director 2. Senior Curator of Geological Sciences 3. Curator of Education
Preschool Services	1. Director 2. Deputy Directors 3. Administrative Supervisors
Probation	1. Chief Probation Officer 2. Assistant Chief Probation Officer 3. Deputy Chief Probation Officer
Public Defender	1. Public Defender 2. Assistant Public Defender 3. Chief of Administration
Public Health	1. Director of Public Health 2. Assistant Director of Public Health 3. Public Health Officer
Public Works	1. Director 2. Deputy Director



FUNCTION /DEPARTMENT	TITLE/POSITION
	3. Deputy Director
Purchasing	1. Purchasing Director 2. Administration Supervisor I 3. Purchasing Supervisor
Real Estate Services	1. Director 2. Manager - Property Management 3. Manager - Acquisitions
Regional Parks	1. Director 2. Deputy Director 3. Administrative Services Supervisor
Registrar of Voters	1. Registrar of Voters 2. Chief Deputy Registrar of Voters 3. Chief Deputy Registrar of Voters
Risk Management	1. Director 2. Deputy Directors 3. Risk Control Officer
Sheriff/Coroner/Public Administrator	1. Sheriff/Coroner 2. Undersheriff 3. Assistant Sheriff
Special Districts	1. Director, Special Districts Department 2. Deputy Director, Special Districts Department 3. Division Manager, Engineering/Operations Services
Superintendent of Schools	1. County Superintendent 2. SBCSS Director, Risk Management 3. SBCSS Risk Management Specialist 4. SBCSS Chief Communications Officer
Transitional Assistance	1. Director 2. Assistant Director 3. Deputy Directors
Veterans Affairs	1. Director 2. Veterans Services Manager 3. Veterans Services Manager



FUNCTION /DEPARTMENT	TITLE/POSITION
Workforce Development	<ol style="list-style-type: none">1. Director2. Deputy Director3. Administrative Supervisor

4.0 IMPLEMENTATION AND REVIEW PROCESS

Each department is responsible for maintaining and reviewing its order of succession annually. Updates should be documented and communicated to the County Administrative Office and the Office of Emergency Services (OES) to ensure a cohesive and effective emergency management structure.

5.0 REFERENCES AND RESOURCES

2025 SBC EOP

APPENDIX K:

AUTHORITIES AND REFERENCES

1.0 AUTHORITIES AND REFERENCES

This section establishes two foundations:

1. The legal basis—statutes, ordinances, executive orders, regulations, and proclamations—for emergency operations.
2. The basis for emergency authority, ensuring officials have the necessary powers to act during emergencies.

Not all authorities and references are used in the EOP Base Plan.

SAN BERNARDINO COUNTY CODE OF ORDINANCES

- County Resolution No. 229: California Master Mutual Aid Agreement. Adopted and approved on January 8, 1951.
- County Resolution No. 21.019 (b): Registered Volunteer Disaster Service Workers. County Code 21.0109 as repealed and reenacted through Ordinance No. 4191 related to volunteers. County Ordinance No. 4191 also includes additional information for registered disaster service workers entitlements under State law – under 21.0105 (b) (3).
- County Resolution No. 95-219: Adoption of Standardized Emergency Management System (SEMS). Adopted in September 1995, this Resolution contains language supporting the County’s use and implementation of SEMS and the OA Concept.
- County Resolution No. 2006-329: Adoption of National Incident Management System (NIMS). Adopted NIMS and included language that the County would continue use of SEMS.
- County Resolution No. 21.0106: Establish Disaster Council. County Ordinance No. 4191 also defines the County’s Disaster Council membership (21.0106) and powers/duties (21.0108).
- County Resolution No. 2022-222 Adoption of the 2022 Multi-Jurisdictional Hazard Mitigation Plan.

- County Code of Ordinances § 21.0103 establishing the Office of Emergency Services (2012).
- County Code of Ordinances § 21.0104 establishing the responsibilities and authorities of the Director of Emergency Services and the Manager of the Office of Emergency Services (2012).
- County Code of Ordinances § 21.0106 establishing the San Bernardino County Disaster Council.
- County Code of Ordinances § 21.0109 establishing the San Bernardino County Emergency Organization.

