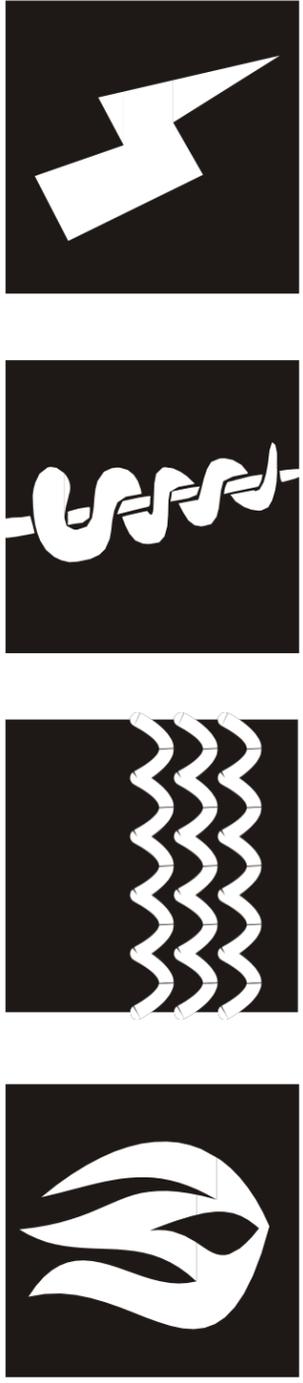




# Inyo County EOP



# Inyo County EOP

Emergency Operations Plan

# 2016



1. Print onto bright landscape 11x17. Trim cover art to fit front pocket.
2. Select spine art A or B. Trim to fit spine sleeve. Spine legible when binder set on table face up.



## BOARD OF SUPERVISORS COUNTY OF INYO

P. O. DRAWER N • INDEPENDENCE, CALIFORNIA 93526  
TELEPHONE (760) 878-0373  
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### LETTER OF PROMULGATION

To: Officials, Employees, and Residents of Inyo County

The Inyo County 2016 Emergency Operations Plan establishes the necessary emergency management organization and assigns functions and tasks consistent with California's Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). This plan provides for the integration and coordination of planning efforts of the County/Operational Area with those of its city, special districts and the state region.

This plan was reviewed and approved by the Inyo County Director of Emergency Services, the Inyo County Sheriff, the Inyo County Board of Supervisors and the California Governor's Office of Emergency Services. The content is based on guidance provided by the California Governor's Office of Emergency Services, the Federal Emergency Management Agency and the Department of Homeland Security.

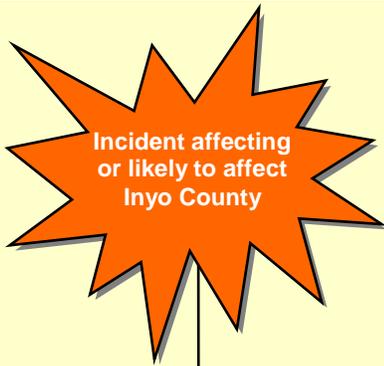
Upon adoption, The 2016 Inyo County Emergency Operations Plan will become an extension of the California Emergency Plan and will be reviewed and revised as necessary to meet changing conditions and planning guidance. This plan supersedes all previous Inyo County Emergency Operations Plans.

The Inyo County Board of Supervisors gives its full support to this Emergency Operations Plan and urges all officials, employees and residents, individually and collectively, to do their share in the total emergency effort of the County of Inyo.

This plan has been reviewed and approved and formally adopted by the Inyo County Board of Supervisors on May 3, 2016, Resolution No. 2016-20.

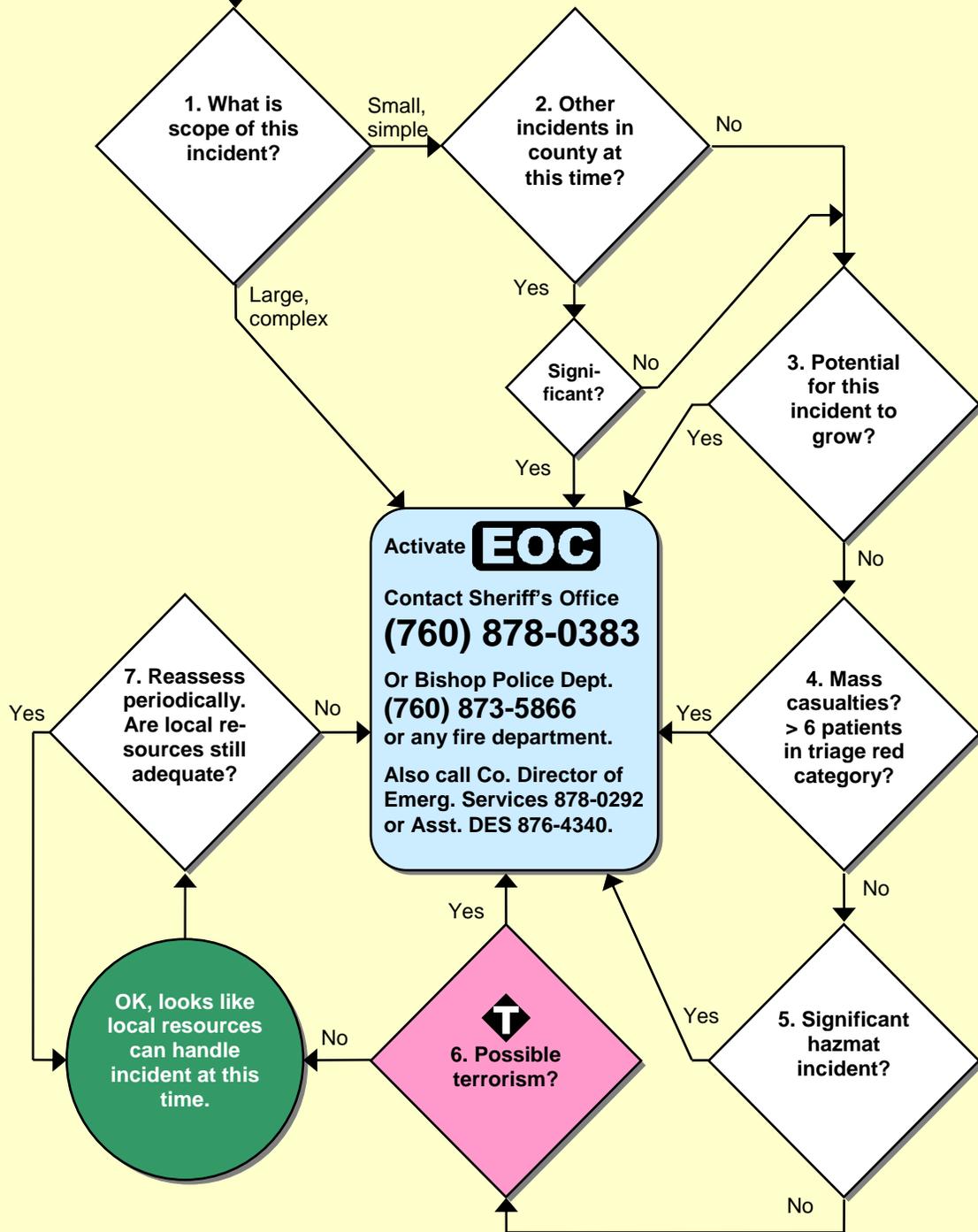
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Jeff Griffiths, Chairman  
Board of Supervisors



# Welcome to the Inyo County Emergency Operations Plan.

First, when do we activate the Emergency Operations Center (EOC)?



# About this plan

*This Emergency Operations Plan describes how Inyo County will prepare for and respond to operational area emergencies and disasters.*

## Browse this plan now

Our intended audience includes local emergency professionals, county employees, state and federal government officials based in Inyo County, business managers, educators, relief organizations, and interested volunteers.

Skim the plan and become familiar with its overall organization – before an emergency strikes.

Study the parts that pertain to your specific responsibilities first. Then, familiarize yourself with another function so you become a more versatile member of the response team.

## Keep it updated

The Sheriff's Department publishes and maintains this EOP, and will send you periodic corrections and updates as needed. In particular, at least once a year, you should receive a fresh edition of **Section Z, the perishable resource database** for Part 5 in the back of this binder.

 Make sure that any page inserted into your binder has a **publication** or **revision date**.

## Make improvements

If you notice mistakes or have ideas for improving this plan, please contact the Emergency Services Coordinator at the Sheriff's Department.

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### What do the icons mean?

 Safety warning or critical concept.

 Cool tip or item to remember.

**EOC** Inyo County's operational area **Emergency Operations Center**.

**NIMS** Federal government's **National Incident Management System**.

              Scenarios

 Terrorism

 Checklist (job description) for various functions

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# Letter of approval

*This document, published under authority of County Code 2.56.080, is the official emergency plan for Inyo County and its political subdivisions.*

## SEMS and NIMS

This Emergency Operations Plan outlines how Inyo County will prepare for and respond to operational area incidents using California's flexible and multi-level Standardized Emergency Management System.

**NIMS** This plan also complies with the federal National Incident Management System.

## Emergency Operations Center

When activated, our pre-designated **EOC** will coordinate resources from all jurisdictions within the county to work as one team. When additional resources are needed, we will request outside mutual aid. Conversely, Inyo County will dispatch our available resources to emergencies elsewhere when we receive a mutual aid request.

## Common sense

This plan is not a comprehensive "cookbook" that attempts to cover all possible contingencies. Instead, readers will find likely scenarios, preparedness guides, authorities, checklists, tips, references, and a perishable resource listing.

**Nothing in this plan should be interpreted as limiting good judgment and common sense by experienced emergency professionals responding to real-time situations.**

## Be prepared

All county employees, as Emergency Service Workers, are part of the Inyo County response organization. We urge them to browse this EOP to become familiar with its general logic and concepts – before the next emergency strikes. They should engage in training and exercises that will make them competent in at least two different functions – so they can hit the ground running and contribute to the next emergency response.

***"This document was prepared under a grant from FEMA's Grant Programs Directorate, U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's Grant Programs Directorate or the U.S. Department of Homeland Security."***

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Approved by:

Inyo County Board of Supervisors

See Board of Supervisors' formal Resolution 2007-46 in Part 4 references section.

# Distribution list

*We have distributed this EOP to our emergency response partners:*

<b>Inyo County Board of Supervisors</b>	<b>County Office of Education</b>	<b>Northern Inyo Hospital</b>
<b>County Director of Emergency Services</b>	<b>All school districts</b>	<b>Toiyabe Indian Health Project</b>
<b>County Health Department</b>	<b>California Highway Patrol</b>	<b>Southern Inyo Hospital</b>
<b>County Public Health Department</b>	<b>Caltrans</b>	<b>Symons Ambulance Service</b>
<b>County Environmental Health Department</b>	<b>Cal Fire</b>	<b>American Red Cross</b>
<b>County Social Services</b>	<b>CA Dept. of Fish &amp; Wildlife</b>	<b>LA Dept of Water &amp; Power</b>
<b>County Public Works</b>	<b>UC White Mountain Research Station</b>	<b>Southern California Edison</b>
<b>County Counsel</b>	<b>California Office of Emergency Services</b>	<b>Verizon</b>
<b>County Agriculture Commissioner</b>		<b>Eastern Sierra Wildlife Care</b>
<b>County Planning &amp; Community Development</b>	<b>USFS Inyo National Forest</b>	<b>Mono County Administrator</b>
<b>County Sheriff's Department</b>	<b>USFS Bishop Interagency Dispatch Center</b>	<b>Town of Mammoth Lakes Police Department</b>
<b>County Coroner</b>	<b>Bureau of Land Management (BLM)</b>	<b>Town of Mammoth Lakes Town Manager</b>
<b>County Search &amp; Rescue</b>	<b>National Park Service Death Valley NP</b>	<b>San Bernardino County</b>
	<b>NPS Manzanar NHS</b>	<b>Kern County</b>
<b>City of Bishop Administrator</b>	<b>Naval Weapons Center China Lake</b>	<b>Esmeralda County NV</b>
<b>City of Bishop Police Department</b>	<b>US Geological Survey</b>	<b>Nye County NV</b>
<b>City of Bishop Fire Department</b>	<b>Bishop Paiute Tribe</b>	<b>Clark County NV</b>
<b>City of Bishop Public Works Department</b>	<b>Big Pine Paiute Tribe of Owens Valley</b>	
<b>Bishop Airport</b>	<b>Fort Independence Indian Reservation</b>	
<b>All local fire departments</b>	<b>Lone Pine Paiute/Shoshone Reservation</b>	
<b>RACES (Radio Amateur Civil Emergency Service)</b>	<b>Timbisha/Shoshone Tribe, Death Valley</b>	
<b>All local libraries</b>		

*Copies are also cached at the **EOC** Emergency Operations Center in Independence and at alternative EOC sites around the county.*

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## Want a copy?

Contact the Sheriff's Department for your own copy of this EOP.

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## Assessing threats and scenarios

Vicinity map of Inyo County

### Scenarios:

Weather emergencies  
Infrastructure  
Fire  
Seismic hazards  
Flooding

Social unrest

Medical emergencies

Hazardous materials

Avalanche & landslide

 Terrorism

 War

Part  
**1**

## Preparing for emergencies

About emergencies  
Incident Command System  
SEMS: California's Standardized Emergency Management System  
**NIMS** National Incident Management System  
Mutual Aid  
Resource typing

Training & exercise  
Certification & credentialing  
Skills Inventory  
Legal authority  
County is lead agency  
COG: Continuity of government  
**EOC** Inyo County Emergency Operations Center, including radio tables & maps

**2**

## Responding to emergencies

Matrix: Who does what?

Checklist common to all functions

Checklist for County Board of Supervisors

**Command Staff:**  
EOC Director, PIO, Safety Officer, Liaison Officer, Legal Officer, & EOC Manager

### General Staff:

Operations Section

Planning & Intelligence

Logistics Section

Finance & Administration

After action corrective action

Recovery & mitigation

### Checklists

**3**

## References

Glossary

Legal references:

County Code Chapter 2.56

Board of Supervisors Resolution 2005-55 adopting NIMS

Board of Supervisors Resolution 2007-46 adopting EOP

Mutual Aid Agreements

Multi-Jurisdictional Hazard Mitigation Plan (To be Published early 2017)

Coroner Emergency Operations Plan: Coroner's Office

Avalanche Area Specific Plans: Road & Sheriff's Dept.

**ICS forms and EOC forms**

*Add your customized Reference Materials to Part 4*

**4**

## Resources

**Section Z** Printouts of resources & contacts database

*Is your perishable Section Z up-to-date?*

**5**

# Inyo County vicinity map

paved highways

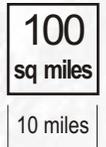
main secondary roads

county & state boundaries

radio repeaters

Population (2000) ~18,000

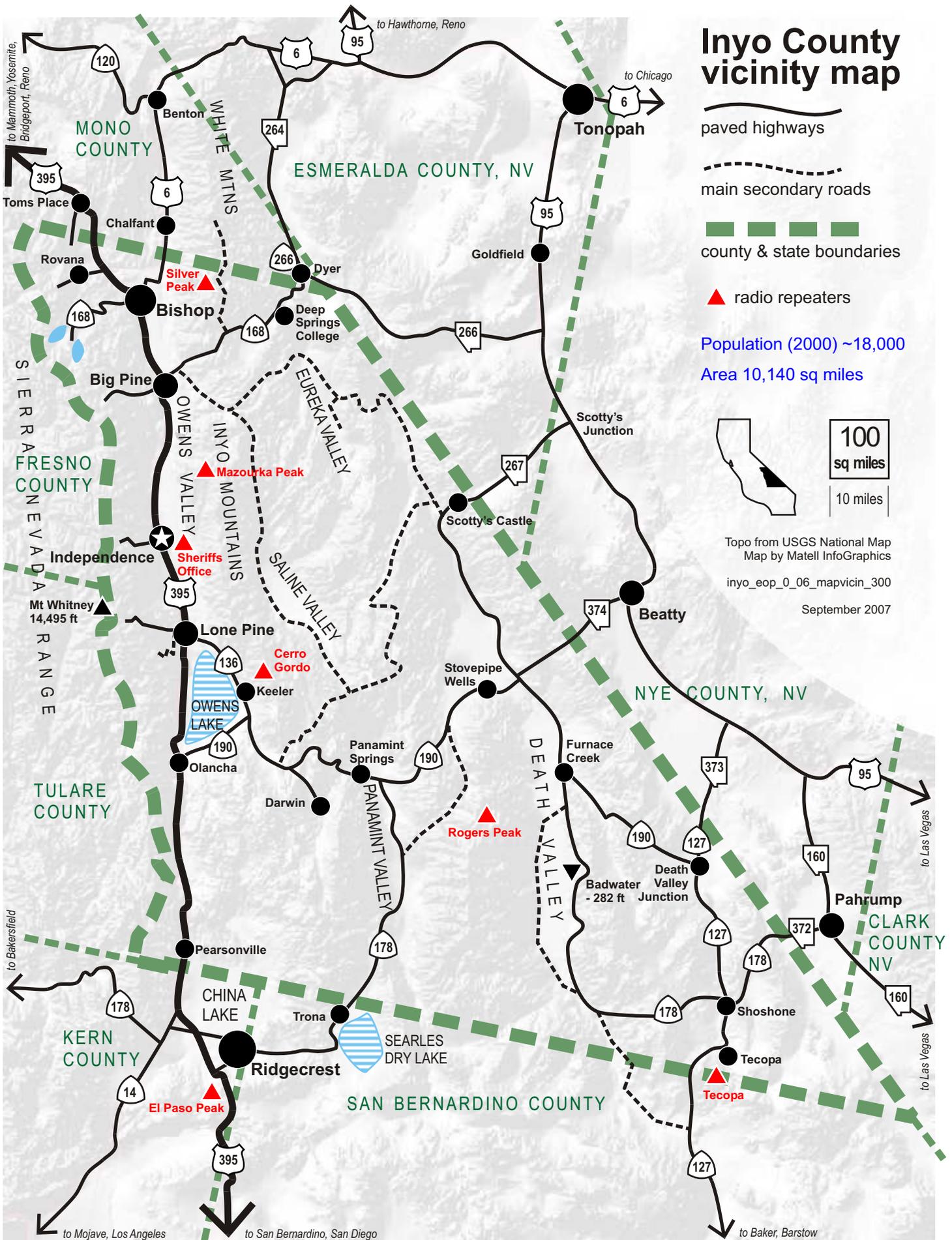
Area 10,140 sq miles



Topo from USGS National Map  
Map by Matell InfoGraphics

inyo\_eop\_0\_06\_mapvicin\_300

September 2007





# Weather

*The mountainous and basin & range country of Inyo County can get extreme weather to match its extreme geography.*

## Winter weather

Credible forecast warns of severe blizzard or multi-day cold snap below 0°F.

**Action:** Activate **EOC**. Begin preparations before temperatures get brutal or snow piles high.

Maintain communications and transportation with outlying communities such as Deep Springs College, Aspendell, and Darwin.

Check facilities – schools, fairgrounds, churches – that could be used as public storm shelters and stock them with sufficient food and water. Make sure these shelters can be heated when at full capacity.

Work with volunteers from local churches, service clubs, and the American Red Cross.

Emergency vehicles must be well maintained to run despite bitter cold, and they need access to fuel. Caution drivers not to keep vehicles idling where carbon monoxide can accumulate.

 Could we still pump water, fuel, and sewage at 0° F if electric power were knocked out?



Extreme winter weather may close Eastern Sierra highways or require traffic escorts.

## Preparedness

Use media to urge people to stock up and visitors to leave for home. Each fall, county residents should stock their homes and businesses for a possible “winter of the century”.

## Summer heat

The flip side of cold weather is an extreme and prolonged heat wave, especially at the lower elevations of eastern Inyo County.

**Action:** Provide warnings to residents and travelers, via radio, visitor centers, and highway signs about the dangers of dehydration and how it can be prevented. Urge people not to travel into the desert unless they are experienced, prepared, and really need to go.

Ensure that radiator water tanks along local highways are filled.

 Before the **wildfire danger rating** reaches extreme, land management agencies and county law enforcement should cooperate keeping campers and hikers out of fire-prone areas.



# Infrastructure

*We take energy supplies and communications for granted, and assume that utility crews will repair disruptions quickly. That may not always be the case.*

## Extended electrical power outage

The power grid blackout is into the second day. Six people have been poisoned by carbon monoxide from unvented portable generators. Improperly wired generators have electrocuted three people, two of them while working on powerlines down the street.

Patients on home ventilators become distressed as backup batteries die. Sewers are overflowing in some smaller communities as backup power to sewage pumps fail. Darkened traffic lights have caused numerous motor vehicle accidents.

**Action:** Activate **EOC** if widespread or of long duration.

Critical infrastructure – such as water and sewage systems, dispatch centers, hospitals, jails, airports, communications links, gas stations, and food warehouses – should have their backup generators kick-in automatically.

As soon as backups are operating, owners should begin cycle of accelerated maintenance so that generators don't run out of fuel, lubrication, filters, or parts.

They should also confirm that exhaust gases and carbon monoxide are vented to the outside and don't accumulate under snow drifts or other enclosures.

**!** **Portable generators** should never be connected to house wiring without a service entrance disconnect. When backup generators kick-in without problems, it's because scheduled maintenance was properly performed during the preparedness phase.

As the outage continues, law enforcement would fine people stealing electricity, or who are wasting water (which will soon be in short supply in areas with electrical water pumps).

**Portable power generators and the fuel to run them should be stocked at strategic and secure locations throughout the county.**

## Public safety campaign

The PIO would use media to get word out about the dangers of portable generators and the health risks of spoiled food. Since many people don't have battery-operated radios or televisions, alert flyers would be printed and distributed at schools, stores, and churches.

## Communications breakdown

Despite having a backup systems serviced by scheduled maintenance, the Inyo County **911 Dispatch Center** suddenly dies. No incoming or outgoing calls.

**Action:** Attempt to determine cause. Is it simple power outage (in which case backup generators should kick in), sunspot activity, repeater malfunction, or did an earthquake or terrorism take out the phone lines or electronic sites?



Without adequate communications, it's especially difficult to find out what's happening. Erring on the side of caution, activate the **EOC** immediately.

Switch dispatch operations to the backup console located at the EOC in Independence or Bishop. If that's not possible, ask Bishop Police Department to take county calls on their dispatch system.

Depending on the situation, consider activating the Emergency Alert System to tell the public via commercial radio and TV stations what number they should call instead of 911. Stress that the public should limit calls to only severe emergencies.

When opening EOC, attempt to activate the county radio system, cell phones, satellite phones, and alternative communication links. If there's no problem beyond the dispatch center, consider this a rehearsal for a how to maintain communications during a disaster – such as a large earthquake in the Owens Valley.

## Petroleum shortage

Political instability in distant lands could plunge the US into another energy shortage at any time. Due to our rural location, Inyo County residents rely heavily on available gasoline.

Sky-high prices or dry gas pumps could quickly develop into an emergency, particularly during the winter.

**Action:** Activate **EOC** before situation deteriorates.

Law enforcement may be needed to maintain order at gas stations. If state or federal action is not prompt, the county may need to enact temporary conservation and rationing ordinances, giving priority to emergency users and to vehicles transporting supplies into the County.

When gas is in short supply, people tend to hoard it. They store it in plastic and glass bottles in their homes and vehicles, causing obvious problems.

**How long would local food and fuel supplies last if supply trucks couldn't roll down Highway 395?**

## Highways closed

A large earthquake closes Highway 395 – the main arterial through the Eastern Sierra region – at Big Pine. Highway 168 over Westgard Pass is also severely damaged, and closed. Caltrans first estimates are 4 months to repair 395; several years to rebuild 168.

Back roads may also be affected, particularly those with bridges over the Owens River.

**Action:** Activate **EOC**. The earthquake that damaged the roads may also have affected buildings, powerlines, utilities, and the LA Aqueduct.

Priority operations include canvassing towns and rural areas for injured or stranded people, restoring power, and establishing alternative routes to bypass the Big Pine area.

Potential bypass routes should be inspected by engineers before general traffic is allowed. One heavy truck could destroy a bridge. After a route is cleared for safe passage, consider checkpoints to prioritize traffic. Consider escorts or convoys if two-way traffic is dangerous.. Be alert for "volunteer" roads that may be built by people unfamiliar with traffic safety.



Maintain extra security, particularly when we're down to the last bridge.



# Fire

*Fire departments respond to small fires just about every day, but larger fires during extreme conditions might require an operational area response.*

## Structural fire

Many rural homes are located near public rangeland or forests, increasing their exposure to wildfire unless owners have created and maintained a **defensible perimeter**.

Winter affects fire potential in several ways. Snow can prevent the spread of fire between structures, but it can also block responder access. From fall through spring in higher elevations of the county, buildings use stoves for many hours per day, increasing the risk of fire.

### Structure fire protection

Most communities in the county are protected by local volunteer fire departments with limited resources.

## Wildfire

The Eastern Sierra wildland fire season normally lasts from mid-June through early-October, although drought years or unusual weather may extend that period. Extreme conditions occur during periods of low humidity, low fuel moisture (percentage of water in vegetation), and high winds.

**!** Fires started during these times will burn fast and hot, and are difficult to control unless initial attack occurs immediately.

**Lightning** is a major cause of wildfire, but careless campers, children playing with matches, and arsonists are human causes.

### Wildfire protection

In Inyo County, wildland fire protection is the responsibility of the US Forest Service (USFS), Bureau of Land Management (BLM), Cal Fire, and National Park Service (NPS).

The local USFS protects lands inside Inyo National Forest. BLM protects areas designated as federal public resource lands. CDF protects areas in the valley designated as state responsibility lands. NPS provides wildland fire protection for Death Valley National Park and Manzanar National Historic Site. All other lands are local responsibility areas, protected by volunteer fire protection districts.



Big Pine Fire

## Firefighting cooperation

Fire organizations in the county – federal, state, and local – are trained and ready to help each other under mutual aid agreements.

Federal and state agencies have extensive agreements to provide assistance during major incidents. These agencies maintain Incident Command teams that are ready to respond to large fires or complexes.

Local fire departments elect an Operational Area Fire & Rescue Coordinator (usually one of the fire chiefs), who can request firefighting and rescue resources from CalOES Mutual Aid Region VI when local resources are not enough.



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These federal and state agencies maintain fire organizations during the declared fire season:

- ✪ USFS staffs 5 fire stations and one helicopter.
- ✪ BLM maintains 3 fire stations.
- ✪ CDF staffs 2 fire stations, a fire dozer, and 5 hand crews.
- ✪ NPS staffs 2 wildfire engines in Death Valley National Park; one of these is available for out-of-park assignments. NPS also has a structural fire protection brigade and two engines.
- ✪ The Naval Weapons Center at the southern end of the county also has a fire department.
- ✪ An **interagency dispatch center** is located at the Inyo NF Supervisor's Office on West Line Street in Bishop. There's also one in San Bernardino.

## Fire scenarios

### Large wildfire

A federal Incident Command team is responding to a large wildland fire. The wind shifts and drives the fire towards Bishop.

**Action:** Activate **EOC**. Form a federal-county Unified Command to deal with the wildfire and possible evacuations in the town.

### Multiple structure fire

Several structure fires combine to involve an entire block or neighborhood. A nearby propane tank farm is threatened; the highway is blocked.

**Action:** If overwhelmed, local responders would request local mutual aid personnel and equipment. If additional or out-of-county resources are needed, activate **EOC**.

Technical specialists from the propane company would be called to participate.



### Fire as part of other emergencies

Fire could be a major component of major emergencies like earthquakes, transportation accidents, and war. It could also be caused by terrorism.

Firefighters might also be involved in rescue and evacuations.



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*The Sierra and desert ranges to the east were shaped by earthquakes and volcanoes over hundreds of millions of years. The region remains seismically and volcanically active today.*

# Seismic hazards

## Quake country

Although the **Long Valley Caldera** in adjacent Mono County gets the most attention, active faults are also found in the Owens Valley and other areas of Inyo County.

## Few large earthquakes

In 1872, a powerful earthquake demolished the town of Lone Pine. An estimated magnitude 8.3, it killed many of the town's inhabitants when their adobe houses collapsed.

The most recent strong earthquakes in the region were a magnitude 6.8 in the Pine Creek area in 1982, and a magnitude 6.4 that rocked Chalfant Valley just north of the Inyo-Mono County line in 1986. These tremors caused moderate damage but, fortunately, no fatalities.

## Many smaller earthquakes

Scientists monitoring earthquakes in the Eastern Sierra detect quakes of magnitude 2 or less almost every day. They often record swarms of them.

The most common earthquakes in the area are tectonic, caused by huge masses of underground rock rubbing against each other. At Long Valley in nearby Mono County, some quakes are also caused by movement of magma – molten rock – moving up into the Earth's crust.

## Predicting the Big One

Seismologists don't know exactly when a large earthquake will hit the Eastern Sierra again. It could happen tomorrow or 100 years from now. Taking the long-term perspective, scientists consider the region to have an earthquake potential somewhat less than the famous San Andreas Fault system along the coast.

## Earthquake magnitude

There are various ways to rank earthquakes. The most common single number used to describe earthquakes is *magnitude*. There are actually several magnitude scales, roughly similar; the most famous is the Richter scale. Each unit of magnitude represents an earthquake wave amplitude 10 times greater than the next lower number.

*continued*

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## Energy factor of 30

The energy released by an earthquake is a key concern. In general, **each unit increase of magnitude corresponds to about 30 times more energy.**

For example, a magnitude 7.0 earthquake is 30 times more powerful than a magnitude 6.0. And it's 900 times stronger than a magnitude 5.0. The ratios get very large as you go up the scale.

Most people do not feel tremors below magnitude 3. Major damage to well-built structures usually doesn't occur until the quake is stronger than magnitude 5.

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## Earthquake scenarios

Unlike city dwellers, Inyo County residents don't have to worry about skyscraper glass falling on them during an earthquake. But, we do have other quake-related concerns:



### **Avalanche, landslide, & stream diversion**

Snowpack in the Sierra, White, or Inyo Mountains could be jolted into avalanches by small local earthquakes, or by larger distant tremors. A quake could also trigger landslides on unstable slopes anywhere, any time of the year.

Watercourses plugged by such debris could cause localized or widespread flooding, or even relocate stream channels.

Dams and the Los Angeles Aqueduct could be damaged or destroyed.

Of particular concern are local recreation areas that attract thousands of people into narrow canyons and along bodies of water.

**Action:** Reconnaissance and warnings to affected communities and recreation areas.



### **Fire**

Earthquakes break stovepipes, knock down powerlines, and sever gas lines and water pipes. Many fires -- difficult to control if accessible at all -- could complicate the emergency.

**Action:** Responders should be prepared for massive fires, possibly an urban firestorm in the larger communities.

## Building collapse

A large earthquake located near communities could destroy structures, trapping some people and making them unfit for shelter.

**Action:** Mobilize specialized urban search & rescue teams to search wrecked facilities. Start with schools and other public buildings that may have many people inside.

The Operational Area Fire & Rescue Coordinator can arrange to get USAR (Urban Search And Rescue) teams.

## Liquefaction

A common result of large earthquakes is liquefaction. Shock waves drive moisture to the surface, which causes the ground to lose most of its structural stability, like quicksand or jello. Buildings and roads can literally sink into liquefaction zones.

Parts of the City of Bishop are built on wetlands susceptible to liquefaction.

**Action:** First responders should assess building and road safety, and make recommendations to the EOC.

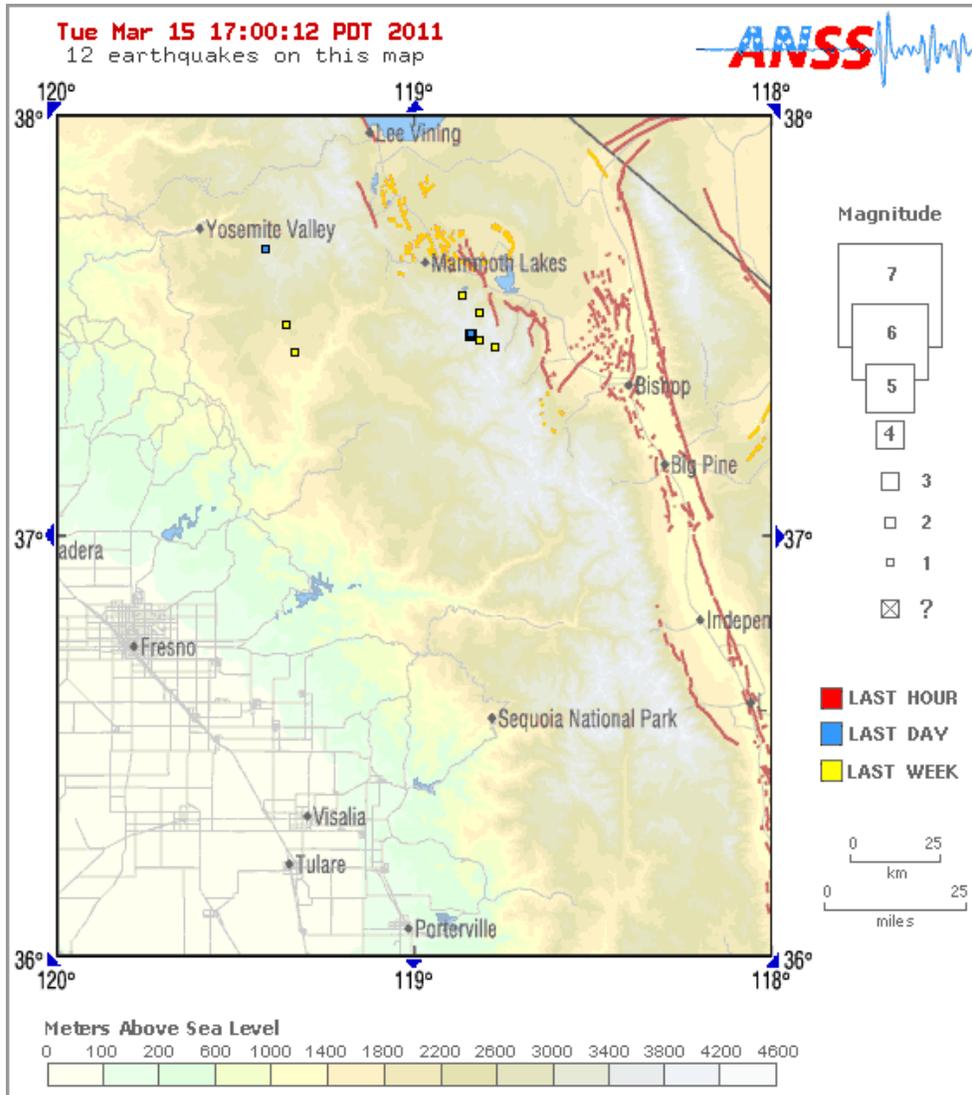
## Seismic data blackout

A large earthquake could disable the sensors and telemetry used by geologists to monitor ground movement. Loss of this data would deprive responders of critical early-warning information about additional earthquake or volcanic activity.

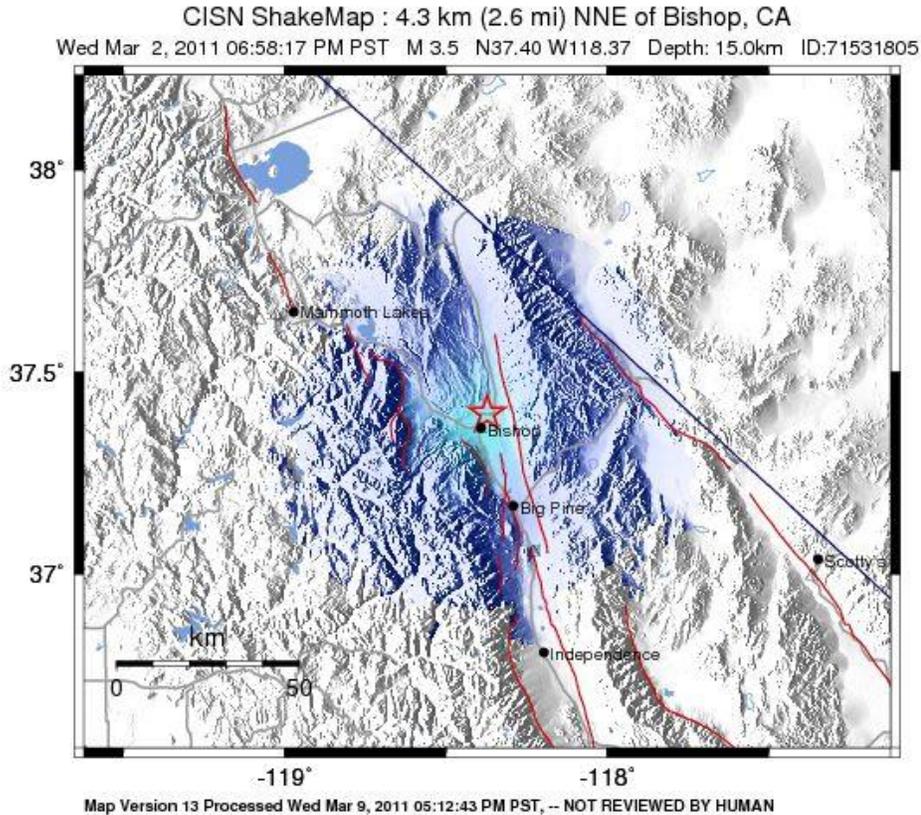
**Action:** Attempt prompt placement of temporary, self-contained instrumentation to keep the information flowing.



## Download real-time quake maps



Real-time earthquake information is available on the Internet. The example above shows the locations and magnitudes of earthquakes over a week's time. The display is automatically updated every three minutes. This map type is available from the US Geological Survey at: <http://earthquake.usgs.gov/earthquakes/recenteqsconv>. Another earthquake map available on the web is ShakeMap, shown below on S4 Page 4. ShakeMaps portray potentially damaging ground shaking on the web within 5 minutes of a significant earthquake in California or Nevada. ShakeMaps are available at: <http://earthquake.usgs.gov/earthquakes/shakemap/>



PERCEIVED SHAKING	Not felt	Weak	Light	Moderate	Strong	Very strong	Severe	Violent	Extreme
POTENTIAL DAMAGE	none	none	none	Very light	Light	Moderate	Moderate/Heavy	Heavy	Very Heavy
PEAK ACC.(%g)	<.17	.17-1.4	1.4-3.9	3.9-9.2	9.2-18	18-34	34-65	65-124	>124
PEAK VEL.(cm/s)	<0.1	0.1-1.1	1.1-3.4	3.4-8.1	8.1-18	18-31	31-60	60-116	>116
INSTRUMENTAL INTENSITY	I	II-III	IV	V	VI	VII	VIII	IX	X+

## Roads and airports

Because highways and roads in Inyo County cross known earthquake faults, a major earthquake could make them impassable. Airport runways are also vulnerable to earthquakes.

A problem for incoming mutual aid might be limited ground and fixed-wing air transportation.

**Action:** Since Eastern Sierra highways are jammed by thousands of recreation visitors during both summer and winter, restrict traffic to responders (and perhaps local residents) only.

## Utilities

Electrical power lines, water and sewage systems, telephone links, and radio repeaters might be damaged by an earthquake. Transportation problems would hamper restoration of service.

**Action:** Utility personnel would need good communications with the EOC.



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## **Mass casualties**

Initial fatalities of a major earthquake close to a major community such as Bishop or a crowded recreation area could be in the hundreds. Thirty times that number could be injured.

**Action:** Triage and evacuation of injured would be a priority, after establishing safety of emergency workers. Depending on conditions, responders might use a combination of urban search & rescue, wildland search & rescue, and aerial medivac.

## **Evacuation**

Much of the infrastructure of the area's communities could be destroyed. Most uninjured people might seek to leave the area. Roads may be damaged.

**Action:** Order mandatory evacuation, after quick reconnaissance of access routes. Manage evacuation of uninjured population so that they don't obstruct traffic.

