Since the creation of the County of Riverside Emergency Management Department (EMD) by the Riverside County Board of Supervisors in May 2015, the department has diligently worked to implement a novel, all-hazards approach to emergency management with integrated programs and solutions for our Riverside County and Operational Area (OA) stakeholders. Subsequently, EMD focused on key project areas identified as priorities by the County of Riverside Emergency Management Executive Committee, as well as the EMD Director and management team.

In Fiscal Year 2016/17, several goals commenced or were brought to fruition, including the development of the Continuity of Operations/Continuity of Government Base Plan and supporting agency/department specific annexes, hosting the first-ever Riverside County Preparedness Summit, writing the Local Hazard Mitigation Plan, the creation of the Business Emergency Operations Center, the formation of a streamlined volunteer application process, and the implementation of a new database of licensed emergency personnel. These key project areas either kicked-off or were achieved as a direct result of the hard-working team members of EMD who work together to create resiliency in our communities. EMD addresses the four phases of emergency management - mitigation, preparation, response and recovery – in a unified manner that creates recognized leadership in the fields of emergency management and emergency medical services.

MISSION STATEMENT
The mission of the County of Riverside Emergency Management Department is to be a leader in emergency management to ensure the safety and security of the residents and visitors of Riverside County and to facilitate and support County Government and stakeholder efforts to mitigate, prepare for, respond to, and recover from natural and human caused emergencies and disasters.

LOOKING FORWARD
Achieving a constant state of readiness in the areas of emergency management and emergency medical services requires a constant state of change and of working towards discovering and implementing new models of doing business. The result of leaning forward is excellence in the emergency management and emergency medical services industries. Specific goals for each division of EMD are detailed in the On the Horizon section of this report on pages 15-16.
The Emergency Management Department works with all levels of government, as well as other stakeholder agencies, to efficiently and collaboratively address all phases of emergency management - mitigation, preparation, response and recovery.
COORDINATION

EMD is committed to coordination with all levels of government to ensure the success of the emergency management programs within the Operational Area (OA). The jurisdictions, agencies and departments in the OA participate in the annual Disaster Council, the quarterly OA Planning Committee, and the quarterly County agency/department Emergency Management Committee. These committees provide opportunities for collaboration, project and plan development, as well as industry lessons-learned and best practices. This year, EMD created the Riverside County Emergency Management Association (RCEMA), which meets every two months, to provide additional city and tribal jurisdiction collaboration and partnership. RCEMA further professionalizes the discipline of emergency management and is analogous to a fire chiefs or police chiefs association.

EMD also works alongside the California Office of Emergency Services (Cal OES), and is a part of Cal OES Region VI. The Operational Area is the intermediate level of the State’s emergency services organization, which is comprised of the county, cities, school districts, and special districts located in Riverside County. During a State of Emergency, State of War Emergency, or Local Emergency, the OA is required to coordinate resources, priorities, and information, as well as serve as a coordination and communication link in the state mutual aid system. OA activities include coordinating information, resources, and priorities between the regional level at Cal OES and the local government.

ADMINISTRATION, BUSINESS & FINANCE DIVISION

CREATIVE STRUCTURE

In April 2017, EMD restructured the organization of the department to ensure projects were aligned with similar activities and emergency support functions set forth from the Federal Emergency Management Agency and Cal OES.

GRANTS AND BUDGET

EMD manages 17 different grant allocations from the state and federal agencies, as well as from medical service providers. In addition, EMD, under leadership of the Executive Office, reduced its Net County Costs by 6.5% for the current fiscal year.

WORK SPACE PROJECT

In Dec. 2016, EMD built out enough space at the main location for all department employees. Having space for all 80 employees in one location puts EMD in a better position for collaboration and response.

ON TIME

The Administration, Business & Finance Division tracks not just County of Riverside purchasing timeframes, but also those of state and federal governments for the 17 individual grants allocated to EMD.
The Continuity of Operations (COOP) & Continuity of Government (COG) plan addresses the ability to provide essential functions to Riverside County residents, businesses, and stakeholders during any type of disruption.

The EMD COOP Planning Team overhauled the COOP Base Plan, which serves as the policy document for the County. The Base Plan now works in direct coordination with the newly developed agency/department annex template. Six agencies/departments commenced this phase of their COOP planning process. All agencies/departments will be engaged by the end of 2018.