CALIFORNIA AUTHORITIES AND REFERENCES

- California Assembly Bill 2311: Emergency Services - Access and Functional Needs (2016)
- California Constitution (Article XI: Local Government)
- California Coroners' Mutual Aid Plan
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Disaster Assistance Act (Title 19, Division 2, Chapter 6 of the California Code of Regulations)
- California Emergency Services Act (Title 2, Division 1, Chapter 7 of the Government Code)
- California Fire Service and Rescue Emergency Mutual Aid Plan
- California Government Code §3100, Disaster Service Workers and Public Employees
- California Law Enforcement Mutual Aid Plan
- California Senate Bill 160: Emergency Services - Cultural Competence (2019)
- California Assembly Bills 2311 and 477: Access and Functional Needs (2019)
- California Senate Bill 833: Emergencies - Office of Emergency Services - Guidelines - Alert and Warning Systems (2018)
- Disaster Service Worker Program Authorities (Title 1, Division 4, Chapter 8 of the Government Code and Section 3211.92 of the Labor Code)

- Standardized Emergency Management System (Title 19, Division 2, Chapter 1 of the California Code of Regulations)
- Standardized Emergency Management System Guidelines
- State of California Emergency Plan
- Title 19, Public Safety, Division 2, Chapter 2, Emergencies and Major Disasters, §2510
- Title 19, Public Safety, Division 2, Chapter 6, California Disaster Assistance Act, §2900

FEDERAL AUTHORITIES AND REFERENCES

- Americans with Disabilities Act of 1990 (PL 101-336) as amended
- Civil Rights Act of 1964 (PL 88-352, Section VI)
- Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans (2021)
- Federal Civil Defense Act of 1950 (PL 920)
- Homeland Security Act of 2002 (PL 107-296)
Homeland Security Presidential Directive / HSPD-5: Management of Domestic Incidents
- Improving Access to Services for Persons with Limited English Proficiency (Executive Order 13166)
- Individuals with Disabilities in Emergency Preparedness (Executive Order 13347)
- National Incident Management System (updated 2017)
- National Response Framework (2019)
- Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308)
- Post-Katrina Emergency Management Reform Act of 2006 (PL 109-295)
Presidential Policy Directive / PPD-8: National Preparedness
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288 as amended)

APPENDIX L: ABBREVIATIONS AND ACRONYMS

1.0 ABBREVIATIONS AND ACRONYMS

ACS	Auxiliary Communications Services
AAR	After Action Report
ACI	Approved Course of Instruction
ADA	Americans with Disabilities Act
AP	Action Plan
ARC	American Red Cross
AREP	Agency Representative
CA-ESF	California Emergency Support Function
Cal EOC	California Emergency Operations Center
Cal ISO	California Independent System Operations
Cal OES	California Governor’s Office of Emergency Services
Cal FIRE	California Department of Forestry and Fire Protection
Cal TRANS	California Department of Transportation
CAP	Civil Air Patrol
CARES	California Animal Response Emergency System
CBO	Community Based Organization
CBRNE	Chemical, Biological, Radiation, Nuclear, Explosive
CCC	California Conservation Corps
CCR	California Code of Regulations
CDAA	California Disaster Assistance Act
CDC	Center for Disease Control
CERT	Community Emergency Response Team

CFR	Code of Federal Regulations
CHP	California Highway Patrol
CIP	Critical Infrastructure Protection
CISD	Critical Incident Stress Debriefing
CLERS	California Law Enforcement Radio System
CLETS	California Law Enforcement Telecommunications System
CNG	California National Guard
COG	Continuity of Government
CONOPS	Concept of Operations
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CPUC	California Public Utilities Commission
CST	Civil Support Team
CSTI	California Specialized Training Institute
CSWC	California State Warning Center
CUEA	California Utilities Emergency Association
DHS	Department of Homeland Security
DMA 2000	Disaster Mitigation Act of 2000
DOC	Department Operations Center
DOE	Department of Energy
DOJ	Department of Justice
DRC	Disaster Recovery Center
DSR	Damage Survey Report
DSW	Disaster Service Worker
DWI	Disaster Welfare Inquiry
DWR	Department of Water Resources
EAS	Emergency Alert System
EAP	Emergency Action Plan (Dam Emergency Action Plan)

EDIS	Emergency Digital Information Service
EMS	Emergency Medical Services
EDIS	Emergency Digital Information System
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EMSA	Emergency Medical Services Authority
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPI	Emergency Public Information
EPZ	Emergency Planning Zone
ERD	Emergency Resource Directory
ESA	California Emergency Services Act
ESF	Emergency Support Function
ETA	Estimated Time of Arrival
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FHWA	Federal Highway Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FIRESCOPE	Firefighting Resources of California Organized for Potential Emergencies
FIRM	Flood Insurance Rate Map
FMA	Flood Mitigation Assistance
FMAG	Fire Management Assistance Grant Program
FSE	Full Scale Exercise
GAR	Governor's Authorized Representative