## **Care and shelter**

If an earthquake caused much damage or aftershocks threatened, the injured would probably be taken to hospitals in another community. Recreation visitors would want to return to their distant homes. This could leave up to ten thousand local residents to be housed and fed locally – still a substantial number.

**Action:** Secure mutual aid to provide transportation for visitors to get home. Set up temporary shelter for evacuees.

## **Food & fuel**

Without ground transport, local stocks of these essentials would soon run out.

**Action:** Remaining stocks of food and fuel may have to be rationed. Isolated communities may need cross-country or aerial supply.

A large PIO staff would be necessary to serve the anticipated interest of the news media.

## **Weather**

There is zero evidence that earthquakes happen more frequently during sultry weather. The Earth moves whenever it wants to; that might be during a winter blizzard or on opening day of fishing season. Therefore, emergency responders should be prepared to work in all weather.

## **Media and gawkers**

An earthquake disaster might attract hordes of media and sightseers.

**Action:** Control all non-essential traffic at points far from the affected area. Patrol "backdoor" routes to keep unauthorized people from sneaking into the emergency area.

*continued*



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## Volcanic scenarios

### Volcanoes of Inyo County

Inyo County has volcanic areas such as Ubehebe Crater, Coso Mountains, Green Water Range, Saline Volcanic Field, Aberdeen Volcanic Field, and the Bishop Tuff. Information on volcanic hazards in California can be found on the U.S. Geological Survey website at: <http://volcanoes.usgs.gov/>

### Long Valley Caldera

The most serious volcanic threat to Inyo County would be eruption of the Long Valley Caldera near Mammoth Lakes, Mono County, about 35 miles northwest of Bishop.

A moderate eruption there of just **one cubic kilometer** could spread ash over a large area downwind, possibly as far as Bishop.

A massive – and fortunately much less likely -- eruption of **20 cubic kilometers** could impact the Owens River gorge and inundate Bishop with hot ash, sterilizing large portions of northern Inyo County.

**Action:** On earliest advisory of potential eruption of any nearby volcano, activate **EOC** and start planning for potential evacuations away from predicted path of the volcanic plume.

### Taking the Pulse of the Earth

A volcanic eruption would likely be preceded by days or weeks of earthquakes, uplifting, or other measurable geologic changes. The US Geological Survey (USGS) has a network of sensitive instruments located throughout the Eastern Sierra continuously sending data to their regional office in Menlo Park, CA. Computers there monitor the incoming data and warn scientists of significant changes.

### Alert Notification System

In 2007, the USGS adopted a common alert-notification system for characterizing unrest and eruptive activity at all US volcanoes. This alert-notification system supersedes earlier systems developed specifically for the Long Valley area, including the 2002 four level color code outlined in USGS Bulletin 2185. The 2007 alert-notification system was designed to be useful to people on the ground and to those in aviation. It has two parts - a four-tiered ground-based **Volcano Alert Level** (see adjacent sidebar) and a four-tiered **Aviation Color Code** (see table below).

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### Rating ground-based volcanic hazard

The ground-based Volcano Alert Level **uses** Normal, Advisory, Watch, and Warning to inform people on the ground about a volcano's status. Alert Levels are accompanied by text concerning the specific nature of the unrest or eruption and about potential or current hazards to communities on the ground. Alert Levels are issued in conjunction with an Aviation Color Code (S4 Page 7).

● **Normal (green)**

Volcano is in typical background, noneruptive state or, *after a change from a higher level*, volcanic activity has ceased and volcano has returned to noneruptive background state.

■ **Advisory (yellow)**

Volcano is exhibiting signs of elevated unrest above known background level or, *after a change from a higher level*, volcanic activity has decreased significantly but continues to be closely monitored for possible renewed increase.

◆ **Watch (orange)**

Volcano is exhibiting heightened or escalating unrest with increased potential of eruption, timeframe uncertain, **OR** eruption is underway but poses limited hazards.

▲ **Warning (red)**

Hazardous eruption is imminent, underway, or suspected.

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The **Aviation Color Code** uses **Green, Yellow, Orange, Red** to characterize volcanic ash hazards to aviation. Safe air travel is threatened when fine, abrasive volcanic ash particles drift into flight paths. The color codes are in accord with the International Civil Aviation Organization procedures recognized by pilots, dispatchers, and air-traffic controllers.

AVIATION COLOR CODES	
<b>GREEN</b> 	Volcano is in typical background, non-eruptive state or, <i>after a change from a higher level</i> , volcanic activity has ceased and volcano has returned to noneruptive background state.
<b>YELLOW</b> 	Volcano is exhibiting signs of elevated unrest above known background level or, <i>after a change from a higher level</i> , volcanic activity has decreased significantly but continues to be closely monitored for possible renewed increase.
<b>ORANGE</b> 	Volcano is exhibiting heightened or escalating unrest with increased potential of eruption, timeframe uncertain <b>OR</b> eruption is underway with no or minor volcanic-ash emissions [ash-plume height specified, if possible].
<b>RED</b> 	Eruption is imminent with significant emission of volcanic ash into the atmosphere likely <b>OR</b> eruption is underway or suspected with significant emission of volcanic ash into the atmosphere [ash-plume height specified, if possible].

A volcano update from the USGS will contain both a **Volcano Alert Level** and an **Aviation Color Code**. In most cases, the alert level and the aviation code will move together (for example, volcano alert *Normal* is issued with aviation code *Green*; alert *Advisory* issued with code *Yellow*; alert *Watch* with code *Orange*; alert *Warning* with code *Red*). However, in some instances the ground-based hazards to communities and the hazards to the aviation sector may differ and the volcano alert and the aviation code will not move together, as shown in the table below.

**Allowed Combinations for Volcano Updates**

		Aviation Color Code				
		Green	Yellow	Orange	Red	Inc. level of concern ↓
Volcano Alert Levels	Normal					
	Advisory					
	Watch					
	Warning					
		→ Increasing level of concern →				



# Flooding

*Don't be fooled by the dry appearance of much of Inyo County. We do get flooding here -- sometimes fast and furious.*

## Precipitation & Runoff

Although summer thunderstorms can bring localized torrential rain, Inyo County receives most of its precipitation as winter snow.

The Sierra Crest typically catches 18 inches of liquid water per year. The once-a-century maximum local snowfall is estimated to be 6 feet of snow in Big Pine Canyon and 12 feet in the Bishop Creek drainage.

Precipitation on the Owens Valley floor is typically 8 inches in Big Pine, 6 inches in Bishop, 5.5 inches in Independence, and 4 inches in Lone Pine. Over 40 streams – mostly perennial – flow out of the mountains into either the Owens River or Argomosa River drainages.

The Los Angeles Aqueduct transports an average of 331,000 acre-feet each year out of the County, south to the City of Los Angeles.\*

## Average yearly flow in acre-feet

One acre-foot can cover one level acre with one foot of water.

Owens River below Big Pine Creek	315,000
Bishop Creek	69,000
Big Pine Creek	30,000
Independence Creek	9,900
Lone Pine Creek	9,100
Cottonwood Creek	15,000

## Risk of Flooding

Inyo County Planning Department maintains a collection of **flood zone maps**.

 To save valuable time during an emergency, make sure full-scale large-sheet copies of these maps are cached at all potential EOC sites.

OES has some inundation maps available on their website. But since they are large graphic files, downloading is uncertain and slow unless you have an exceptionally reliable and fast connection. Try finding and downloading some Inyo flood maps during an exercise.

\*Source: LADWP 2015 Owens Valley Annual Report, (Figure 2.12) Based on annual averages during the years of 1970 through 2014, ranging from 100,000 acre-feet to over 500,000 acre-feet depending on the amount of snowmelt runoff.



## Various flooding scenarios

### Warm but dry Spring

Unseasonably warm but dry spring weather would cause earlier and faster than normal snowmelt in the mountains. Increased runoff would be relatively gradual, causing slow-rise flooding in low-lying areas.

**Action:** Monitor rising waters, alert people in low-lying areas.

### Flash floods

Localized flash flooding happens very quickly, especially in the desert portions of eastern Inyo County. Torrential rainfall from large cloud cells just cannot soak into the ground fast enough, so the water flows along the surface.

Flash floods can come “out of the blue”, affecting areas miles from the storm cell.

**Action:** Track thunderstorms. Be prepared to control access on affected roads and highways. Be prepared to evacuate low-lying areas and canyons and prepare for search & rescue efforts in the backcountry.

### Rain on snow

Prolonged rain could combine with melting snow to cause severe and sudden flooding, as occurred in 1984.

The usual low-lying and flash flood zones would be in jeopardy. Mud and debris could create temporary dams, increasing the downstream threat when breached. Trails, roads, and highways could be flooded or damaged, stranding travelers and hindering emergency operations.

**Action:** Effective warning will depend on good intelligence and analysis. Access control might include closing backcountry roads and even highways.

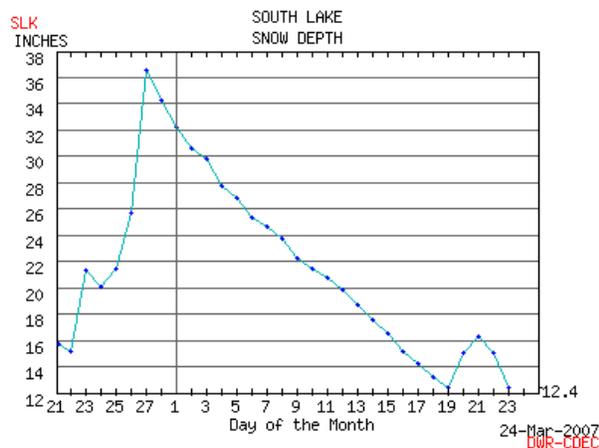
Prepare for air operations, evacuation, search & rescue, and sheltering.

### Earthquake or volcanic eruption

Earthquakes might trigger landslides that could block rivers or streams, causing them to flood. Volcanic ashfall on snow would absorb the sun’s heat, causing sudden and extensive melting.

**Action:** Similar to the **rain on snow** scenario above, with added seismic complications.

### From Snowpack to Screen



This is a real-time automatic map available online from the California Department of Water Resources:

<http://www.water.ca.gov>

Because Internet addresses change, if the above address doesn't work, try drilling down from CDWR's Data Exchange Center

<http://www.water.ca.gov>

Other agencies such as USGS ([www.usgs.gov](http://www.usgs.gov)) also maintain online hydrological sites.



# Reservoirs

Inyo County has eight major reservoirs.

Failure of some of the dams could cause a significant emergency. The greatest threat, however, is from breach of the **Long Valley Dam** impounding large Crowley Lake in Mono County.

## Reservoirs affecting Inyo County

Reservoir	Dam	Acre-feet)	Stream or River	Owner	Lat. N	Long. W
Second Lake	Big Pine Creek No. 2	1,070	Big Pine Cr.	LADWP	37° 07'	118° 29'
Bishop Creek	Bishop Cr. Intake No. 2	85	Bishop Creek	SCE	37° 18'	118° 31'
North Haiwee	Haiwee	10,900	LA Aqueduct	LADWP	36° 12'	117° 57'
South Haiwee	Haiwee	27,800	LA Aqueduct	LADWP	36° 08'	117° 58'
South Lake	Hillside	12,500	South Fork Bishop Cr.	SCE	37° 10'	118° 34'
Pleasant Valley	Pleasant Valley	3,800	Owens River	LADWP	37° 25'	118° 32'
Lake Sabrina	Sabrina	7,200	Middle Fork Bishop Cr.	SCE	37° 15'	118° 38'
Tinemaha	Tinemaha	6,300	Owens River	LADWP	37° 04'	119° 47'
Crowley Lake	Long Valley, Mono Co.	183,000	Owens River	LADWP	37° 35'	118° 42'

One acre-foot is the amount of water that would cover a level acre of land one foot deep.

LADWP = Los Angeles Department of Water & Power  
 SCE = Southern California Edison

For more technical information about dam heights, elevations, construction details, and drainage areas, see:  
*Dams Within Jurisdiction of the State of California* (Bulletin 17-93), published by California Dept. of Water Resources.

**Note that the names of reservoirs and the dams that impound them do not always correspond.**



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## Dam failure

Failure of any of these dams could cause flooding, but the hazard is considered moderate because most populated areas are outside the inundation zones. In the Eastern Sierra, the greatest threat for dam failure occurs in late spring, when reservoirs are typically full. The extent of flooding from dam failure would depend on whether the breach was slow or sudden.



Two natural events that could trigger dam failure are large earthquakes or a major warm storm that suddenly increased runoff so that water poured over the spillway out of control.

## South Lake

Failure of Hillside Dam would cause flooding along South Fork of Bishop Creek, through the City of Bishop, and along the Owens River.

**Action:** Activate EOC and declare a local emergency. Notify campers along Bishop Creek and residents of Bishop and the Owens Valley.

## Lake Sabrina

Failure of Sabrina Dam would cause flooding along Middle Fork of Bishop Creek and through the City of Bishop and along the Owens River.

**Action:** Activate EOC and declare a local emergency. Notify campers along Bishop Creek, and residents of Aspendell (in the canyon), Bishop, and the Owens Valley.

## Pleasant Valley Reservoir

Failure of Pleasant Valley Dam would flood along the Owens River north and east of Bishop.

**Action:** Activate EOC and declare a local emergency. Notify residents of Laws and Bishop. Patrol the Chalk Bluff Road area.

## Crowley Lake

Flowing water doesn't stop at political boundaries. Failure of Long Valley Dam in Mono County would cause massive flooding through the Owens River Gorge, destroy Pleasant Valley Reservoir, and inundate areas throughout the Owens Valley all the way from Bishop to Owens Lake south of Lone Pine. This reservoir can have a lot of water.

**Action:** Activate EOC. With Mono County, declare a local emergency. Notify and evacuate residents from all low-lying areas adjacent to the Owens River.



For this scenario, don't locate the EOC at the Sheriff's Posse Hut next to Bishop Airport unless you want to get there by boat!

## LA Aqueduct



The Los Angeles Aqueduct south of Alabama Gates is cut into the hillside and could breach due to earthquake, flash flood, or ice jam. Over 1000 acre-feet of water could spill to the east, threatening Highway 395 and local communities.

**Action:** Activate EOC. Coordinate with LADWP crews, who would operate release gates to divert the flow of water where possible. Be prepared to close Highway 395.



# Social unrest

*Some emergencies are not caused by nature but by human nature. Even rural Inyo County should be prepared for ugly social disturbances.*

## Riots

Crowds can become whipped into a violent frenzy by ethnic tension, political disagreement, religious controversy, rock music, or even a sporting event.

Participants and spectators at Mule Days, Mill Pond Music Festival, Lone Pine Film Festival, TriCounty Fair, or Death Valley 49er Days have been well behaved in the past. But what might transform such crowds into mobs the next time?

**Action:** Law enforcement should be on alert whenever crowds gather. A high profile by law enforcement may calm tensions.

Activate **EOC** and request mutual aid reinforcements well in advance, before the mood turns ugly. Priority actions should be to disperse the mob, protect lives and property, and apprehend the instigators.

Share information about unrest with adjacent jurisdictions, since it might spread.



In extreme situations such as war – when outside food, fuel, and supplies would be cut off – the EOC would be activated to deploy aid, law enforcement, medical care, and to set up secure rationing points.

## Vigilantes

People frustrated with the slow pace of the justice system may try to take the law into their own hands. They could harass government agencies that they disagreed with or deemed unconstitutional. Driven to the extreme, either situation could result in a local emergency.

**Action:** Activate **EOC** if situation warrants.

Law enforcement should be alert for this type of social unrest, and should be prepared for a proportional response to mob action or disruption of vital services.

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## Labor disputes

Under California law, conditions resulting from “labor controversies” cannot be declared emergencies by local or state governments.

This provision was enacted to prevent governments from interfering with labor negotiations or attempting to break strikes by declaring emergencies.

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*continued*



## Convergent refugees

Thousands of people from urban areas in Southern California might seek refuge from terrorism or epidemics – real or imagined – by moving their families to rural Eastern Sierra. In just a few days, Inyo County's population might explode from 18 thousand to 60 thousand or even more.

- The distraught refugees might not realize that our county's food, shelter, energy, and sanitation resources are very limited.
- As local grocery shelves are stripped bare and gas stations pumped dry, prices for vital goods and services would go sky high.
- Tensions between locals and newcomers would probably lead to violence.
- Local law enforcement would be overwhelmed.
- Environmental and wildlife regulations would be ignored by legions of people desperate for water, firewood, fish, game, or simply a place to camp out.
- During the winter, local sheltering resources would be overwhelmed by the sheer number of people. They simply wouldn't fit into all our buildings and homes.
- Crowded living conditions and lack of sanitation will cause disease outbreaks.

**In just a few days, Inyo County's population might explode from 18 thousand to 60 thousand or even more.**

Next to a direct nuclear attack, this uncontrolled migration scenario would probably have the most severe impact on our county's residents and on our land.

Overwhelmed by their own problems in the urban centers, mutual aid from outside would probably not be available. The Eastern Sierra would essentially be isolated and on its own.

## Priority is local safety and welfare

Inyo County recognizes the dire circumstances that might cause migration from the urban areas, and we are willing to send mutual aid to them.

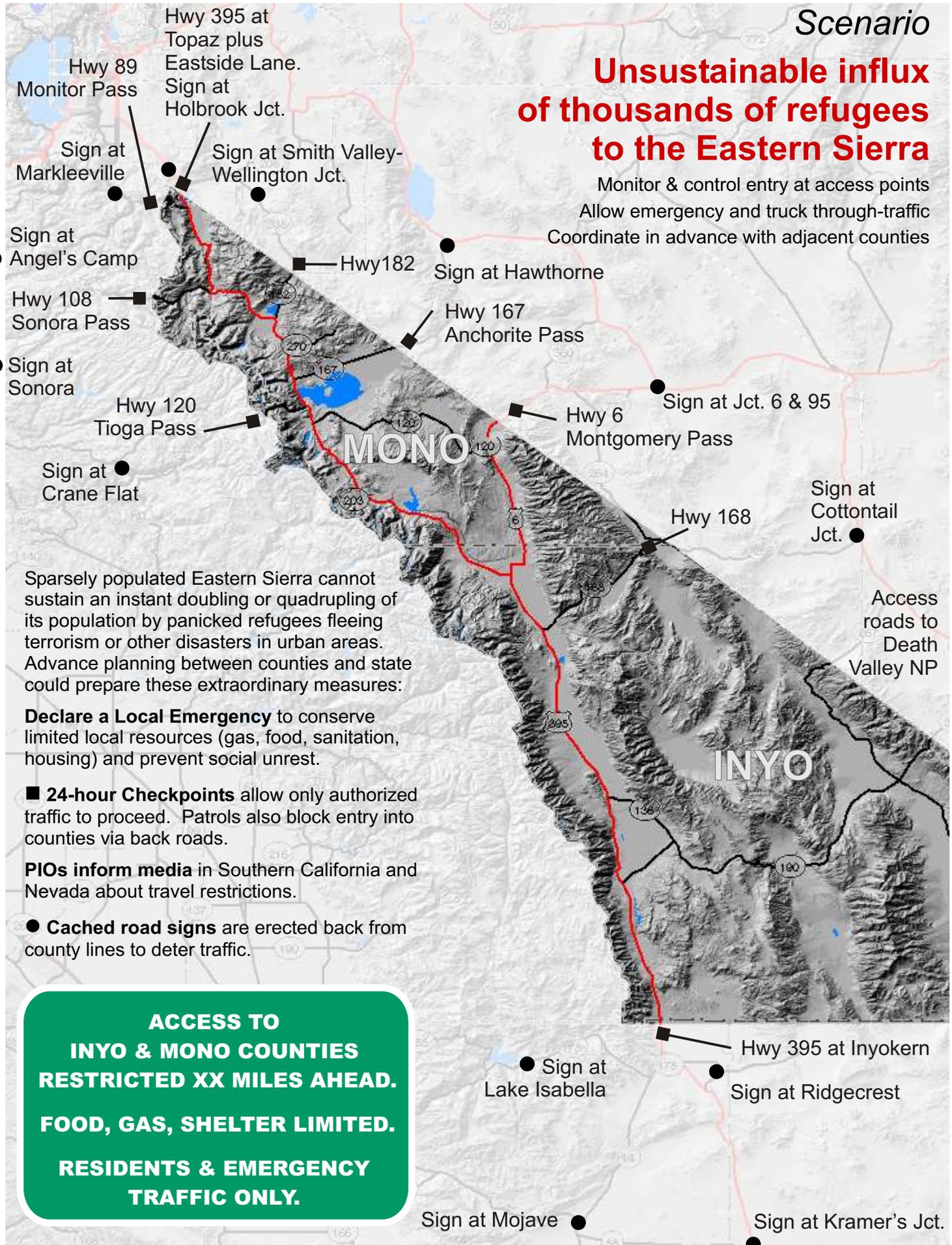
At home, our primary responsibility is the safety and welfare of county residents. Therefore, when mass influx is likely, Inyo County will attempt to discourage convergent refugees by signing main entry points to the Eastern Sierra.

 See schematic of influx signing plan on the next page

# Scenario

## Unsustainable influx of thousands of refugees to the Eastern Sierra

Monitor & control entry at access points  
Allow emergency and truck through-traffic  
Coordinate in advance with adjacent counties



Sparsely populated Eastern Sierra cannot sustain an instant doubling or quadrupling of its population by panicked refugees fleeing terrorism or other disasters in urban areas. Advance planning between counties and state could prepare these extraordinary measures:

**Declare a Local Emergency** to conserve limited local resources (gas, food, sanitation, housing) and prevent social unrest.

■ **24-hour Checkpoints** allow only authorized traffic to proceed. Patrols also block entry into counties via back roads.

**PIOs inform media** in Southern California and Nevada about travel restrictions.

● **Cached road signs** are erected back from county lines to deter traffic.

**ACCESS TO INYO & MONO COUNTIES RESTRICTED XX MILES AHEAD. FOOD, GAS, SHELTER LIMITED. RESIDENTS & EMERGENCY TRAFFIC ONLY.**



*Insert  
Mass Influx graphic here*



# Medical emergencies

*Treating patients is a major part of many emergencies. In some scenarios, medical or public health issues are the primary concern.*

## Shortage of medical services

After an earthquake, epidemic, or other large incident, hospitals and medical clinics might be overwhelmed by patients arriving on their own or by uncoordinated ambulance or medivac transport. Included in the crowds seeking treatment could be severe trauma victims, the walking wounded, and people with real or imagined conditions.

### Northern Inyo Hospital inundated by walk-ins

**Action:** Activate **Health Departmental Operations Center (DOC)** to assert medical control and to redirect medical transports to alternative facilities. Ask law enforcement to secure a perimeter around the hospital. Designate a **patient intake zone** (on lawn or parking lot perhaps), in which hospital staff and field medics can triage admissions.



DOC might recommend similar controls for Southern Inyo and Mammoth Hospitals, too, because it's likely that patients turned away in Bishop might try to get into other area hospitals.

**Medical facilities** such as hospitals could be damaged by earthquake, fire, or mechanical malfunction. They could be contaminated by hazmat or infection. Medical staff could be down with disease, critical incident stress, or they could be on strike .

### Southern Inyo Hospital damaged or contaminated

**Action:** Hospital staff would follow their internal evacuation protocol. If significant transfers were required, Health DOC would coordinate alternate receiving hospitals in the Eastern Sierra or in Ridgecrest and Antelope Valley.

**!** On incidents involving hazmat or communicable disease, patients may have to be **decontaminated** before transport.

### Hospital strike or no show

Fortunately, hospitals usually reduce their patient census in advance of a known strike date. However, a mysterious no show could create sudden problems.

**Action:** DOC would coordinate rapid discharge of elective patients and evacuation of acute patients to other facilities.

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### Austere medicine

During mass casualty incidents or when medical services are in short supply, all medical personnel transition to a mode called austere medicine. Only life-saving procedures are performed and medications and supplies are rationed.

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### Patient census

If the medical incident is large enough to warrant a DOC, one of its duties would be constant monitoring of patient census at local medical facilities.



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## Mass casualties

Many more injured patients than available responders.

**Action:** Activate DOC and **EOC**

To conserve resources, patients would be *triaged* by EMS and other medical personnel on scene. *See sidebar.*

Lower priority patients might be taken by bus to **Disaster Medical Services Facilities**, designated locations specifically set up to process large numbers of patients.

Hospital space would be reserved for critical patients.

 *See also Inyo County Medical-Health Departmental Operations Center (DOC) plan.*

## Incident Types

### Sudden Incident with Casualties

This is a mass casualty incident/event (MCI/MCE) that generates priorities for immediate on-scene triage (utilizing START (Simple Triage and Rapid Treatment) protocols), transport and medical care for acute injuries. Typical characteristics of this type of event are short duration, a finite number of patients commonly limited to specific or definable sites, time-critical patient injuries (e.g., traumatic injuries, inhalation injuries) and a limited risk for dramatically escalating patient numbers beyond initial casualties. This medical surge might overwhelm the local EMS system and/or healthcare facilities, and require the opening of Field Treatment Sites (FTS) for 24-48 hours while arranging for final patient destinations. An example in this category is a bomb explosion or multi-vehicle accident.

### Sudden Incident with Casualties and Associated Hazardous Materials and Persistent Public Health Threat

This type of incident can present complicated response requirements for Public Health and Medical System entities necessitating a measured and coordinated response effort. This is a mass casualty event that generates priorities for scene, responder and community safety, patient decontamination, triage, treatment and transport all within the context of a persistent threat that must be contained and mitigated. Typical characteristics of this type of event are short duration with a finite or unknown number of initial patients limited to a specific site that may increase in size (geographical area) and number of casualties if the hazardous material release is not quickly contained. Public health threats may persist after initial casualties have been managed and transported from the scene(s). Examples in this category include a chemical weapon release or industrial accident. *See also Inyo County Hazmat DOC plan S8..*

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### START: Simple Triage And Rapid Treatment

Confronted by large numbers of victims, responders would spend only a minute with each, assessing ambulation, respiration, pulse, and mental status.

Using the START protocol, each patient is tagged with a category:

**green** (minor injuries),

**yellow** (delayed, not serious),

**red** (immediate, critical), or

**black** (deceased).

Category red patients have first priority for transport.

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## **Evolving Incident with Casualties**

These incidents may evolve slowly over time and produce an escalating number of casualties and/or health impact. Typically these incidents are not site specific, may not be generated by a definable incident, and may be long-term in duration. These incidents may require sustained response efforts from many Public Health and Medical System entities, with special focus given to health care surge capacity, surveillance, threat identification, containment and mitigation. Examples include release of bioterrorism agents, clandestine radiological exposure or communicable diseases such as pandemic influenza.

## **Incident without Casualties**

An incident may occur which does not immediately produce casualties but has the potential to impact public health and produce casualties. An example is contamination of food or water supply or an event involving bioterrorism agents or hazardous materials.

## **Health and Medical Incident Level**

The Health and Medical Incident Level is based on the need for health and/or medical resources to effectively manage the incident. There are three categories based on the level of unmet need:

<b>Level 1</b>	Requires resources or distribution of patients within Inyo County only or as available from other Operational Areas through pre-established emergency assistance agreements (including day-to-day agreements, memoranda of understanding or other agreements/contracts).
<b>Level 2</b>	Requires resources from Operational Areas within Region 6 beyond pre-established emergency assistance agreements (including day-to-day agreements, memoranda of understanding or other agreements/contracts), and may include the need for distribution of patients to other Operational Areas.
<b>Level 3</b>	Requires resources or distribution of patients beyond Region 6. This may include resources from other Mutual Aid Regions, State or federal resources.



## Health and Medical System Status

While the designation of Health and Medical Incident Level (1, 2 or 3) describes the need for resources, it may not reflect the impact of an emergency on the overall health and medical operations within Inyo County.

Similar to the Health and Medical Incident Level, it is important to use established guidelines to monitor and communicate the impact of an emergency on health and medical operations within Inyo County. See below for a color-coded system describing conditions along a continuum from normal daily operations to major disaster. This color-coded system can be used to describe the overall status of the Public Health and Medical System or the status of a particular aspect of the Health and Medical System, e.g., health care facility status. The Health and Medical Situation Report allows a color-coded status designation for all major reportable categories.

Health and Medical System Status	Condition
Green	<b>No assistance is required.</b>
	The local system is operational and in usual day-to-day status.
Yellow	<b>No assistance is required.</b>
	The local system is operational and managing the incident using Inyo County resources or pre-existing agreements.
Orange	<b>No assistance is required.</b>
	The local medical-health system is providing modified services using Inyo County resources or pre-existing agreements. "Modified" services is defined as a change in the expected normal day-to-day activities/services, e.g., alternate space usage within a hospital. Requests for program flexes from regulatory agencies may be needed.
Red	<b>Assistance is required from within Region 6.</b>
	The local medical-health system is providing limited services. "Limited" services is defined as a partial cessation of normal day-to-day activities resulting in inadequate or restricted service.
Black	<b>Major assistance is required from beyond Region 6.</b>
	The local medical-health system is impaired and unable to provide expected services. "Impaired" is defined as the inability to provide expected services.
Gray	Unknown.



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## Epidemic & infestation

**“Each health officer, knowing or having reason to believe that any case of the diseases made reportable by regulation of the department (DHS), or any other contagious, infectious or communicable disease exists, or has recently existed, within the territory under his or her jurisdiction, shall take measures as may be necessary to prevent the spread of the disease or occurrence of additional cases.”** CA Health & Safety Code § 120175

Communicable diseases such as plague, smallpox, anthrax, avian flu, and many others could sweep the county's human population. It could be a local epidemic, or part of a wider pandemic.

Within a day or two, anxious patients might overload the county's entire medical system from hospitals to drugstores. Fear and panic would aggravate social unrest and may lead to mistrust of the medical community and of government.

Wildlife and domestic animals could suffer infestations, too, as could forest and rangeland vegetation. This would affect local **agriculture and tourism**.

 Medical workers have increased risk of being infected. Some emergency workers who are not infected might refuse to come to work, choosing to stay with their families.

 *Suspect bioterrorism in all such scenarios.*  
*See following pages and terrorism scenarios.*

## Increased number of non-immunized children

This medical emergency develops slowly. For various cultural and economic reasons, more parents choose not to have their children immunized before they enter school. The situation demands sudden attention when a critical number of unprotected kids precipitate a diphtheria epidemic at West Pine Street School in Bishop.

**Action:** If the number of patients is large, activate DOC to coordinate patient dispersal to hospitals and clinics, and to implement possible quarantines.

 Epidemics of childhood diseases present an opportunity to educate the public about the benefits of immunizations.

## Isolation & Quarantine symbols

If hundreds of sites must become locations for isolation or quarantine, consider **spray-painting** these powerful I&Q symbols for rapid identification by responders at a distance. Educated by media campaign, the public will soon know what these symbols mean, too.



Isolation



Quarantine



Equip I&Q field teams with spray cans of black and white paint as well as staple guns for posting I&Q posters and orders.

## **Bioterrorism**

BT is the Big Fear. Any BT incident in Inyo County would become at least a regional, if not a statewide, major emergency.

The response would be huge. We'd get **Disaster Medical Assistance Teams (DMATs)** and BT specialists from all over the country. These mutual aid resources would come here to assist – not take over – local emergency agencies. While hosting state and federal DMATs, local medical-health personnel should offer their knowledge of local geography, communities, and resources.

**Local Action:** Response to a bioterrorism incident here would be multi-layered, with the county's operational area **EOC** and the Medical-Health DOC fully operational.

While law enforcement focused on the attack itself and worked to maintain public order, the DOC (as the Medical-Health Branch of the EOC) would address the medical and public health consequences of the attack.

Isolation & quarantine (including travel restrictions) might be imposed. Deputies with appropriate



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protective equipment may be needed to enforce I&Q when voluntary compliance is ignored.

The PIO would launch a consistent public education campaign to keep the public informed about what happened and what to do in plain language. Keeping calm is vital to dealing with this disaster; it also deprives terrorists of their goal.

 For excellent technical details, see the **California Hospital Bioterrorism Response Planning Guide** at: [www.emsa.cahwnet.gov/dms2/ca\\_hosp\\_guide.pdf](http://www.emsa.cahwnet.gov/dms2/ca_hosp_guide.pdf).

## Confirmed smallpox in Big Pine

**Action:** Because smallpox is one of the top six bioterrorism diseases, suspect terrorism. Activate **EOC** and Medical-Health DOC, and declare a Local Emergency. Consider I&Q measures as needed. Work very closely with the PIO team to disseminate complete and authoritative information about the disease and its treatment.

## MassVX (mass vaccination)

One response to communicable diseases such as smallpox is selective **ring vaccination** of people who may have been exposed to the disease.

Another response is **mass vaccination** of the entire population. Details may change, but there are basically two strategies to getting the treatment to the patients:

### Pull method

VX teams would set up clinics (possibly 24-hr) in locations such as schools throughout the county. People would first see videos or brochures about the vaccine and its risks. They would sign waivers, be evaluated for possible health complications, and then receive the vaccination in scrubbed-down rooms.

### Push method

Alternatively, VX teams could travel to where people live, provide information, and vaccinate in the field. This approach is less efficient, takes more time, but decreases the chance of contagious people infecting the healthy population.

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## VX 24/7

Suppose we wanted to vaccinate the entire population of Inyo County, about 20,000 people.

Do the math: Assume the entire procedure would take **60 seconds per person**. Working nonstop around the clock, it would take 4 immunization teams **3½ days to get everyone**.

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# Hazmat

*Although chemical plants, heavy industries, and refineries are not located in Inyo County, we do have a moderate risk from hazardous materials, primarily from truck traffic and at mining operations.*

## Hazmat sources



### Hazmat transport

The most likely hazmat incident would be a spill of material being transported by truck. Such trucks drive through the County every day, hauling chemicals, gasoline and other fuels, explosives, acids, and even radioactive materials.

A crash involving two hazmat transports could stir up a devil's cocktail.



### Radioactive transport

Because Yucca Mountain, Nevada, is nearby, the potential for future radioactive and hazmat material transport is especially high along Highway 127 and other roads in southeast Inyo County.

## Local stockpiles

Locals use hazmats every day, stocking relatively small quantities at residences and businesses. Gasoline is stored at gas stations, government yards, ranches, and at some homes. Mining facilities and cabins may contain explosives and various chemicals. Many residences have propane tanks; distributors stock it in large tank arrays near all communities. Ranches and homes may stock pesticides and fertilizers.

## Illegal dumping

Because proper disposal of hazardous waste is getting expensive, some unscrupulous operators offer to take it at a discount with no questions asked. These criminals simply haul it to remote areas – like Inyo County – and dump the stuff. Their midnight dumps along our rural roads become hazmat time bombs.

## Hazmat behavior

### Wind and topography

Gaseous hazmats such as evaporating solvents or fumigants can be blown far from where they are released. Fortunately, the farther they blow, the more they get diluted.

Propane, being heavier than air, will flow towards and settle in low spots. Some acids will combine with water vapor in the air to form a corrosive fog.

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### Hazmat Rule of Thumb

Until a spill is identified by hazmat specialists, it's advisable for first responders to use this rule:

Stick out your thumb at arm's length and look at the possible hazmat scene with one eye. If your thumb does not obscure it, you may be too close.

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## Don't rely on your nose

Law and common sense dictate that dangerous cargo should be labeled. Unfortunately, some shipments will have no labeling or – worse – false labeling. Labels or shipping manifests could be lost or destroyed in a wreck.

**!** First responders to all truck wrecks should stay upwind and assume hazardous materials are involved until proven otherwise.

Access should be controlled and a trained hazmat specialist should be called to evaluate the scene. Dispatch centers have pre-authorized contracts with outside specialized response teams, since Inyo County doesn't have any of its own.

## Establish perimeter and control access

First responders to a suspected hazmat incident can prevent further injuries or contamination by establishing a perimeter around the scene, and limiting access inside it to qualified responders only. This would, for example, prevent a reporter with a cigarette from becoming a front page story while covering a propane leak.

## Controlling spills and leaks

Once it's determined how response workers can safely work with the material, they should attempt to prevent its spread. Specialists who know the best containment procedures for various substances should direct this operation.

## Cleanup

Hazmat specialists should supervise cleanup of the site and decontamination of response personnel, equipment, and vehicles.

## Responsibilities

- ☼ California Highway Patrol and Caltrans have responsibility for hazmat incidents on state highways.
- ☼ California Department of Fish & Game has responsibility for off-highway hazmat spills.
- ☼ Inyo County Department of Environmental Health inventories hazmats. *See CUPA sidebar.*
- ☼ Local fire departments may have specific Standard Operating Procedures (SOPs) for dealing with hazmats.

**First responders to a suspected hazmat incident can prevent further injuries or contamination by establishing a perimeter around the scene, and limiting access inside it to qualified responders only.**

## What's a CUPA?

Inyo County Department of Environmental Health is the **Certified Unified Program Agency (CUPA)** for our county. Any owner of significant amounts of hazardous materials (gas stations, dry cleaners, factories, mines, etc.) must declare what they stock, and prepare a "business plan" that specifies how they'll respond to accidents.

The CUPA provides "one stop shopping" oversight of hazmats in the county, so that hazmat owners don't have to deal with multiple agencies. As the county's "hazmat czar", the CUPA is a good source of information about hazmats in our communities.

Every few years, the CUPA updates Inyo County's

** Hazmat Area Plan.**

All EOC locations should have the latest HAP ready for use.



---

## Hazmat scenarios



### Overtaken truck with spill

Rollover of unmarked truck, spilling unknown liquid slowly towards stream.

**Action:** Halt traffic on highway and establish a wide perimeter. Request hazmat team from Caltrans to identify the material. If it's likely to be a significant spill, activate EOC.



If radioactivity is indicated or suspected, call OES Mutual Aid Region VI for trained radiological personnel.

### Crash victim contaminated

Driver extricated from a suspected hazmat crash is covered with mysterious powder.

**Action:** Medical responders should wait until the potentially dangerous substance is identified before handling the victim. This may seem cruel, but a primary rule of emergency response is that safety of responders is first priority.

It's a matter of *risk vs. net benefit*. Dead or injured or contaminated "hero" responders cannot save other lives.

### Leaking propane tank

Large propane tank at gas company yard is leaking.

**Action:** Establish perimeter and evacuate the area. Cut electrical power to area to prevent sparks. If necessary, ventilate low-lying areas and basements.

Depending on complexity of operations and need for evacuation, activate EOC.



Stage firefighting equipment at safe distance from scene while the utility or gas company repairs the leak.

### Clandestine drug lab

Illegal drug labs have been found in Inyo County. Methamphetamine labs, lab dump sites, and other similar clandestine operations could expose personnel to hazmats.

**Action:** Establish perimeter and do not disturb the site. Notify the Sheriff's Department.



Be alert for booby traps, snipers, and criminals that obviously don't care about safety.



# Avalanche & landslide

*Snow loaded slopes or saturated soils can fail, causing mass movement of thousands of tons onto roads and structures below.*

## Avalanche potential

### Where does it slide?

Avalanches are a threat on any **moderately steep slope** in the mountains of Inyo County. Very steep slopes don't have the hazard because they don't accumulate enough snow. Flat areas are not a problem except as run-out areas from adjacent slopes.

Most avalanches occur in the remote backcountry, threatening only the occasional inexperienced winter traveler.

However, developed areas and sections of roads and highways in the County -- such as Bishop Creek Canyon -- could be struck by avalanche.

**Emergency responders should carefully evaluate their own safety before rushing to the scene of an avalanche or mudslide.**

### When does it slide?

Ninety percent of all avalanches occur during or soon after sustained snowfall. Therefore, peak periods of avalanche danger can be predicted with reasonable accuracy. The remaining 10% happen when older snows become unstable, often in late winter or in spring.

Experts carefully examine layers of snow and ice within a snowfield to estimate stability.

## Landslides

Slopes without ground-cover vegetation – such as recent fire scars, road cuts, or vast areas in the desert country of eastern Inyo County could become saturated by torrential rainfall.