EMD is committed to ensuring a competent and capable workforce focused on providing exemplary service to stakeholders and producing products of the highest level of professionalism. One way EMD aims to retain the best and brightest is to continually train and provide opportunities for professional development.

This effort includes guiding employees through the newly approved emergency management credentialing program approved by the California Specialized Training Institute, a division of Cal OES.
PREPAREDNESS DIVISION

PREPARING BEFORE THE EVENT

The Preparedness Division writes and develops plans, conducts training and exercises, and manages a dynamic volunteer program.

Community Emergency Response Team volunteers practice cribbing, a technique to lift heavy objects off a trapped person. Photo credit: ESC Shane Reichardt
EMD collaborated with OA stakeholders in the revision of the County’s Local Hazard Mitigation Plan (LHMP). This involved hosting 12 workgroup meetings, as well as receiving 42 participating jurisdiction annexes to the County LHMP. The project team has conducted the initial review for each of the separate LHMPs that were submitted by the participating jurisdictions and continues to engage partners in the feedback process.

EMD conducted the first-ever Riverside County Preparedness Summit - Reach Beyond Recovery Workshop on April 26, 2017 at the Riverside Convention Center. The day-long conference featured expert speakers on recovery-related topics at the forefront of the field of emergency management.

Two keynote speakers addressed the crowd on the humanitarian response to Joplin, MO and the state of information security and cyber security strategies. The afternoon breakout sessions covered disaster recovery funding for the emergency and risk professional, ensuring healthcare delivery through business continuity, and high-impact crisis communications message strategies and outreach.

Approximately 200 professionals from business, healthcare, emergency management, and other industries attended from throughout the Southern California area, and as far away as Sacramento. The summit received such positive feedback that EMD committed to making it an annual event.

- EMD activated the virtual Medical Health Department Operations Center (MH DOC) to support a mass vaccination clinic for vulnerable populations and the whole community on Nov. 10, 2016.
- EMD activated the virtual MH DOC to support tuberculin skin test clinics from the Riverside University Health System (RUHS)/Public Health in Jan. 2017.
- Tested MH DOC operations in the Statewide Medical Health Exercise series in the fall of 2016.
THROUGH PREPAREDNESS EFFORTS, EMD:

PLANNING

- Established a working group with RUHS/Public Health and RUHS/Behavioral Health to identify available behavioral health resources and mitigation strategies to ensure behavioral health services are available during and after a disaster.
- Collaboratively plans with the access and functional needs community, as well as with tribal agencies, within Riverside County. These efforts are recognized as best practices for engaging the whole community at the planning table. To provide lessons learned and share best practices, EMD presented the whole community approach to partnering with these groups at two medical countermeasure regional planning summits sponsored by the U.S. Department of Health and Human Services.
- Continues to build a strong Healthcare Coalition with standardized emergency response plans, equipment, as well as information sharing and communication systems.
- Drafted Memorandums of Understanding with both March Air Reserve Base and the Morongo Band of Mission Indians.
- Maintains a cache of response equipment, including powered air purifying respirators and personal protective equipment, for training and response needs by the Countywide Hazardous Materials Operations Group (CHOG).
- Using grant funds, procured two hazardous materials simulators for essential training provided to the County’s hazardous materials response teams.
- Revised the BioWatch Sampling Plan and Response procedures in the event of a biological terrorist attack.
- Updated and improved the Environmental Phase 1 sampling equipment for a more efficient response in the event of a real-world incident or training.

TRAINING AND EXERCISES

- Trained and conducted a closed Points of Dispensing (POD) exercise with the City of Palm Desert.
- Provided training on Riverside County’s Medical Health Operational Area Coordinator Program and POD awareness to the Inland Empire Disabilities Collaborative Emergency Preparedness Subcommittee.
- Provided Incident Command System/Standardized Emergency Management System/National Incident Management System training to 186 personnel from healthcare facilities and other agencies.
- Provided Healthcare Operations Decontamination training to 233 employees from Riverside County healthcare facilities.
- Provided Alert, Lockdown, Inform, Counter, and Evacuate (ALICE) training for active shooter incidents to 38 individuals.
- Conducted a two-day exercise for CHOG and the 9th Weapons of Mass Destruction Civil Support Team (WMD) for chemical, biological, and homemade explosive WMD incidents.