GIS	Geographical Information System
GOES	Geostationary Operational Environmental Satellite
HAZ MAT	Hazardous Materials
HHS	Department of Human Health Services
HMA	Hazard Mitigation Assistance
HMC	Hazard Mitigation Coordinator
HMBP	Hazardous Materials Business Plan
HMGP	Hazard Mitigation Grant Program
HSEEP	Hazardous Materials Business Plan
HSPD	Homeland Security Presidential Directive
HT	Handy Talkie
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
IHP	Individuals and Households Program
IMAT	Incident Management Assistance Team
IMS	Incident Management System
IPAWS	Integrated Public Alert and Warning System
IST	Incident Support Team
IPP	Integrated Preparedness Plan
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
LHMP	Local Hazard Mitigation Plan

MA	Mutual Aid
MAC	Multi-Agency Coordination
MACC	Multi-Agency Coordination Center
MAC Group	Multi-Agency Coordination Group
MACS	Multi-Agency Coordination System
MJHMP	Multi-Jurisdictional Hazard Mitigation Plan
MMAA	California Disaster and Civil Defense Master Mutual Aid Agreement
MOU	Memorandum of Understanding
NHTSA	National Highway Traffic Safety Administration
NAWAS	National Warning System
MHz	Megahertz
NCIC	National Crime Information Center
NDAA	Natural Disaster Assistance Act
NEPA	National Environmental Policy Act
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRC	U.S. Nuclear Regulatory Commission
NRF	National Response Framework
NTSB	National Transportation Safety Board
NWS	National Weather Service
OA	Operational Area
OASIS	Operational Area Satellite Information System
OEM	Office of Emergency Management
OES	Office of Emergency Services
OHS	Office of Homeland Security
PA	Public Assistance

PDA	Preliminary Damage Assessment
PDM	Pre-Disaster Mitigation
P.L.	Public Law
PIO	Public Information Officer
PNP	Private Nonprofit
POST	Commission on Peace Officer Standards and Training
PPD	Presidential Policy Directive
PSPS	Public Safety Power Shutoff
RACES	Radio Amateur Civil Emergency Services
RDD	Radiation Dispersal Device
RDMHC	Regional Disaster Medical Health Coordinator
REOC	Region Emergency Operations Center
RIMS	Response Information Management System
SAP	State Safety Assessment Program
SAR	Search and Rescue
SAR	Suspicious Activity Reporting
SBA	U.S. Small Business Administration
SBCO OES	San Bernardino County Office of Emergency Services
SCO	State Coordinating Officer
SEMS	Standardized Emergency Management System
SEP	State of California Emergency Plan
SHMC	State Hazard Mitigation Coordinator
SHMP	State of California Enhanced Multi-hazard Mitigation Plan
SOC	State Operation Center
SOG	Standard Operating Guideline
SONGS	San Onofre Nuclear Generating Station
SOP	Standard Operating Procedure
SNS	Strategic National Stockpile

SPR	State Preparedness Report
STAC	State Threat Assessment Center
STAS	State Threat Assessment System
TENS	Telephone Emergency Notification System
TLO	Terrorism Liaison Officer
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
UC	Unified Command
UCG	Unified Coordination Group
USACE	U.S. Army Corps of Engineers
USAR	Urban Search and Rescue
US-CERT	United States Computer Emergency Readiness Team
USDA	U.S. Department of Agriculture
USGS	United States Geological Survey
WMD	Weapons of Mass Destruction
VOAD	Voluntary Organizations Active in Disaster
WEA	Wireless Emergency Alerts
WUI	Wildland-Urban Interface

APPENDIX M: GLOSSARY

1.0 GLOSSARY

1.1 TERMS

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

ACTIVATE: As used in this plan, shall mean the placing into operation of the Emergency Organization hereinafter provided for, upon the receipt of official warning of an impending or threatened emergency, or upon the declaration of the existence of a local emergency.

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.

ANNEX: An addition to the EOP that provides specific information and direction. Appendix – Appendices provide relevant information already referenced in the guidance. Typically, this includes forms used or other necessary information.

APPENDIX: Appendices provide relevant information already referenced in the guidance. Typically, this includes forms used or other necessary information.