Once lubricated, entire hillsides can collapse, bringing down tons of mud, rocks, and debris.

## Secondary slides

**!** Slopes adjacent to a recent avalanche or landslide could fail at any time. Emergency responders should therefore carefully evaluate their own safety before rushing to the scene of any mass movement.

### Seismic trigger

Earthquakes near or far could trigger avalanches or mudslides.

## Vibrations

Responders should be cautious using **helicopters** on avalanche rescues. Low-frequency vibrations might trigger secondary slides.



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# Mass movement scenarios

## Isolated communities

Roads to developments such as Aspendell, South Fork, Glacier Lodge, and Sage Flat could be blocked by avalanche – or by threat of imminent avalanche. Power and land communications could also be cut.

**Action:** Stocking food, fuel, and communications equipment during the preparedness phase should help such communities sit out their isolation. The amount cached should be enough to sustain trapped residents and recreation visitors.

If emergency responders need access near an avalanche-prone area for medical or other reasons, they should proceed carefully.

## Buried road or highway

Avalanches could cover roads with tons of frozen debris. Motorists could be buried, swept over the road's edge, or they could be stranded between two slides.

**Action:** Closing roads when weather and snowpack conditions have increased the avalanche risk is the preferred action.

If people are buried in an avalanche, special SAR teams with electronic locators and dogs are available. They must be deployed very quickly in order to find the victims still alive.

## Buried structures

Buildings below avalanche chutes are at greatest risk, but buildings in the run-out and even on opposite slopes could be buried or destroyed.

**Action:** Before avalanche conditions set in, residents living in hazard areas should evacuate.

As with buried roads, emergency responders should operate with a sharp eye on safety.

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## GPS cheat sheets

Emergency planners could assist communities located below avalanche or mudslide zones to obtain **global positioning system coordinates** of each structure's front door.

This prep work would greatly assist responders working to beat the clock during mass movement rescues in these areas.

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## Aerials & maps

Inyo County Planning Department has identified developed areas prone to avalanche.

 Workable and indexed copies of various **avalanche zone maps** and aerial photograph series should be cached at appropriate EOC sites. Responders shouldn't have to waste valuable time trying to get them from the Planning Department in Independence at the last minute.



# Terrorism

*Any emergency other than a specific natural event could be terrorism.*

On September 11, 2001, our nation learned with shock that there are people so deranged by hate that they will do anything to harm the civilized world. Our nation is now engaged in a war to identify and neutralize terrorists and their supporters. This war knows no boundaries, it will affect our nation for years to come, and it will impact us in rural Inyo County.

## Threat analysis for Inyo County Rural areas may be targeted

Compared to urban areas, a direct terrorist attack on rural areas like our county is considered less likely because we have few high profile targets. However, it is conceivable that terrorists might deliberately attack a rural community to demonstrate that no region of our nation is safe.

## Adjacent areas attacked

A terrorist attack on an adjacent county could also affect Inyo County. For example, sabotage of the Yucca Mountain nuclear waste repository – however unlikely – could disperse radiation downwind, possibly our way. County residents or visitors could bring home bioterrorism diseases that they contracted while traveling. Attacks on adjacent areas could send vast numbers of refugees to the perceived safety of the remote Eastern Sierra.

## Eco-terrorism

Self-styled “environmental” and “animal rights” groups threaten to sabotage developments or rodeos that they don’t like.

## Types of Advisories

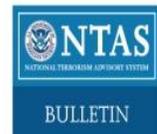
In 2011, the Department of Homeland Security (DHS) replaced the color-coded alerts of the Homeland Security Advisory System (HSAS) with the National Terrorism Advisory System (NTAS), designed to more effectively communicate information about terrorist threats by providing timely, detailed information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

It recognizes that Americans all **share responsibility** for the nation's security, and should always be aware of the heightened risk of terrorist attack in the United States and what they should do.

### **Targets are confidential**

You’ll notice that this plan is rather general when describing potential targets. This is deliberate, because we don’t want to give anyone any ideas.

The Inyo County Sheriff maintains a confidential listing of sensitive areas to share with trusted emergency and military planners during preparedness and active operations.



Describes current developments or general trends regarding threats of terrorism



Warns of a credible terrorism threat against the United States



Warns of a credible, specific and impending terrorism threat against the United States



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## Crisis & Consequences

Terrorism is different from other emergencies. In addition to the deaths, injury, and damage it causes, terrorism is a deliberate attempt to intimidate us.

Prompt response and recovery efforts will help minimize the psychological damage and deny terrorists their major objective: to demoralize us and to tear the fabric of our democratic society.

Response to terrorism has two components:

### Crisis Management

Our nation's law enforcement and intelligence agencies attempt to anticipate and prevent terrorist acts before they happen. When a terrorist incident does occur, they seek to identify the methods used, find out who was responsible, and make connections to further threats.

On the federal level, the **crisis response** is handled by the CIA, FBI, National Security Agency, and various specialized agencies that have been folded into the **US Department of Homeland Security (DHS)**.

In California, the **State Threat Advisory Committee (S-TAC)** analyzes intelligence and makes recommendations to the Governor, the Director of California Office of Homeland Security (OHS), and the Director of Office of Emergency Services (OES). This group is a subcommittee of the **State Strategic Committee on Terrorism (S-SCOT)**, chaired by the State OHS.

**While responding to the consequences of a terrorist incident, local emergency workers should be alert for clues that may be helpful to intelligence and law enforcement units working the crisis aspect of the incident.**

### Consequence Management

Once a terrorist act has occurred in California, we would use SEMS to deal with the **consequences** of the emergency on people, property, and the environment. For example, whether a wildfire was started by late summer lightning or by flares, our firefighting, evacuation, and care & shelter response would be similar.

On terrorism incidents, local agencies would retain authority to deal with the consequences (medical, fire, evacuation, etc.) of the incident. The EOC would be activated, if only to cope with the intense media attention. The EOC would also coordinate consequence mutual aid provided through OES and FEMA.

## Special considerations for terrorist incidents

### JOC and EOC

On a typical incident involving suspected terrorism, the FBI or military would establish a **Joint Operations Center (JOC)** to coordinate federal and military response to the terrorism aspects of the emergency.

Local emergency officials should have a liaison at the JOC. We will also establish secure communications between the JOC handling the crisis and our operational area EOC handling the consequences.



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## Keeping the Board of Supervisors informed

When an incident involves terrorism, it's an attack on our free society. Through judicious public statements coordinated with the EOC and JOC, an informed Board of Supervisors can reassure people that everything possible is being done to protect our lives and our way of life.

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### For your ears only

Responders communicating with the JOC or other agencies about the terrorism aspects of any incident must use secure communications. Use CLETS, RIMS, or landlines instead of open radios or cell phones. Avoid talking within earshot of the media or other unauthorized personnel.

You would not want to **tip off terrorists, feed the rumor mill, or panic the public.**

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## CBRNE

### Chemical, biological, radiological, nuclear, or explosive

Terrorists may have access to weapons, now called CBRNE (*say seaborne*) weapons, ranging from improvised explosives to smallpox to portable nuclear bombs.

You may still encounter older acronyms like WMD (weapons of mass destruction), or NBC (nuclear, biological, & chemical) weapons.

### **Chemical & explosive weapons**

Terrorists may use chemicals such as common corrosives or pesticides. They might also have access to nerve toxins first produced by worldwide military establishments. Very small doses of nerve agents can kill unprotected people within hours.

Explosives, detonated by suicide bombers or saboteurs, would cause mass casualties.

### **Biological weapons**

Anthrax powder in letters is one way terrorists have spread disease and fear. They could also use organisms such as smallpox, plague, tularemia, botulism, and viral hemorrhagic fevers, or toxins such as ricin.

Detection may not happen for days or weeks after exposure. Then, local medical clinics would start noticing **patterns of infection**. The sooner such patterns are discovered and reported to health authorities, the sooner we can mobilize countermeasures.

 Consult local **medical professionals** and include them in bioterrorism exercises.

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### CBRNE threat levels

The FBI has four alert stages regarding CBRNE (note apparent reverse order):

**Level One** A CBRNE weapon has been used, resulting in mass casualties that require immediate federal support to state and local authorities.

**Level Two** Intelligence or threat is credible and confirms the involvement of CBRNE in a potential incident. High probability that a device exists.

**Level Three** Intelligence or an articulated threat indicates potential for a terrorist incident using CBRNE, but threat has not yet been assessed as credible.

**Level Four** Threat does not warrant actions beyond normal liaison notifications.

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## **Nuclear & radiological weapons**

Terrorists may not have the ability to manufacture precision nuclear weapons, but they could attempt to buy or steal some from rogue nations such as North Korea.

Terrorists could make so-called “dirty bombs” that could spread radioactive materials over a large area.



OES photo

Members of the **California National Guard** 9th Weapons of Mass Destruction Civil Support Team practice decontamination procedures.

This specialized unit, based at Los Alamitos, is ready to respond to terrorism incidents throughout California.

## **Terrorism scenarios**

### **Mysterious illness**

Hundreds of visitors in Bishop develop flu-like symptoms, leading quickly to respiratory distress and even death. Mass casualties plus fearful crowds overwhelm local hospital and clinics.

**Action:** Magnitude and severity suggests possible bioterrorism origin. Activate **EOC**

Our Medical Health Operational Area Coordinator would seek medical mutual aid assistance to determine nature and source of infection. Depending on the organism involved, the area might be quarantined, and an alert would be issued nationwide warning people who visited area to see their doctors if they have symptoms.

One way to organize for a large or complex medical or public health emergency is for the County Health Department to activate a Medical-Health Departmental Operations Center (DOC). This center of medical expertise could serve as a remote Medical-Health Branch for the EOC.

### **Suspicious powder found in local mail**

Resident reports suspicious substance in package received in the mail.

The US Postal Service has protocols for dealing with contaminated mail while it's within the postal system. UPS and Federal Express also have established procedures. Local law enforcement is also trained to investigate and handle mail or package incidents in local offices and homes.

**Action:** Being careful to not disturb the scene, isolate the substance by triple bagging suspect packages or envelopes. Label the bags as hazardous material, and forward to lab for testing. Seal off room until test results are obtained.

The EOC would not typically be activated unless there were multiple powder incidents that stressed local resources, or if there were other unusual circumstances.

If terrorism were confirmed, activate the **EOC** .



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## Any emergency of suspicious origin

First responders suspect that an incident involved a deliberate **malicious act**.

**Action:** All evidence should be left undisturbed and guarded until law enforcement arrives to secure the scene and examine possible evidence.

**!** If local officials conclude that terrorism might be involved, they should immediately but discretely contact the OES Law Enforcement Regional Coordinator on a secure line.

If confirmed, **EOC** would be activated to coordinate local law enforcement response, providing information to media and public, and other consequences of the incident.

## Claims of responsibility

Notes claiming responsibility for an incident may be found on scene, e-mails to local officials, or contacts made to the media or to emergency responders.

**Action:** Claims of responsibility could be real or a hoax. In either case, it's a crime warranting law enforcement attention. Local officials should contact the local OES Law Enforcement Regional Coordinator.

The EOC might be activated if terrorism were deemed likely, if field responders on the incident required mutual aid, or if the incident attracted significant media attention.

**If local officials conclude that terrorism might be involved, they should immediately but discretely contact the OES Law Enforcement Regional Coordinator on a secure line.**

*continued*



# Signs of possible CBRNE attack

**NIMS** Copy and carry this page around. Use it to assess unusual circumstances anytime.

 <b>Chemical</b>	 <b>Biological</b>	 <b>Radiation &amp; Nuclear</b>
An unusually large or noticeable number of sick or dead wildlife	Large number of ill persons with a similar disease or syndrome	Radiation is an invisible hazard requiring specialized instruments.
Lack of insect life. Check shorelines, puddles, and standing water for presence of insects.	Large numbers of unexplained disease, syndrome, or deaths	Therefore, it may be some time before a radiological attack is noticed.
Mass casualties without obvious trauma	Unusual illness in a population or workplace.	Unusual cluster of patients with unexplained burns
Clusters of patients with very serious health problems	Higher mortality or morbidity than expected with a common disease	Unusual cluster of patients with unexplained abdominal distress or internal bleeding
Geographic pattern of casualties. Possibly aligned with wind direction, or distance from source.	Failure of a common disease to respond to usual therapy	
Presence of unusual liquid droplets or film on surfaces without recent rain	Single case of disease caused by an uncommon agent	
Unscheduled spraying or unusual application of spray	Multiple unusual or unexplained symptoms in the same patient without other explanation	 <b>Explosive</b>
Abandoned spray devices, such as chemical sprayers used by landscaping crews	Disease with an unusual geographic or seasonal distribution	Trauma effects of a detonated explosive device would be obvious.
Unusual overflights of aircraft, balloons, crop-dusters, even model airplanes	Simultaneous clusters of similar illness in noncontiguous areas, domestic or foreign	Less obvious would be contamination from a "dirty bomb", or secondary booby traps at scene.
Presence of unexplained or unusual odors	Many deaths or illness among animals	Persons with bulky or unseasonable clothing or backpacks might be suicide bombers.
Presence of low-lying clouds or fog-like condition not compatible with recent weather		Unattended vehicles or packages



# War

*War is the ultimate emergency. Prompt and efficient response despite the “fog of war” will help pull us together as a society so that we can fight back.*

 The threat of full-scale nuclear war decreased with the demise of the Soviet Union, but we still have bitter and determined enemies. Terrorism is the new war that our nation will be fighting for some time to come.

It's unlikely that rural Inyo County would be a direct target of a missile attack, but we could be hit accidentally.

## War Alerts

Inyo County will alert the public about a State of War Emergency in this manner:

**Sirens and horns** will be sounded at a **steady tone for 5 continuous minutes** in all communities, a signal for people to listen to their radios.

A **warbling tone** would be used only if an attack has been detected (the warble has no other meaning).

In areas lacking sirens, law enforcement patrols will use horns and loudspeakers.

## California Readiness Conditions

The current (2009) California State Emergency Plan list the sequence of events during a disaster; war is not specifically identified:

- Before Impact
- Immediate Impact
- Sustained Operations
- Transition to Recovery

The Governor would declare a State of War Emergency.

*continued*



# State of War Emergency

## The Declaration

When the United States is attacked, or when an attack is imminent, the Governor would declare a *State of War Emergency* to most efficiently marshal the resources of the State. For the declaration to remain in effect, the Governor must meet with the State Emergency Council within seven days, and call a special session of the Legislature within 30 days.

### Governor has sweeping powers

A Declaration of a State of War Emergency empowers the Governor to issue and enforce special regulations at every level of state government – including the county level:

“During a state of war emergency every department, commission, agency, board, officer, and employee of the state government and of every political subdivision, county, city and county, or city, public district, and public corporation of or in the state is required to comply with the lawful orders and regulations of the Governor made or given within the limits of his authority as provided for herein.

Every such officer or employee who refuses or willfully neglects to obey any such order or regulation of the Governor, or who willfully resists, delays, or obstructs the Governor in the discharge of any of his functions hereunder, is guilty of a misdemeanor.

In the event that any such officer or employee shall refuse or willfully neglect to obey any such order or regulation, the Governor may by his order temporarily suspend him from the performance of any and all the rights, obligations, and duties of his office or position for the remainder of the period of the state of war emergency, and the Governor may thereupon designate the person who shall carry on the rights, obligations, and duties of the office or position for the duration of such suspension.”

Government Code Section 8621  
part of the Emergency Services Act

### Dozen War Orders

When a State of War Emergency is declared, the Governor would issue twelve “off-the-shelf” orders to all counties in the state. These orders and regulations include the provisions at right:

- Counties and cities must alert all residents by sirens or other warning systems.
- All public employees, all registered disaster service workers, and all others impressed into service are declared to be members of the California War-Emergency Organization.
- All local officials will continue to discharge their duties, but not in conflict with regulations issued by the President of the United States or the Commanding General, Sixth US Army, as promulgated by the Governor.
- Retail sales of all goods and gasoline, except essential health items and perishables, will be suspended for five days.
- Sale of alcoholic drinks will be discontinued.
- A State Petroleum Director will control distribution of petroleum products.
- A State Food Director will control wholesale food supplies except for fluid milk, fresh vegetables, and bread.
- All wholesale drugs and medical supplies will be controlled by a State Emergency Medical and Health Organization.
- Banks will operate under sections 1915 and 1916 of the Financial Code.
- Price and rent controls will be imposed.
- Rationing may begin for items deemed necessary for survival.
- County officials are expected to enforce these emergency regulations.



# Nuclear attack

## Nuclear weapons

Much of our nation's war preparedness, started during the Cold War, has been focused on the use of nuclear weapons. These weapons of mass destruction are still around, possibly in the arsenals of some unfriendly nations and terrorist organizations. The nukes are still a threat.

## Inyo County would be isolated

A nuclear attack would probably leave other parts of the United States more seriously affected than Inyo County. Thus, most federal and state recovery efforts would be concentrated on the populated and food-producing areas.

Communications with the rest of the state and nation would be restricted. Transportation would be limited by shortage of fuel. Local food and fuel supplies would not be replenished. For an unknown period of time, for all practical purposes, Inyo County would be on its own.

**Action:** Activate EOC. Local government would have to ration food, medicines, and fuel. Fuel would be conserved for the most vital functions. Law enforcement would focus on preventing hoarding or waste. Communities would have to come together to tough out the isolation, particularly in winter.



## Fallout

When a nuclear weapon detonates, it irradiates large quantities of debris, which the fireball sucks high into the air. This radioactive material settles downwind as *fallout*, exposing people far from the bomb blast to radiation.

Depending on weather and detonation altitude, fallout from nuclear explosions elsewhere could reach Inyo County. Besides the Naval Weapons Center on the southern county line, the closest military targets that might be targeted are in Southern California and between Tonopah and Las Vegas, Nevada.

Protecting populations against radiation produced by nuclear weapons, fallout, or "dirty bombs" involves sheltering and avoidance.

Monitoring exposure to radiation is also important, so that people know when they can come outside, and for how long.

**Action:** If significant fallout, activate EOC. Shelters would have to be retrofits of existing structures. Local responders would seek mutual aid to help track radiation.

## Other Attacks



## Sabotage

A covert enemy may try to attack the United States by sabotaging our power grid, water systems, or food supplies. It could start wildfires or tamper with the Aqueduct in order to stress our emergency and military capacities.

**Action:** Activate EOC. These types of emergencies still need the appropriate civilian response.



Emergency responders should be alert for suspicious origins and booby traps.



## **Special weapon attack**

Attacks using chemical agents, bioweapons, and suitcase nukes are other ways we could be attacked. There is no clear line between terrorism and warfare anymore. Our local response would be similar in both cases.

**Action:** Activate **EOC**.

Initial response should be to respond to the immediate threats, keeping safety of personnel as first priority. Responders should be alert for suspicious origins.

Of particular concern to agricultural areas are **bioweapons**. Viruses, bacteria, hormones, and genetically engineered organisms could do massive destruction over time with only subtle warning that they have been deployed.

Modifying vegetation could change entire ecosystems. They could be designed to infect humans, animals, or vegetation.

Since biological attack may be subtle, the key is recognizing that an emergency is in fact developing. We must be alert of changes to vegetation and other out of the ordinary changes to the environment.



*See also previous section on terrorism.*

## **Refugees**

If Inyo County were spared a direct nuclear attack or fallout, thousands of refugees from other areas might attempt to migrate to the perceived safety of the Eastern Sierra. This could happen before or after an attack.



*This scenario is discussed in more detail in the Social Unrest scenario earlier in Part 1.*

Response during time of war would be even more difficult because mutual aid from outside the county might be limited at best.

**Action:** Activate joint EOC with Mono County.

After an attack, Eastern Sierra resources and infrastructure might not be sufficient for current residents, let alone thousands of refugees.

If it's in the best interest of the state as a whole, the Board of Supervisors may ask state officials and adjacent counties to help block mass migration of people into the region.

**Since biological attack may be subtle, the key is recognizing that an emergency is in fact developing.**

**Be alert of changes to vegetation and other out of the ordinary changes to the environment.**

---

### **Drafted**

During a State of War emergency, many younger and skilled residents of Inyo County would be called to duty to help with the war effort.

This would **thin the ranks** of local law enforcement and fire protection units.

People remaining would be working longer hours. Retired people with emergency skills would be asked to fill the gaps.

**Are you prepared?**

---

# About emergencies

*Although we can't predict exactly how any particular incident will evolve, we have learned a lot about emergencies in general to help us prepare.*

## Phases of an emergency

Emergencies typically progress through a cycle of six phases.

Note that a sudden event -- such as an airplane crash -- may skip the increased readiness and pre-impact phases altogether.

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### Preparedness

Activity taken to prepare for emergencies. Emergency personnel analyze potential hazards, make mutual aid agreements, train and exercise, stockpile equipment and supplies, and educate the public.

**NIMS** Reading plans like this EOP is part of preparedness.

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### Increased readiness

Some emergencies (such as drought, energy shortage, perhaps earthquakes) may be preceded by a build-up period of variable length. This gives emergency workers the opportunity to test warning systems, review plans, and to brief officials and the public.

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### Pre-impact

When an emergency is inevitable, responders act first to save lives and protect property. During this phase, warnings are issued and responders are mobilized.

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### Immediate impact

Priority continues to be saving lives, particularly of responders (to ensure they remain capable of helping victims during the next phase).

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### Sustained response

Medical treatment continues. Evacuations as needed. Displaced people identified and given shelter.

Start mitigation efforts to prevent secondary damage.

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### Recovery and mitigation

Responders transition into restoring basic support systems (utilities, transportation, communications, medical care, agriculture, etc.).

Damage assessment quantifies how extensive recovery needs to be. In case of larger incidents and disasters, this assessment will determine what state and federal disaster assistance is available to victims.

Responders critique handling of the response. Summarized in published after-incident report that highlights best practices and lessons learned.

**End of recovery phase begins another preparedness phase.**

---

On large incidents and disasters, you might chose to **hunker down** and ride out the impact phase to be ready to respond during the sustained response phase.

# Three levels of peacetime emergency

There are three levels, or degrees, of peacetime emergencies.

Keep in mind that incidents change over time: a minor incident might escalate to higher level as more information is gathered or as conditions deteriorate.

**Example:** Level 1 motor vehicle accident escalates to a level 2 hazardous materials incident when it's discovered that the burning trailer was transporting radioactive wastes.

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<b>Emergency Level 1</b>	Minor incident	Routine responders can handle the situation. County Emergency Operations Center probably not activated.
<b>Emergency Level 2</b>	Moderate to severe incident	County <b>EOC</b> activated. We might request mutual aid from inside or outside the county. Board of Supervisors or Director of Emergency Services may declare a Local Emergency.
<b>Emergency Level 3</b>	Disaster	County and State EOCs are activated. Governor asked to declare <b>State of Emergency</b> . If extensive, the President may be asked to declare a <b>Major Disaster</b> .

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 Don't confuse **severity levels** here with **response levels** discussed in the section on SEMS.



*War emergencies are covered in Part 1.*

# ICS: the foundation

*Modern emergency response is based on the Incident Command System, first developed in California 40 years ago.*

## Origins

During the disastrous 1970 fire season in Southern California, fire fighters were frustrated that local, state, and federal fire organizations had difficulty working together. Each jurisdiction had unique policies, communication systems, different terminology, even different hose fittings.



ICS was developed by Fire Scope, the interagency task force commissioned to improve firefighting cooperation in Southern California. FEMA photo.

An interagency task force was commissioned to find better ways to respond to fires no matter what jurisdictions were involved.

They recommended new ways of working together – which have since been refined into today's **Incident Command System**.

Today, ICS is the foundation of most emergency response protocols all around the world.

**ICS supervisors manage between 1 and 5 personnel, never more than 7.**

## Benefits of ICS Interagency cooperation

All responders to an emergency (incident) work together as an Incident Command Team (IC team), under the leadership of one Incident Commander (IC) or Unified Command (UC).

They establish a common set of objectives and strategies, without losing or abdicating any agency's authority, autonomy, responsibility, or accountability. Emergency workers from different organizations are able to concentrate on the job that needs to be done without the distraction of agency turf battles.

## Flexible response

On any given incident, only those functions needed are activated. The modular ICS organization grows and changes – and eventually demobilizes – to match the situation.

## Common terminology

ICS functions are given standardized names. For example, everyone knows what to expect from the logistics section, who the PIO reports to, or what a "tanker" is. Communications between all units is in plain English without ten-codes or obscure jargon.

## Manageable span of control

In dangerous emergency work, you wouldn't want one person to attempt to supervise 50 workers directly.

Ideally, ICS supervisors manage between 1 and 5 personnel, never more than 7. Beyond the obvious safety factor, the span of control limit also keeps incident managers from being inundated by too many requests, or by too much undigested information, from the people they supervise.

## Incident Action Plan

Based on the nature of the incident and the jurisdictions involved, the IC team quickly develops a written Action Plan to guide operations and support services. This increases the chances that the left hand knows what the right hand plans to do, and that they agree.

## Predesignated facilities

To save time during emergencies, facilities such as Emergency Operations Centers (EOCs) are prepared in advance.

## Integrated communications

Radio frequencies are coordinated and assigned based on the needs of the incident. One of the first jobs the IC team usually performs is to designate a communications net.

## Tracking resources

The IC team needs to know what people, equipment, supplies, and facilities are available. Identifying available resources, grouping them, assigning them, and tracking them throughout the incident is another key component of ICS.

## Inyo County

Federal and state agencies in Inyo County use ICS. The USFS, NPS, BLM, and CalFire all maintain IC teams that are available for large-scale emergency work.

**NIMS** and **SEMS** are both based on ICS, with only minor variations.

# SEMS

*Since 1996, responders in California have used the Standardized Emergency Management System to guide their work.*

## Five response levels

The response organization required by any emergency depends, naturally, on the scope and complexity of the incident. Some require only an ambulance and tow truck, while others might use 500 body bags and involve calling out the National Guard.

SEMS mandates that all emergency response in California be at one of five integrated levels:

Level	Scope and complexity	Examples
<b>Field Level</b>	Emergency crews respond to local incident or threat.	<i>Inyo County Sheriff's deputies rescue motorist stranded by snowfall.</i>
<b>Local Level</b>	Several incidents requiring local coordination.	<i>Bishop Command Center coordinates equipment from town, county, and private contractors to plow its streets after unusually heavy snowfall.</i>
<b>Operational Area Level</b>  The County and all jurisdictions within it.  <b>You are here</b> reading the Operational Area Emergency Operations Plan.	Multiple smaller incidents or a large one that stresses county resources.  Operational Area <b>EOC</b> is activated if incident has significant potential to threaten lives or property.	<i>Winter storm blankets Owens Valley, closing Highway 395 and isolating western half of county.</i>  <i>Inyo County, Caltrans, USFS, NPS and other local crews help people throughout the County dig out; organize search &amp; rescue; plow roads; provide shelter, etc.</i>  <i>County also prepares for a possible Spring flooding from anticipated huge runoff.</i>
<b>Regional Level</b>	Disaster requiring commitment of mutual aid and regional resources.	<i>A prolonged cold snap follows record snowfall in Sierra Nevada from Lake Tahoe to Tehachapi.</i>  <i>OES Mutual Aid Region VI helps fill Inyo County's request for more snowplows, snocats, power generators, fuel supplies, law enforcement, and sheltering assistance.</i>
<b>State Level</b>	Statewide disaster.  Governor declares State Emergency, activating links to federal government resources.	<i>Unusual warm weather following the record blizzards increases risk of severe and extensive flooding throughout Eastern Sierra, Southern Sierra, and ag. areas of the Central Valley.</i>  <i>Statewide resources mobilized to areas of potential catastrophic flooding.</i>

 **Don't confuse response level above with Levels 1, 2, or 3 of a peacetime emergency**

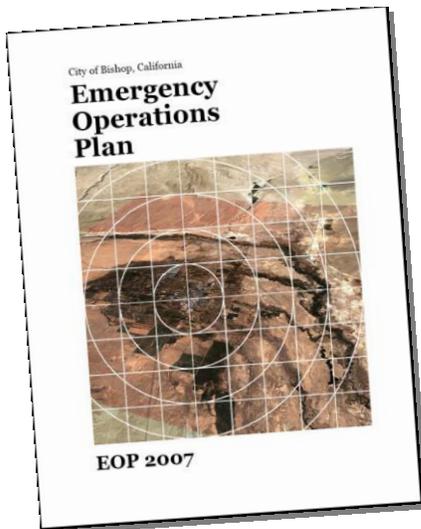
## Entire county is the Operational Area

Under SEMS, the entire **Inyo County** and all political subdivisions within it are designated as one Operational Area.

To the north, Mono County is also an Operational Area. So is San Bernardino County to the south.

## Bishop has its own local level Emergency Operations Plan

The City of Bishop has its own EOP, which details how it would respond to in-town **local level** incidents.



---

## When local resources aren't enough

**Example:** Initial report of a motor vehicle accident at the Tri-County Fairgrounds on Labor Day sends Bishop PD and FD units responding. Upon arrival, it turns out to be several explosions and a fire at the Shell Station at the Y.

Remnants of several unidentified tanker trucks parked nearby are also burning. It's not clear what exploded first. Thick plume of acrid (possible hazmat) smoke drifting through the fairgrounds has stampeded a large crowd of fairgoers into the perimeter fence. There are reports of smoke inhalation and multiple traumas. Most surrounding streets are gridlocked.

Local firefighting, medical, law enforcement, and hazmat resources are overwhelmed. Highways 395 and 6 will be closed for at least 8 hours.

The Bishop Command Center immediately requests activation of the Operational Area **EOC** to coordinate additional county resources and specialized outside mutual aid.

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## Scalable and flexible

### Scalable response

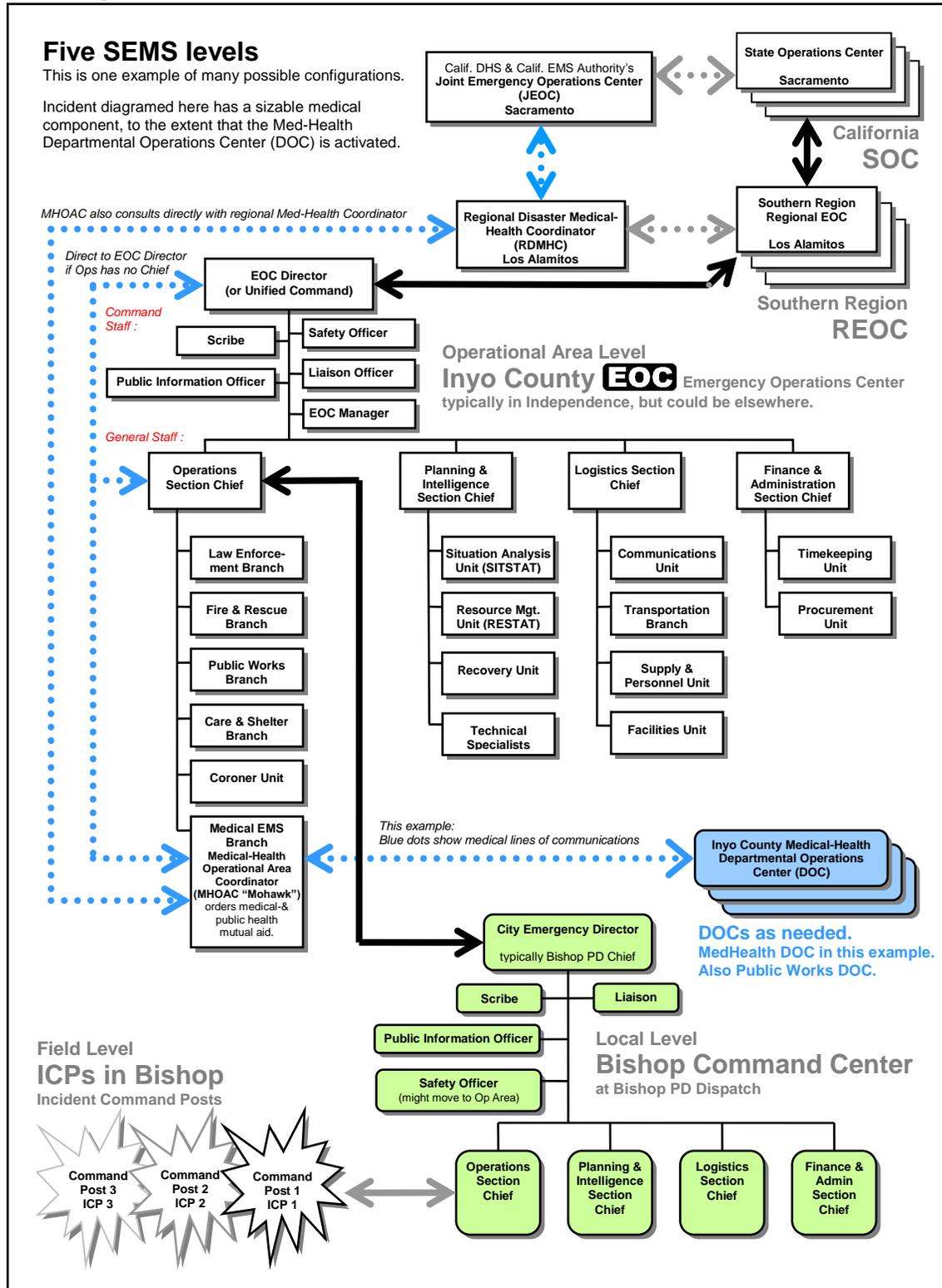
As illustrated by the sidebar above, a field or local incident could escalate into a larger one requiring a higher-level response. That's when the Op Area kicks in. If the incident were disastrous or catastrophic, coordination would bump up to the Regional EOC or State EOC.

### Flexible response

The shoe should fit the foot. Our goal is to match the response organization to the size and complexity of the emergency. As a result, no two real-world response organizations will have the exact same structure.

 See next page for an example of coordination up and down the 5-level SEMS organization.

## Example: Coordination between the five SEMS levels



## Basic SEMS functions

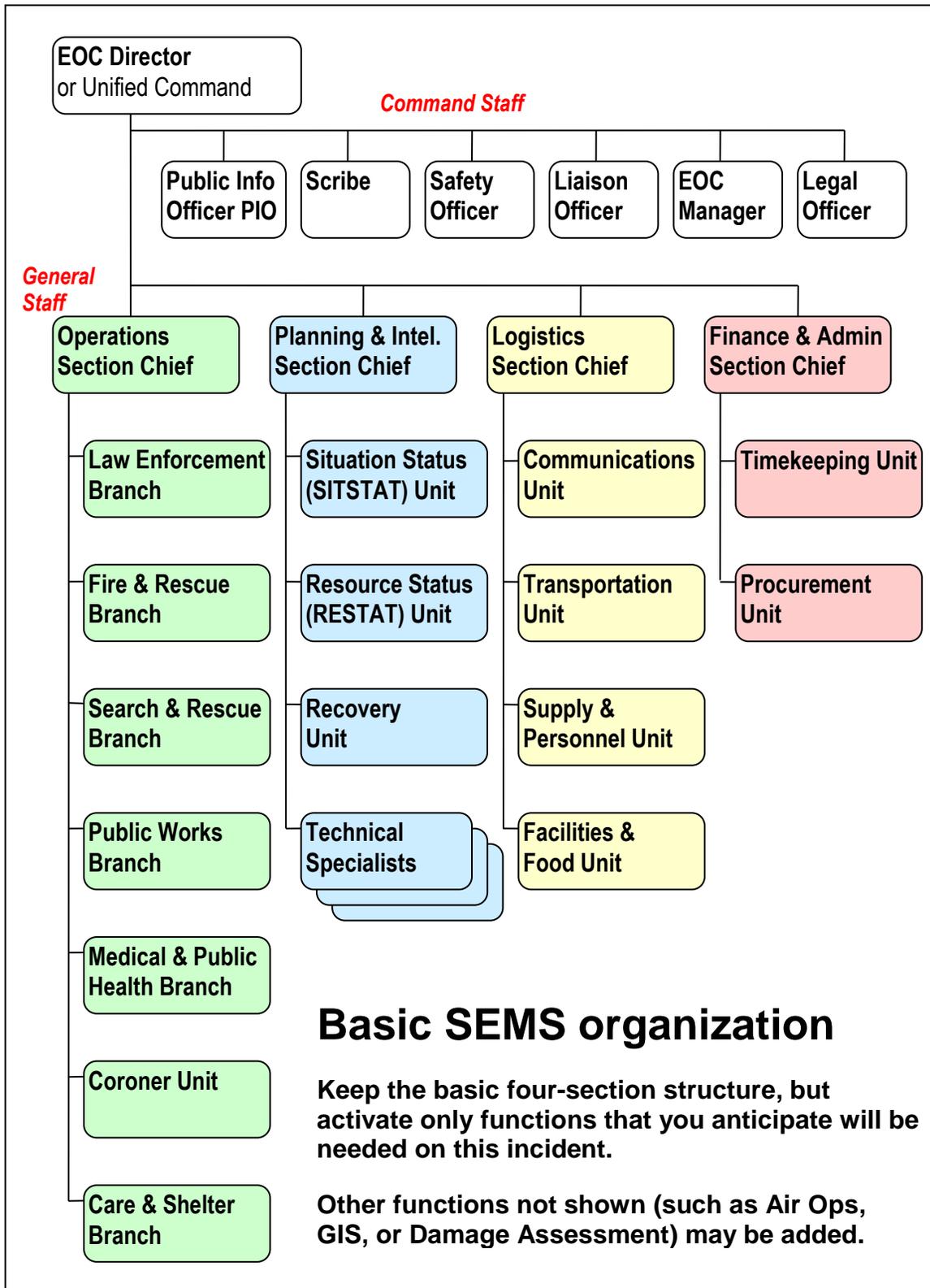
In the diagram on the previous page, you may have noticed parallel structures.

Under SEMS, all response organizations from field level Incident Command Posts to the State Operations Center in Sacramento are divided into Command Staff and General Staff:

Function	Comments & examples
<p><b>Command Staff</b></p> <p>Management</p>	<p>Only one boss (EOC Director or Incident Commander) for effective <b>command and control</b>. The buck stops here.</p> <p>Command staff might include: Scribe, Public Information Officer, Safety Officer, Liaison Officer, EOC Manager. The Legal Officer (a technical specialist) may be assigned here.</p>
<p><b>General Staff:</b></p> <p><b>Operations</b></p> <p><i>Also known as Ops</i></p> 	<p> <b>Do not split up these four basic sections:</b></p> <p><b>Where the tires hit the road.</b></p> <p>Law enforcement, firefighting, rescue, SAR, USAR, public works, paramedics, public health nurses, coroner, care &amp; sheltering.</p> <p>Ops may also include specialized functions such as aviation, radiology, hazmat, and damage assessment.</p>
<p><b>Planning &amp; Intelligence</b></p> <p><i>P&amp;I or simply Plans</i></p>	<p><b>Gathers data, analyzes it, and displays information</b> (intelligence) about the incident. Organizes statistics about incident. Predicts likely incident scenarios.</p> <p>P&amp;I writes the periodic <b>Incident Action Plan (IAP)</b>.</p>
<p><b>Logistics</b></p>	<p><b>Secures resources</b> (personnel, equipment, supplies, and facilities) so that Ops can concentrate on its field work.</p>
<p><b>Finance &amp; Administration</b></p> <p><i>F&amp;A</i></p>	<p>Tends to the <b>administrative details</b> such as timekeeping, contracts, vouchers, and legal issues.</p> <p>Heavily involved in processing disaster assistance during the recovery phase.</p>

To preserve focus, make sure Ops does not have to do logistical, administrative, or plans work. Ops units should not become distracted by the media; that's a job for flack-catching PIOs.

 See next page for example of how SEMS functions are organized into a typical **EOC**.



# NIMS

*National Incident Management System, the new nationwide standard.*

## Consistent multi-level approach

After September 11, 2001, emergency planners recognized that another severe terrorist attack would require a huge response drawing resources from multiple state and local governments, non-governmental organizations, and private businesses.