VOLUNTEERS

EMD’s Volunteer Program seeks to support and celebrate resiliency of our interdependent communities where volunteering is respected, enhances the life of the volunteer, and advances the common good. There are 444 vetted volunteers within EMD programs.

This year, the EMD volunteer program created a single, streamlined application process for all of EMD’s volunteer groups, as well as a single Disaster Corps database. In addition, EMD developed a volunteer hours tracking system, new evaluation forms, and updated the orientation and volunteer handbook.
CONSTANT STATE OF READINESS

The Operations Division ensures the ability to respond to and support all-risk events regardless of size. Through building and sustaining Emergency Operations Centers, maintaining a network of field responders, and engaging partner organizations, EMD creates a constant state of readiness.

The East County Emergency Operations Center in the Coachella Valley. Photo credit: Alfonso Murray, courtesy Spectrum ITC Group.
The OA EOC activated Jan. 19-23, in response to heavy rain and flooding. The storm caused 7.8 million dollars in damage. EMD led recovery operations among county agencies and local jurisdictions. This process also involved a Governor's Proclamation and Presidential Declaration, making the OA eligible for response and recovery funding. The EOC also activated Feb. 17 for heavy storms. The East County EOC activated for music festivals in Indio in Oct. 2016 and April 2017.

Prior to the creation of EMD, there were separate duty officer programs performing similar activities, but for different incidents and with a different support audience. One goal in creating EMD was to consolidate overlapping programs. As such, EMD merged the emergency management and the medical and health operational area coordination duty officer programs into a single program. The creation of the EMD duty officer program expands the capability and effectiveness to better serve our stakeholders during any incident.

EMD staff embarked on the development of EOC and MH DOC playbooks designed to reduce confusion during any activation of the EOC or MH DOC. Playbooks ensure all responders have defined roles and responsibilities, understand the decision-making processes and authorities required to prioritize the allocation of resources. Playbooks detail specific action-oriented tasks and enable better coordinated activities during response and recovery incidents.

EMD tested new processes and procedures developed by the EOC Strategic Planning Team during multiple EOC activations. The new processes and procedures aim to improve the overall effectiveness of the OA EOC. This past year’s activations provided an ideal test of the new incident planning process, and the enhanced communication flow within the EOC and external stakeholders. Many EOC responders and outside partners provided positive feedback on the increased communication flow and planning processes.

EMD upgraded WebEOC, an information management system, to better assist the County and its partners in obtaining situational awareness during incidents. The upgrade includes advanced mapping capabilities to visually display critical data during an emergency with modern capabilities. This provides all OA partners access to mapping solutions that will ensure better situational awareness and quicker allocation of resources. Accurate and easy to use mapping solutions also provide more effective and coordinated responses during emergency situations.

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EMD leads the charge in developing a Business Emergency Operations Center (BEOC) - a first of its kind in Riverside County. During a catastrophic event, there will be delays in providing services and resources to residents. As demand increases, the government cannot meet everyone's needs. Through government and business collaboration, the BEOC will connect the demand for resources with businesses and maximize the County's ability to fill needs that would otherwise go unmet. The BEOC also promotes business continuity and resiliency.
OPTIMAL PRE-HOSPITAL CARE

The REMSA Division regulates, supports, monitors and manages both emergency and non-emergency response of pre-hospital care within Riverside County.

REMSA and American Medical Response teach sidewalk CPR in under two minutes during National CPR Week. Photo credit: ESC Shane Reichardt
There are 18 first response agencies operating in Riverside County under REMSA’s protocols. Nine of these agencies also provide Advanced Life Support patient care.

There are 17 hospitals in Riverside County with emergency departments authorized to receive patients from the EMS system.

Six hospitals serve the system as base hospitals, employing MICNs and providing online medical direction to field personnel.

Four hospitals are level two trauma centers.

Six hospitals are receiving centers for STEMI, which is a specialty care category of cardiac arrest.

12 hospitals have specialty care recognitions for stroke patients.

Obtained permits to operate in Riverside County during the 2017-2018 permit cycle. 301 ambulance permits (ground and air) were issued to these providers.

151,328 of these 911 calls resulted in medical transports to hospitals within Riverside County.