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.

CALIFORNIA EMERGENCY SERVICES ACT (ESA): An Act within the California Government Code to ensure preparations within the state will be adequate to deal with natural, human-caused, 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: As used in this plan, any natural or human-caused 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.

COMMON OPERATING PICTURE: An overview of an incident created by collating and gathering information (e.g., traffic, weather, actual damage, resource availability, objectives, individual tasks, etc.) of any type (voice, data, etc.) from agencies and organizations in order to support decision making.

CONTINUITY OF GOVERNMENT (COG): As used in this plan, shall mean all measures taken to ensure the continuity of essential functions of government in the event of emergency conditions, including lines of succession for key decision makers and officials.

CONTINUITY OF OPERATIONS (COOP): As used in this plan, actions taken to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

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

CRISIS: Phenomenon, incident, active threat, or trend, with or without specific location, posing seemingly inevitable harm to life, property, environment, organizational performance, reputation, or way of life reasonably or ethically necessitating deliberate urgent intervention (A crisis may be local, national, or global)

CRITICAL INFRASTRUCTURE (CI): 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 THREAT: An act or threat that poses potentially devastating disruptions to critical infrastructure, including essential communications such as voice, email and internet connectivity.

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.

DAM FAILURE: Partial or complete collapse of a dam causing downstream flooding.

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 where the focus is on internal agency incident management and response.

DIRECTOR OF EMERGENCY SERVICES (DES): As used in this plan, shall mean the individual having jurisdiction and authority over a City's or County's response and recovery to extraordinary emergencies and disasters.

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

DISASTER SERVICE WORKER (DSW): As used in this plan, shall mean any person registered with a disaster council or the California Office of Emergency Services, or a state agency granted authority to register Disaster Service Workers, for the purpose of engaging in disaster service work pursuant to the California Emergency Services Act without pay or other consideration. Disaster Service Worker includes public employees, and also includes any unregistered persons impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of citizens in the execution of his or her duties.

EMERGENCY: As used in this plan, shall mean the actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within this city caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, earthquake, drought, sudden and severe energy shortage, plant or animal infestation or disease, or other conditions, including conditions resulting from war or imminent threat of war, severe or imminent threat of terrorist attack, but other than conditions resulting from a labor controversy, which conditions are or are likely to require the combined services, personnel, equipment, and facilities of this city.

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 OPERATIONS CENTER (EOC): As used in this plan, shall mean the physical location from which centralized city emergency management is performed. 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, tribal, city, county), or some combination thereof.

EMERGENCY OPERATIONS CENTER STAFF: Employees assigned to EOC functions to support San Bernardino County’s response to an emergency event.

EMERGENCY OPERATIONS PLAN (EOP): The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

EMERGENCY RESPONSE AGENCY: Any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

EMERGENCY RESPONSE PERSONNEL: Personnel affiliated with or sponsored by emergency response agencies.

EOC ACTION PLAN (AP): 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: May include facilities such as law enforcement, fire, emergency operations centers, schools, medical facilities, and other resources that have a role in an effective and coordinated emergency response.

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 EMERGENCY MANAGEMENT AGENCY (FEMA): The Federal Emergency Management Agency (FEMA) is the federal agency responsible for coordinating

emergency planning, preparedness, risk reduction, response, and recovery. The agency works closely with state and local governments by funding emergency programs and providing technical guidance and training. These coordinated activities at the federal, state, and local levels ensure a broad-based emergency program to ensure public safety and protect property.

FLOOD: A general and temporary condition of inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

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).

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

HAZARDOUS MATERIAL: Any substance or material that when involved in an accident and released in sufficient quantities poses a risk to people’s health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

INABILITY TO ACT: As used in this plan, shall mean that an official is either killed, missing, or so seriously ill or injured as to be unable to attend meetings and otherwise perform his/her duties. Any question as to whether a particular official can be deemed to have an “inability to act” shall be settled by the governing board of the political jurisdiction or any remaining available members of said body (including standby officers who are serving on such body).

INCIDENT: An occurrence or event, natural or human-caused, which requires a response to protect life or property.

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 COMMAND (IC): Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and 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.

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.

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.

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.

JURISDICTION: A range or sphere of authority. Public agencies have jurisdiction over 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.

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

LOCAL EMERGENCY: As used in this plan, shall mean the 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, pandemic, 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, including conditions resulting from war or imminent threat of war, severe or imminent threat of terrorist attack, other than conditions resulting from a labor controversy, which conditions 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, or with respect to regulated energy utilities, a sudden and severe energy

shortage requires extraordinary measures beyond the authority vested in the State Public Utilities Commission.