However, these hundreds of jurisdictions large and small had about as many different protocols, trained differently, and used different equipment. Unless everyone's on the same page, a coordinated response would be difficult at best.

## Encouraging compliance

The Federal Emergency Management Agency, now folded into the US Department of Homeland Security, developed a set of overarching guidelines for all emergency response work within the United States.

By Presidential directive, the National Incident Management System must be incorporated into emergency planning and response by all jurisdictions in the US. Those that don't will lose federal funding. Not surprisingly, everyone is becoming NIMS compliant ... including Inyo County.

 The motivation to develop NIMS was to respond to terrorist incidents, but the integrated system will be used on all emergencies -- both man-made and natural.

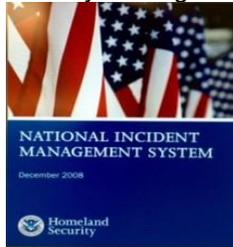
## NIMS is based on SEMS

Fortunately for us here in California, NIMS is based on SEMS, our state's bottom to top emergency protocols developed in the mid 1990s.

Because Inyo County already had a county emergency operations plan based SEMS, this revised EOP you are reading has been tweaked but not overhauled.

## Learning about NIMS

Start by looking at the summary chart on the next page.



Read the blue-cover NIMS document, shown at left.

Take a NIMS course. You can choose from an array of interlocking topics covering all aspects and levels of the comprehensive system. The starter module, **IS-700**, takes about 8 hours.

### **NIMS**

**Look for this logo throughout this plan to see where we have incorporated NIMS.**

## **NIMS** in a nutshell

The overarching National Incident Command System is built on these five components:

---

### **Command & management**

Responders at all levels organize using the time-tested principles of the **Incident Command System**.

*See page on ICS earlier in Part 2 of this plan.*

---

### **Preparedness**

When we are not actively responding to or recovering from an emergency, we are in the **Preparedness Phase**.

This is a time for training, reviewing plans, conducting simulations, and making connections and agreements with other jurisdictions.

We review **after-action reports** of past incidents, learning from past successes and mistakes. These “best practices” and “lessons learned” will make us more effective on the next incident.

---

### **Resource management**

**Example:** Suppose we need to extricate survivors stuck in a ravine. We would want a Search & Rescue Team trained and equipped for high angle rescue work. We don't want three untrained citizens with some ropes and carabiners thrown in the back of a pickup truck.

Resources we order through mutual aid should be accurately **typed, credentialed, and qualified**. That way, we get what we ordered.

Conversely, resources from our county that are available for outside duty should also be typed, credentialed, and qualified.

---

### **Communications**



The most common problem facing emergency responders on a large incident is difficulty in communicating with each other.

**Without reliable communications, you have no command or control.**

Communication problems could be technical, such as different radio frequencies or incompatible software. Or it could be speaking in obscure jargon or 10-codes not recognized by other responders.

Training, realistic exercises, and simulations are good ways to develop **interoperability** – keeping everyone in touch.

---

### **Technology**

Emergency responders are increasingly using computers, database software, scanners, GIS, GPS, video, and other technology to do their work.

When properly set up and networked, new technology may indeed improve and speed up the response. However, don't throw away the paper maps, flipchart paper, and index cards quite yet.

 **Always use the most efficient techniques – new or old – to get the job done.** As with communications equipment, practice using your cool new technology in exercises and simulations during the preparedness phase.

---

# Mutual Aid

*The bedrock of emergency response is the tradition of neighbors helping neighbors. Mutual aid is doing this in an organized way.*

**Example:** Suppose a major earthquake struck the Owens Valley. Local deputies and police, medical workers, fire-rescue workers, and other resources are soon stressed to the max. Inyo officials would request mutual aid through the **California Governor’s Office of Emergency Services (Cal OES)**, which stands ready to coordinate resources from throughout California – and if necessary – from neighboring states or the federal government.

**Example 2:** Inyo County might be asked to send resources to work a tsunami at Santa Barbara.

## Working together

When needed, resources must be available quickly and without bureaucratic red tape. That’s why mutual aid is a core principle that is emphasized in both SEMS and **NIMS**.

Beyond expediting resource orders, mutual aid implies mutual responsibilities:

### Responsibilities of requesting organization

- Identify numbers and types of resources needed.
- Establish staging area(s) for arriving resources.
- Identify communications nets and channels to facilitate interoperability.
- Designate liaison to work with incoming resources.
- Briefing incoming resources. Identify missions. Include local maps, GPS waypoints, latest Incident Action Plan, etc.
- Provide food, lodging, equipment maintenance, etc.

### Responsibilities of responding organization

- Be prepared to deploy reasonably quickly. Anticipate activation when you hear of a disaster.
- Be self-sufficient: bring your own tools, supplies, and vehicles.
- Know where you’re going, what your possible assignments might be, and where to stage.
- Be prepared to merge smoothly into the incident’s emergency organization.

 *Diagram on the next page shows how mutual aid requests are processed progressively.*

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### So who pays?

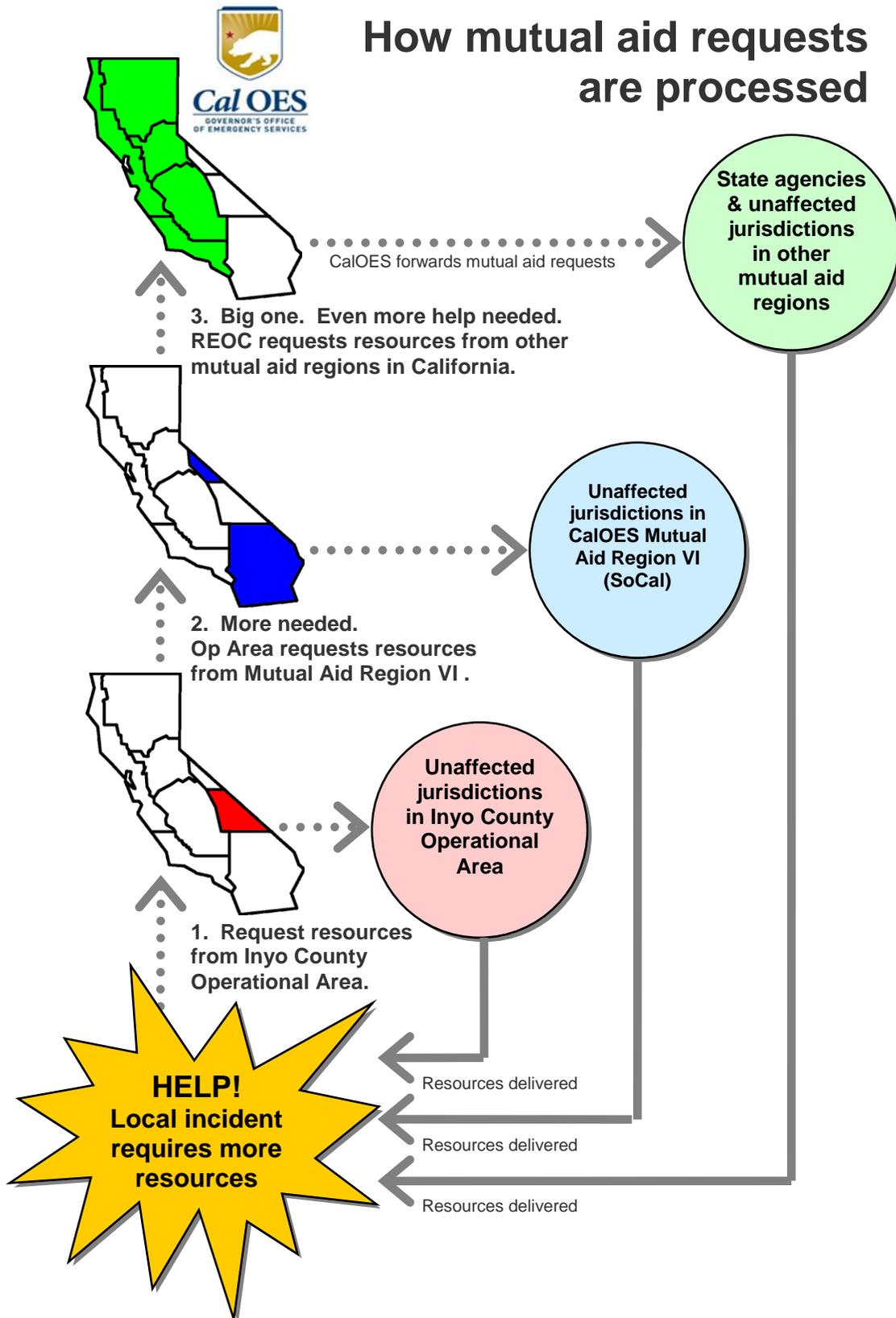
Payment for personnel time and for equipment depends on specific mutual aid agreements between jurisdictions.

Some agreements specify reimbursement at 1.5X average rates, including worker’s comp and unemployment insurance.

Some agreements don’t start paying until the supporting unit has been on-scene for 12 hours.

This is why we need a Finance & Administration Section whenever we have out-of-county mutual aid.

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# Mutual Aid Agreements

## California Master Mutual Aid Agreement

All counties – including Inyo County – and most cities in California have signed a 1950s agreement known as the **California Disaster and Civil Defense Master Mutual Aid Agreement**. They promise to help each other during emergencies.

- The master agreement creates a formal structure in which each jurisdiction retains control of its own personnel and facilities while giving and receiving aid.
- Unless other arrangements have been made between two jurisdictions, aid will be provided free of charge.
- No jurisdiction shall be required to deplete its resources to an unreasonable extent.

## Local Mutual Aid Agreements

Inyo County entities have also entered into other compacts. One example is between Southern Inyo Fire Protection District and Nye County, NV.

*See specific mutual aid agreements in the legal section of Part 4.*

## Mutual Aid Regions

Cal OES is divided into six **mutual aid regions** that coordinate, well, mutual aid. These regions also serve as contact points for Operational Areas (counties) arranging training, exercises, and other business with Cal OES.

 Inyo County is in Mutual Aid Region VI, headquartered in San Bernardino. Note that this region does not include Los Angeles or Orange Counties.

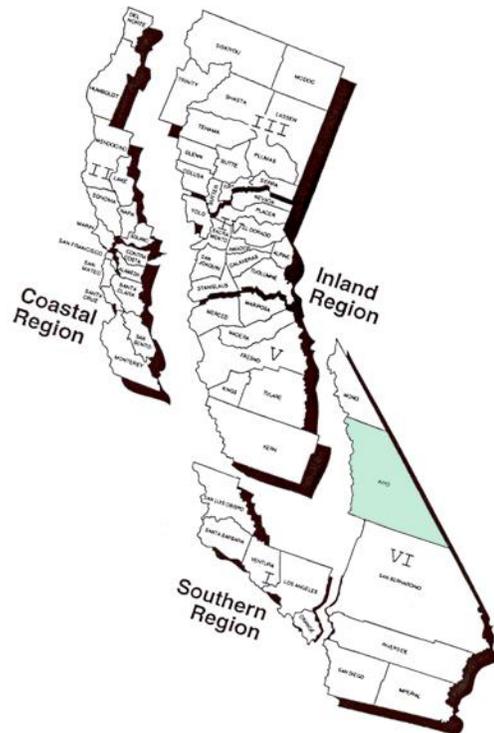
Mutual Aid Regions VI and I are combined administratively into the **Cal OES Southern Region**, headquartered in Los Alamitos.



## Cal OES website

Cal OES maintains an extensive website on the Internet with current information about mutual aid and other emergency topics.

Check it out at [www.caloes.ca.gov](http://www.caloes.ca.gov).



# Resource typing

*In the good old days, you'd order personnel or equipment through mutual aid and what arrived would be, well, sort of potluck. Today, when resources meet federal **NIMS** performance specs, you'll get what you ordered.*

## Example

Suppose you want a skilled medical team to work your large earthquake incident.

In the national mutual aid resource system, you'll find seven different **Disaster Medical Assistance Teams**, ranging from basic to burn to crush injury to pediatric.

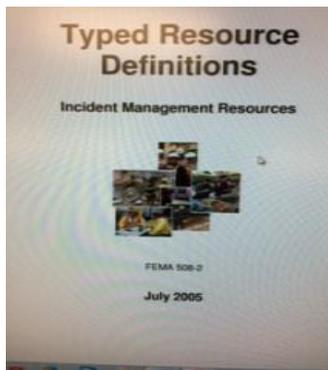
You pick the Basic DMAT. This designation is, in turn, subdivided into four **types** labeled Type I to Type IV.

 **Type I resources are always the most capable.** For example, DMAT-B Type I units can activate the entire team of 35 specialists in 6 hours, has a history of deployment to austere environments, and arrives with vehicles and full supplies.

A Type III team specification is more modest: 24 hours to deploy 75% of personnel, incomplete transportation arrangements, and partially equipped. They are more suited to complement existing local resources rather than standing alone.

## Resource Management website

There are currently about 120 types of resources cataloged in the National Mutual Aid system. Visit the homepage, shown below, on [www.fema.gov](http://www.fema.gov)



## Resource types defined by FEMA

- Large Animal Rescue Strike Team
- Large Animal Sheltering Team
- Large Animal Transport Team
- Small Animal Rescue Strike Team
- Small Animal Sheltering Team
- Small Animal Transport Team
- Incident Management Team Animal Protection
- Airborne Communications Relay Team (Fixed-Wing)
- Airborne Communications Relay Team (CAP)
- Airborne Transport Team (Fixed-Wing)
- Communications Support Team (CAP)
- Critical Incident Stress Management Team
- Donations Coordinator
- Donations Management Personnel/Team
- EOC Finance/Administration Section Chief/Coordinator
- EOC Management Support Team
- EOC Operations Section Chief
- EOC Planning Section Chief
- Evacuation Coordination Team
- Evacuation Liaison Team (ELT)
- Incident Management Team
- Individual Assistance Disaster Assessment Team
- Individual Assistance Disaster Assessment Team Leader
- Mobile Communications Center ("Mobile EOC")
- Mobile Feeding Kitchen (Mobile Field Kitchen)
- Public Assistance Coordinator
- Rapid Needs Assessment Team
- Volunteer Agency Liaison
- Air Ambulance (Fixed-Wing)
- Air Ambulance (Rotary-Wing)
- Ambulances (Ground)
- Ambulance Strike Team
- Ambulance Task Force
- Emergency Medical Task Force
- Area Command Team, Firefighting

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 Preparing for emergencies  
**Resource typing**

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Brush Patrol, Firefighting (Type VI Engine)	Debris Management Team
Crew Transport (Firefighting Crew)	Disaster Assessment Team
Engine, Fire (Pumper)	Disaster Recovery Team
Fire Boat	Dump Trailer (one type/example only)
Fire Truck - Aerial (Ladder or Platform)	Dump Truck-Off Road
Foam Tender, Firefighting	Dump Truck-On Road
Fuel Tender (Gasoline, Diesel, AvGas, Gas Tanker)	Electrical Power Restoration Team (example)
Hand Crew	Engineering Services
Hazmat Entry Team	Flat Bed Trailer Truck (one -type/example only)
Helicopters, Firefighting	Generators
Helitanker (firefighting helicopter)	Hydraulic Excavator (Large Mass Excavation 13cy to 3cy)
Incident Management Team, Firefighting	Hydraulic Excavator (Medium Excavation 4cy to 1.75 cy)
Interagency Buying Team, Firefighting	Hydraulic Truck Cranes
Mobile Communications Unit (Law/Fire)	Lattice Truck Cranes
Portable Pump	Track Dozer
Strike Team, Engine (Fire)	Tractor Trailer (Example Only)
U.S. Coast Guard National Strike Force	Tub Grinder
Water Tender, Firefighting (Tanker)	Tug Boat
Disaster Medical Assistance Team (DMAT) Basic	Water Purification Team (USACE Emergency Water Teams)
Disaster Medical Assistance Team (DMAT) Burn Specialty	Water Truck (example only)
Disaster Medical Assistance Team (DMAT) Crush Injury	Wheel Dozer
Disaster Medical Assistance Team (DMAT) Mental Health	Wheel Loaders (Large 41cy to 8cy)
Disaster Medical Assistance Team (DMAT) Pediatric	Wheel Loaders (Medium 7 cy to 3cy)
Disaster Mortuary Operational Response Team (DMORT)	Wheel Loaders (Small 7cy to 2 cy)
International Medical Surgical Response Team (IMSuRT)	Air Search Team (Fixed-Wing)
NDMS Management Support Team (MST)	Airborne Reconnaissance (Fixed-Wing)
Veterinary Medical Assistance Team (VMAT)	Canine Search and Rescue Team Avalanche Snow Air Scent
Bomb Squad/Explosives Team	Canine Search and Rescue Team Disaster Response
Law Enforcement Aviation-Helicopters-Patrol & Surveillance	Canine Search and Rescue Team Land Cadaver Air Scent
Law Enforcement Observation Aircraft (Fixed-Wing)	Canine Search and Rescue Team Water Air Scent
Mobile Field Force Law Enforcement (Crowd Control Teams)	Canine Search and Rescue Team Wilderness Air Scent
Public Safety Dive Team	Canine Search and Rescue Team Wilderness Tracking Trailing
SWAT/Tactical Teams	Cave Search and Rescue Team
Air Conditioner/Heater	Collapse Search and Rescue Team
Air Curtain Burners (Fire Box-Above Ground, Refractory Walled)	Mine and Tunnel Search and Rescue Team
Air Curtain Burners (Trench Burner, In-Ground)	Mountain Search and Rescue Team
All Terrain Cranes	Radio Direction Finding Team
Backhoe Loader	Swiftwater Flood Search and Rescue Team
Chillers & Air Handlers (500 Ton to 50 Ton)	US&R Incident Support Team
Concrete Cutter/Multi-Processor for Hydraulic Excavator	US&R Task Forces
Crawler Cranes	Wilderness Search and Rescue Team
Debris Management Monitoring Team	///
Debris Management Site Reduction Team	

---

# Training & exercise

*Training improves your responder skills. Exercises ensure that you retain your new knowledge and reflexes.*

## Training

It's only a question of time before you'll find yourself in an actual emergency. You may as well get some training now to prepare to be a valuable responder rather than a sideline spectator.

### Public Safety employees

Firefighters and law enforcement personnel receive extensive training in their disciplines to prepare them for their everyday duties.

 **Example:** Public safety personnel could be cross-trained to assist public health workers doing isolation and quarantine patrol, or to assist EMTs doing austere medical tasks such as triage or decontamination.

### Other county employees

Every county employee should receive training in some emergency skill. Department supervisors will arrange for their people to train in their specialties and also to get cross-training in some other aspect of emergency preparedness.

**Example:** Clerical workers could be trained to process timesheets and vouchers in F&A, but also to track resources in logistics, or do basic life support in operations.

**Example:** Public works crews know how to clear culverts and plow highways, typical operations. They could be cross-trained for evacuation transport, damage assessment, or other infrastructure work.

## Exercise

Try to involve a variety of agencies in all exercises.

**Example:** The annual medical exercise each Fall includes medical personnel as well as law enforcement, and opens both the EOC and the Medical-Health DOC.



*See next page for personal training log.*

*See also section on certification and credentialing earlier in Part 2.*

---

## Excellent exercises

Your exercises should be announced in advance. All radio transmissions and phone calls should be prefaced: **"This is an exercise"**.

Keep exercises as **realistic** as possible. Have personnel use real equipment such as vehicles, backup generators, computer links, satellite phones, and radio relays. Use will expose potential weaknesses in equipment and communication links. If practical, send field units to actual sites of the demonstration incident.

EOC staff should wear **identifying vests or hats**.

P&I would prepare real-time **situation boards**.

Invite **local media** to come and role-play themselves. This is also valuable training for the media, and will promote good relations between reporters and PIOs.

Use drama, suspense, even a dash of appropriate humor, to make your exercise **memorable**.

Keep exercises to a **reasonable length**. Make sure there's time for participants to get to know other trainees.

Before closing, conduct an exercise **debriefing**. Prepare an After Action Corrective Action Report. This would include suggestions for future training or exercises.

---

## Log: personal training & certification

date	description of Training or Exercise	who attended	evaluation
7/4/08	Exercise: Explosion at Y in Bishop, release of possible hazmats, mass injuries at fairground.	Peter, Paul, & Mary	☺ ☹ ☹
			☺ ☹ ☹
			☺ ☹ ☹
			☺ ☹ ☹
			☺ ☹ ☹
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			☺ ☹ ☹

*Congratulations, you've completed 10 items. Get a new blank form from your supervisor.*

# Certification & credentialing

*How do you get picked to go on mutual aid duty? Credentials summarize your identity, affiliations, skills, certifications, fitness, and availability.*

## Certification

When you take an approved class in emergency skills -- such as CPR, resource tracking, or networking – you typically get a certificate and/or college credits to certify that you successfully passed the course. When you accumulate credits, you may be eligible for a valuable degree.

Collectively, such evidence of advanced training is called certification. Some jobs require particular certification for hiring or for promotion. Some require that you refresh certification in particular skills (such as CPR).

Inyo County strongly encourages all employees to take classes in a variety of emergency response skills, starting with CPR, Basic Life Support, and Incident Command System classes.

 Ask your supervisor what skills are needed, then help to fill that need.

## Credentialing

**NIMS** According to NIMS, **credentialing** involves “providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders. This system helps ensure that personnel representing various jurisdictional levels and functional disciplines possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the incident management or emergency responder position they are tasked to fill”.

---

### Credentials

In other words, credentials are like a **combination ID and resumé**. The better your credentials, the more likely you'll be invited to serve in leadership positions on complex emergencies.

---

## Credentials database

Your credentials are typically on cards that you carry with you.

In the near future, they will also be posted on credentials databases. The **National Emergency Responder Credentialing System**, now being developed, will enable emergency coordinators to cherry-pick credentialed personnel to work incidents nationwide.

Check-in and check-out may soon be as simple as swiping your card.

## Credentialed resources

Appropriate credentials will help you get onto credentialed teams such as a law enforcement mobile field force, medical assistance team (DMAT), ambulance task force, firefighting engine task force, and many other **typed resources**. See *resource typing earlier in Part 2*.

## Access to restricted areas

 Credentials will also be used to authorize access into incident facilities or hot zones. This will prevent “freelancers” from crashing the incident, and will increase site security.

# Skills Inventory

*Quick, find locals who can do triage, operate heavy equipment, speak foreign languages, maintain water pumps, or perform other emergency tasks.*

## Local talent

Inyo County compiles a database of the skills county employees could bring to a local emergency response.

Information is gathered using a one-page form that asks for contact information, training, certifications, and skills. Only department heads and emergency officials have access to this confidential data. **The data should be updated yearly.**

## DSW

Regular updating also reminds county employees that they may be called to an emergency.

**Under Govt. Code §3100, all county employees are considered disaster service workers (DSW).**

As such, they are required to respond to emergencies. While on duty, disaster service workers are protected from legal action (except cases of gross negligence).

### Emergency/Disaster Skills Inventory

Date: \_\_\_\_\_ Annual Update: \_\_\_\_\_

Name: \_\_\_\_\_  
Immediate Supervisor: \_\_\_\_\_  
Department: \_\_\_\_\_  
Position: \_\_\_\_\_

Contact Information  
Work Phone: \_\_\_\_\_  
Physical home address: \_\_\_\_\_  
Home Phone: \_\_\_\_\_  
Cell Phone: \_\_\_\_\_  
Pager: \_\_\_\_\_

Language spoken other than English: \_\_\_\_\_

Special skills or training (indicate past or present):  
Licenses \_\_\_\_\_  
Commercial/Special Driver's License \_\_\_\_\_

Certificates \_\_\_\_\_

**Please check the box/boxes that you have experience in:**

<input type="checkbox"/> First Aid/CPR	<input type="checkbox"/> EMT
<input type="checkbox"/> Search and Rescue	<input type="checkbox"/> Fire Fighting
<input type="checkbox"/> Law enforcement experience	<input type="checkbox"/> HAM radio operator
<input type="checkbox"/> Critical Incident Stress Management	<input type="checkbox"/> Construction
<input type="checkbox"/> Military experience	<input type="checkbox"/> Farm/ranch equipment
<input type="checkbox"/> Hazmat	<input type="checkbox"/> Life guard
<input type="checkbox"/> Heavy Equipment Operator	<input type="checkbox"/> Logging
<input type="checkbox"/> Interview Skills	<input type="checkbox"/> Journalism
<input type="checkbox"/> Carpentry	<input type="checkbox"/> Cooking for large numbers
<input type="checkbox"/> Plumbing	<input type="checkbox"/> Auto mechanic
<input type="checkbox"/> Electrical	<input type="checkbox"/> Welding
<input type="checkbox"/> Water/Waste water treatment	<input type="checkbox"/> Teaching
<input type="checkbox"/> Leadership experience such as Boy Scouts, Girl Scouts, 4-H Coach	<input type="checkbox"/> Public speaking experience
<input type="checkbox"/> Animal Management	<input type="checkbox"/> Day/Child Care
<input type="checkbox"/> Recreation/Entertainment	<input type="checkbox"/> Computer Skills
<input type="checkbox"/> Other _____	

Do you have a Family Disaster Plan  Yes  No

---

## Paper to online

Initially, the inventory uses the paper form shown here.

Eventually, an online form will make it more convenient and accurate to gather the information, and to integrate it into the database.

---



Though there may be overlap, the skills inventory is separate from the contact listing in Part 5 of this plan.

# Authority

*Operational area emergency plans – such as the one for Inyo County you are now reading – are considered extensions of the California Emergency Plan.*

## California Emergency Plan

The California Emergency Services Act (Govt. Code 8550 et seq.) provides the basic authority for conducting emergency operations in the State of California. The Act states that the Governor must publish a State Emergency Plan, and that its provisions shall be binding on all political subdivisions of the state.

## California SEMS Regulations

In 1994, the California Office of Emergency Services adopted regulations governing emergency response throughout the state. To be eligible for state funding, all local governments must comply with the Standardized Emergency Management System (SEMS) described in the regulations.

In a nutshell, the regulations say that all responders throughout California must use the time-tested incident command system and mutual aid. Furthermore, every emergency organization must operate at one of five integrated levels, from the field through Sacramento.

The regulations also confirm that local officials remain in charge even when outside personnel and equipment enter into a county through mutual aid.

**NIMS** SEMS is compatible with the **National Incident Management System**.

**In a nutshell, the regulations say that all responders throughout California must use the time-tested Incident Command System and mutual aid.**

## Inyo County Code

Chapter 2.56 of our County Code governs emergency work within Inyo County.

### Emergency defined

**“The actual or threatened existence of conditions of disaster or extreme peril to the safety of persons and property within this county caused by such conditions as air pollution, fire, flood, storm, epidemic, riot or earthquake, or other conditions including conditions resulting from war or imminent threat of war, but 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 this county, requiring the combined forces of other political subdivisions to combat.”**

Inyo County Code 2.56.020. This definition is similar to that used by the State of California.

 See complete county code in Part 4 of this plan.

## Disaster Council

County Code also establish this advisory group, consisting of the chairperson of the Board of Supervisors, the County Administrator, chiefs of local emergency services, and representatives from other organizations having emergency duties.

County membership on this council includes the County Sheriff, Director of Environmental Health Services, Public Works Director, Director of Health & Human Services, Chief Probation Officer, and other financial and administrative departments.

Also included are representatives of local fire departments, Bishop City Administration and Police Department, Caltrans, California Highway Patrol, Inyo National Forest, BLM, Death Valley National Park, Cal Fire, California Fish and Wildlife, Los Angeles DWP, Southern California Edison, Verizon, the American Red Cross, CalOES, and local schools.

## Duties of the Board of Supervisors

As the elected governing body of the County, the board must meet whenever a major emergency threatens the County. If some board members are unavailable, those remaining may reconstitute the board so that constitutional government can proceed during the emergency.

If conditions warrant, the board is empowered to proclaim a **Local Emergency**.

Having proclaimed a local emergency, the board may ask the Governor to declare a **State of Emergency**.

## Key Players

Inyo County divides the task of emergency administration among three positions:

### Director of Emergency Services

The *County Administrator* is designated Director of Emergency Services and is in charge of overall emergency planning and budgeting.

The DES may proclaim emergencies when the Board of Supervisors cannot meet. **The board must ratify such unilateral proclamations within 7 days.**

### Coordinator of Disaster Services

The details of emergency training, coordination, communication, and preparedness are delegated to this person, appointed by the Board of Supervisors. The CDS publishes and updates the EOP that you are now reading, and coordinates and communicates its overlay with other agencies and organizations in the County. Additionally, he or she supervises training countywide, and ensures that adequate emergency supplies are in place.

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## Three Declarations of Emergency

Declaring a **Local Emergency** allows the County to enact specific regulations to preserve life and property, obtain vital supplies and equipment from any source, and require services of all county employees. The Board of Supervisors must terminate the local emergency as soon as practical, and must review the need to continue it at least every 14 days.

A **State of Emergency**, proclaimed by the Governor, gives state and local governments broader police powers to cope with the emergency, including the ability to impress citizens into helping with the response.

A **State of War Emergency** is the most serious condition. All counties must comply with lawful orders and regulations issued by the Governor, who has extensive police powers to protect life and property.

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## County Sheriff

The County Sheriff is responsible for handling initial response to a sudden operational area emergency, and must immediately notify the Director of Emergency Services, Coordinator of Disaster Services, and the Board of Supervisors.

As a major emergency develops, the Sheriff may choose to claim continued command by taking the role of **EOC Director**, may share command with a **Unified Command**, or may transfer control to another appropriate official.

 See sample **declarations of emergency** on the following pages.

 See the **Continuity of Government** section later in this plan for information about reconstituting constitutional government should officials be killed or incapacitated by disaster.

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## People have to sleep sometime

Under SEMS, the emergency organization is modular and flexible. Positions are filled by the most appropriate personnel that are available at the time.

**Example:** Suppose the Sheriff is traveling when an operational area emergency develops. The Under-Sheriff, Watch Commander, County Health Officer, a fire chief, a police chief, or another appropriate local official may put on the EOC Director hat. This person may relinquish command when a more experienced official arrives.

**Example:** After the first 12 or 24 hours working an incident, fatigue starts to affect judgment and safety. A new team must then take command, allowing the first responders to get some sleep.

 The modular, plug-in SEMS organization ensures that our response never relies exclusively on any particular person – no matter how talented or experienced.

We are all expendable ... especially when fatigued or stressed.

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## **Sample Resolution** **Proclamation of Local Emergency**

Resolution Number \_\_\_\_  
Board of Supervisors, County of Inyo

**A Resolution of the Board of Supervisors, County of Inyo,  
Proclaiming Existence of a Local Emergency**

**Whereas**, Government Code Section 8630 and Section 2.56.060 of the Inyo County Code empowers the Board of Supervisors to proclaim the existence or threatened existence of a local emergency when the County is affected or likely to be affected by a public calamity; and

**Whereas**, this Board of Supervisors has been requested by the Inyo Director of Emergency Services to proclaim the existence of a local emergency in Inyo County; and

**Whereas**, this Board of Supervisors does find that conditions of [or threats of] extreme peril to the safety of persons and property have arisen within the county, caused by.....  
.....  
commencing on or about ..... and that the aforesaid conditions of extreme peril warrant and necessitate the proclamation of the existence of a local emergency.

**Now, therefore, it is hereby resolved and proclaimed** that for the reasons set forth above, a local emergency now exists throughout Inyo County; and

**Be it further resolved, proclaimed, and ordered** that during the existence of said local emergency, the powers, functions, and duties of the Inyo County Director of Emergency Services and the emergency organization of this county shall be those prescribed by state law, Chapter 2.56 of the Inyo County Code, and such other orders as this Board may make during said emergency.

**Be it further resolved, proclaimed, and ordered** that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the Board of Supervisors of the County of Inyo, State of California.

**Approved and adopted** this ..... date ..... by the following vote of said board:

Ayes:  
Noes:  
Abstain:  
Absent:

\_\_\_\_\_  
Chair, Board of Supervisors  
County of Inyo

ATTEST:

by: \_\_\_\_\_  
Deputy

 The Board must meet at least every 14 days to renew this declaration.

## **Sample Resolution** **Asking Governor to proclaim State of Emergency**

Resolution Number \_\_\_\_  
Board of Supervisors, County of Inyo

**A Resolution of the Board of Supervisors, County of Inyo,  
Requesting the Governor to Proclaim a State of Emergency**

**Whereas**, on ..... date ....., the Board of Supervisors of the County of Inyo found that  
.....  
.....

a condition of extreme peril to life and property did and continues to exist in Inyo County; and

**Whereas**, upon that finding and in accordance with state law, the Board of Supervisors declared an emergency did and does continue to exist throughout said county; and

**Whereas**, it has now been found that local resources are unable to cope with the effects of said emergency.

**Now, therefore, it is hereby resolved, declared, and ordered** that a copy of this declaration be forwarded to the Governor of the State of California with the request that he/she proclaim the County of Inyo to be in a state of emergency; and

**Be it further resolved** that the Director of Emergency Services of Inyo County is hereby designated as the authorized representative of the County of Inyo for the purpose of receipt, processing, and coordination of all inquiries and requirements necessary to obtain state and federal assistance.

**Be it further resolved, proclaimed, and ordered** that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the Board of Supervisors of the County of Inyo, State of California.

**Approved and adopted** this ..... date ..... by the following vote of said board:

Ayes:  
Noes:  
Abstain:  
Absent:

\_\_\_\_\_  
Chair, Board of Supervisors  
County of Inyo

ATTEST:

by: \_\_\_\_\_  
Deputy

# County is lead agency

*Under SEMS, the county is the lead jurisdiction when coordinating an emergency response in our operational area.*

## County Board of Supervisors

This elected body has the authority to declare a local emergency within the County, or request that the Governor declare a state of emergency.

To maintain its focus on broad policy, the Board wouldn't want to micromanage emergency planning or response.

Therefore, the board has formally designated the County Administrator to be the County's Director of Emergency Services (DES), with authority to supervise emergency planning and organization. The DES can designate other officials to act on his or her behalf.

**To maintain its focus on broad policy, the Board wouldn't want to micromanage emergency planning or response.**

## EOC Director

The command position in the Operational Area **EOC** is called -- naturally enough -- the EOC Director. It doesn't have to be the same person every time. Indeed, on incidents lasting more than 24 hours, it cannot remain the same person, because all responders need to sleep.

**Example:** Often, the County Director of Emergency Services will wear the EOC Director hat at the onset of an emergency. After the first 12 or 24 hours, typically, someone else from the county's law enforcement, fire, or medical communities would fill the position.

**Example:** On a large wildfire complex, an experienced firefighter from a local agency such as CDF, BLM, or the Forest Service might be the appropriate choice for EOC Director. Someone from the county's Health Department might be EOC Director during a pandemic scenario.

 Like the CEO of an enterprise, the EOC Director doesn't have to be an expert in a particular discipline. More important are leadership abilities, knowledge of SEMS, and familiarity with the Eastern Sierra region.

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## Responsibility & Immunity

All people working as emergency service workers during declared emergencies, regardless of where they came from, have the same degree of responsibility for their actions and enjoy the same immunities as officers and employees of the state.

*Govt. Code Section 8657*

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## County emergency organization

The emergency organization of Inyo County consists of all officers and employees of the county, the personnel of other agencies that have agreements with the county, and individual citizens who are accepted as volunteers or who are impressed into service. *See Inyo Code 2.56.070*

### Other agencies

County responders will be working with people from other jurisdictions such as

- Local fire departments
- City of Bishop Police Department
- Caltrans
- California Highway Patrol
- California Department of Fish & Wildlife
- CAL FIRE
- CalOES
- University of California
- US Forest Service
- National Park Service
- Bureau of Land Management (BLM)
- US Navy
- Los Angeles Department of Water & Power
- American Red Cross
- Local school districts
- Verizon
- Southern California Edison
- and other local organizations

### Volunteers

Individuals without agency affiliation are invited to volunteer their services, but will be accepted only if their particular skills are needed on the incident.

 Despite good intentions, unskilled volunteers often require more effort to supervise than they contribute, so their use should be carefully considered.

### Impressed into service

During declared emergencies, under the California Emergency Services Act, people can be drafted off the street to help work an emergency response.

# Continuity of government

*To prevent anarchy or despotism, constitutional government must continue under all circumstances.*

## When government is crippled

Besides causing great loss of life and property, a major disaster could destroy government facilities and records – and kill or injure the very officials responsible for coordinating public safety and organizing recovery.

Existing law contains specific direction for repairing government when it is disabled by disaster. Most of this section summarizes the preservation of local government provisions of the California Emergency Act.

## Succession of local officials

The Board of Supervisors (BOS) shall meet as soon as possible when a major emergency threatens the County.

If a quorum cannot be reached because supervisors are unavailable, the remaining members (even if only one) will meet and reconstitute the Board.

## Standby officers

To save valuable time when a disaster makes it necessary to reconstitute the Board of Supervisors, the board appoints standby officers in advance. Each board member has up to three standbys, numbered 1, 2, or 3.

 To increase the chances of standbys surviving to fulfill their emergency role, it's a good idea to appoint people who live and work in different locations.

Standbys are appointed and serve at the pleasure of the Board of Supervisors. They must inform themselves about the business and emergency functions of the County, and may be required to attend informational meetings. When an emergency happens, the standbys should report that they are ready for duty.

## But what if all supervisors and their standbys are unavailable?

In that event, officials of nearby counties, starting with the closest, shall appoint temporary officers for Inyo County.

## Other County officials

The Board of Supervisors may also designate standby officers for department heads who have law enforcement and public health functions. Such officers would include the County Administrative Officer, Sheriff, District Attorney, County Counsel, Health & Human Services Director, Director of Environmental Health, and Director of Public Works.

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## What exactly does unavailable mean?

It means that “an officer is either killed, missing, or so seriously injured as to be unable to attend meetings or otherwise perform his duties.”

*Govt. Code Section 8636*

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 **During an emergency, the BOS should never travel together in one vehicle or airplane.**

## Standby officers contact list



Get an update of this page each year.

This list updated by \_\_\_\_\_ on: \_\_\_\_\_

Supervisor	Standby 1	Standby 2	Standby 3
<b>District 1</b>			
<b>District 2</b>			
<b>District 3</b>			
<b>District 4</b>			
<b>District 5</b>			
Selected County positions:			
<b>Co. Administrator</b>			
<b>Sheriff</b>			
<b>District Attorney</b>			
<b>County Counsel</b>			
<b>Dir. Health &amp; HS</b>			
<b>Dir. Environ. Health</b>			
<b>Dir. Public Works</b>			

## Alternative County Seat

Regular meetings of the Board of Supervisors are held in Independence, the county seat. If that location is not available or suitable, the board will meet in the following locations:

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**First alternative**      **City of Bishop Council Chambers**

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**Second alternative**      **Statham Hall, Lone Pine**

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**Third alternative**      **Death Valley Visitor Center, Furnace Creek**

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If circumstances warrant, the board may decide to meet in yet another practical location, including one outside Inyo County.

## Preservation of records

A complete collection of official records is vital to continuity of county government, both during and after an emergency. Positive actions are needed to safeguard essential records such as vital statistics, land and tax records, license registers, official proceedings, statutes and ordinances, court records, financial records, personnel files, among others.

### Documents valuable to the response

 Records necessary to conduct emergency operations include maps of **utility systems** and **roads**, locations of emergency **supplies and equipment**, and **personnel rosters**.

### Day-to-day precautions

An incident that threatens records could happen at any time, during or after business hours.

**Examples:** Earthquake damages county buildings in Independence. Fire guts records warehouse. Direct strike of lightning fries the Assessor's computer system.

All County employees should take precautions to minimize exposure of important records to unnecessary risk.

### Labeling Vital Records

Essential records should be legibly marked, in advance.

**Example:** Even if employees of the Clerk-Recorder's office were unavailable on a weekend emergency, responders should be able to distinguish the important records for fast relocation if necessary.