3,027 emergency medical technicians (EMT)

1,208 paramedics

236 mobile intensive care nurses (MICN)

1208

211,154

4,471

13

EMERGENCY 911 RESPONSES

ACTIVE EMERGENCY MEDICAL SYSTEM CREDENTIALS

AMBULANCE PROVIDERS

A FULLY CHARGED SYSTEM

131,328
TRAINING PROGRAMS  In facts and figures

9

REMSA APPROVED EMT TRAINING PROGRAMS

70% of candidates successfully pass the final exam on their first attempt.
80% are successful within three attempts. These figures are consistent with national data of 69% and 80%, respectively.

1

REMSA APPROVED PARAMEDIC TRAINING PROGRAM

83% of candidates successfully pass the final exam on their first attempt.
96% are successful within three attempts. These figures are significantly higher than the national data of 71% and 85%, respectively.

2

APPLICATIONS FOR NEW APPROVAL OR RENEWAL

• One new EMT training program was approved by REMSA in 2016.
• One existing EMT training program approval was renewed by REMSA in 2016.

*All training figures presented reflect data from Jan. - Dec. 2016

EMS STRATEGIC PLAN AND REGIONAL PROGRAMS

Financial Stability

The Maddy EMS Fund, SB612, provides partial compensation for emergency services provided to medically indigent individuals. Richie’s Fund, SB191, is supplemental to the Maddy Fund and supports pediatric trauma services. Legislation passed this year extended the Maddy Fund through 2021. EMD is planning for ways to supplement the budget once the Maddy Fund sunsets, including a review of how other counties collect fees.

Data Collection, Analysis & Reporting

REMSA continually invests in data management to drive policies. Last year, REMSA transitioned most Advanced Life Support providers from an antiquated data management system to Image Trend Elite ePCR. In addition, license management adaptations are underway to provide licensed emergency personnel a more seamless experience, including automated triggers and alerts.

Regional Disaster Medical Health Coordination (RDMHC)

The RDMHC Program diligently collaborates with the State on developing the Medical/Health Operational Area Coordination Program Manual, the California Patient Movement Plan and the So. Cal. Catastrophic Earthquake Response Plan. In addition, the RDMHC Program is implementing a ground-breaking Memorandum of Understanding among Region IV OAs for sharing medical health resources with pre-identified rates.

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DEPARTMENT GOALS

EMD continually seeks to improve, enhance and grow our capabilities of all-hazard emergency management. As such, we have established several short, medium and long term goals. Enclosed is a list of short-term goals for the 2017/2018 fiscal year.
TWELVE MONTH GOALS

ADMINISTRATION, BUSINESS & FINANCE

1. Continue the Continuity of Operations/Continuity of Government Base Plan and supporting agencies/departments’ annex development. By the end of FY 2017/18, half of the County agencies/departments will have commenced the next development phase.

2. Continue to strategically balance the department’s budget with restricted net county cost availability, while proactively supporting the retention of federal and state grant funding.

PREPAREDNESS

1. Implement procedures for requesting and processing training needs for the department and the OA.

2. Test the Riverside County medical/health plans (i.e., MH Emergency Operations Plan (EOP), MH DOC plan, and medical surge plan) during the Statewide Medical Health Exercise in Nov. 2017.

3. Finalize the MH EOP, County EOP, Local Hazard Mitigation Plan and the Government Authorized Alternate Care Site plans.

4. Roll out personnel training requirements to respond to the MH DOC and County EOC.

OPERATIONS

1. Develop WebEOC capability in the OA EOC and County DOC, as well as make it available for cities, special districts, school districts, tribal partners, utilities, and state and federal partners.

2. Expand the Geographic Information System and Resource Management capabilities of WebEOC.

3. Move the OA EOC from downtown Riverside to the Riverwalk location.

4. Develop procedures and a unified platform for obtaining and maintaining ideal situational awareness of emergencies and disasters around the OA.

REMSA

1. Develop and implement programs and practices for improved patient outcomes.

2. Develop and implement strategies for enhanced resource coordination and utilization.

3. Develop and implement strategies for enhanced medical direction.

4. Enhance the coordination of EMS educational programs focusing on public education and training/education of EMS personnel.

5. Ensure a financially stable and cost effective system.