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.

MITIGATION: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused 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.

MOBILIZATION CENTER: An off-emergency location where emergency services personnel and equipment may be temporarily located, pending assignment to emergencies, released, or reassigned.

MULTI-AGENCY OR INTER-AGENCY COORDINATION (MAC): The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

MULTI-AGENCY COORDINATION 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 multi-agency committees, emergency management committees, or as otherwise defined. 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.

MULTI-AGENCY COORDINATION SYSTEM(S) (MACS): Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multi-agency 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/or 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 the 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.

MULTI-AGENCY OR INTER-AGENCY COORDINATION: As used in this plan, it shall mean the participation of agencies and disciplines involved at any level of the Standardized Emergency Management System (SEMS) organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

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

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS): As used in this plan, it shall mean the adopted national emergency management processes, protocols, and procedures for federal, state, tribal and local responders. National Incident Management System (NIMS) utilizes the Incident Command System (ICS), Resource Management, Joint Information Management System, Communication and Information Management and Preparedness policies. NIMS is consistent with SEMS.

NATIONAL RESPONSE FRAMEWORK (NRF): A guide to how the nation conducts all-hazards incident management.

NATURAL DISASTER: Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, or other catastrophe which causes, or which may cause, substantial damage or injury to civilian property or persons.

NON-GOVERNMENTAL ORGANIZATION (NGO): An entity with an association 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.

OFFICE OF EMERGENCY SERVICES (OES): The San Bernardino County Office of Emergency Services is responsible for emergency management planning, emergency response coordination, and support of recovery efforts.

OPERATIONAL AREA (OA): As used in this plan, it shall mean an intermediate level of state emergency services organization, consisting of a county and all political subdivisions within the county area. Each county geographic area is designated an operational area for the coordination of emergency activities and to serve as a link in the system of communications and coordination between the state's emergency operations centers and the operations centers of the political subdivisions comprising the operational area, as defined in California Government Code Subsection 8559 (b) and Section 8605. This definition does not change the definition of operational area as used in the existing fire and rescue mutual aid system.

OPERATIONAL AREA EMERGENCY OPERATIONS CENTER (OA EOC): The physical location at which the coordination of information and resources to support OA activities normally takes place.

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

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.

PLAN: A document that describes the broad, overall jurisdictional response to potential extraordinary emergencies or disasters.

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 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 provides 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.

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.

SITUATION REPORT: Often contains 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 (Stafford 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 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/GUIDE (SOP/SOG): 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): As used in this plan shall mean the adopted State of California emergency management system. The Standardized Emergency Management System (SEMS) utilizes the Incident Command System (ICS), Multi/Interagency Coordination, Mutual Aid, and the Operational Area Concept to facilitate emergency incident management, priority setting, interagency cooperation, and the efficient use of resources and flow of information during an emergency. SEMS is consistent with NIMS.

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 in TITLE 19. DIVISION 2. Chapter 1, Section 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 OF EMERGENCY: As used in this plan, shall mean the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, epidemic, pandemic, 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 or conditions causing a state of war emergency, which conditions, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the State Public Utilities Commission.

STATE OF WAR EMERGENCY: As used in this plan, shall mean the condition which exists immediately, with or without a proclamation thereof by the Governor, whenever this state or nation is attacked by an enemy of the United States, or upon receipt by the state of a warning from the federal government indicating that such an enemy attack is probable or imminent.

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 the required activity (such as mobile-home park design or hazardous material assessments).

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.

TELEPHONE EMERGENCY NOTIFICATION SYSTEM (TENS): A mass notification system used by San Bernardino County that can send personalized voice, email and text/SMS messages to groups in minutes.

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.

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

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 (UC): 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.

VITAL RECORDS: The essential agency records 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: As used in this plan, 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. A volunteer may be “affiliated” with a volunteer organization or may be “spontaneous unaffiliated” when pressed into volunteer service at the time of a disaster.

APPENDIX N:

EOC STAFFING MATRIX FOP COUNTY DEPARTMENTS

1.0 EOC STAFFING MATRIX FOR COUNTY DEPARTMENTS

1.1 PURPOSE

This appendix outlines EOC assignments for San Bernardino County departments. County EOC functions follow the California SEMS model and are collectively staffed by designated departments required to respond when activated. By identifying responsibilities in advance, the appendix enhances operational readiness, promotes effective coordination, and improves response time for EOC activation.