### Other Departments

Other County departments – in Independence and Bishop – also work with documents that would be difficult or impossible to replace. These documents should be protected as well.

---

### Backup records

The Courthouse in Independence has two fireproof vaults in the basement and two vaults on the first floor in which the Clerk-Recorder, Treasurer, Auditor-Controller, and others store official county records.

The Clerk-Recorder should take measures to maintain the integrity of county records, including making periodic backup copies.

Inyo County original records are stored at a secure location away from Inyo County.

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# Emergency Operations Center

*Responders need a secure command facility with good communications that is capable of supporting response staff for weeks at a time if necessary.*

## Inyo County EOC facilities

### Independence EOC

The Sheriff's main office in Independence has a room maintained especially for use as an EOC. The facility is connected to an auxiliary power generator and stocked with sufficient food and water to sustain ten people for 14 days.

The Sheriff's Department provides **security** for the EOC.

### Alternate EOC locations

If the EOC in Independence is disabled or impractical for other reasons, alternate EOCs could be set up in different areas of the County – or even outside it.

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<b>Bishop</b>	<b>Fire Dept. Training Center on East Line Street</b>
<b>Bishop</b>	<b>Bishop Police Department</b>
<b>Bishop</b>	<b>Sheriff's Posse Hut at Airport (SAR Building)</b>
<b>Independence</b>	<b>Board of Supervisors Chambers</b>
<b>Death Valley NP</b>	<b>Furnace Creek Visitor Center</b>

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### **NIMS** Mobile EOC - Mobile Interoperability Gateway Unit (MIGU)

The Sheriff's Office has the Mobile Interoperability Gateway Unit (MIGU) that can be deployed at any EOC (fixed or mobile) or any field ICP which can link working frequencies from various agencies together.

We can also borrow a similar unit from neighboring Mono County, and if needed from Region VI MIGU- San Bernardino.

## EOC Communications County Radio Network

This general purpose radio network operated by the Sheriff's Department allows the EOC to talk with deputies in the field, with Bishop Police Department, and with other agencies such as CHP, Caltrans, Cal Fire, CDF&W, USFS, NPS, BLM, SCE, and LADWP.

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## Repeater - Locations

**Silver Peak** east of Bishop, **Mazourka Peak** northeast of Independence, **Cerro Gordo** east of Lone Pine, **Rogers Peak** above Death Valley, **Shoshone/Tecopa** east of Hwy. 127 south of Shoshone at the Inyo Co/ San Bernardino Co line and **El Paso Peak** south of Ridgecrest.

Mutual Aid Repeaters (tactical fire or law) are located in Inyo County on the Highway 395 corridor at Olancho Fire Department, Lone Pine Sheriff's substation, Sheriff's Administrative facility in Independence, the Big Pine road yard office and the Sheriff's Posse Hut in Bishop. IC will determine which Mutual Aid repeater frequency will be used. There are additional locations in Mono County.

## OASIS

The **Operational Area Satellite Information System** offers direct uplink and downlink connection between our EOC in Independence and the **California State Warning Center** in Sacramento. This system is especially useful when landlines are congested or down.

Currently, OASIS offers four voice lines and one data line.

## RACES

The **Radio Amateur Civil Emergency Service** is organized to provide supplemental communications for the Sheriff's Department. HAM volunteers use radios in a room adjoining the EOC to maintain communication links and relays when others may be overloaded or down.

## Other agencies

Agencies such as CDF&W, USFS, NPS, BLM, and the US Navy operate their own radio networks in the operational area. Ways to patch into them could be very helpful during large-scale emergencies.

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### Use the TECH principle

For efficiency, test new technologies in exercises and training sessions before deployed on a real response.

Observe the **TECH Principle**:

A new technique or tool should save **time**, save **effort**, be **convenient**, and work with mere **humans**.

---

## **NIMS** New technology

Besides radio and phone communications, we will be seeing more **social media** (Internet, e-mail, text messaging, wireless hot spots, Facebook, Twitter, You Tube, 360 Video, LinkedIn, Tumblr, Myspace, Yelp, flickr, (Google and other communication nets) with more to come.

 See **County Radio Network** radio frequency table on the next page, followed by maps of predicted radio coverage.

A vicinity map showing location of the repeaters is at the start of Part 1.



<b>Inyo County Radio System</b>				Page 1 of 3	RX = receive	TX = transmit	TPL = tone	
HAN# MOBILE	CH# PORT	ALPHA PORTABLE	ALPHA MOBILE	RX FREQ	TX FREQ	TPL (TX)	NB	
1		S2 SIL	1 ICSO2 SILVER	151.025	156.060	131.8	NB	
2		S2 MAZ	2 ICSO2 MAZRKA	151.025	156.060	151.4	NB	
3		S2 CG	3 ICSO2 CGORDO	151.025	156.060	136.5	NB	
4		S2 ELP	4 ICSO2 ELPASO	151.025	156.060	162.2	NB	
5		S1 SIL	5 ICSO1 SILVER	154.725	155.415	131.8	NB	
6		S1 MAZ	6 ICSO1 MAZRKA	154.725	155.415	151.4	NB	
7		S1 CG	7 ICSO1 CGORDO	154.725	155.415	136.5	NB	
8		S1 ELP	8 ICSO1 ELPASO	154.725	155.415	162.2	NB	
9		S1 RGR	9 ICSO1 ROGERS	154.725	155.415	141.3	NB	
10		S1 TCP	10 ICSO1 TECOPA	154.725	155.415	173.8	NB	
11		SO TAC	11 ISO TAC	155.850	155.850		NB	
12		SO CC	12 ISO C-C	155.535	155.535		NB	
13		SO JL	13 ISO JAIL	155.850	155.850	100.0	NB	
14		BPD SL	14 BPD SILVER	154.875	159.090	131.8	NB	
15		BPD #2	15 BPD #2	155.010	155.010		NB	
16		CALAW 1	16 CALAW 1	154.920	154.920		NB	
17		BPD TC	17 BPD TAC	156.150	156.150		NB	
18		SO BLU	18 ISO BLUE	156.075	156.075		NB	
19		SO GRY	19 ISO GREY	155.475	155.475		NB	
20		SO/CHP	20 ICSO/CHP	154.905	154.725		NB	
21		MCS CC	21 MCSO C-C	154.800	154.800		NB	
22		MCS CD	22 MCSO CD	154.800	155.700	131.8	NB	
23		MCS LN	23 MCSO LINC	154.800	155.700	151.4	NB	
24		MCS CW	24 MCSO CNWY	154.800	155.700	136.5	NB	
25		MCS PG	25 MCSO PGRV	154.800	155.700	141.3	NB	
26		MLP RT	26 MLPD RPTR	155.595	159.015	151.4	NB	
27		MLP 00	27 MLPD (00)	155.595	155.595		MB	
28		MLP TC	28 MLPD TAC	155.550	155.550		NB	
29		EMS CC	29 IEMS C-C	154.310	154.310		NB	
30		EMS SL	30 IEMS SILVER 1	154.310	155.865	131.8	NB	
31		EMS CG	31 IEMS CGORDO1	154.310	155.865	136.5	NB	
32		EMS RG	32 IEMS ROGERS 1	154.310	155.865	141.3	NB	
32A		EMS2 SL	32A EMS 2 SILVER	154.3775	159.0000	131.8	NB	



Inyo County Radio System			Page 2 of 3	RX = receive	TX = transmit	TPL = tone	
HAN# MOBILE	CH# PORT	ALPHA PORTABLE	ALPHA MOBILE	FREQ	FREQ	(TX)	NB
32B		EMS 2 MAZ	32B EMS2 MAZCYN	154.3775	159.0000	151.4	NB
32C		EMS 2 CG	32C EMS2 CGORD	154.3775	159.0000	136.5	NB
33		ADMIN/MAZ	33 ADMIN	154.085	155.835	151.4	NB
33A		ADMIN/CASA	33A ADMIN	154.085	155.835	141.3	NB
34		911 FD/MAZ	34 911 FIRE	153.875	155.880	151.4	NB
34A		911 FIRE/CG	34A 911 FIRE	153.875	155.880	136.5	NB
35		CTY FD	35 CTY FIRE/LP	154.430	154.430		NB
36		BFD T	36 BFD TAC	154.145	154.145		NB
37		BPFD T	37 BPFD TAC	154.220	154.220		NB
38		IVFD T	38 IVFD TAC	154.370	154.370		NB
39		OLNCH	39 OLNCH/CHALF	154.400	154.400		NB
40		MRA	40 MRA	155.160	155.160		NB
41		NPS CC	41 DVNPS C-C	170.100	170.100		NB
42		NPS RG	42 DVNPS ROG	170.100	169.550	141.3	NB
43		NPS DR	43 DVNPS DRY	170.100	169.550	127.3	NB
44		NPS GR	44 DVNPS GRP	170.100	169.550	146.2	NB
45		FS CC	45 USFS C-C	168.125	168.125		NB
46		FS SIL	46 USFS NORTH	168.1250	173.800	110.9	NB
47		FS CG	47 USFS SOUTH	168.7250	173.8375	110.9	NB
48			48 BLM C-C	169.7125	169.7125		NB
49			49 BLM SILV	169.7125	163.1250	103.5	NB
50			50 BLM POT	169.7125	163.1250	136.5	NB
51			51 BLM CG	169.7125	163.1250	146.2	NB
52			52 F&G C-C	151.430	151.430		NB
53			53 F&G SILV	151.430	159.420	107.2	NB
54			54 F&G ROG	151.430	159.420	114.8	NB
55			55 CALFIRE C-C	151.355	151.355		NB
56			56 CALFIRE TONE3	151.1750	151.1750	192.8	NB
57			57 CALFIRE BDU3	151.250	159.4050	146.2	NB
58			58 CALFIRE C1	151.3550	159.3000	103.5	NB
59			59 ICRD C-C	153.800	153.800		NB
60			60 ICRD SILV	153.800	156.015	131.8	NB
61			61 ICRD CG	153.800	156.015	136.5	NB
62			62 ICRD ROG	153.800	156.015	141.3	NB
63			63 ICRD TACT	153.80	156.015	151.4	NB

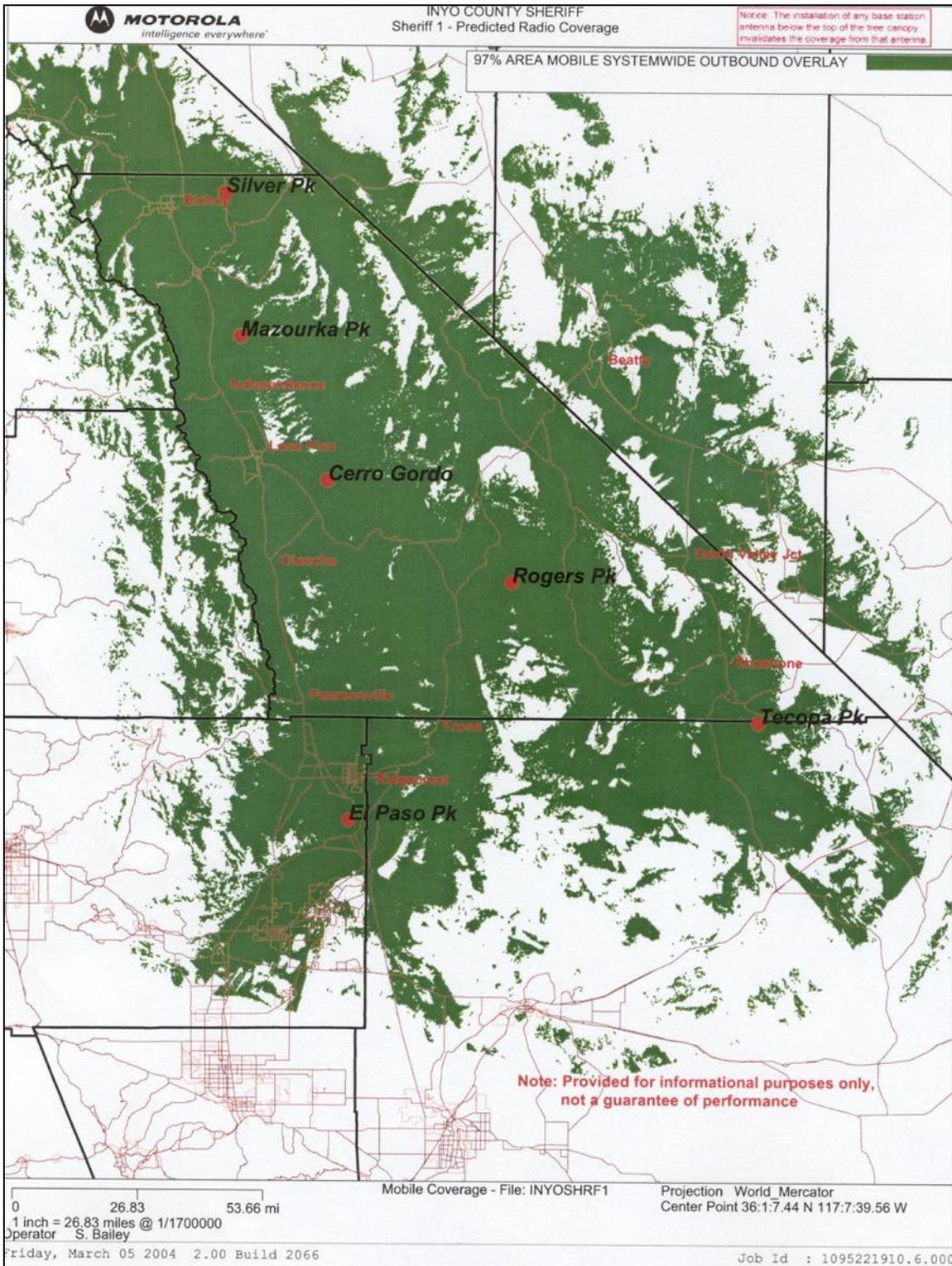


Inyo County Radio System			Page 3of 3	RX = receive TX = transmit TPL = tone NB = narrow band			
HAN# MOBILE	CH# PORT	ALPHA PORTABLE	ALPHA MOBILE	RX FREQ	TX FREQ	TPL (TX)	NB
64			64 BUHS/BUES	155.220	155.220		NB
65			65 LPUSD	155.280	155.280	141.3	NB
66			66 BP/OWENS	155.265	155.265	162.2	NB
67			67 RDGCRST C-C	154.845	154.845		NB
68			68 RDGCRST RPT	154.845	155.370	127.3	NB
69			69 MEMS C-C	154.025	154.025		NB
70			70 MEMS CD	154.025	155.895	131.8	NB
71			71 MEMS LINC	154.025	155.895	151.4	NB
72			72 MEMS CNWY	154.025	155.895	136.5	NB
73			73 MEMS PGRV	154.025	155.895	141.3	NB
74			74 MCFD C-C	153.860	153.860		NB
75			75 MCFD CD	153.860	155.760	131.8	NB
76			76 MCFD LINC	153.860	155.760	151.4	NB
77			77 MCFD CNWY	153.860	155.760	136.5	NB
78			78 MCFD PCRV	153.860	155.760	141.3	NB
79			79 MLFD	153.950	153.950		NB
80			80 NYE C-C	155.625	155.625		NB
81			81 NYE MONTEZ	155.625	155.010	100.0	NB
82			82 NYE PILOT	155.625	155.010	114.8	NB
83			83 NYE JEFF	155.625	155.010	127.3	NB
84			84 NYE BEATTY	155.625	155.010	156.7	NB
85			85 NYE PAHRUMP	155.790	154.830	136.5	NB
86			86 EMS C-C	155.310	155.310		NB
87			87 EMS PLMTO	155.310	156.090	82.5	NB
88			88 ESM PILOT	155.310	156.090	114.8	NB
89			89 ESM MONTEZ	155.310	156.090	100.0	NB
90			90 LV METRO	155.250	158.850	173.8	NB

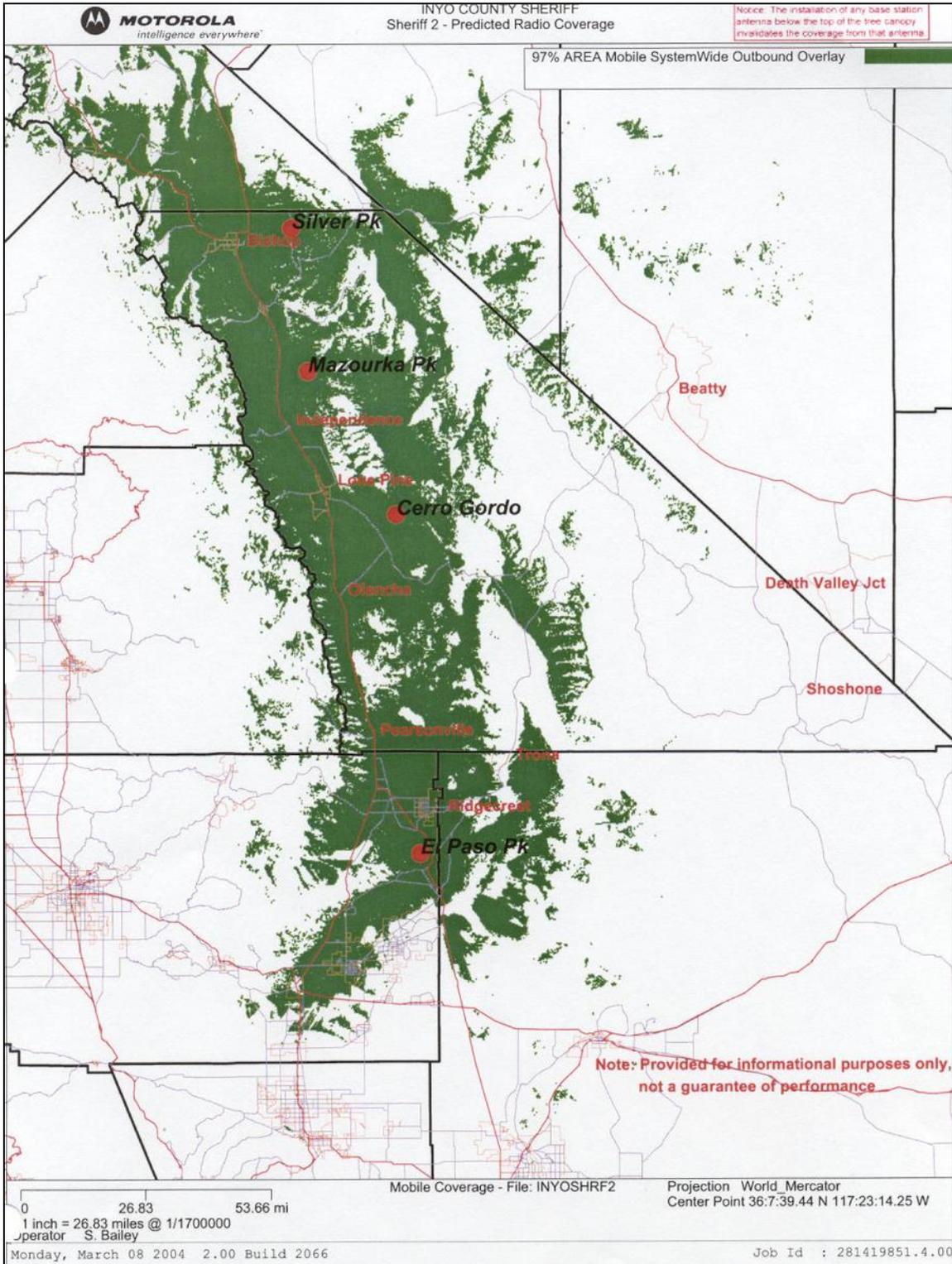


<b>Inyo County Radio System</b>			Page 3 of 3	RX = receive TX = transmit TPL = tone NB = narrow band			
HAN# MOBILE	CH# PORT	ALPHA PORTABLE	ALPHA MOBILE	RX FREQ	TX FREQ	TPL (TX)	NB
91	Group 8		MA2 AV/BISH	151.085	159.150	146.2	NB
92			MA1 SW/BP	151.115	159.180	141.3	NB
93			MA2 SW/BP	151.085	159.150	141.3	NB
94			MA1 CON/IND	151.115	159.180	136.5	NB
95			MA2 CON/IND	151.085	159.150	136.5	NB
96			MA1 MAM/LP	151.115	159.18	151.4	NB
97			MA2 MAM/LP	151.085	159.15	151.4	NB
98			MA1 JUN/OLA	151.115	159.180	127.3	NB

## Sheriff One predicted coverage



### Sheriff Two predicted coverage



---

## Preparing the EOC

The Independence Emergency Operations Center is maintained in a state of readiness by the Sheriff's staff, ready to be activated at any time.

See also  **EOC Manager** checklist in Part 3.

## Activating the EOC

The EOC will be opened under the following circumstances:

- A local jurisdiction has activated its EOC and requested support.
- The City of Bishop and/or the County has declared a local emergency.
- The County has requested a governor's proclamation of state of emergency, or the governor has declared it.
- The County is requesting outside, not routine resources to deal with an incident.
- The County has received request for resources from outside, beyond those covered by routine mutual aid requests.

The scenarios in Part 1 of this plan provide details about scenarios that might trigger activation of the EOC.

## Which EOC?

Once the decision to activate is made, the next decision would be whether to open the Independence EOC or an alternate site. If an alternative site, you'll appreciate that basic supplies and communications gear have been pre-positioned there.

## Callout Rosters

The first hours of a large incident are precious. The Sheriff's Office and other agencies such as the Forest Service, Park Service, and Caltrans maintain callout rosters listing their personnel with specific skills. These lists should be consolidated and updated every April.

 Since key people are out-of-town a lot, make sure lists include plenty of alternate names.

## Be prepared and know where to go

All potential responders should know the locations of EOC sites around the County. If arriving by vehicle, don't block the area immediately next to the EOC.

Potential responders should have a family emergency plan in place, before possible deployment. It's a good idea to keep a small cache with personal supplies such as medicines, eyeglasses, and toothbrush.

See  **checklist common to all functions** in Part 3.

---

## Hats or vests

When fresh EOC personnel arrive, they should put on identifying vests or hats. Having to ask "Excuse me, could you tell me who the Planning & Intelligence Chief is?" is unnecessary and wastes precious time.

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# Running the EOC

## Operating periods

Once the EOC is up and running for about a day or so, the original team can't stay awake forever.

That's why we have **operating periods**, essentially response-wide working shifts. In addition to defining start and quit times for responders, operating periods are also the time frames for setting and measuring incident objectives. After the first few days, response organizations usually settle into **12-hour shifts** with a bit of overlap.

Operating periods (use 24-hr military time such as 0600-1830) should be well publicized.

## Transfer of authority

It might become necessary to change to a different management team. To avoid major confusion and frustration, transfers of authority must be carefully planned and implemented so that everyone knows what's going on.

Supervisors must inform their crews about any changes to the chain of command.

**Example:** You wouldn't want quarantine field workers to think they were still working out of a local command post, when in fact they are now coordinated by the Medical-Health Branch of the Operations Section at the newly-opened EOC.

**Example:** With a second helicopter arriving on the growing incident, flight and ground crews should know that they will be supervised by the new Aviation Branch of the Operations Section of the EOC.

**Supervisors must inform their crews about any changes to the chain of command.**

## Security

The EOC gets hectic enough without distractions. Access to the EOC should be restricted to authorized personnel.

Security is handled by the Law Enforcement Branch of the Operations Section.

## Maintenance

Personnel at the EOC come and go, but the physical infrastructure stays and will deteriorate. Equipment (copiers, printers, etc.) and restrooms, for example, need periodic maintenance.

## Keeping in touch with the real world

After awhile, life can get a bit strange inside a windowless EOC. Personnel working in this "pressure cooker" should be encouraged to take occasional short breaks to see the sky and breathe fresh air. Humor, short of distraction, is also good for morale.

---

## Demobilizing the EOC

Eventually, all emergencies come to an end. As the impact phases evolve into recovery, staff that are no longer needed are debriefed and sent home – after they complete the documentation for their units.

A Demobilization Unit (**Demobe**) should be organized early in the incident. Its task is to start planning for the eventual demobilization.

## Closeout

Eventually, it's time to close the EOC. Closeout meetings are held with remaining managers and incident documentation is organized into well-labeled boxes for archiving.

 This is when you appreciate that response personnel consistently labeled all paperwork, photos, maps, and spreadsheets with date & time and initials.

## **NIMS** After Action Corrective Action report

A team is assigned to sift through the incident's documentation and prepare a report that summarizes the incident, the response, and particularly **lessons learned**. This after action corrective action report will be presented to the Board of Supervisors and to OES.

Basically, lessons learned are answers to these questions:

- What worked well for us this time?
- What could we do better the next time?

*More details about*

**After Action Corrective Action Reports**  
*are at the end of Part 3 of this plan.*

---

## PTSD Post Traumatic Stress Disorder

Also known as **critical incident stress disorder**, this condition is mentioned several times in this plan because it's important.

Experienced EOC staff can fall victim to it just like field responders and the public. Adequate debriefing and counseling, available through mutual aid, can help.

Agencies such as OES, NPS, and USFS have critical incident stress debriefing counselors available by request.

---

# Who does what?

*When an emergency strikes, we must assemble a response organization from the resources available at the time.*

## Multiple jurisdictions

When you're called to work a large operational area incident, your co-workers will very likely come from various backgrounds and jurisdictions.

**Example:** Inyo County Sheriff deputies may be working investigations with California Highway Patrol officers and special arson agents from the Forest Service.

**Example:** Building fuel-breaks on a large wildfire, a bulldozer operator from Inyo County might be directed by an experienced firefighter from the BLM.

**Example:** The Public Information Team may have staff from Inyo County, Caltrans, & USFS.

## Function/Resource matrix

The matrices on the following pages illustrate possible SEMS organizations to respond to three hypothetical emergencies in the Eastern Sierra.

 These matrices are not intended to be definitive cookbook solutions, but to illustrate the range of possibilities.

### Fourth matrix is blank

Pick any scenario and build your own response organization. Vary the conditions, and change the resources available.

---

### Expand your skills

On one incident, you may be assigned duties matching your everyday work function (firefighter, law enforcement officer, mechanic, public health nurse, lawyer, engineer, etc.)

Another incident may require more generalist tasks such as driver, observer, damage inspector, phone-caller, traffic controller, or any number of other jobs.

Take advantage of training and exercises to increase your skill-set and increase your value as an emergency responder.

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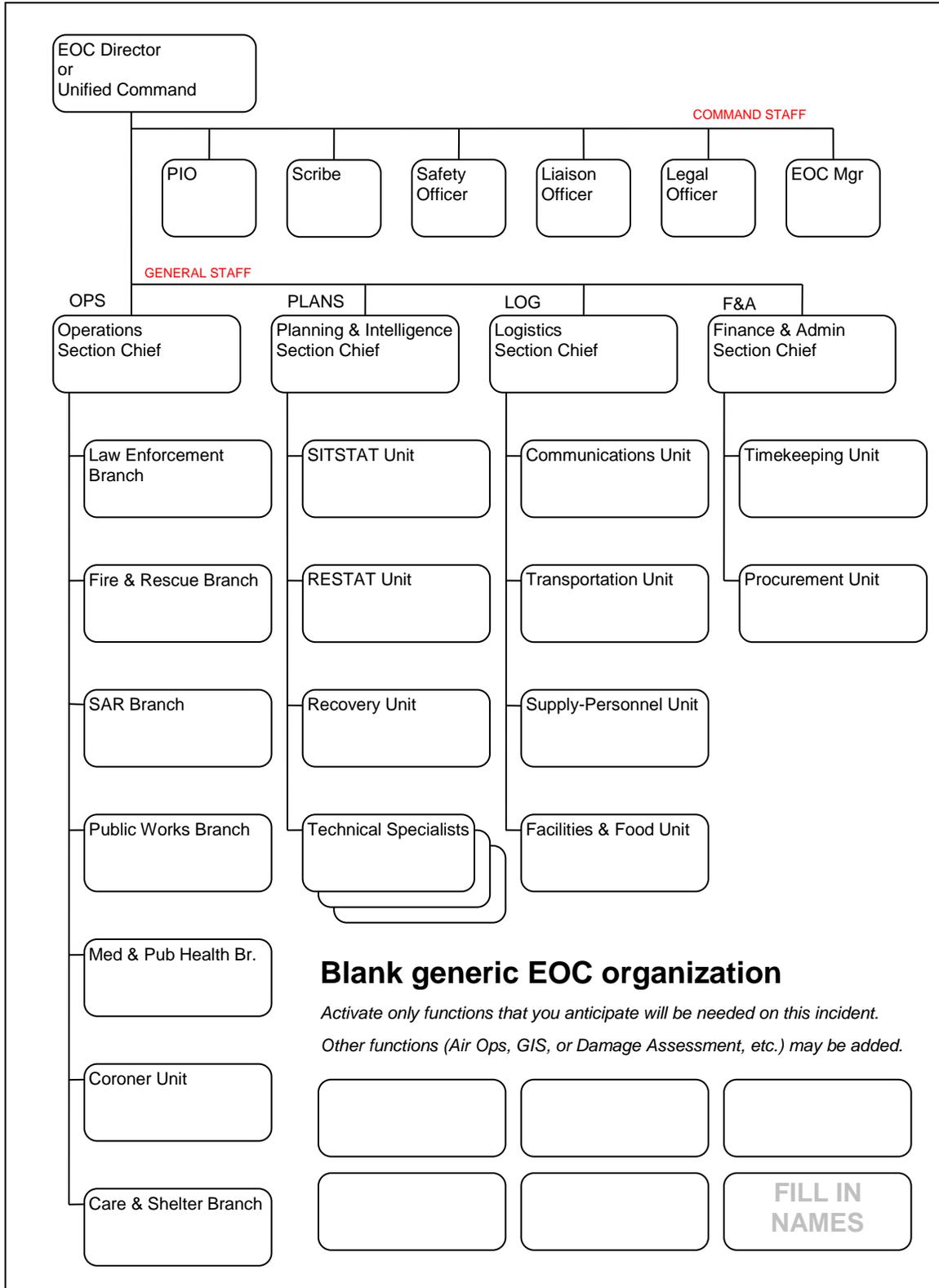
 Make copies of the **blank matrix** (page 5) & **blank organization chart** (page 6), then experiment with different combinations of scenarios and resources.













# Checklist

## common to all functions

*No matter what job you have as an emergency responder, some tasks and cautions are common to all emergency work. They are listed on this sheet to avoid repetition in the specific functional checklists that follow.*

### Preparedness Phase

- Read this plan. Make necessary corrections and keep it updated.
- Maintain your tools, equipment, and stock of supplies.
- Get to know the people who may be working emergencies with you.
- Become familiar with the communities and geography of the region.
- Participate in exercises and simulations.
- Have a **family emergency plan**. You'll know where they will be and they'll know where you will be and how to contact you.
- Pack a small "jump kit" with a spare set of clothes, medications, extra eyeglasses, water, snacks, etc.
- During exercises and training sessions, meet with other responders from inside and outside the county. Being on a first-name basis with co-workers really helps during a crisis.

---

#### Who wrote this, and when?

To make critical emergency decisions, can you rely on an anonymous message?

Is a document up-to-date?

Spread confidence: Initial and date/time *everything* you write or draw.

*Example:*  
K.Kringle 12/25/2007 0300

---

### Readiness Phase

- Review this plan, particularly the sections dealing with the potential threat and the checklists for your assigned functions.
- Make last minute personal and family arrangements now. Later, at the peak of the emergency, you may not have the time.
- Test lines of communications while notifying co-workers of the situation.
- Upon arrival at EOC or command post, wear identifying vest or cap.

### Pre-impact Phase

- Report to your unit at the prearranged location.
- Obtain situation briefing from your unit leader.
- Read the entire checklist for your function.
- Assess safety concerns for your function. Dead or injured responders cannot help.
- Start unit log book.



---

## Impact Phase

- If the emergency impacted without any warning, see checklists for pre-impact and readiness, above. There's always time for briefings and for safety.
- Use communication lines sparingly, on a priority basis.
- Improvise when necessary, without jeopardizing safety.

## Sustained Response Phase

- Make sure you and your crews get sufficient relief and rest.
- Avoid tunnel vision. When doing repetitive tasks for a long time, take breaks occasionally to observe the big picture.
- Keep alert for new information, but check it for accuracy.
-  Don't become a cog in the rumor mill.

## Recovery Phase

- Before demobilizing, lead or participate in a **debriefing** session. Honest discussion about what worked and what didn't will improve response to the next incident.
- Considering your experience from this incident, suggest changes to this plan.
- Collect and organize tools and records of your unit.

---

### PTSD

Be alert for symptoms of **post traumatic stress disorder**.

If you feel depressed, angry, can't sleep, or are otherwise stressed by the incident, seek help immediately.

PTSD can strike even the most experienced and hardened emergency workers.

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# Board of Supervisors

*During emergencies, the board's focus should be maintaining continuity of local government ... and not micromanaging the response.*

Although massive amounts of mutual aid assistance may come into the County during a large emergency, local officials know the area best and are in charge of the incident. This checklist serves as a reminder of Board actions that may be needed during an emergency.

*The legal basis for the board's role in emergencies is discussed in Part 2.*

## Preparedness Phase

- Read this plan. Make necessary corrections and keep it updated.
- Confirm that county ordinances are up to date and reflect local emergency scenarios.
- Become familiar with the geography, communities, and infrastructure of the entire county. Be an expert on your district.
- Meet supervisors from adjacent counties and discuss emergency issues with them.
- Meet with local state and federal agency heads to discuss emergency issues.
- Maintain a current roster of **standby officials**. See *Continuity of Government in Part 2*.
- Have a family emergency plan. Know where they will be and let them know how to contact you when you're away for extended periods. Carry and cache personal "jump kits" (toothbrush, medications, extra eyeglasses, etc.) to help you survive sudden and prolonged emergency meetings.
- Participate in emergency response exercises and simulations.

## Readiness Phase

- Obtain briefing from EOC Director.
- Review this EOP, particularly the scenarios relating to the present threat.
- Make last-minute personal and family arrangements.
- Brief standby officials about the developing emergency.
- Consider safety and security of BOS meeting sites.
- Convene special meeting of BOS. If situation warrants, declare a Local Emergency.
- If appropriate, request governor to declare State of Emergency.
- Work with PIO when issuing public statements. BOS should speak with one voice, through chairman or designated spokesperson.
- If Independence is threatened, direct Clerk Recorder to secure vital County records.
-  Prepare county to work under State of War Emergency.



## Pre-impact Phase

- Obtain update briefings from EOC Director.
- Take last minute measures to secure BOS meeting site. Relocate if necessary.
- Check communication links with EOC.

## Impact Phase

- Priority during impact is safety of responders, to make them available to save lives.
- Continue to receive update briefings from EOC Director.
- Use communication lines sparingly, on a priority basis.
- Improvise when necessary.

## Sustained Response Phase

- Schedule periodic update briefings by EOC Director.
- Keep alert for new information, but make sure it's verified.
- Visits by state officials are opportunities to explore disaster assistance.
- When safe, consider a BOS field trip to affected area.
-  **For security reasons, never have entire board travel in the same vehicle.**
- Be prepared for continuous questions from media. Work with the PIO.
- Review need to continue a Local Emergency declaration every 14 days.
- Avoid tunnel vision. After long discussions or briefings, take occasional breaks to clear the mind and get a fresh perspective.
- Make sure you get sufficient rest.

## Recovery Phase

- Declare an end to the Local Emergency as soon as appropriate.
- Set up long-term recovery team to coordinate disaster assistance from state and federal sources.
- NIMS** Submit the **After Action Corrective Action Report** to OES within 90 days.
- Based on this experience, do any ordinances need to be changed? Does the county's Director of Emergency Services need to make changes to this emergency plan?
- Thank-yous and commendations are always appreciated.

## Convergent Refugees

One of the more challenging emergencies facing rural Inyo County would be a sudden mass immigration of tens of thousands of people fleeing nearby cities for any number of reasons.

Although physically large, the County's infrastructure would be overwhelmed as refugees competed with locals for basics such as food, gas, water, and shelter.

The Board would have to work quickly with the State and neighboring counties to keep order and protect the local environment.

This is definitely something to think about *before* it happens.

**BOS must review the need to continue a Local Emergency every 14 days.**



# EOC Director or Unified Command

*Every emergency response organization should have only one leader. On an operational area response, that function is the EOC Director.*

**Example:** To contain a wildfire on the Inyo National Forest, crews from the US Forest Service, BLM, California Department of Forestry, and local fire departments might work under an IC from the US Forest Service.

**Example:** To clear a highway wreck involving hazmat on Highway 395, an IC from CHP might direct a team from Caltrans, County Department of Public Works, County Health Department, Sheriff's deputies, and US Forest Service.

**Example:** If both incidents above were sufficiently complex and happened at the same time, an operational area EOC would be opened, led by an experienced emergency professional: the EOC Director.

**Example:** Perhaps there's only one incident, but it's a whopper. The County's EOC would be activated, and the existing IC might move into it and assume the role of EOC Director.

## Setting Priorities

The purpose of the EOC is to coordinate field response when resources are limited and priorities must be set. That's a complex task. Information may be incomplete and people may disagree on how to proceed. However, decisions to commit actions must be made.

The buck stops at the EOC Director.

**! Don't confuse this management function with EOC Manager, the person who prepares and maintains the county's EOCs.**

## EOC Director General Responsibilities

The EOC Director has one basic responsibility: On short notice and with whatever resources are available, assemble a team of people that will put aside their jurisdictional differences and concentrate on responding effectively to the operational area emergency.

Easier said than done.

## Unified Command: when EOC Director is plural

If more than one jurisdiction is involved in a large operational area incident, a council of representatives from each may operate together as the EOC Director. Such an approach is called **Unified Command**.

This committee method satisfies the need of the affected jurisdictions to have a voice in how the incident will be handled. But command and morale may suffer if the unified commanders are not indeed unified.

**Example:** After a magnitude 7 quake in the Owens Valley, a unified command consisting of the County Sheriff, a line officer from the Forest Service, and the mayor of the City of Bishop could jointly command the response in local communities and nearby recreation areas on Inyo National Forest.

**Practice makes perfect.** A Unified Command must act as one body. Chances of that happening improve if the people involved have met before in regularly scheduled training workshops and simulations.

**Unified Command is implicit.** In this plan, wherever we say "EOC Director", we also mean possible Unified Command (unless stated otherwise or obvious by context).



---

## Leadership

The EOC Director or Unified Command must possess all the classic leadership abilities. And they must do so in a pressure cooker situation with life-and-death consequences.

## General Priorities

*First:* Provide for safety of emergency workers.

*Second:* Save lives and property of residents and visitors.

*Third:* Do it quickly and efficiently.

## Who

For operational area incidents within the jurisdiction of Inyo County, the County Sheriff is most often the EOC Director.

Alternates should always possess the leadership qualities listed above, and bring emergency experience (general or specific) to the EOC. Examples of people with general experience would be the County OES Director or Coordinator. For a fire incident, the best EOC Director might be a person from a wildland agency who's had experience fighting wildfires.

## Supervisor

Inyo County Board of Supervisors – and other agency heads as appropriate when the position is a Unified Command. It's the EOC Director's job to integrate the Board's policy concerns into the specific emergency response, consistent with safety.

Review the **Board of Supervisors checklist** earlier in Part 3 of this plan.

## Unified Command

Makeup of this "committee version" of EOC Director depends on the agencies and jurisdictions involved. The proverb "too many commanders spoil the response" is generally correct.