1.2 SCOPE

This appendix applies to all County departments, divisions, and agencies assigned a role in the County EOC. It does not apply to those without a pre-assigned EOC assignment or to Emergency Support Function assignments outlined in EOP Appendix H: County Department Emergency Support Function Assignments.

2.0 EOC ASSIGNMENT BY DEPARTMENT

The table below identifies EOC assignments by County departments, division, or agency. The table is ordered alphabetically.

Department	Assignment
Assessor/Recorder/County Clerk	Planning/Intelligence Section – Advanced Planning and Demobilization Units
Airports	Logistics Section
Animal Care	Operations Section <ul style="list-style-type: none"> ▪ Animal Care Unit Leader
Arrowhead Regional Medical Center (ARMC)	Operations Section



Department	Assignment
Behavioral Health	Operations Section – Care and Shelter Branch
Building and Safety	Operations Section Logistics Section <ul style="list-style-type: none"> ▪ Damage Assessment Unit Leader
Child Support Services	Operations Sections - Care and Shelter Branch
Children’s Network	Operations Sections - Care and Shelter Branch
Community Development and Housing	Planning and Intelligence Section Finance and Administration Section
County Administrative Office	Management Section <ul style="list-style-type: none"> ▪ Director of Emergency Services
County Counsel	Management Section <ul style="list-style-type: none"> ▪ Legal Advisor
Economic Development	Planning and Intelligence Section Finance and Administration Section
Environmental Health	Operations Sections <ul style="list-style-type: none"> ▪ Medical and Health Branch ▪ HazMat Unit
Facilities Management	Logistics Section <ul style="list-style-type: none"> ▪ Facilities Unit Leader

Department	Assignment
Fire Protection District	Operations Section <ul style="list-style-type: none"> ▪ Operations Section Chief ▪ Fire & Rescue Branch Director ▪ HazMat Unit Leader ▪ USAR Unit Leader
Fleet Management	Logistics Section <ul style="list-style-type: none"> ▪ Transportation Unit Leader
Human Resources	Logistics Section <ul style="list-style-type: none"> ▪ Personnel Unit Leader Finance and Administration Section <ul style="list-style-type: none"> ▪ Timekeeping Unit Leader
Human Services	Operations Sections - Care and Shelter Branch
Information Services	Logistics Section <ul style="list-style-type: none"> ▪ Information Technology Unit Leader
Inland Counties Emergency Medical Agency	Operations Sections – Medical and Health Branch
Library	Planning and Intelligence Section <ul style="list-style-type: none"> ▪ Documentation Unit Leader
Office of Emergency Services	Management Section <ul style="list-style-type: none"> ▪ EOC Director ▪ EOC Coordinator
Planning	Planning and Intelligence Section <ul style="list-style-type: none"> ▪ Advanced Planning Unit Leader ▪ Demobilization Unit Leader

Department	Assignment
Pre-School Services	Operations Sections - Care and Shelter Branch
Probation	Management <ul style="list-style-type: none"> ▪ EOC Security
Public Health	Operations Section <ul style="list-style-type: none"> ▪ Medical and Health Branch Director
Public Works	Operations Section <ul style="list-style-type: none"> ▪ Public Works Branch Director Logistics Section <ul style="list-style-type: none"> ▪ Transportation Unit
Purchasing	Finance and Administration Section <ul style="list-style-type: none"> ▪ Purchasing Unit Leader
Regional Parks	Operations Section Logistics Section
Sheriff-Coroner	Operations Section <ul style="list-style-type: none"> ▪ Operations Section Chief ▪ Law Enforcement Branch Director ▪ Coroner Operations Unit Leader ▪ SAR Unit Leader
Solid Waste Management	Operations Section <ul style="list-style-type: none"> ▪ Public Works Branch
Superintendent of Schools	Operations Section <ul style="list-style-type: none"> ▪ Schools Unit Leader

3.0 IMPLEMENTATION AND REVIEW PROCESS

This appendix will be reviewed and updated annually by the Office of Emergency Services (OES) to reflect any changes in departmental responsibilities, statewide guidance, or federal coordination strategies. Input from County departments will be integrated to ensure accuracy and operational utility. Revisions will also follow any activations, exercises, or structural reorganizations that impact EOC roles and assignments.

4.0 REFERENCES AND RESOURCES

2025 EOP