## **EOC** Command Staff organization

As appropriate for the incident, the EOC Director's immediate **Command Staff** might include:

- Public Information Officer
- Scribe
- Safety Officer
- Liaison Officer
- Legal Officer
- EOC Manager

---

## EOC Director or UC should have the classic leadership traits:

- Inspire confidence
  - Delegate
  - Focus without getting tunnel vision
  - Separate the significant from the insignificant
  - Make decisions without complete information.
-



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## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Gather all information available to date about incident.
- If possible, make an on-scene evaluation, or ask someone else to recon for you.
- Consult with appropriate County officials:
  - County Administrator (DES)
  - Mayor of City of Bishop
  - Board of Supervisors (especially the Supervisor of affected district/s)
- As appropriate, consult with other local agency officials.
- Decide which EOC or command post to activate.
- Activate SEMS functions required by incident:
  - Command Staff:**
    - Public Information Officer
    - Safety Officer
    - Liaison Officer
    - Legal Officer
    - EOC Manager
  - General Staff:**
    - Operations Section Chief
    - Planning & Intelligence Section Chief
    - Logistics Section Chief
    - Finance & Administration Section Chief
- If Board of Supervisors or DES are not available, consider declaring a Local Emergency.
- Direct PIO to release proclamation with an explanation to the public.
- Ask Planning & Intelligence to draft the first **Incident Action Plan** for your approval.
- Approve Incident Action Plan.
- Set media guidelines with PIO, depending on potential risk to responders and public.
- As situation warrants, have staff make the appropriate contacts:
  - US Forest Service
  - BLM
  - National Park Service
  - US Geological Survey
  - Naval Weapons Center
  - City of Bishop
  - Local fire department/s
  - Mono County
  - Fresno County
  - San Bernardino County
  - Caltrans
  - Department of Fish & Wildlife
  - CHP
  - Cal Fire
  - Southern California Edison
  - Los Angeles Dept. of Water & Power
  - Esmeralda County, NV
  - Nye County, NV
  - Clark County, NV
  - California State Warning Center (CSWC) - Region VI Duty Officer



-  Ask P&I to get scientific advice or advisors from USGS.
-     Ask P&I to get short- and long-term weather forecasts.
-  Ask Ops' Law Enforcement branch to contact FBI if there's any indication of terrorism.
-  Prepare to shelter the response organization and work under a State of War Emergency.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- Schedule periodic update briefings of Board of Supervisors.
- How are Sections progressing towards meeting objectives of first Incident Action Plan?
- Decide on operational period

## Impact Phase

- See blue pages:  Checklist common to all SEMS functions.
- Safety of response personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- As incident progresses, ask P&I to start work on an Incident Action Plan for the next operational period.
- Continue to brief Board of Supervisors.
- Continue to brief local agency officials.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Ask P&I to activate Recovery Unit if necessary.
- Closeout debriefing meetings with command staff and general staff (section chiefs).
- NIMS** Assign team to prepare **After Action Corrective Action Report** within 30 days.
- Arrange to have the report sent to Board of Supervisors and agencies involved, 60 days of demobilization. (Final AACA report must be received by OES within 90 days.)

---

### Where's the action?

The EOC Director requests and approves the **Incident Action Plan** – which is drafted by Planning & Intelligence.

But the EOC Director does not implement the plan. That's the job of the **Operations Section Chief**, who is closer to the action.

Such segregation of duties is another way that SEMS keeps emergency managers from being overwhelmed by details.

---



# Public Information Officer

*During emergencies, the public and media will need accurate and timely information about the incident and instructions about what to do.*

Demand for information may be overwhelming, even as the means to disseminate it may be limited. Telephones and broadcasting stations could be knocked out, and obstacles could prevent newspaper delivery. Without reliable information, rumors may spread, causing panic.

Local media can be a vital link between emergency responders and the public. During disasters, the person most sought after by the public and the media is the *Public Information Officer* (PIO).

## General Responsibilities

The PIO organizes and directs a unit within the command staff that:

- Disseminates accurate and timely information to the public.
- Responds to media inquiries and calls from the public.
- Checks up on rumors and generates corrective information.
- Secures approval of EOC Director before media releases.
- Coordinates releases through Joint Information Center with OES and federal PIOs.

**Local media can be a vital link between emergency responders and the public.**

## General Priorities

*First:* Information that could save lives or protect health.

*Second:* Information about status of the emergency and response to it.

*Third:* Other useful information (background, how to file claims, etc.).

## Who

Sheriff's PIO or a qualified Incident Information Officer from a local agency, such as the Forest Service, National Park Service, or Caltrans.

## Supervisor

EOC Director

## Unit Organization

If necessary, the Public Information Unit will operate 24-hour per day. During sustained emergencies, work shifts should overlap to allow briefing fresh teams.

PIOs will release information locally, and maintain copies to share with other PIOs.

On large incidents, the PIO Unit could subdivide into specialized teams, including:

### Emergency Information Team (core group)

Conducts briefings; prepares and distributes news releases; maintains status boards; sets up recorded phone messages, uses **New Technology** (see below) and designs the **incident website**.



---

## Rumor Control Team

Tracks and neutralizes rumors.

## Non-emergency Info & Visitor Services Team

Handles non-emergency calls. Greets, badges, and escorts visitors.

## Administrative Support Team

Acquires and maintains office equipment and supplies needed by the Unit. The team also archives news releases and news clippings; might post release archives on the website.

## Speaking with one voice

To serve journalists better, the PIO Unit often establish media centers physically separate from the busy EOC or other response facilities. On large incidents, there may be more than one such center, staffed by different personnel in different communities. This raises the worrisome possibility of the media and public receiving conflicting messages.

**NIMS** recognizes this problem. It requires all PIOs on an incident coordinate so that everyone speaks with one voice.

Not just briefings. News releases, flyers, listservs, and any incident website must all be coordinated between PIO teams. This might necessitate embargoing some releases until approved by the lead PIO team at the EOC.

To reinforce this point, media centers are now called **Joint Information Centers**.

## JIC: Joint Information Centers

- The JIC should be equipped with at least one large table and enough chairs to accommodate the media. A **podium** or **elevated platform** makes briefings more effective.
- As appropriate, install a microphone and sound system. A side room or alcove with good lighting could be set up for interviews. Test everything before media arrives.
- JIC **status boards** should be located for maximum visibility even if the center becomes crowded. Make all signs bold with contrast, legible from a distance.
- During a prolonged emergency, a secure **wireless gateway** could be installed for media use.
- Consider power strips so media can plug in their battery rechargers or lights.
- When the center is closed, post a **schedule of briefing times** outside.
- The public is welcome at the JIC. When crowded, you can give priority to **accredited reporters**. Use press badges for ID.
- Don't be reluctant to eject **disruptive** people. The JIC is not a forum or debate hall.

## Media Access

Professional journalists have the legal right to access areas that are closed to the general public during emergencies, except where they would interfere with public safety or the response effort (Penal Code Section 148). *See examples on next page.*



**Example:** The media can be restricted from the EOC, Incident Command Posts, or other response facilities where their presence could disrupt work or jeopardize security.

**Example:** The media can be kept out of **hazmat hot and warm zones**. They may enter such areas if they have protective equipment *and* have proof of appropriate training. If on-scene hot zone training is available, invite media to join in. We don't want to compromise safety.

**Example:** The media can be restricted from **isolation and quarantine** sites, under public health orders of the County Health Officer.

**Example:** Media can be excluded from **crime scenes** or sites investigated for arson or terrorism.

## Pooling

The EOC Director may decide to limit the number of reporters entering the affected area by media pooling. Reporters select one representative of each medium (radio, TV, newspaper, wire service) and from each level of coverage (local, regional, national, and international). Reporters chosen to join the pool tour agree to share reports, photos, and tapes with their colleagues.

## Denial must be justified

If a credentialed journalist is denied access, the PIO must provide a clear and legal explanation. The media can and will take legal measures to assert their right to cover this public event.

## Eyes and ears

**Bottom line:** the media – acting as eyes and ears of the public – have a right to know what is happening with the emergency. Maintaining good relations with the media is a win-win situation.

## **NIMS** New technology

Besides radio and phone communications, we will be seeing more **social media** (Internet, e-mail, text messaging, wireless hot spots, Facebook, Twitter, You Tube, 360 Video, LinkedIn, Tumblr, Myspace, Yelp, flickr, (Google and other communication nets) with more to come.

## Emergency Alert System (EAS)

Formerly EBS (Emergency Broadcasting System), this is a network of broadcasting stations licensed by the FCC. They must have equipment that will receive and authenticate emergency messages from federal, state, and local authorities.

Stations have the option of airing only messages that apply to their locality. The exception is a message from the President, which all stations must broadcast live.

## Contact broadcasters before emergencies

Every year in April, the Director of Emergency Services will contact stations that can be received in various parts of the County (*see table next page*) and update the necessary arrangements for broadcasting emergency messages from us.



Stations outside the County will also be contacted, since a disaster like earthquake or volcanic eruption might knock local stations off the air.

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## Hablamos Español

Because Inyo County has a sizable Latino population, the PIO may wish to prepare some EAS messages in Spanish.

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## Broadcasting stations heard in various parts of Inyo County

Depending on time of day or night, listener's location, or weather, reception will vary.

Station	Location	Format	Owens Valley	East Inyo County
KIBS	Bishop	General C/W	100.7 FM	97.7 FM
KBOV	Bishop	General C/W	1230 AM	
KDAY	Bishop	General	92.5 FM	
KMMT	Mammoth Lakes	General	102.3 FM	
KKOH	Reno	News / Talk	780 AM	
KUNR	Reno	Public Radio	90.8 FM	
KNPR	Las Vegas	Public Radio		88.7 FM
KWNR	Las Vegas	General		95.5 FM
KWIY	Barstow	General		101.5 FM
KIXF	Barstow	General		107.3 FM
KFBK	Sacramento	News / Talk	1530 AM	
KCBS	SF Bay Area	News	740 AM	
KNX	Los Angeles	News	1070 AM	1070 AM
CBS	Los Angeles	Network	Channel 2	Channel 2
NBC	Los Angeles	Network	Channel 4	Channel 4
ABC	Los Angeles	Network	Channel 7	Channel 7
KTLA	Los Angeles	Independent	Channel 5	Channel 5
Cable	various stations depending on cable system			

 If the PIO and staff carry pocket radios or mini-TVs, they can monitor coverage of the emergency by broadcasters.



## Information Priorities

Use this tickler list when preparing releases and website for the public and media:

### Priority 1: Instructions for saving life and property

- What the affected public should do now, what they *should not* do, and why.
- Curfews and/or restricted areas.
- First aid information; where to get medical help.
- Home firefighting instructions.
- Status of schools: Where are the kids; where and when can they be picked up?
- Evacuation: Routes, schedules, cautions, help for people without transportation.
- Road status and travel restrictions (vehicle size, weight, chains, 4WD, etc.).
- Getting safe drinking water, food, fuel, or supplies.
- Weather information necessary for public safety.
- Utilities: How to turn off gas or electricity at home; when will power be restored?
- Location of public shelters.

### Priority 2: Status of the emergency

- Situation Update: What happened and what experts think will happen next.
- Response: What emergency responders are doing.
- Public hotline phone numbers and media hotline. Ask the public to help keep telephone lines open by limiting phone use to emergencies only.
- Official proclamations or declarations.

### Priority 3: Other useful information

Usually not released until recovery phase to prevent information overload.

- How people outside can obtain information about relatives within incident area.
- State and Federal assistance available.
- Overview of incident; photos; statistics.
- Human interest stories.

### Priority Zero: Never release the following

- Names of people killed or injured.
- Information that might compromise the safety of the public or of rescue workers.
- Detailed information about a terrorist attack. Such information should only be released by an authorized California law enforcement authority or federal agency such as the FBI .
- Information that has not been verified. Any speculation, rumors, or blame.



## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Attend briefing with EOC Director and staff.
- Activate Public Information Unit. Staff it to match anticipated scope of incident.
- Request emergency information mutual aid if necessary.
- Prepare initial information summary; have it approved for release by EOC Director.
- Disseminate approved releases immediately to target audiences.
- Post copies of all releases on a status board in the EOC.
- Prepare for release any declarations by County Board of Supervisors.
- Review EAS messages and access codes.
- Contact other PIOs as appropriate. *See contact numbers in Section Z.*
  - Mono County
  - Fresno County
  - Kern County
  - San Bernardino County
  - City of Bishop
  - US Forest Service
  - BLM
  - National Park Service
  - US Geological Survey
  - Naval Weapons Center
  - OES Southern Region
  - Esmeralda County, NV
  - Nye County, NV
  - Clark County, NV
  - California Highway Patrol
  - Cal Fire
  - Caltrans
  - California Dept. of Fish & Wildlife
  - Southern California Edison
  - Los Angeles Dept. of Water & Power
  - Verizon
  -
- Open **Joint Information Center**, if necessary.
- Once you have a briefing schedule, publicize it.
- As appropriate, establish telephone hotlines for public and/or media use.
- Consider media releases and bulletins in Spanish as appropriate.
- Adapt vital releases for the people who are deaf/hard of hearing, blind/low vision, or deaf/blind.
- Prepare to set up message boards in public locations such as Post Offices or shelters.
- Monitor the media for accuracy. **Correct serious misinformation, but don't nitpick.**

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### Maximum Exposure

When posting bulletins and advisories for the public, consider locations that are most convenient for them.

In small communities, **Post Office lobbies** and **community centers** are popular gathering places.

Date/time all materials so that readers will know if it's the latest scoop or stale poop.

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## Pre-impact Phase

- See blue pages:  Checklist common to all SEMS functions.
- Wrap up preparations started during readiness phase.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of PIO Unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Be alert for rumors. Establish rumor control team if necessary.
- Continue meetings with EOC Director staff. Update information releases promptly.
- Keep SITSTAT informed of any relevant new information gathered by PIO staff.
- Maintain flow of information with mutual aid PIOs and OES as appropriate.
- If evacuations are ordered, make sure the media know about them. Instruct reporters how not to interfere with the orderly flow of traffic.
- Help media get B-Roll background footage and they may help get your message out.
- Maintain and update releases posted on message boards in public places.
- Ensure that messaging will be accessible to people who are deaf/hard of hearing, blind/low vision, or deaf/blind.
-  Release information about where to get sandbags and sand.
-  Release information about prevention of hypothermia at home and in vehicles.
-  Release notice of any upcoming announcements by Governor of California or President of United States.
-  Discourage sightseers. As appropriate, suggest approved vantage points for those who must gawk. Given human nature, sightseers are unavoidable. Providing an authorized viewpoint may help to keep spectators away from responders.
-  Get maps and listings of recent seismic events from USGS. Consider caching downloads of data and graphics from USGS web sites.

## Interview Smarts

Before any interview, discuss off-microphone the questions that you'll be asked. Diplomatically help the media ask the most relevant questions.

Broadcast journalists won't air lengthy, detailed answers. Give them pithy **sound bites** on the topics *you* want to emphasize.

Express quantities in units the audience can **visualize**. Example: "Two dozen rescuers are probing the avalanche debris field, an area the size of three football fields."

Use **props** such as maps, charts, photos, and even hand gestures.

Always give the interviewer a **written release** or summary containing key facts and names.

**Wear** an identifying uniform, jacket, or cap.



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## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Release Priority 3 (“nice to know”) information about incident and its aftermath.
- Prepare a chronological summary, using records generated during all phases of this emergency. Include newspaper clippings, audio and videotapes, and data diskettes.
- Ask incident personnel for suggestions on improving public information response.
- Ask media for their suggestions, too.
- Thank people who were especially helpful.

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### Websites that click

A website might be a good way to convey information about the emergency to the public. But remember that people without electrical power for phone/cable connections won't be surfing.

Always keep your online information current and relevant, so **date/time stamp all pages**.

Since many people still download over slow modem connections, avoid large gee-whiz graphics that hog bandwidth. An exception might be a **map** or **critical photo**. Even then, warn your web audience that the page they are about to download contains, for example, a 3.5 MB graphic.

Avoid amateur novelty fonts, java script, cute clipart, pointless animations, complicated pop-ups, or distracting wallpaper.

Do not publish **e-mail addresses** unless you know the owner, have permission. Don't include hyperlinks to unreliable sites, or to sites that don't have adequate servers to handle tons of incoming hits.

Make sure your **web pages print well**. It's frustrating to print a web page with margins that don't fit well onto standard 8½ x 11 inch paper.

Finally, **test drive and tweak** your prototype websites during the preparedness phase, so you're ready to go online when the incident hits.

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# Scribe

*As soon as an EOC or Incident Command Post is established, a quick and organized person needs to take notes and keep them organized.*

## General Responsibilities

As the emergency develops, the scribe documents events, discussion, and decisions made by incident leadership. The scribe organizes this information so it is readily available to managers during the incident and to researchers and planners after pack-up and demobilization.

## General Priorities

*First:* Create an accurate chronology of the incident, highlighting key events.

*Second:* Record key discussions and decisions.

*Third:* Translate jargon into plain English.

## Who

An administrative assistant type person with the ability to summarize conversation, record decisions, and organize documents.

The scribe must be able to distinguish what's significant and what's trivial.

## Supervisor

EOC Director

## Organization

The Scribe works internally on the Command Staff. On an EOC for a large incident, the scribe may morph into the Planning & Intelligence Section.

All media and public requests for information should be referred to the PIO.

## All Phases

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Maintain and organize **ICS forms** to make documentation easier and more consistent.
- Safeguard and archive documentation gathered. Pass custody to next scribe at end of shift.

## Recovery Phase

- Organize documentation into chronology of the incident. Store in labeled folders and boxes.
- Make copies of key documents to give to EOC Director upon demobilization.
- NIMS** Help with preparation of the After Action Corrective Action Report.



# Safety Officer

*Dead responders cannot help. Within the excitement and urgency of the response, safety precautions must be observed vigorously at all levels.*

## General Responsibilities

The Safety Officer identifies unsafe conditions everywhere on the response. Although authorized to immediately stop or prevent unsafe acts by anyone on the incident, this power is usually reserved for situations endangering lives. For lesser offenses, he or she works with gentle persuasion or through the chain of command.

The Safety Officer also inserts safety messages in all editions of the Incident Action Plan.

## General Priorities

*First:* Stop activities that pose an immediate threat to responders or the public.

*Second:* Mandate use of appropriate protective gear and training in its proper use.

*Third:* Check other safety concerns such as facility sanitation, food preparation, electrical overloads, carbon monoxide buildup, etc.

## Who

A person with a background in safety and accident prevention. The SO should recognize the difference between genuine hazards and paperwork infractions.

## Supervisor

EOC Director

## Organization

The Safety Officer, with perhaps a few assistants on a large incident, works internally on the Command Staff.

All media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Work with Ops, Logistics, and Liaison Officer to ensure that all responders have adequate safety equipment and training.
- Work with Communications Unit to ensure all responders can be contacted.
-   Work with PIO to ensure visiting media have appropriate protective equipment. On hazmat incidents, media entering zones would also need to take appropriate on-site training.
- Include a relevant **safety message** in the upcoming Incident Action Plan.

**The Safety Officer should recognize the difference between genuine hazards and paperwork infractions.**



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## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- Make the rounds; check response units most at risk first.
- Are all units set to take cover during impact phase?
- Brief EOC Director.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Check subsequent Incident Action Plans for safety issues. Customize safety messages to match anticipated safety problems.
- Inspect sanitary conditions at base camps and shelters.
- Expect possible **secondary emergencies** started by the main incident.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Bring the safety perspective to the after-incident critiques.
- Prepare safety summary for inclusion in the After Action Corrective Action Report, focusing on how safety should be handled next time.

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### Buddy Up

Emergency responders should not work alone.

An overarching safety rule on all incidents is that personnel should be in close contact with at least one other responder at all times.

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# Liaison Officer

*On a large incident, responders from several to many jurisdictions must be able to work side by side as one unit.*

**Example:** The incident could involve several jurisdictions: Inyo County, adjacent counties, private landowners, Inyo National Forest, Death Valley National Park, LA Department of Water & Power, City of Bishop, or the Naval Weapons Station.

Each entity has its own way of doing things, its own priorities, turf to protect. Unless these differences are ironed out from the get-go, however, the response will suffer. That's why on large incidents, each affected jurisdiction and the responding organizations may assign an **Agency Representative** to look out for its interests. Rather than these reps swarming all over the EOC Director, their point of contact is the *Liaison Officer*.

**Rather than reps swarming the EOC Director, their point of contact is the flack-catching Liaison Officer**

## General Responsibilities

The Liaison Officer must listen very carefully to the concerns of agency representatives, and help them to agree on common ground. He or she will articulate their concerns to the EOC staff when it decides how to proceed with the response.

The Liaison Officer will also work with the PIO to make sure all jurisdictions and response organizations are mentioned correctly in news releases and summary reports.

## General Priorities

*First:* Assist the responding organizations to work together.

*Second:* Identify potential interagency or jurisdictional problems.

*Third:* Resolve these problems before they affect the response.

## Who

A person who can see the “big picture” of the incident, yet can empathize with each agency representative’s more narrow perspective.

On an operational area incident, the Liaison Officer is usually from the county or the most committed response agency.

## Supervisor

EOC Director

---

## Agency Reps

Agency representatives must have **full power and authority** to make decisions regarding their organization’s involvement in the incident. They must be prepared to spend funds and commit personnel.

If not, valuable time will be wasted while they contact their home office for approval.

---

## Organization

The Liaison Officer works internally on the Command Staff.

All media and public requests for information will be referred to the PIO.



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## Readiness & Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Meet representatives from agencies and jurisdictions as they come onboard.
- Distribute the latest Action Plan to all reps as they arrive.
- Note each rep's staging area and communication link.
- Listen carefully and sympathetically to agency reps' concerns.** That's your priority function. Make no promises except that you will summarize the issues for the EOC Director.
- Brief EOC Director about the reps' concerns.

## Impact Phase

- See blue pages:  Checklist common to all functions.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Continue to keep reps informed of significant changes as they occur.
- Continue to be mediator between EOC and the reps.
- Make sure PIO credits all response organizations in releases. Area names spelled correctly?

## Recovery Phase

- See blue pages:  Checklist common to all functions.



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# Legal Officer

*A good attorney, familiar with Inyo County and local response organizations, can protect us from disasters of the legal kind.*

## General Responsibilities

Give advice to EOC Director regarding the legal authority to conduct various response actions, and the legal consequences of action or non-action.

## General Priorities

*First:* Removing legal barriers to safe and effective emergency response.

*Second:* Advising EOC Director and Board of Supervisors of their legal responsibilities.

*Third:* Laying the legal groundwork for orderly recovery.

## Who

Typically, County Counsel or District Attorney.

## Supervisor

The position is considered a technical specialist, usually assigned to the Command Staff.

Under some circumstances (such as readiness or recovery) the Legal Officer might serve in the Finance & Administration Section.

## Organization

The Legal Officer may have a paralegal or clerical assistant.

As with all other functions on the incident – and especially with confidential legal information – all media and public requests for information will be referred to the PIO.

## Preparedness & Readiness phases

- Prepare generic proclamations and other documents for use during emergencies.
- Research special issues related to impending emergencies.
- Ensure that laws and documents related to disaster response are legal. Once an incident hits, we don't want delays or legal hassles.

## All other phases

- See blue pages:  Checklist common to all functions.
- Prepare and review legal documents for the EOC Director.
- Anticipate and advise about all legal obstacles affecting the response effort.
- NIMS** Prepare any needed legal comments for the After Action Corrective Action Report.



# EOC Manager

*The county's Emergency Operations Centers must be outfitted and maintained ready for rapid activation at any time.*

## General Responsibilities

The EOC Manager provides incident command with a place to work: a secure meeting room and communications center, fully equipped and ready to support the anticipated command staff needed by the incident.

**⚠️ Don't confuse this function with *EOC Director*, top supervisor of the entire response in the operational area.**

## General Priorities

*First:* Provide a well-connected and secure working environment for incident command.

*Second:* Help command get the most out of the EOC's special features.

*Third:* Ensure that EOC and alternate locations are ready for activation anytime.

## Who

Emergency Services Coordinator, or trained alternate.

## Supervisor

During an activated incident: EOC Director

During preparedness phase, the EOC Manager reports to the Director of Emergency Services.

**How the EOC meets the communications and organizational needs of its staff will affect the outcome of the response.**

## Organization

The EOC Manager is an assistant to the EOC Director on the Command Staff.

All media and public requests for information should be referred to the PIO.

*For details about activating and operating the **EOC**, see the EOC section at end of Part 2 of this plan.*

*Checklists for the EOC Manager are on the following pages.*



## Preparedness Phase

- Stock and maintain the EOCs at the Sheriff's Office in Independence and Posse Hut at Bishop Airport so that they could be in full operational use in 30 minutes.
  - Communications tested monthly
  - Work tables and chairs for six.
  - Plenty of wall space for postings
  - Adequate lighting; spare bulbs
  - Adequate heating and ventilation
  - Food & water for 14 days
  - Restrooms for 14 days
  - Standby power, fuel for 14 days
  - AM/FM/Shortwave radio
  - 
  - Notepads, pencils, markers, etc.
  - ICS forms
  - Extension power cords
  - Photocopier, paper, extra toner
  - Current contact lists
  - Complete set of topo maps
  - Extra copies of this SEMS Plan
  - Inside/outside signs ready to post
  - Function vests or hats
  -
- Stock and maintain the **Motorhome EOC** for immediate mobile use in all weather.
- Cache basic supplies at known alternate EOCs around the county
- Boxed, ready-to-go basic supplies to take to another EOC somewhere else.
- Designate standby EOC managers for alternate EOC sites.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Arrange to have only incident-related calls routed into EOC.
- Double-check all EOC communications links.
- Install adequate number of cascaded telephones.
- Double-check EOC supplies, power, etc.
- Arrange workspace to suit command organization anticipated for this incident.
- Make space available to OES and FEMA representatives, as appropriate.
- Ask law enforcement to limit access to EOC to authorized personnel only.
- Post a "Smoking OK Here" area outside the EOC in a safe place.
- As appropriate, post directional signs outside and function signs inside.
- If using a mobile EOC, is it parked in a safe and secure area?
-    Prepare to isolate or relocate EOC if necessary.
-   Protect communications equipment from electromagnetic pulse (EMP).



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## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- Continue getting EOC up to speed.
- Brief EOC Director.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of EOC personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Arrange for an alternate EOC Manager if incident exceeds 24 hours.
- Orient new EOC personnel at beginning of each operational period.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Clean and re-supply EOC after demobilization.
  - You don't know if the next incident will in 6 months – or in 6 hours.

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### Toothbrushes etc.

A dozen ziplock bags, containing toothbrushes and other personal hygiene items for men and women, will make people who come to EOC duty on short notice very happy indeed.

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# Operations Section Chief

*The Operations Section is the action arm of the response. Ops searches for survivors, provides medical care, escorts evacuations, sets up shelters, operates vaccination clinics, repairs infrastructure, buries the dead.*

## General Responsibilities

The Operations Section Chief manages all activities directly related to the primary mission of the emergency response. Ops can focus on the frontline because other sections handle supporting details like supplies, communications, transportation, ensuring evacuation of people is coordinated with the appropriate agency as well as the evacuation and care for pets and livestock, information gathering, finances, and dealing with the media.

The Operations Section Chief translates the objectives from the Incident Action Plan into actions on the ground.

Because incidents are seldom static, the Ops Chief may make expedient changes to the plan as necessary, immediately reporting them to the EOC Director.

**The Operations Section Chief selects tactics and actions that can best implement the Incident Action Plan.**

## General Priorities

*First:* Maintain safety of response personnel.

*Second:* Select tactics and actions that can best implement the Incident Action Plan.

*Third:* Respond in a timely and cost-effective manner.

## Who

A person with field experience matching the incident at hand. Successful Ops Chiefs tend to be generalists who can see the big picture as the incident evolves.

**Examples:** The Ops Chief on a large wildfire would probably be a fire management officer from the USFS or BLM. The Ops Chief working a riot might be an officer from the Sheriff's Office or local police department.

National Park Service rangers, trained in "all risk" incident command, are available to work local incidents through Death Valley National Park.

## Supervisor

EOC Director

## Section Organization

Sections are subdivided in branches and units, as necessary. The structure of the Operations Section depends on the incident.

 Span of control should not exceed seven. Therefore, a very large incident might have several assistant Operations Section Chiefs.

All media and public requests for information should be referred to the PIO.



---

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Activate appropriate branches to handle incident.
- If incident needs extensive aviation, set up a specialized *Air Ops Branch*.
- As appropriate, consider setting up command post close to affected area.
- If Ops grows too large for one person to manage, designate assistant section chiefs.
- Brief branch directors as they come onboard.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How are Ops section branches progressing towards meeting the objectives of first Incident Action Plan?
- Brief EOC Director.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of Ops personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- As incident evolves, suggest revisions to the action plan.
- Adjust resources to meet revised objectives.
- Expect possible *secondary emergencies* started by the main incident.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize resources no longer needed.
- Attend closeout meeting with EOC Director and other section chiefs.
- NIMS** Help prepare After Action Corrective Action Report.



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# Law Enforcement Branch Director

*Respect for law and order is critical during emergencies.*

The day-to-day work of law enforcement officers, such as responding to motor vehicle accidents or calming tavern brawls, is actually a series of small emergencies. An operational area emergency changes the scale of duties, but not the basic functions, of law enforcement officers.

## General Responsibilities

During emergencies, law enforcement personnel perform duties similar to their normal ones: alerting, directing, and sometimes ordering people; making arrests when necessary; restricting access to dangerous areas; controlling traffic, and coordinate inmate evacuation if needed.

Like all branches of Operations, law enforcement should focus on the objectives of the current Incident Action Plan. Officers in the field can also supply reliable information to the Planning & Intelligence Section.

Mutual aid should be requested from OES to meet anticipated law enforcement needed down the line as first responders seek rest.

**An operational area emergency changes the scale of duties, but not the basic functions, of law enforcement officers.**

## General Priorities

*First:* Safety of response personnel.

*Second:* Protect lives and property in the affected area.

*Third:* Implement the law enforcement objectives outlined in the Incident Action Plan.

## Who

A senior law enforcement officer with full peace officer powers in California.

## Supervisor

Operations Section Chief

## Branch Organization

On an operational area incident, personnel in this branch would come first from Inyo County Sheriff's Office, City of Bishop Police Department, and California Highway Patrol. Other local agencies such as USFS, BLM, National Parks Service, and California Department of Fish & Game also have law enforcement personnel.

Additional law enforcement resources are requested from OES Mutual Aid Region VI by our **Operational Area Law Enforcement Coordinator**.

The branch director coordinates these diverse units so that they work together as one force.

Refer media and public requests for information to the PIO.



## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Operations Section Chief.
- Prepare to set up staging areas.
- Prepare to provide traffic control.
- Prepare to secure meeting site of Board of Supervisors.
- Make arrangements to secure EOC.
- Make arrangements for security patrols of public shelters, as required.
- Activate County law enforcement personnel as appropriate.
- Coordinate with and request resources from other law enforcement organizations, as necessary.  
Confirm contacts with OES Law Enforcement Regional Coordinator.
  - Mono County
  - Fresno County
  - Kern County
  - San Bernardino County
  - City of Bishop Police Dept.
  - CHP
  - California Department of Forestry
  - California Dept. of Fish & Game
  - Esmeralda County, NV
  - Nye County, NV
  - Clark County, NV
  - Mammoth Lakes Police Dept.
  - US Forest Service
  - National Park Service
  - BLM
  - Naval Weapons Center Security
-         Prepare to restrict access to affected area.
- Make safety and security arrangements for prisoners in County facilities.
- Assist PIO staff to notify public in outlying areas about impending emergency.
-  Consult Inyo County Hazmat Area Plan.
-     Sightseers and thrill seekers must be controlled, not only for their own safety, but for the safety of locals and response personnel.
-  Contact OES Law Enforcement Regional Coordinator if unrest may require large police or National Guard response, or if unrest might spread to other areas.
-  Coordinate with State of California and adjacent counties if it's necessary to restrict access to the Eastern Sierra region.
-  Prepare to implement State of War Emergency martial law restrictions.

**Additional LE resources are requested from OES Mutual Aid Region VI by our Operational Area Law Enforcement Coordinator.**



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## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is branch progressing towards meeting objectives of first Incident Action Plan?
- Brief Operations Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of branch personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Respond to changing objectives of subsequent Action Plans.
- Direct any evacuations as required.
- Provide security where crowds congregate.
- Provide security at shelters, staging areas, and incident base camps.
- While on patrol, gather information for SITSTAT.
- Expect possible *secondary emergencies* started by the main incident.
-  Collect and preserve any evidence of criminal or terrorist activity.
-  Enforce provisions of State of War Emergency.

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### Need the Guard?

National Guard law enforcement support may be requested through OES. Guardsmen remain under control of their military commander.

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## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Continue to provide security and traffic control as necessary.
- Demobilize law enforcement resources no longer needed.
- Attend closeout meeting with Section Chief and other unit leaders.



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# Fire & Rescue Branch Director

*How this branch of the Operations Section organizes depends on what type of fire we're dealing with, and whether it involves rescue.*

Initial attack on **wildfires** burning federal land within the county is by local US Forest Service, National Park Service, BLM crews, and local fire departments. Air support for fire suppression is available from Fresno CA or Minden NV. If the fire grows, mutual aid would be requested.

Initial response to a **structure fire** within Inyo County is by local fire departments. If the fire cannot be controlled by local resources, the fire chief would request an operational area response. The County EOC would be activated and mutual aid might be requested.

Community fire departments are also trained to **rescue** people stuck in wrecked cars or collapsed structures. Because local volunteer departments are relatively small, any emergency with significant extrication work – such as an airline crash or earthquake – would automatically become an operational area emergency.

## General Responsibilities

Fire suppression, fire prevention, and rescue of people stranded or trapped.

## General Priorities

*First:* Safety of response personnel and rescue of public in harm's way.

*Second:* Protect lives, property, and natural resources in the affected area.

*Third:* Meet the fire & rescue objectives outlined in the Incident Action Plan.

---

## Wildland firefighters don't work structures

Wildland firefighters like those employed by the US Forest Service and BLM are not trained or equipped for structure fires.

Therefore, they can help prevent structure fires from spreading to other buildings or into the woods, but they cannot enter burning buildings.

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## Who

**Wildfire:** A fire management officer from the US Forest Service, BLM, or National Park Service.

**Structure fire & Rescue:** A fire chief from Inyo County or from mutual aid.

**Combination:** Depends on workload split. On a complex incident, the branch director may need assistant directors to coordinate wildfire, structure fires, and rescue resources.

## Supervisor

Operations Section Chief

## Branch Organization

As detailed above, this branch responds to wildfires, structure fires, and handles rescue. If two or three of these activities are needed at the same time, it may be helpful to split the branch.

All media and public requests for information should be referred to the PIO.



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## Readiness & Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- Line up local resources.
- Line up possible mutual aid resources through the OES Fire Regional Coordinator.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of fire and rescue personnel.
- Obtain briefing from initial attack supervisor.
- Divide incident into logical divisions as appropriate (perhaps wildland & structural).
- To prevent spread, structure fire units could have wildland crews as backup.
-  Search for trapped victims when safe to do so.
-  Assist paramedics with medical triage when feasible.
-  Crews should be alert for **hazmats**, which could be involved in any fire.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- How is branch progressing towards meeting objectives of first Incident Action Plan?
- Brief Operations Section Chief.
- Provide field information to SITSTAT.
- Respond to changing objectives in subsequent Incident Action Plans.
- Expect possible *secondary emergencies* started by the main incident.
- Continue prevention patrols outside of immediate emergency area.
- Provide fire protection in public shelters.

**The IC team already on the wildfire might become the nucleus of the Fire & Rescue Branch in the operational area EOC.**

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize branch resources no longer needed.
- Attend closeout meeting with Section Chief and other unit leaders.



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# HAZMAT Unit Leader

*Hazardous material incident may require a special unit to assist the Fire & Rescue Branch.*

## General Responsibilities

The HAZMAT Unit Leader is responsible for determining the scope of hazardous materials incidents, assisting in mobilizing hazardous materials teams at the request of the DOC or field Incident Commanders, requesting assistance from and / or providing hazardous material support as required to Operational Area emergency response agencies consistent with established priorities and objectives, ensuring that deployed teams are provided with adequate support, and supervising the HAZMAT Unit.

## General Priorities

*First:* Protecting the health and safety of response personnel and the public.

*Second:* Protect lives, property, and natural resources in the affected area.

*Third:* Meet the hazardous materials response and clean-up mitigation in the Incident Action Plan.

## Who

HAZMAT Response Team

## Supervisor

Supervised by Fire and Rescue Branch Director.

## Section Organization

The unit is supervised by the Fire and Rescue Branch Director.

This unit works internally. Refer all media and public requests for information to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Fire & Rescue Branch Director.
- Brief HAZMAT teams on the Site Safety Plan.
-  If numerous injuries and/or fatalities are anticipated, request advance mutual aid.
- Brief Fire & Rescue Branch Director.

**HAZMAT response teams work closely with the Logistics Section to determine the status and availability of additional response teams**



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## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.
- Mobilize and deploy available teams in a manner consistent with the HAZMAT mutual aid system and established priorities.
- Coordinate with the EMS Unit to determine medical facilities where victims of HAZMAT incidents can be transported following decontamination.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
-  Search for trapped victims when safe to do so.
-  Assist paramedics with medical triage when feasible.
-  Coordinate with the Fatalities Management Unit to provide on-site assistance in managing fatalities and HAZMAT scenes.
-  Crews should be alert for **HAZMATs**, which could be involved in any fire.
-  Assist in establishing camp facilities or commercial lodging for HAZMAT teams through the logistics section, if not addressed at the ICP.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize unit resources no longer needed.
- Attend closeout meeting with Section Chief and other unit leaders.
- NIMS** As appropriate, provide casualty data for **After Action Corrective Action Report**.



- 
-  Order USAR (Urban SAR) teams through Cal OES Fire Division
  -  Retrieve probes from local caches; expedite them to avalanche scene.
  -  All personnel on scene must have avalanche beacons tuned to the same frequency.
  - Brief teams upon arrival.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is branch progressing towards meeting SAR objectives of first action plan?
- Brief Operations Section Chief.
- As required, brief local agencies through Liaison Officer.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of SAR personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Respond to changing objectives in subsequent Actions Plans.
- Inform SITSTAT of changing conditions in the field.
- Expect possible **secondary emergencies** started by the main incident.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize branch resources no longer needed.
- Attend closeout meeting with Section Chief and other unit leaders.



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# Public Works Branch Director

*When there's ten feet of snow on the highway, or buildings collapsed, who are you going to call? The heavy equipment and big trucks of Public Works.*

## General Responsibilities

Check roads and bridges to confirm that access by responders and evacuees is safe. If not, perform minimum repair or maintenance to make them safe.

Coordinate restoration of electrical power, sewage disposal, and water (including irrigation) systems.

Clear debris and maintain garbage collection.

## General Priorities

*First:* Safety of response personnel.

*Second:* Protect lives and property in the affected area.

*Third:* Meet the public works objectives outlined in the Incident Action Plan.

## Who

A person familiar with maintenance and repair of infrastructure.

This might be someone from a local agency like the County Public Works Department, Caltrans, Cal Fire, US Forest Service, or National Park Service.

## Supervisor

Operations Section Chief

## Branch Organization

Roadwork would be done by Inyo County, Caltrans, USFS, and National Park Service crews.

Restoring electrical power is a specialized task that would be handled by Southern California Edison, with help from LA Dept. of Water & Power and other utilities.

Debris removal might employ crews from agencies and businesses that have trucks, plows, and loaders.

Water and sewage systems can be handled by crews from local and neighboring utilities.

Since this branch typically has crews deployed in the field, they can provide valuable status reports and updates about the incident to SITSTAT.

All media and public requests for information should be referred to the PIO.

*continued*



## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Operations Section Chief.
- Activate crews and equipment as necessary.
- If branch grows large, activate assistant directors to handle various units.
- What travel routes might be affected? Will alternate routes be available?
- Identify potential problems along likely evacuation routes.
- Stage equipment necessary for likely debris removal.
- Arrange with Transportation Unit for delivery and storage of fuels & vehicle supplies.
- Provide backup power supply to emergency facilities and likely shelters.
-  Sandbag priority areas, if necessary.
-  Help design, build, and retrofit shelters.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is branch progressing towards meeting objectives of first Incident Action Plan?
- Brief Operations Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of branch personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Respond to changing objectives in subsequent Incident Action Plans.
- Work with utility personnel to restore power to critical areas.
-       Have roads in affected area inspected for safety before opening them to response traffic or evacuation.
-  Check culverts, bridges, and dams in affected drainage for safety.

---

### Sign? What sign?

Emergencies often require using unfamiliar travel routes. Effective signage will relieve traffic congestion and could be critical along evacuation routes.

Anticipate signs that might be needed and have materials and sign crews ready.

**Signs not large or bold enough will not be seen.** Use reflective materials if possible, but fat, high contrast lettering at a minimum.

Before installing a sign, test it for legibility at the appropriate viewing speed and distance.

When in doubt, make it bigger and bolder!

Avoid clustering too many signs in one location. The “Christmas tree” effect can be confusing to the very people you want to enlighten.

Take down signs as soon as conditions change. Obsolete signs pointing traffic towards a new hazard may be deadly.

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- 
- Work with law enforcement to determine safe travel routes.
  - Work with law enforcement to keep unnecessary traffic off emergency routes.
  -      Are there any public facilities impacted?
  -  If needed by response or by the public, keep water systems from freezing.
  -  Attempt to divert flow of hazmat away from water and sewage systems.
  -     Check bridges, pipelines, etc. nearby for tampering or damage.
  -  Help keep shelters maintained.
  -  Could the flooded area be drained?
  -  Document damage to infrastructure and forward data to SITSTAT.
  - Expect possible **secondary emergencies** started by the main incident.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize branch resources no longer needed.
-          Survey all affected infrastructure for damage or contamination. Set priorities for repair and decontamination.
- Quarantine or demolish unsafe structures.
- Turn over information about temporary repairs to agency responsible for making permanent repairs.
- Attend closeout meeting with Section Chief and other unit leaders.



# Medical & Public Health Branch Director

*Helping injured people and maintaining the health of survivors and emergency responders is the mission of the Medical & Public Health Branch.*

Large numbers of people might be killed during the impact phase of incidents discussed in this plan. Furthermore, because the ratio of injured to killed instantly could be as high as 30 to 1, concern of the first responders quickly focuses on rapid medical care of the seriously injured.

## Directly injured

In the hours and days following impact, the medical challenge is to prevent these injured from dying. That's the job of paramedics and EMTs, who specialize in stabilizing patients in the field and "packaging" them for safe transport to medical facilities.

## Stricken later

At the same time, public health specialists assess the situation and forecast what other medical problems will likely follow.

Contaminated water could transmit disease. Smoke from fires and ash from volcanic eruptions could cause respiratory problems. Without shelter or power, survivors might die from hypothermia. Trapped or isolated, people could also succumb to thirst or starvation.

Some survivors could become mentally ill, unable to cope with the problems facing them and their families.

## Caring for responders

Emergency responders are engaged in very dangerous and stressful work. They should avoid injury and contact with communicable diseases.

Looking out for the health and safety of fellow responders is the third front facing the Medical and Public Health Branch.

## Branch Director General Responsibilities

The Director leads an organization dedicated to the three tasks described above. The director also develops the incident's **Medical Plan** for Incident Personnel, which outlines how existing and emerging medical threats will be handled.

## When there aren't enough resources to treat everyone

Responders entering a disaster zone may find many more injured than they have the medical resources to help. Knowing that all patients cannot be treated, the medics would use **triage**, quickly sorting the injured into three groups:

- \* Patients that would most likely survive without receiving any aid.
- \* Patients that would die without field treatment.
- \* Patients so badly injured that they will probably die no matter what field care they receive.

**To do the most good overall**, scarce field medical resources are reserved for the middle triage group only, until more help is available.



On some incidents, there is a fourth triage group: patients who are contaminated by radiation or toxic substances. These patients must be immediately isolated so they cannot injure responders or other patients. They will be treated when decontaminated by specialists with the proper equipment and supplies.



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## General Priorities

*First:* Safety and health of response personnel.

*Second:* Save lives and minimizing suffering of people in the affected area.

*Third:* Minimize the long-term health consequences of the incident.

## Who

### Medical and Public Health Branch Director

The Medical and Public Health Branch Director is the person designated to be the Medical and Health Operational Coordinator (MHOAC). The MHOAC is a functional position established by Health and Safety Code &1979.153. In the event of a local, State, or federal declaration of emergency, the MHOAC provides a 24 hour, seven day a week capability to staff public health and medical emergency operations. The MHOAC function is responsible for creating health and medical situational reports, coordinates all public health and medical resources within the operational area, and is the single point of contact for coordination of health/medical resource requests and acquisition with the Regional Disaster Medical/Health Coordinator (RDMHC), the REOC, CDPH, EMSA, and CalEMA.

Responsibilities of the Public Health and Medical Branch Director (the MHOAC) include:

- Ensuring the efficient management of the Health/Medical Branch of the OA EOC, including directing the activation and functioning of the Public Health and Medical Branch of the OA EOC when requested by the Operations Section Chief or EOC Manager.
- Assessing and communicating the health/medical situational status within and outside the OA to local, regional, and state governmental agencies, and external partners such as hospitals, EMS providers, and other healthcare partners.
- Identifying all available health/medical resources, and coordinating the allocation of public and private medical, health and other resources required to support disaster medical and health operations in affected areas.
- Communicate with regional and state partners to obtain health/medical mutual aid support from other OA's within Region 1 and 6, or from state and/or federal resources, if unable to meet the needs from within the OA or neighboring jurisdictions.

## Supervisor

Operations Section Chief

## Branch Organization

This branch naturally splits into medical and public health units. Depending on the incident, the branch may seek mutual aid specialists.

All media and public requests for information should be referred to the PIO.

*See medical branch checklists on the following pages.*

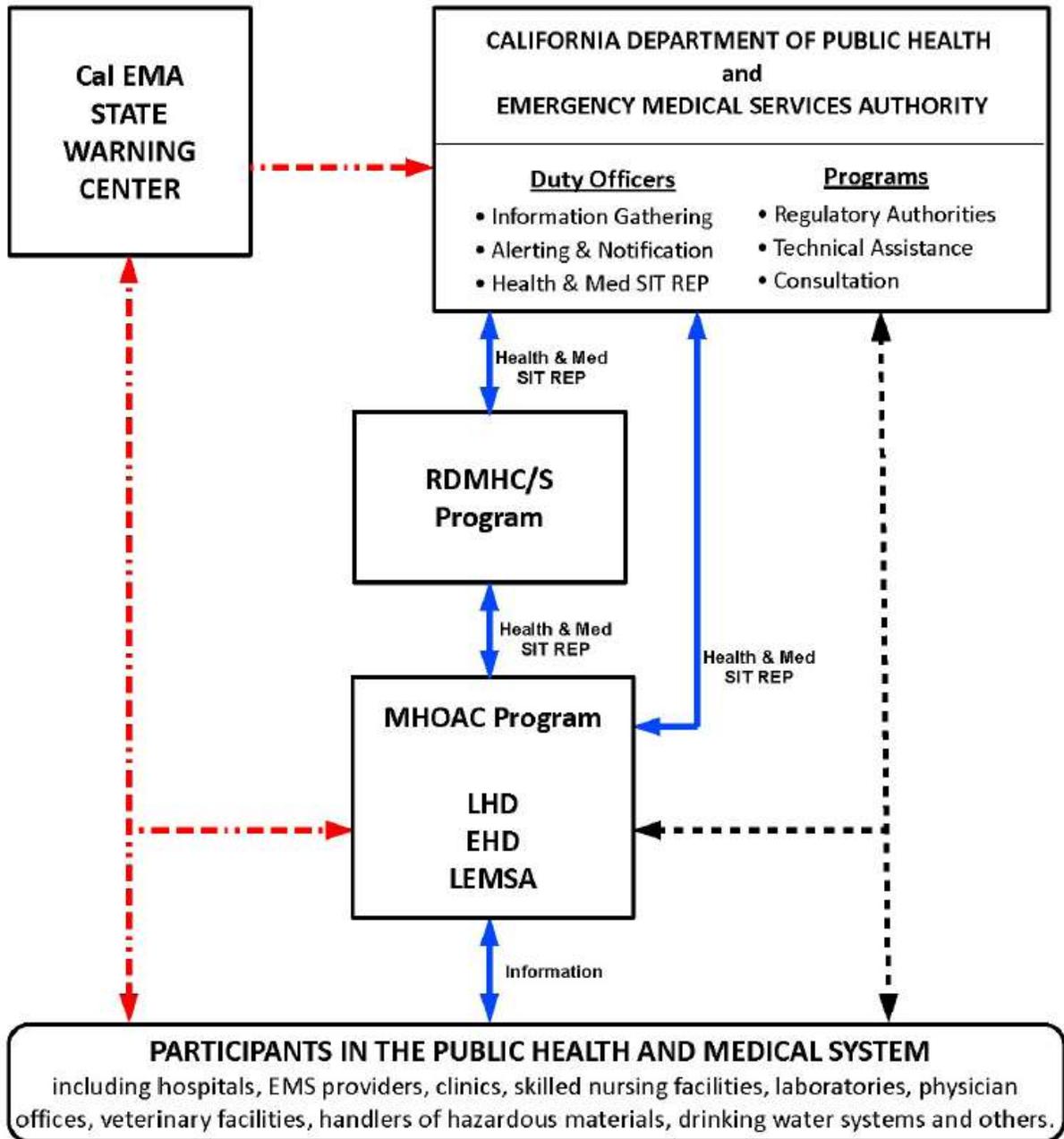


*See also the medical scenarios section of Part 1 of this plan.*



## Information Flow During Unusual Events

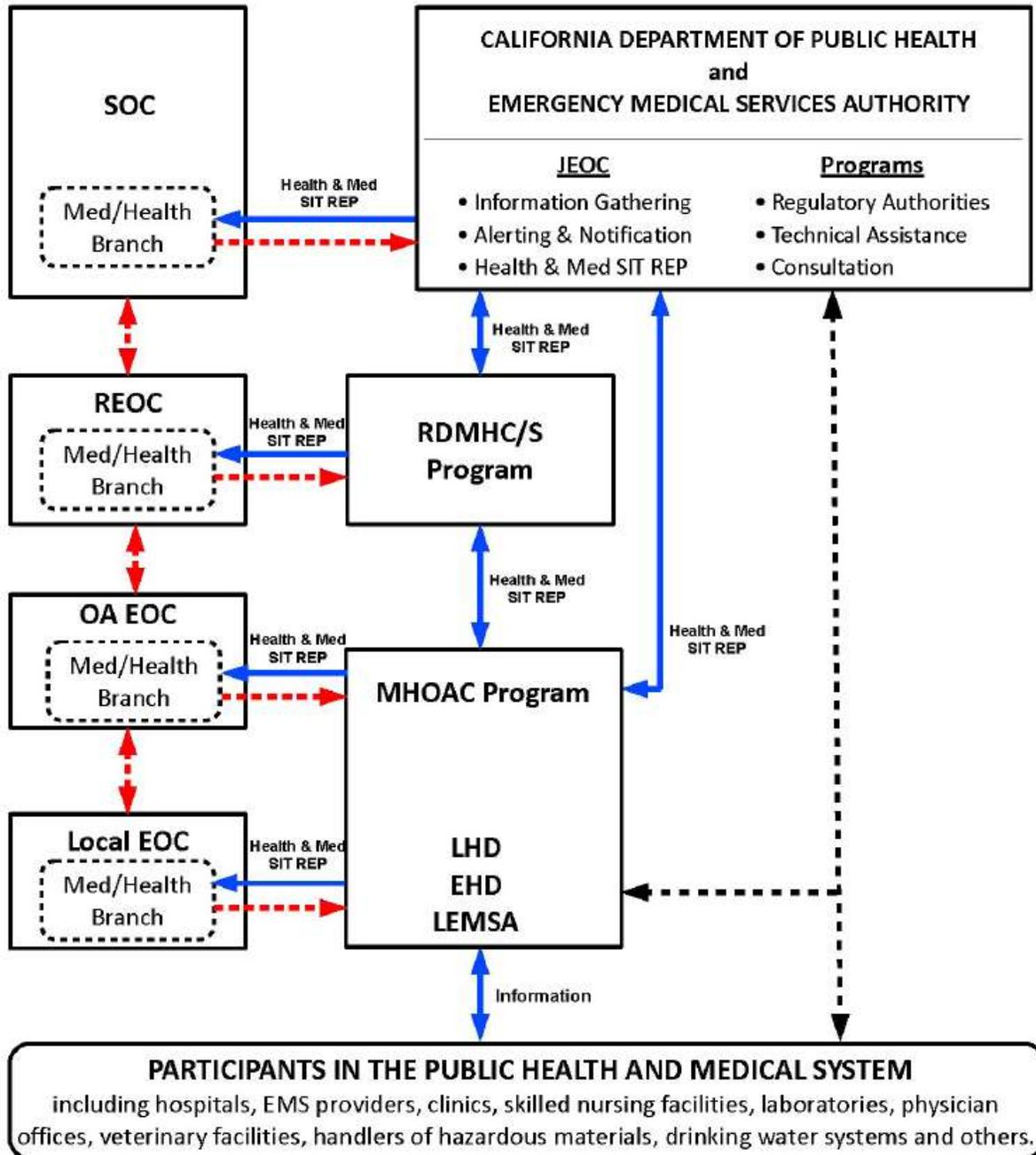
- ◄ - - - - ► Information flow in compliance with regulatory, statutory and program requirements.
- ↔ Notification and Health and Medical Situation Report.
- ◄ - - - - ► Direct notification of Cal EMA State Warning Center in compliance with statutory and regulatory requirements (e.g., HazMat spills and releases).





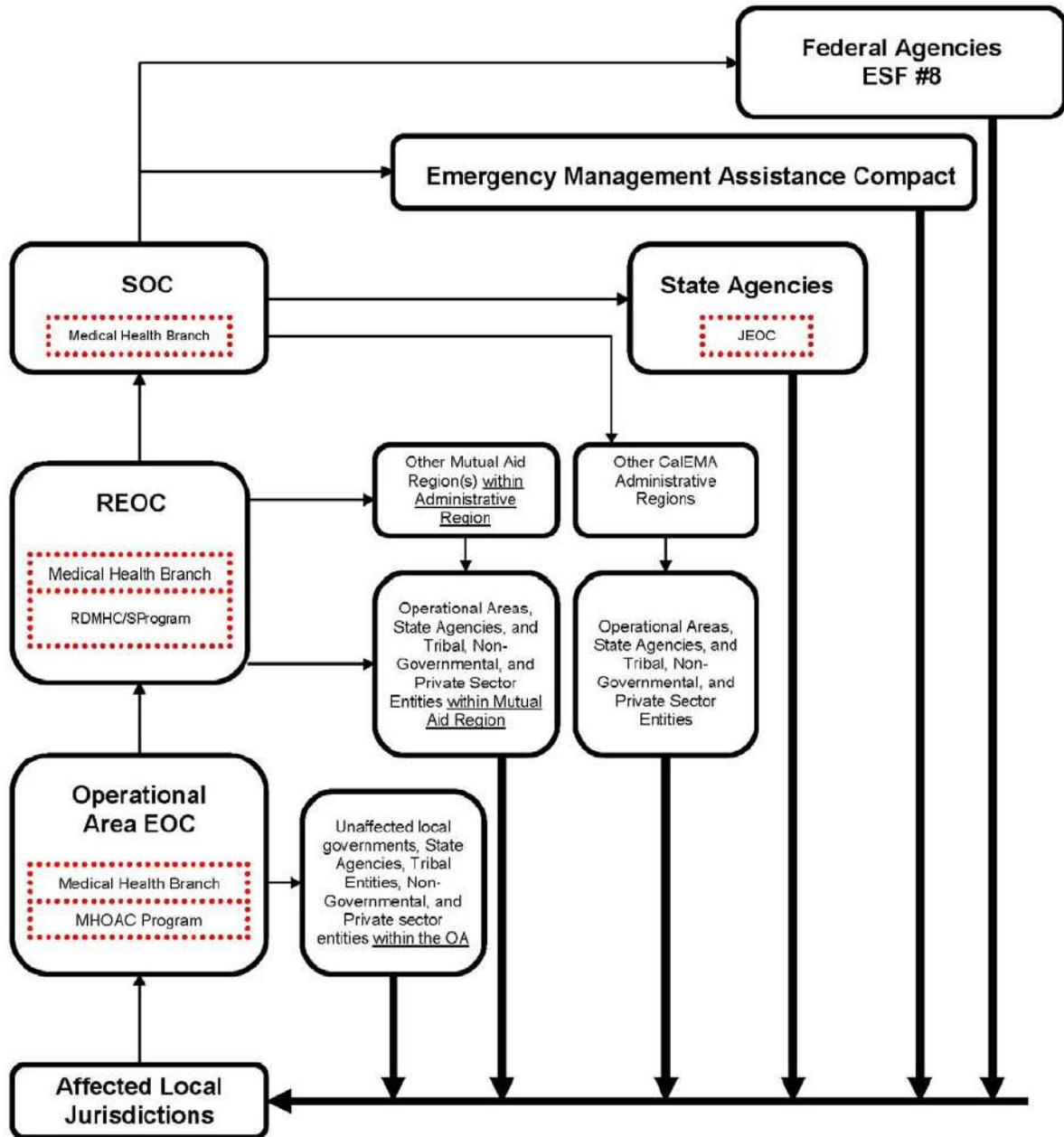
## Information Flow During Emergency System Activation

- ◄-----► Information flow in compliance with regulatory, statutory and program requirements.
- ↔ Notification and Health and Medical Situation Report.
- ◄-----► Emergency Management Incident Reporting, inclusive of Health & Med Situation Report





## Flow of Resource Requests and Assistance During Emergencies





## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Operations Section Chief.
- Activate local EMS and public health personnel as required.
- Request mutual aid support from OES.
- Develop a concise **Medical Plan** with Safety Officer. The plan summarizes in one brief document the medical and public health priorities, medical resources available, and contact names and numbers. It becomes part of the overall Incident Action Plan.
- Order and cache anticipated medical supplies and equipment.
- On large incidents, consider dividing branch into EMS and Public Health Units.
- Scout possible locations for **casualty collection points** (CCPs) and field aid stations.
- If needed, activate animal control to keep animals from interfering with responders.
- Scope public health scenarios; activate personnel to prepare for the most likely.
- Arrange for orientation of volunteer EMTs, nurses, etc.
- Arrange setup of medical aid stations for responders in the likely emergency zone.
- As needed, draft **medical bulletins** for distribution to the public by PIO.
-  Provide public with tips on basic sanitation.
-  Advise public how they can prevent hypothermia.
-  Advise public how to avoid breathing ash particulates.
-  Advise public about nature of medical threat, and what they should do.
-  Advise public about minimizing exposure to radiation.
-  Stockpile medical equipment and drugs in sealed, secure facilities.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- Continue work started in Readiness phase.
-  Are medical responders prepared for adverse weather?
-  Are medical and public health personnel in protective shelters?
- How is branch progressing towards meeting objectives of first Incident Action Plan?
- Brief Operations Section Chief.



## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of branch personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Continue EMS response when safe for field personnel to do so.
- Expect possible **secondary emergencies** started by the main incident.
- Work with Care & Shelter Branch to assure sanitation at public shelters.
- Work with Facilities Unit to assure sanitation at incident base camps.
- Arrange for continued medical care for people in hospitals or institutions
- Coordinate crisis counseling for public and responders.
- As needed, update medical bulletins for distribution to public by PIO.
-  Are medical aid stations still in safe areas?
-  Monitor spread of disease among survivors.
-  Start monitoring potable water sources in flooded areas.
-  Establish quarantined areas or shelters if necessary. Mass immunizations?
-  Set up hospices for patients with severe radiation sickness.
-  Coordinate with Coroner Unit.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize medical resources no longer needed.
- Transfer public health records to regular authorities as incident winds down.
- Attend closeout meeting with Section Chief and other branch directors.
- NIMS** Provide medical expertise, as appropriate, to the **After Action Corrective Action Report**.

## Post Traumatic Stress Disorder

Survivors and responders in disasters may react to the horrors they witness by denial, withdrawal, or even debilitating physical symptoms.

This can happen immediately after the incident or later.

Prompt professional and group intervention can help. PTSD affects all types of people – including experienced emergency responders.



# Coroner Unit Leader

*Numerous fatalities may require a special unit to assist the Coroner.*

## General Responsibilities

On a large disaster, the coroner supervises a unit that identifies human remains, determines cause of death, protects the remains and any personal property, and arranges for transfer of the remains to relatives if possible.

The coroner's duties are prescribed by Government Code Section 27460 *et seq.*

## General Priorities

*First:* Protecting the health and safety of response personnel and the public.

*Second:* Investigating and accounting for deaths on the incident in a systematic manner.

*Third:* Treating human remains with dignity until claimed by relatives.

## Who

Inyo County Coroner, deputy coroner, or by a certified coroner from another jurisdiction.

## Supervisor

While in the EOC, supervised by Operations Section Chief.

## Section Organization

The unit is supervised by the Coroner or designated alternate.

This unit works internally. Refer all media and public requests for information to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Operations Section Chief.
-  If numerous fatalities are anticipated, request advance mutual aid.
- Call local mortuaries, or arrange to set up **fatality collection points** (FCPs). These sites should be located in secure areas, away from camps or shelters.
- Activate teams to assist Coroner.  If necessary, train them in basic duties now, on-site.
- Order **body bags, protective clothing, and refrigerated vans** if necessary.
- Make sufficient copies of forms. Acquire cameras, portable computers, and recording media.
- Alert Red Cross or another community groups willing to work contacting relatives.

**During disasters, the coroner may authorize mass burial of human remains to safeguard public health.**



## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is unit training progressing? When will the unit be ready for independent field work?
- Brief Operations Section Chief.



The Coroner Unit should have copies of the detailed **Cal OES Coroners' Mutual Aid Plan**, a part of the Coroners' Mutual Aid & Mass Fatality Management Planning Program which is an integral component of the California Law Enforcement Mutual Aid System.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Send unit personnel into the field with EMS responders when needed and it's safe to do so.
- Process remains at local morgues or FCPs.
-  Coordinate with Medical & Public Health Branch if it becomes necessary to bury remains in the interest of public safety. Pick an area least likely to be disturbed. Mark location on maps of sufficient scale, and include **GPS coordinates** with unit records.
- Provide updated fatality statistics to SITSTAT.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
-  Be alert for evidence of **Post Traumatic Stress Disorder** in the unit if it encounters particularly gruesome situations.
- Gather all records on processed remains in one secure location.
- Demobilize unit resources no longer needed.
- Prepare Coroner's report on incident.
- Attend closeout meeting with Section Chief and other unit leaders.
- NIMS** As appropriate, provide casualty data for **After Action Corrective Action Report**.



# Care & Shelter Branch Director

*People displaced by large emergencies may need food, a place to stay, and security for their families.*

## General Responsibilities

Organize a unit that provides for the short-term needs of people displaced by the incident.

**!** Note that sheltering & feeding responders is run by the Facilities Unit in Logistics.

## General Priorities

*First:* Safety of branch personnel.

*Second:* Safety and comfort of people displaced by the incident.

*Third:* Help displaced people get on the road to recovery.

## Who

Social Services manager or perhaps someone from the hospitality industry.

## Supervisor

Operations Section Chief

## Branch Organization

The size of this branch grows when an evacuation leaves hundreds or thousands of people without a home. It could naturally divide into a shelter unit, a feeding unit, and social services unit.

Branch personnel work closely with the Medical & Public Health Branch in Ops, and the Facilities & Food Unit in Logistics, and with volunteer groups.

All media and public requests for information should be referred to the PIO.

At a large sheltering operation, ask the PIO to set up a status board.



## Emergency ADA

The **Americans with Disabilities Act** requires all levels of government to accommodate the special needs of people with handicaps.

This remains true during emergencies. Limited mobility, mental illness, blindness, deafness, or other handicaps make it more difficult for the disabled to cope during stressful incidents.

Responders should anticipate that some of the people they rescue or shelter may need special transportation, supervision, or medical care.

On a large sheltering or evacuation response, the Care & Shelter Director would assign an ADA assistant to identify people with special needs. That responder would seek to locate family members or care-givers, or find volunteer substitutes.

On extreme incidents when responders are overwhelmed, **care for all victims is governed by triage** (see *medical emergencies scenario, and medical branch director*). In those situations, the disabled would receive no more or no less priority compared to other injured patients.



## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Operations Section Chief.
- Survey possible sites for public shelters and feeding facilities. Make sure they are away from casualty collection points, morgues, or incident base camps.
- Contact the American Red Cross.
- Contact other local volunteer groups, schools, and churches.
- Arrange for food distribution or mass feeding.
- If evacuations may be ordered, or if there are already many displaced people, prepare to set up public shelter(s) and public feeding station(s) in safe locations.
- Arrange with Law Enforcement Branch for security at these facilities.
- Prepare to register everyone who checks into public shelters – for security purposes and to help track lost people.
- Work with Medical & Public Health Branch to ensure sanitary and safe setup of all facilities.
- Prepare to provide social services.
- Make special provisions for the disabled and people who don't speak English.
- Prepare to receive and distribute donations, as practical and necessary.
-  Work with medical personnel to set up **quarantined shelter** if required.
-   Make sure facilities have backup heat and power.
-  Setup shelters to protect occupants from radioactive fallout.

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### American Red Cross

Inyo County is served by the Los Angeles Chapter of the ARC, which has a representative in Bishop.

ARC's **Disaster Services Branch** can set up shelters and bring in kitchen trailers to serve meals. They offer relocation services for people forced from their homes. People can ask them to help look for displaced family members.

---

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is branch progressing towards meeting objectives of first Incident Action Plan?
- Brief Operations Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of branch personnel and the sheltered public.
- Safety of people with special needs.



---

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Continue to work with Safety Officer to ensure safety of all facilities.
- Work with social workers, medical personnel, and religious leaders to provide crisis counseling.
- No guns, no booze, no drugs in shelters.
- Set policies for pets, noise, and smoking.
- Most people don't like to sit around doing nothing. Provide meaningful work for able-bodied people in public shelters.

- Restrict access to public shelters to those who register.**

Enforce with 24-hour check-in & check-out.

- Arrange for rep from PIO to come brief people about progress of disaster.
- Use peer pressure to maintain order, but be prepared to intervene with law enforcement personnel, if necessary. Promptly remove troublemakers from shelter.
- Over extended periods, does the food you serve have variety?
- If shelters are needed for an extended period, consider improvements that will increase safety and comfort, or even relocating to a better area.

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### American Red Cross

Has partnerships with Church of the Brethren and Save the Children both NFP / NGO's who coordinate activities for children in disasters.

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## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Arrange for transportation out of area for those who wish to leave.
- Encourage people to leave shelters as soon as they are ready.
- Decide when to close shelter, then give folks a few days warning. It might be more cost-efficient to put up a few remaining people in motels or other accommodations.
- Cleanup and rehabilitate camp and shelter sites.
- Attend closeout meeting with Section Chief and other unit leaders.



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# Planning & Intelligence Section Chief

*Look before your leap, especially during emergencies. All response actions must be based on the best available and current information.*

The Planning and Intelligence Section (also known as “Plans”) gathers information about all aspects of the incident. It converts this raw data into meaningful intelligence to guide operations. This inquisitive and very organized section is led by the **Planning & Intelligence Section Chief**.

## General Responsibilities

The P&I Section Chief activates appropriate units to match the data gathering and analysis needs of the incident. As the emergency unfolds, P&I starts formulating plans for recovery.

## General Priorities

*First:* Reliable information about current conditions and deployment of resources.

*Second:* Predictions about what will happen next.

*Third:* Alternative strategies to guide a flexible response.

## Who

A person familiar with the Eastern Sierra region and with emergency response.

 A planner skilled in zoning and land use planning may not necessarily have the needed experience for emergency response work.

## Supervisor

EOC Director

## Section Organization

The size and structure of the P&I Section will depend on the incident. Typically, the first unit activated is SITSTAT, followed by RESTAT. **Technical specialists** such as meteorologists, hazmat specialists, hydrologists, seismologists, aerial photo interpreters, etc. are called as needed.

The technical specialist, Legal Officer, may be assigned to the Command Staff or wherever else is appropriate.

Planning & Intelligence is an internal function; all media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Work with Ops and Logistics to develop first **Action Plan** for EOC Director approval.



- Activate appropriate P&I units to handle anticipated information needs of response.
-          Request **technical specialists**.
- Brief unit leaders and technical specialists as they come onboard.
- Ask SITSTAT to set up status boards in EOC.
- Work closely with PIO to make appropriate information available to public and media.
- On incidents anticipated to become large, activate Recovery Unit.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How are P&I units progressing towards meeting the objectives of first Incident Action Plan?
- Be alert for changes in progress of the emergency. Have SITSTAT issue forecasts when information would be beneficial to response.
- Brief EOC Director on a regular basis ... and when significant changes occur.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of P&I personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Brief EOC Director of any significant status or resource changes
- As incident evolves, suggest revisions to the Action Plan.
-     Expect possible **secondary emergencies** started by the main incident.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Ask Recovery Unit to prepare **Recovery Plan**
- Ask RESTAT to prepare demobilization plan for approval by EOC Director.
- Ask SITSTAT to prepare statistical summary of incident.
- Demobilize resources no longer needed.
- Attend closeout meeting with EOC Director and other section chiefs.
- NIMS** Help prepare **After Action Corrective Action Report**.



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# SITSTAT

## Unit Leader

*SITSTAT means Situation Status: How large is the fire now? Where is it most likely to burn tomorrow afternoon? How many people were evacuated? What's the weather forecast for the next operational period?*

### General Responsibilities

SITSTAT is the unit that collects and integrates information about the incident itself, and displays that information in forms useful to all emergency responders.

The unit verifies field observations using several sources, and may send out its own field observers or order aerial reconnaissance. It uses maps, charts, databases, aerial photos, videos, and other methods to record the stream of information. Initial and updated summaries are then posted at the EOC or command post, and given to the PIO for possible use at the Joint Information Center.

The unit produces reports and displays to answer specific questions posed by command.

It also highlights other significant information that may prove useful.

### General Priorities

*First:* Information useful to preserving life of responders and victims.

*Second:* Predictions about how the incident will progress.

*Third:* Damage assessment useful to recovery.

### Who

A person who understands what data will be relevant to the current emergency, and knows where to find that information.

Because you won't be able to gather 100% of the data requested, perfectionists need not apply.

### Supervisor

Planning & Intelligence Section Chief

## Unit Organization

The unit's analysts who crunch data and prepare reports work with technical specialists and with the nearby Resources Unit (who keep track of the changing response organization).

All outgoing reports are approved by the P&I Section Chief.

All media and public requests for information should be referred to the PIO.

---

### Avoiding information overload

Often, the most valuable service SITSTAT can provide is distilling the most significant information about the incident, keeping command from being overloaded by irrelevant, unconfirmed, or false information.

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## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Gather all known initial information about the incident in one place.
- Forward *flash reports* – quick verbal updates – to P&I Section Chief as needed.
- Line up reliable sources of information, or activate field observers.
- Note sources whose information doesn't match others. It may be unreliable or deliberately misleading, or it could be a different and better perspective.
-       Consider aerial reconnaissance of affected area; make arrangements for processing photos or display of videos.
-        Consider requesting mutual aid mobile weather forecasting unit from National Weather Service.
- Gather baseline data about what the affected area is normally like.
- Make base maps and design display board format to fit anticipated information.
- Prepare report on initial conditions and forward to P&I Section Chief.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- Concentrate on information useful to preserving lives of responders and victims.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Gather information useful to making predictions about progress of incident.
- Prepare status reports on a periodic basis.
- Prepare special reports and displays as requested by P&I Section Chief.
-  Predict impact of anticipated weather on response effort and on affected public.
-   Predict location and severity of further seismic activity.
-  Predict locations of new outbreaks of disease or infestation.
-  Predict fire danger in areas adjacent to incident.



-  Predict flood stages and other areas that may be inundated.
-  Predict where and when other avalanches might occur.
-  Predict hazmat plume size and direction.
-  Predict impact of continued power outage.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Gather damage information useful for filing claims and final report about incident.
- Attend closeout meeting with Section Chief and other unit leaders.
- Using documents, maps, photos, and video, and other media, prepare brief chronology of incident.
- Provide statistics and timelines to team tasked with preparing the **After Action Corrective Action Report**.

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## Display smarts

Make displays **large and bold** enough so that five people can read them at the same time.

Use **color** that will photocopy well. Some colors (depends on the copier, often yellow or light blue), disappear when copied.

Don't use chalkboards or marker boards for displays, because the information can be erased by an accidental brush of the arm.

**Prohibit news media** from photographing boards with contact numbers and other sensitive information. Responders or victims don't need the distraction of requests for "inside information."

**Label video CDs and memory cards** themselves, not just the cases, which could be misplaced. Be careful to download images to a secure archive before recording over and erasing this data.

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# RESTAT

## Unit Leader

*RESTAT means Resources Status: Tracking resources – personnel and equipment – that are working the incident, on order, or demobilized.*

### General Responsibilities

Using check-in records, the RESTAT Unit maintains a master list of all resources working the incident. It notes where resources are assigned, when they are out of service, and when they get demobilized. Tracking responders boosts safety; someone will notice when a unit fails to check-in or return to base.

### General Priorities

*First:* Make sure all personnel working the incident are checked-in.

*Second:* Maintain current rosters of all resources.

*Third:* Provide resource summaries to SITSTAT.

### Who

An experienced emergency responder who can lead a team responsible for compiling ever-changing and detailed information about resources ordered, deployed, and demobilized.

### Supervisor

Planning & Intelligence Section Chief

## Unit Organization

RESTAT works closely with SITSTAT.

The unit stations **check-in recorders** at every location that receives new personnel.

All media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Inventory resources already on the incident.
- Start a master roster of all resources on the incident.
- Find out where and when incoming resources will arrive.
- Activate a network of check-in recorders at those locations.
- Post signs directing incoming resources to check-in recorders.
- Direct incoming resources to appropriate staging areas.

---

### Where do we check in?

Post signs directing incoming resources to **staging areas** where they should check-in.

Include directional signs along nearby roads, at intersections, and at airports.

Make all signs **large and bold**. Post them high. Will parked trucks obscure them? Will your signs be visible at night?

---



- 
- Prepare report on initial resource strength and deployment for P&I Section Chief.
  - Prepare unit assignment list.
  - When setting up your computerized resource tracking system, make sure there's a way to make periodic backups and archives – and methods for **quick recovery** in case of error.
  - Prepare resources display for EOC showing organization chart, summary of resources, and where assigned. *See display tips in the SITSTAT checklist.*

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- As new resources arrive, continue to update the master roster and organization chart.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Prepare periodic summary statistics about resources working the incident.
- Prepare special reports as requested by P&I Section Chief.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Develop demobilization plan as requested
- Then track demobilization of incident's resources.
- Prepare summary report documenting the incident's resources. Pay attention to getting the various organizations' names correct.
- Attend closeout meeting with Section Chief and other unit leaders.
- Provide data about resources deployed on the incident to team tasked with preparing the **After Action Corrective Action Report**.



# Recovery Unit Leader

*Even as attention is focused on the current emergency, we must anticipate long-term consequences and start the recovery phase.*

## General Responsibilities

Working with SITSTAT and RESTAT, the Recovery Unit extrapolates how the incident might unfold beyond the sustained response phase.

How long will this emergency last? What will be the long-term effects on the area's residents? What long-term assistance could be arranged now?

## General Priorities

*First:* Gearing up for the recovery phase.

*Second:* Planning possible mitigation to prevent further impacts.

## Who

A person experienced with the long-term consequences of emergencies.

## Supervisor

Planning & Intelligence: **Section Chief**

---

### Recovery & mitigation

The Safety Assessment Program (SAP) utilizes volunteers and mutual aid resources to provide professional engineers and architects and certified building inspectors to assist local governments in safety evaluation of their built environment in the aftermath of a disaster. The program is managed by Cal OES, with cooperation from professional organizations. SAP produces two resources: SAP Evaluators, described above, and SAP Coordinators, which are local government representatives that coordinate the program.

### Technical Assistance Programs (TAP) Unit

Technical Assistance Programs (TAP) works on issues that require a degree of technical expertise that may not be available within other discipline areas at Cal OES. TAP provides these services internally within Cal OES, and externally (other state agencies, local government, and when appropriate the private sector). TAP can provide expertise related to the items listed below:

- \* Safety Assessment Program (SAP)
- \* Debris Management
- \* Environmental-Historic
- \* Geotechnical/Engineering
- \* State Private Nonprofit (PNP) Organizations Assistance Program

## Organization

On relatively small emergencies, a separate Recovery Unit might not be necessary; its functions could be part of SITSTAT.

All media and public requests for information should be referred to the PIO.

On large incidents or disasters – where long-term and widespread consequences are likely – this unit would be activated early.

As appropriate, after demobilization, records would be turned over to a long-term Recovery Team.



---

## Readiness & Pre-impact Phases

- See blue pages:  Checklist common to all functions.
- From SITSTAT, get all details on the current situation.
- If possible, obtain “before” photos or videos to contrast with footage taken later.
- What are the likely long-term consequences of this emergency?
- What are the chances of a related emergency happening soon?
- Predict need for special resources necessary for the recovery phase.
  - Potable water
  - Food
  - Shelter
  - Power
  - Sanitation (sewage, trash, etc.)
  - Medical services
  - Psychological counseling
  - Special needs of disabled
  - 
  - Transportation
  - Law enforcement
  - Handling casualties
  - Handling fatalities
  - Debris removal
  - Hazmat decontamination, cleanup, etc.
  - Damage assessments
  - Temporary repair of infrastructure
  -

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Refine list of tasks necessary for recovery.
- Recommend supplies and services needed for recovery activities.

*continued*



## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Are there **secondary emergencies** that could result from this incident? Some examples:
  -   Earthquakes and volcanic eruptions could trigger avalanches, or cause flooding by impounding drainages.
  -  Burnt slopes, lacking vegetation, could slide during spring run-off.
  -  Energy shortage could cause social unrest, sanitation problems.
  -  Extreme weather could cause power outages, avalanches, flooding, or drought.
  -  Avalanches and landslides could also cause flooding.
  -  Flooding could increase likelihood of widespread **disease or infestation**.
  -  Exposure to radiation could cause delayed medical effects and social unrest.
  -   Warfare or terrorism would start a series of interrelated emergencies for Inyo County. One not so obvious effect would be exodus of skilled emergency workers away from Inyo County to affected urban centers.
- Prepare a **Recovery Plan** as requested.
- As the emergency winds down, help regular local organizations and agencies take over responsibility for recovery efforts.
- Attend closeout meeting with Section Chief and other unit leaders.

**Are there any secondary emergencies – such as spring mud slides following summer wildfires – lurking in the near future?**



# Technical Specialists

*Emergency managers may need the help of experts in seismology, fire behavior, extreme weather operations, aerial photography, terrorism, hazmat, infectious diseases, and many other disciplines.*

## General Responsibilities

Technical specialists apply their expertise to answer questions posed by incident command.

**Example:** SITSTAT might ask Southern California Edison line crews when electricity will be restored to Lone Pine. That question might require further consultation with other specialists, such as weather forecasters or transportation engineers doing damage assessment on nearby roads. The engineers may be waiting to get current aerial photos of the affected area.

## General Priorities

*First:* Information useful to answering specific questions asked by EOC staff.

*Second:* Other information relevant to the response.

## Who

People with specific knowledge and exceptional skills needed on this response. Specialists working emergencies should be comfortable with ambiguity, deadlines, and incomplete data.

## Supervisor

Planning & Intelligence Section Chief

## Organization

Technical specialists typically work in SITSTAT, but they may be assigned by the P&I Section Chief to other units where skills are needed.

**Example:** The Legal Officer (considered a tech spec) is usually assigned to the Command Staff.

Tech specs work internally; they should refer all media and public inquiries to the PIO.

## All phases

- See blue pages:  Checklist common to all functions.
- Obtain briefing by Section Chief or Unit Leader. Read the latest Incident Action Plan.
- Know your working group. For example, if in P&I, specialists typically work in SITSTAT.
- Focus on assigned tasks, but be aware of the big picture and feel free to recommend to your supervisor other tasks that may seem important. But **no freelancing**.
- Work the priority questions first and find answers within the time allotted. Recognize that you may not get – or need – every little scrap of data to prepare a solid answer.
- Be aware of safety issues that may affect you or your unit.



---

# Logistics Section Chief

*To keep a large emergency response going requires equipment and supplies and personnel – delivered as ordered as soon as possible.*

## General Responsibilities

The Logistics Section Chief manages the people who keep the response supplied. This section has units that set up and maintain communications; arrange transportation; order and deliver supplies and equipment; and keep incident workers fed and sheltered.

## General Priorities

*First:* Safety of response personnel.

*Second:* The objectives outlined in the Incident Action Plan.

*Third:* Keeping the incident supplied in a timely and cost-effective manner.

## Who

A *can-do* individual who gets satisfaction supplying the frontline with all the equipment and supplies it needs faster than you can say “an incident marches on its stomach.”

## Supervisor

EOC Director

**If Ops is the  
performance,  
Logistics is the  
backstage.**

## Section Organization

The structure and size of the Logistics Section depend on the complexity of the incident. Most incidents will require communications, transportation, and supply units; larger ones may need a facilities unit.

Span of control should not exceed seven.

All media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Activate appropriate units to handle anticipated logistical needs of incident.
- Brief unit leaders as they come onboard.
- Coordinate with Safety Officer to make sure all incident personnel have the equipment necessary for their safety.



- 
-  Winter in the mountains can get deadly cold very quickly. Conversely, the desert area of our county can get toasty Spring through Fall. All responders should be supplied to cope with such weather extremes.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How are Logistics units progressing towards meeting objectives of first Incident Action Plan?
- Brief EOC Director.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of logistics personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- As incident evolves, respond to changing logistical needs.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize section resources no longer needed.
- Attend closeout meeting with EOC Director and other section chiefs.
- NIMS** Help prepare **After Action Corrective Action Report**.



---

# Communications Unit Leader

*Reliable communications are critical to response success, so setting up a network is therefore one of the first tasks of any emergency organization.*

## General Responsibilities

Supervise unit that sets up and maintains communication network for incident response. This includes radios, landlines, e-mail, text messaging, and other networks.

## General Priorities

*First:* Set up system to support objectives in the Incident Action Plan.

*Second:* Adapt this system to changing needs.

*Third:* Maintain the system and provide workarounds if necessary.

## Who

A communications technician with a practical emergency services background.

## Supervisor

Logistics Section Chief

## Unit Organization

On smaller incidents, communications can probably be maintained through existing local networks.

For larger incidents, or if electronic sites have been knocked out, mutual aid is available, including a complete telecommunications unit from OES.

The Comm Unit works internally. All media and public requests for information should be referred to the PIO.

---

## Channeling

A robust communications network allows information to flow between field units and command, and between selected field units with minimum interference.

It does this by reserving channels for specific functions.

For example, the radio frequency used by an operations unit guiding helicopters to a landing zone should not be used by logistics ordering buses.

***See the EOC section in Part 2 for frequency tables for the county's radio system.***

---

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Logistics Section Chief.
- Request mutual aid communications support if necessary
- Prepare Communications Plan.
- Does all equipment have backup power?
- Activate RACES (Radio Amateur Civil Emergency Service) if necessary.
- Establish a cache of frequently-needed parts.



- 
- On large incidents, consider establishing field **maintenance and repair** facilities.
  - Conduct tests of entire system: radios, phones, computers, OASIS, Internet, etc.
  -  Harden communications equipment against electromagnetic pulse.
  - Have additional phone lines installed at EOC, JIC, base camps, public shelters, Board of Supervisors, etc. as required.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is unit towards meeting communications objectives of first Incident Action Plan?
- Brief Logistics Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Respond to changing objectives in subsequent Incident Action Plans.
- Maintain equipment to prevent breakdowns.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize unit resources no longer needed.
- Attend closeout meeting with Section Chief and other unit leaders.

---

### Redundancy, Redundancy

One advantage of a multi-channel network is allowing various functions to communicate without interference.

Another is redundancy. If one channel fails due to mechanical malfunction or geography, there's probably another way to communicate around it.

---



# Transportation Unit Leader

*An emergency response needs wheels – and sometime boats, airplanes, or mules – to transport people and materials under difficult conditions.*

## General Responsibilities

From resources available, provide transportation for responders, supplies, or the affected public. Keep response vehicles running and in safe condition.

## General Priorities

*First:* Provide safe transportation to support objectives in the Incident Action Plan.

*Second:* Keep vehicles on the incident fueled and maintained.

## Who

A person familiar with fleet management and the special needs of emergency operations.

## Supervisor

Logistics Section Chief

**If the incident needs continued aviation support, consider establishing a separate *Air Ops Branch*.**

## Unit Organization

The size of the Transportation Unit depends on the incident.

The unit works closely with the Public Works Branch in Ops.

All media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Logistics Section Chief.
- Arrange for delivery of fuel, oil, and other common vehicle supplies.
- Is backup power available to pump gas?
- Arrange for buses if it looks like there may be an evacuation.
- Secure vehicles for use as auxiliary ambulances if many casualties are expected.
- If needed, secure specialized transportation such as boats or pack animals.
-  Arrange for tracked vehicles if heavy snowfall is likely in response area.
- Can vehicles bringing in supplies take out evacuees or trash on the return trip?



- 
-  When ordering buses or trucks, make sure they come with qualified drivers, fuel, and are outfitted to handle anticipated weather and road conditions.
  - Make sure drivers of all incoming vehicles know where to check in and stage.
  -  Cache special vehicle air filters to deal with gritty volcanic ash.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is unit progressing towards meeting objectives of first Incident Action Plan?
- Brief Logistics Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Respond to changing objectives in subsequent Incident Action Plans.
- If bus or truck drivers have to wait awhile, make sure they do so in a safe staging area and that they have access to food, water, sanitation, and updated instructions.
-  To prevent buildup of air pollutants or **carbon monoxide**, vehicles should not be kept running in enclosed spaces.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize transportation resources no longer needed.
- Attend closeout meeting with Section Chief and other unit leaders.



# Supply & Personnel Unit Leader

*Responders on any sizable emergency will need an organized way to order equipment, supplies, and mutual aid reinforcements.*

Depending on the incident, you might need flares, sandbags, shovels, batteries, chainsaw oil, barricades, ash filters, infrared cameras, or latex gloves – and hundreds of other common and specialized items. After initial attack, you'll need more firefighters, law enforcement officers, drivers, medics, radiation monitors, or other trained personnel.

 One item you don't want on any shopping list is red tape.

## General Responsibilities

Supply & Personnel Unit orders personnel, equipment, and supplies. Funneling all orders through the Supply & Personnel Unit helps reduce duplication.

## General Priorities

*First:* Order personnel, equipment, and supplies in an efficient manner.

*Second:* Maintain stocks of items needed by the response.

## Who

A person who knows sources and how to expedite delivery.

## Supervisor

Logistics Section Chief

## Unit Organization

 On large incidents, this unit may divide into separate supply and personnel units. The supplies side might be organized into teams that specialize in ordering, receiving & stocking, delivery, and maintenance.

The unit maintains constant coordination with RESTAT and Operations. All media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Logistics Section Chief.
- Order prepackaged equipment caches as required.

## Resource Typing

**NIMS** Know what you are ordering. When you specify resources listed in the NIMS National Mutual Aid database, you'll get teams or equipment certified to meet certain specifications.

**Example:** Consider an *Ambulance Strike Team Type I*, which consists of five type I ambulances with advanced life support crews (a paramedic & EMT in each ambulance), capable of transporting 10 litter patients, fully immunized, with hazmat training.

On the other hand, an *Ambulance Strike Team Type IV* (that's the number four, not intravenous) has basic life support EMTs and drivers with no advanced training.

You don't always need the top-notch Type I resources, but it's good to know what you will be getting.

*See Part 2 for details on resource typing.*



- 
- Order supplies as requested. Specify to vendor exactly when and where to deliver.
  - Locate supply depots in safe areas that are convenient to operations.
  -  Breathing masks to filter volcanic ash.
  - Line up sources of reinforcements and relief crews.
  - Line up sources of anticipated specialized personnel, such as hazmat or SAR teams.
  - Order additional personnel as required.
  - Make arrangements with RESTAT to confirm when ordered personnel have arrived.
  - On large incidents, make arrangements to apportion costs.  
But don't let lack of specific fiscal agreements slow down the field response.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is unit progressing towards meeting objectives of first Incident Action Plan?
- Brief Logistics Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Respond to changing objectives in subsequent Incident Action Plans.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize unit personnel no longer needed.
- Make arrangements for relief crews well in advance, so that crews get the breaks they deserve on time.
- Safely dispose of any leftover hazardous materials (oils, detergents, etc.).
- Inventory and consolidate left-over supplies. Arrange for return, or distribution to local organizations.
- Attend closeout meeting with Section Chief and other unit leaders.



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# Facilities

## Unit Leader

*For peak performance under difficult and stressful conditions, responders should be well fed and have comfortable places to rest and clean up.*

### General Responsibilities

This unit feeds and shelters large numbers of people under stressful circumstances. It provides incident workers a place to recharge and relax. It also arranges to have portable toilets located where people congregate, like staging areas, media centers, and the EOC.

**!** Note that sheltering & feeding the public is run by the Care & Shelter Branch in Ops.

### General Priorities

*First:* Sanitation and nutrition for responders.

*Second:* Safety of incident facilities.

*Third:* Security of incident facilities.

### Who

A person experienced in housing large numbers of people. This could be someone from the local resort industry.

### Supervisor

Logistics Section Chief

## Unit Organization

Caring for the off-duty needs of emergency responders is a considerable task, requiring food service personnel and camp tenders. On large incidents, the unit could divide into several teams, perhaps one for each base camp, and another for other facilities.

All media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from Logistics Section Chief.
- Work with EOC Manager to ensure that the EOC is adequately supplied.
- Find out who can provide sack lunches or other fast food services.
- Arrange food and drinking water deliveries to incident workers in the field.
- Survey possible locations for basecamps and other response facilities.
- Work with Medical & Public Health Branch to ensure sanitation and safety of all facilities.



-   Make sure incident facilities have backup heat and power.
- Work with Law Enforcement Branch in Ops to provide **security for all incident facilities**.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is unit progressing towards meeting objectives of first Incident Action Plan?
- Brief Logistics Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel, people in base camps, and at other incident facilities.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Restrict access to base camps to incident personnel.
- No booze, no drugs at any incident facility.
- Establish noise & smoking policy for base camps and other facilities.
-    Work with Ops to set up areas to decontaminate clothing and equipment away from base camp.
- Ask law enforcement to promptly remove troublemakers from any incident facility.
- If facilities will be needed for an extended period, consider improvements that will increase safety and comfort.
- Does base camp or feeding facility need to be relocated to a better area?
- Continue to monitor sanitation and safety of all facilities.
- Over an extended period, does the food you serve have variety?

**Locate mess hall and sleeping areas away from casualty collection points or other dangerous locations.**

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize base camps and other facilities no longer needed.
-  Pay particular attention to refurbishing facilities like schools and community centers. We want people to welcome emergency responders back the next time.
- Attend closeout meeting with Section Chief and other unit leaders.



---

# Finance & Administration Section Chief

*Emergency work is very expensive. The challenge is to balance a robust physical response with fiscal responsibility – and without paperwork gridlock.*

Our personnel must be equipped, transported, housed, fed, and paid. Vendors who scramble to get emergency supplies and equipment delivered quickly deserved to be paid quickly in return. Timesheets must be filed, contracts written, claims processed, internal reports completed – all under tight deadlines.

## General Responsibilities

Emergencies do not relieve the County or any cooperating response agencies of their normal responsibilities to spend public funds wisely and to pay workers and vendors in a timely manner.

On the other hand, operations cannot be held up by red tape or paperwork jams.

## General Priorities

*First:* Safety of response personnel.

*Second:* Protect lives and property in the affected area.

*Third:* Maintain accountability and control of funds spent on the emergency.

**Emergencies do not relieve the County or any cooperating response agencies of their normal responsibilities to spend public funds wisely.**

## Who

A person familiar with County finances and organization, such as the Auditor-Controller or a mutual aid equivalent.

## Supervisor

EOC Director

## Section Organization

Regular county and agency finance and personnel departments can usually handle the workload generated by small emergencies. On larger incidents, the F&A Section Chief would work with liaisons from involved agencies to determine how costs are to be apportioned.

Joint training sessions between emergencies can lay the groundwork for smooth cooperation.

F&A works internally. All media and public requests for information should be referred to the PIO.

## Preparedness Phase

- See blue pages:  Checklist common to all functions.
- Run exercises and simulations to determine most efficient method to apportion costs under different scenarios involving different agencies.



---

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from EOC Director.
- Activate the necessary units to handle the anticipated F&A workload.
- Inyo County will cooperate with other agency finance departments, but will maintain the integrity of Inyo County funds.
- Select a secure worksite. It may not be the regular Independence or Bishop offices.
- Stock with necessary equipment and forms. (Sealed, ready-to-go kits made up during the preparedness phase would come in handy.)
-  Implement State of War Emergency controls.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is section progressing towards full readiness?
- Brief EOC Director.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of F&A personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Recommend safe ways to reduce expenses to EOC Director.
- Handle claims by injured response personnel and by vendors.
- If necessary, ready a **Claims Unit** to process public requests for disaster assistance.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize personnel no longer needed.
- Prepare a financial summary report on incident within 30 days.
- Prepare to handle claims.
- Attend closeout meeting with EOC Director and other section chiefs.
-  Help prepare **After Action Corrective Action Report**.

---

### Back it up

Electronic data is vulnerable to power fluctuations, hard disk crashes, and human error.

It's a good idea to backup all incident data every operational period. For additional security, store your labeled and dated backups in a different, secure location.

Are all computers plugged into backup power supplies?

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# Timekeeping Unit Leader

*Maintain high morale of emergency responders by ensuring that they are paid for their hard work in a timely manner.*

## General Responsibilities

Ensuring that hours worked are accurately recorded and checking for fraud.

## General Priorities

*First:* Accurate reporting of hours worked.

*Second:* Timely processing of timesheets.

*Third:* Checking for fraud.

## Who

A person familiar with personnel and emergency services accounting procedures.

## Supervisor

Finance & Administration Section Chief

## Unit Organization

On a large operational area emergency, county and cooperating agencies would set up joint shop to tabulate hours worked by incident personnel.

All media and public requests for information should be referred to the PIO.

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from F&A Section Chief.
- Set up in a location where records can be secured.
- Are location and operating hours convenient to personnel reporting their units' time?

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is unit progressing towards being ready to record hours worked?
- Brief F&A Section Chief.



---

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- Backup electronic data regularly to safe location.
- Secure records when the unit is closed.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- Demobilize unit personnel no longer needed.
- Prepare summary report of hours worked for SITSTAT if requested.
- Attend financial roundup meeting with F&A Section Chief.



# Procurement Unit Leader

*Sack lunches for 200 people; a truckload of sandbags; 36 hours of helicopter time at \$1200 an hour; portable toilets; showers delivered and maintained.*

## General Responsibilities

Taking care of contracts and handling claims.

## General Priorities

*First:* Arranging contracts for supplies, equipment, and services for the incident.

*Second:* Paying vendors.

*Third:* Accounting for funds spent.

## Who

County Administrator or designated alternate.

## Supervisor

During the incident, the F&A Section Chief.

## Unit Organization

On a large operational area incident, the county and cooperating agencies would set up a contracting shop. It would activate contracts entered into during the preparedness phase, plus new ones as needed by the response.

All media and public requests for information should be referred to the PIO.

## Preparedness Phases

- See blue pages:  Checklist common to all functions.
- During preparedness, negotiate contracts for services and supplies most often needed during emergencies. Keep them on-the-shelf until needed. Items to contract might include:
  - Sanitation facilities
  - Aircraft
  - Food (lunches & hot prepared)
  - Aerial reconnaissance
  - Drinking water
  - Heavy equipment
  - Fuel and oil
  - Medical supplies
  - Portable lighting
  - All types of transportation
  - Portable power supplies
  -
- Review and update these contracts every April (Earthquake Preparedness Month).



---

## Readiness Phase

- See blue pages:  Checklist common to all functions.
- Obtain briefing from F&A Section Chief.
- Set up in secure location with ample phone and fax lines.
- Check existing contracts; warn vendors that their services may be needed soon.
- Does this incident have any unique contracting needs?
- Work closely with Supply & Personnel Unit in the Logistics Section to grease the skids.

## Pre-impact Phase

- See blue pages:  Checklist common to all functions.
- How is unit progressing towards meeting the contracting needs of the incident?
- Brief F&A Section Chief.

## Impact Phase

- See blue pages:  Checklist common to all functions.
- Safety of unit personnel.

## Sustained Response Phase

- See blue pages:  Checklist common to all functions.
- If contracting work is complete, see if another F&A unit could use your help.

## Recovery Phase

- See blue pages:  Checklist common to all functions.
- On large incidents, work closely with Recovery Unit. Prepare to negotiate contracts for damage assessment, debris removal, rehabilitation work, and sheltering.
- Demobilize personnel no longer needed.
- Attend financial roundup meeting with F&A Section Chief.

# After action corrective action

*If we don't learn from our actions on this incident, we'll probably forget what we did well – and repeat our mistakes on the next incident.*

## Lessons learned

The purpose of having **debriefings** is to learn from our actions to improve the response next time.

Typically, these critique sessions are done before demobilization by each functional unit, starting with ground units and working back through section chiefs to the incident command staff.

**EMS Example:** Before being demobilized from a large earthquake incident involving mass casualties, field paramedics and EMTs meet to discuss their recent experiences.

- ✪ Sitting in a circle, they systematically assess what worked well and what didn't when they triaged, treated, and transported patients on this incident.
- ✪ A representative takes these lessons learned to the Medical-Health Branch debriefing.
- ✪ The med-health branch director, in turn, brings overall medical lessons learned to the Operations Section debriefing.
- ✪ Finally, the Ops Section Chief brings prioritized aggregate lessons learned to the closeout debriefing of the entire incident.

But don't stop there. Personnel who left the incident days ago, other local emergency workers, and OES at the state level could all benefit from our lessons learned. The valuable feedback must be documented into a concise and timely report:

## **NIMS** AACCA summary report

State and federal emergency regulations require a written report summarizing the incident and highlighting recommendations for future responses. At the operational area level, that means we send an **After Action Corrective Action Report** to Cal OES within 90 days of demobilization.

 To allow time for local review, the Board of Supervisors should get an advance copy of the AACCA Report within 60 days of demobilization.

## More than paperwork

An AACCA report provides actionable information by:

- Summarizing incident and response, providing a base for emergency statistics.
- Analyzing effectiveness of ICS, SEMS, and NIMS.
- Describing problems encountered and lessons learned, so we don't reinvent the wheel.
- Recommending corrective actions that we need to make during preparedness.

## So what's in an AACA report?

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### Executive Summary

One or two-page summary of incident and lessons learned.  
Key facts and statistics.  
Priority recommendations.

---

### Organizations involved

List of jurisdictions and agencies that worked the response.  
Use complete and correct names (*example: US Forest Service, not National Forestry Service*)

---

### Context

Chronology or timeline of incident (*significant key events, not blow by blow Marathon account*).  
Casualties.  
Damage assessment.  
Declarations of emergency.  
Potential secondary incidents (*such as mudslides after wildfires*).

---

### Evaluation of SEMS and functions

Overall, how did ICS, SEMS, and NIMS work on this response?  
How did Management Team, Ops, P&I, Logistics, and F&A work on this response?  
Evaluate positions, not particular personnel.  
Public information and media relations.

---

### Evaluation of mutual aid

Overall, how did mutual aid work on this response?  
How well did state OES coordinate mutual aid?  
If applicable, how did federal assistance work?

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### Recommendations

Specific actions that worked particularly well.  
Major mistakes and how to avoid them next time.  
Responder casualties (*summarize investigation & corrective action*).

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### Recovery to date

Disaster Field Office operational?  
Public assistance programs.  
Hazard mitigation, planned or underway?

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### Attachments & media

Key EOC documents, maps, charts, photos, media clips. Brief PowerPoint presentation.

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## Who is your audience?

Make your AACA report **concise and clear**. Your audience includes emergency workers, the public, the Board of Supervisors, and Cal OES. As appropriate, consider summarizing contents on a website or in a PowerPoint presentation.

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# Recovery & mitigation

*Even while Ops confronts the immediate impacts of an emergency, P&I starts planning returning to normal and to minimize further impacts.*

## Recovery

Recovery is the work of **restoring conditions** in an affected area to approximately what they were before the emergency. It may not be possible or desirable to restore 100%. Recovery can be an opportunity to improve communities and the environment in the long term.

**Example:** After severe flooding along the Owens River, crews start inventorying damage to buildings, roads, and utilities. Then, on a priority basis, they repair roads and restore utilities. Owners of damaged buildings may be offered grants or loans for repair.

## Mitigation

Mitigation is making changes that will **eliminate or reduce further impacts** of a similar emergency or a secondary incident.

**Example:** After the Owens River Flood, structures in areas that were impacted the most are relocated to higher ground, so the next big flood won't be quite as destructive.

## Setting priorities

After a large emergency, and certainly after a disaster, there probably would not be sufficient resources to recover or mitigate everything at once. Emergency planners must weigh many factors to come up with projects and priorities.

It would depend on the incident and its location, of course, but a typical list of recovery and mitigation priorities for Inyo County might be like this:

- Health & safety:** Clean water, sanitation, energy supplies.
- Hazards:** Particulates, hazmats, killer trees, power lines.
- Access:** Remove debris, check building safety.
- Transportation:** Repair key roads, bridges, airports.
- Shelter:** Provide short-term shelter for displaced residents.
- Employment:** Keep people productive by expediting repair and reopening of business facilities. Or provide incident work.
- Tourism:** Plan for rapid recovery of major recreation sites, vital to Inyo County's tourism economy.
- Schools:** Get kids back in school (or safe substitute facility) and out of trouble.
- Relocate** some facilities as appropriate.

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For details, see the  
Technical Assistance  
Programs (TAP) Unit

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Technical Assistance Programs (TAP) works on issues that require a degree of technical expertise that may not be available within other discipline areas at Cal OES. TAP provides these services internally within Cal OES, and externally (other state agencies, local government, and when appropriate the private sector).

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## How much damage?



A critical function on a large emergency or disaster – such as flooding, fire, or seismic activity – is surveying the condition of roads, buildings, utilities, and other infrastructure.

Based on such damage assessments, the County Board of Supervisors may decide to declare a *Local Emergency*.

If the emergency were severe and damages extensive, the county would probably ask the Governor to declare a *State of Emergency* – which authorizes State recovery assistance. This formal request to the State must be accompanied by a summary known as the **Initial Damage Estimate**.

### Initial Damage Estimate

Basically, IDEs are standard categories with numbers and estimated dollars attached. OES uses this format to fairly compare multiple incoming requests. The IDE summarizes:

- Residences destroyed or damaged.
- Businesses destroyed or damaged.
- Public buildings destroyed or damaged.
- Debris removal and disposal (est. cost above normal).
- Protective costs (law enforcement, firefighting, public works, etc.) above normal day-to-day costs.
- Damage to roads and bridges.
- Damage to water control systems (levees, aqueducts).
- Damage to public facilities and equipment.
- Damage to utilities (water, power, sewage systems)
- Numbers of people evacuated and in shelters.
- You send this information instantly to **CalEOC @ [www.caloes.ca.gov](http://www.caloes.ca.gov)**.

### Safety Assessment Program

The State of California can arrange for professional and volunteer evaluators to help our building officials determine safety and occupancy of our structures.

SAP evaluators are typically engineers, architects, or certified building officials or inspectors. They may arrive with teams of trained volunteers. All are Disaster Service Works and therefore covered by California's worker's compensation and liability protections.

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## Damage assessment

Even as Operations personnel are conducting rescues, evacuations, and other direct response actions, the Situation Status (SITSTAT) unit in the Planning & Intelligence Section starts compiling first data about hazard locations, access problems, and the extent of damage to infrastructure.

These initial **field damage surveys** provide incident managers with quantifiable data about how to allocate resources.

**Example:** "20 to 30 homes burning north of Independence" gives more information than "humongous fire". "400 feet of Highway 6 at Laws covered by water" is more specific than "highway closed".



Maps with notations, tables with numbers, graphs, labeled photographs, or concise videos with descriptive narration are easier to understand than written wall-to-wall reports with long narrative text.



When assigning estimated costs, use rounded figures. To state that the fire destroyed property worth \$358,210 is absurd accuracy and undermines your credibility.

Properly recorded and filed, damage assessments provide the baseline statistics for the Initial Damage Estimate that OES needs before authorizing State assistance.

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## Declarations and funding

Before some state or federal funds can be released to our county, the Board of Supervisors must have declared a *Local Emergency* or request a *State of Emergency* declaration by the Governor.

 A Local Emergency must be declared **within 10 days of the incident**.

Requests for a State of Emergency declaration must be made within 30 days.

Applications for assistance must be made, through **Cal OES**, within 60 days.

<i>Assistance program</i>		<i>Local proclamation required?</i>	<i>CA State of Emergency required?</i>	<i>Federal designation required?</i>
<b>Safety Assessment Program SAP</b>	Provides professional evaluators to determine safety, use, and occupancy of buildings.	no	no	no
<b>State Public Assistance Governor's declaration of State of Emergency</b>	Reimburses local emergency response costs, debris removal and funding to restore public infrastructure.	yes	yes	no
<b>State Public Assistance with Cal OES Director's concurrence</b>	Funds restoration of public infrastructure only.	yes	no	no
<b>Federal PA Major Disaster declaration</b>	Reimburses local emergency response costs, debris removal, & restoring infrastructure.	yes	yes	yes
<b>Federal PA Emergency declaration</b>	Reimburses local emergency response costs.	yes	yes	yes
<b>Individuals &amp; Household Program IHP</b>	Grants to individuals and families affected by disaster.	yes	yes	yes
<b>State Supplemental Grant Program SSGP</b>	Grants to individuals when max. IHP has been reached	yes	yes	yes
<b>SBA Economic Injury Disaster Loan Program</b>	Loans to businesses that have suffered economic loss	no	no	yes
<b>SBA Physical Disaster Loan Program</b>	Loans to businesses & individuals for lost property.	no	no	yes
<b>Fire Management Assistance Grant FMAG</b>	Reimburses fire suppression costs.	no	no	yes
<b>USDA Disaster declaration</b>	Loans to farmers & ranchers.	no	no	yes
<b>Disaster Unemployment</b>	Unemployment benefits.	yes	yes	yes

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## LACs and DRCs

### Local Assistance Centers

For additional details, see the **Cal OES Brochure – “The Assistance and Services for Disaster Recovery”**



ASSISTANCE AND SERVICES FOR DISASTER RECOVERY  
This publication distributed by California Governor's Office of Emergency Services Cal OES  
www.caloes.ca.gov  
For more information about the availability of state-funded disaster relief programs, please contact the California Regional Office at 1-800-452-5222 or visit the website at www.caloes.ca.gov

When a large emergency enters the recovery phase, the county will set up “one-stop shopping” offices to process requests for assistance from local residents and businesses.

Items to consider when running LACs:

- ❑ Are LAC’s location(s) and convenient hours well-publicized?
- ❑ Large enough to accommodate anticipated applicants?
- ❑ Adequate seating and tables for writing?
- ❑ Copier, phone lines, and (if possible) WiFi Internet access?
- ❑ Sufficient security and sanitation?
- ❑ Sufficient parking spaces, large legible sign at entrance?

## Centers

After a disaster eligible for substantial state or federal aid, recovery specialists from Cal OES and federal agencies – such as US Department of Agriculture, US Department of Housing & Urban Development, and the Small Business Administration – may set up local offices to process assistance. Think of them as state and federal LACs.

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## Good records a good investment

All levels of government have an obligation to spend taxpayers’ money wisely. So when Inyo County applies for recovery assistance, we will have to prove to the State or the Feds that we need the funds and that we won’t waste or misspend them.



To get recovery funding, we will have to document how many structures remain inhabitable; how badly water and sewer systems were compromised; how many people are without electricity; how many people were displaced from their homes and need shelter, how much extra law enforcement will be needed, and much more.

Some documentation guidelines:

- Incident-related expenditures must be readily **distinguishable** from on-going expenses. (California doesn’t want to pay for Inyo’s day-to-day expenses.)
- Records – paper or electronic – must be **complete and accurate**.
- Keep **invoices and receipts** for supplies, equipment, outside services, and rentals.
- **Timesheets** and force accounts should document salaries and wages charged to the incident.
- Our accounting systems must be traceable to identify **waste or fraud**.

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## Ask Cal OES

Cal OES operates the **Recovery Section** specifically to help counties receive resources, technical information, and grants.

Under the **Recovery Section** there is the **Public Assistance and Individual Assistance** for processing claims. We will need to prove our claims, but should help with the process.

Cal OES current contact numbers are listed in Section Z.

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# Glossary

*Learn the jargon, but use plain English whenever possible.*

**Acre-foot** The amount of water (43,560 cubic feet, 325,000 gallons) that would cover a level acre one foot deep.

**Action Plan** See Incident Action Plan.

**ARC** American Red Cross.

**BLM** Bureau of Land Management.

**BOS** Board of Supervisors.

**Branch** In SEMS, the organization level below Section. Examples include Law Enforcement Branch, Care & Shelter Branch.

**BT** Bioterrorism.

**Bureau of Land Management** BLM US agency in Department of the Interior responsible for managing federal lands that are not National Forests, Parks, Wildlife Refuges, or military reservations.

**Caldera** Depression left by a huge volcanic explosion. See world-class Long Valley Caldera in the Seismic scenario in Part 1.

**Cal Fire** California State Agency responsible for managing State forestlands. Experts in logistics. In the Eastern Sierra, they run a conservation camp west of Bishop

**California Department of Fish and Wildlife** CDF&W is responsible for managing fish and wildlife and their habitat including State waterways.

**Cal OES** Office of Emergency Services, the State of California's lead emergency agency. Website: [www.caloes.ca.gov](http://www.caloes.ca.gov)

**Caltrans** California Department of Transportation, which manages state highways.

**Casualty Collection Point** On a large incident, a location to which injured people are staged before being transported farther to a medical facility.

**CBRNE** (*pronounced "seaborne"*) Chemical, Biological, Radiological, Nuclear, & Explosive weapons.

**CDC** Centers for Disease Control & Prevention, the lead federal agency in bioterrorism research and education.

**Chain of Command** One boss at a time. In SEMS, flow of authority from EOC Director (or Unified Command) to Section Chiefs to Branch Directors to Unit Leaders, etc.

**CHP** California Highway Patrol.

**Command Post** Incident Command Post.

**Command Staff** On an operational area incident, the EOC Director with PIO, Scribe, Safety Officer, Liaison Officer, Legal Officer, EOC Manager. Also known as "EOC Management" Contrast with *General Staff*.

**Credentialing** Registering a resource (personnel or equipment – such as an ambulance team, fire engine strike team, law enforcement strike team, bulldozer, water purifier, etc. -- guaranteeing that it meets standardized performance specifications. Within each category, Type I resources are more capable than Type IV resources.

**Critical Incident Stress Disorder** Mental disorder complex, sometimes subtle or delayed, caused by stressful situations such as emergencies. *Also called Post Traumatic Stress Disorder.*

**Director of Emergency Services** Position created by county code, responsible for emergency planning in Inyo County.

**DHS** US Department of Homeland Security, umbrella department for many federal anti-terrorism and preparedness agencies. Don't confuse with CA Dept. of Health Services.

**DHS** California Department of Health Services, the medical and public health authority in the state. Don't confuse with US Dept. of Homeland Security.

**EAS** Emergency Alert System.

**Emergency** A threat to life and property. The full legal definition, according to Inyo County Code 2.56.020:

**"The actual or threatened existence of conditions of disaster or extreme peril to the safety of persons and property within this county caused by such conditions as air pollution, fire, flood, storm, epidemic, riot or earthquake, or other conditions including conditions resulting from war or imminent threat of war, but 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 this county, requiring the combined forces of other political subdivisions to combat."**

This definition is similar to that used by the State of California. See also Authority Section in Part 2 of this plan.

**Emergency Alert System** More sophisticated version of the Cold War era Emergency Broadcasting System (EBS, "this is a test, this is only a test"). A network of radio and television stations that will interrupt regular programming to broadcast our emergency messages. Soon, home and car digital radios will be able to decode data channels of this system. See PIO checklist in Part 3t.

**Emergency Operations Center** A facility used by incident command to plan and direct the emergency response. See Section EOC in Part 2.

**Emergency Operations Plan** EOP The document you are now reading.

**Emergency Public Information** Information disseminated to the public and media in anticipation of an emergency or during an emergency. Let the PIOs handle this, to avoid a dozen different messages confusing the public.

**EOC** The operational area Emergency Operations Center -- coordination facility for countywide emergency response.

**EOC Director** The EOC Boss, in charge of the response on an operational area incident. See checklist in Part 3.

**EOC Manager** Person who outfits and maintains the EOC facility. EOC Mgr works for the EOC Director. See checklist in Part 3.

**EOP** Emergency Operations Plan What you are now reading.

**Event** A planned non-emergency activity. SEMS can be used to manage events such as parades, concerts, or sporting tournaments.

**F&A** Finance and Administration.

**Fatality Collection Point** A location to which bodies are brought for processing by the coroner.

**FCP** Fatality Collection Point.

**FEMA** Federal Emergency Management Agency.

**Finance and Administration** F&A The SEMS function in the EOC that handles, well, finances and administration. See checklists in Part 3.

**Function:** One of the five major activities in SEMS: Command, Operations, Planning & Intelligence, Logistics, or Finance & Administration. We organize the response by function – position descriptions – not by personality.

**General Staff** In the EOC, the Operations Section Chief, P&I Section Chief, Logistics Section Chief, and F&A Section Chief. Contrast with *Command Staff*.

**Hazmat** Hazardous material, such as solvents, explosives, poisons, fuels and radioactive waste.

**IC** Incident Commander.

**ICS** Incident Command System.

**Incident** Any situation requiring an emergency response. One incident can contain several emergencies at once, such as flooding and fires and power outage caused by an earthquake.

**Incident Action Plan** A concise document produced by the EOC staff describing what actions they want to take during the next operational period. It's widely circulated on the incident so that everyone is on the same page.

**Incident Command Post** ICP Temporary location (vehicle, tent, room) where an Incident Commander organizes field response. Also called Command Post.

**Incident Command System** A tested, systematic use of personnel and resources to respond to an emergency; used worldwide.

**Incident Commander** IC The top boss on a field level response.

**Initial Action or Initial Attack** Actions taken by responders first to arrive at an incident site.

**Intelligence** Information relevant to the ongoing emergency. In cases involving terrorism or crimes, some of this information would be considered confidential.

**Interoperability** Fancy NIMS term for making sure responders from different organizations are able to communicate with each other. Lack of interoperability is a huge problem that applies not only to radios, but to computer systems, transfer protocols, and use of different ten-codes. 10-4?

**Inyo National Forest** Public forested lands managed by US Forest Service in Inyo & Mono counties.

**JIC** Joint Information Center.

**Joint Information Center** JIC A media center used by PIOs for briefing journalists and the public. Make sure all JICs are singing the same tune! See also JIS, below.

**Joint Information System** JIS Ensuring that PIOs coordinate with each another to deliver a consistent message. Briefings, releases, publications, e-mails, list servers, websites, and pod casts must all deliver the same basic message.

**Latitude & Longitude or Lat/Long** System of locating any point on the Earth by system of coordinates in degrees, minutes, seconds. **Example:** South Lake Dam is at Lat 37° 10' N Long 118° 34' W.

**Liaison** Coordination between responders from different organizations (such as county, NGO, federal agency, state agency, private business). Keeping everyone happy and productive.

**Local Emergency** Official declaration that a legal emergency exists within the County.

**Logistics** The SEMS function in the EOC that supports Operations by handling communications, supplies, transportation, facilities, and food. See checklists in Part 3.

**Long Valley Caldera** See volcanic eruption in seismic scenario in Part 1. .

**Mitigation** Actions directed at reducing hazards.

**MOPP** Mission-oriented Protective Posture Suit. Personal protective equipment that protects you from hazmat without undue restricting your movement.

**Mutual Aid** The emergency responders' Golden Rule. Organized way to help other jurisdictions with emergency they cannot handle alone. See Part 2.

**National Park Service** Federal agency in Department of the Interior that manages Death Valley National Park in eastern Inyo County.

**NBC** Nuclear, Biological, & Chemical weapons. Newest acronym is CBRNE.

**NIMS**  
**National Incident Management System** Federal version of California's SEMS. Mandated by Presidential directive, the objectives of NIMS are to have all emergency responders know the same skills, speak the same jargon, and manage incidents in a consistent manner. Compliance with NIMS is necessary to get federal funds.

**Nongovernmental Organization** NGO An associations not created by government (such as American Red Cross, Boy Scouts of America, Radio Amateur Civil Emergency Service, etc.) that can work beneficially with governmental agencies during disasters.

**OASIS** Operational Area Satellite Information System. California's satellite voice and data link between County EOCs, Regional EOCs, and the Sacramento Operations Center.

**Officer In Charge** OIC Law enforcement terminology for commander of a command post or an EOC dealing with law enforcement issues. Typically used by police departments, sheriffs, CHP, FBI etc.

**OIC** Officer in Charge.

**Operational Area** The middle level in the five levels of SEMS response. In this plan, it refers to all of Inyo County and its political subdivisions.

**Operational Period** An ICS work shift. Duration varies depending on the incident and available resources. Typically, OPs are 12 hours with a half-hour overlap, although it may be longer at the beginning of the response. For safety and morale reasons, OPs should rarely exceed 24 hours.

**Operations** Ops The SEMS function in the EOC that gets things done in the field. Where the tires hit the road. See checklists in Part 3.

**Ops** Short for Operations.

**PIO** Public Information Officer. See checklist in Part 3.

**Planning & Intelligence** (Often just Planning). The SEMS function that gathers and analyzes information for the EOC. See checklists in Part 3.

**Post Traumatic Stress Disorder** PTSD Mental disorder complex, sometimes subtle and delayed, caused by stressful situations such as emergencies. *Also known as Critical Incident Stress Disorder.*

**PPE** Personal Protective Equipment. Gloves, goggles, respirators, and "moon suits" that protect you from hazardous materials – if you have the proper training!

**RACES** Radio Amateur Civil Emergency Service, organization of volunteer HAM radio enthusiasts who provide alternative communication links during emergencies.

**REOC** Regional Emergency Operations Center, run by OES. The REOC for Southern Region is in Los Alamitos.

**Resources** In incident command lingo, personnel and equipment.

**RESTAT** Resource Status. See checklist in Part 3.

**Safety Officer** Member of Command Staff responsible for identifying hazards that could harm responders.

**SAR** Search And Rescue.

**SEMS** Standardized Emergency Management System.

**Simulation** A planned mock disaster, a useful training tool for emergency workers.

**SITSTAT** Situation Status & Analysis. See checklist in Part 3.

**Social Media** Internet, e-mail, text messaging, wireless hot spots, Facebook, Twitter, You Tube, 360 Video, LinkedIn, Tumblr, Myspace, Yelp, flickr, (Google and other communication nets) with more to come.

**Span of control** How many people you directly supervise. Generally, you would not want to supervise more than seven. Optimum is between 3 and 7.

**Staging** Secure area such as a school parking lot or open field, where incoming resources can be parked while awaiting a tactical assignment. Staging shouldn't be too close to EOC; and should have drinking water and sanitary facilities.

**Standardized Emergency Management System** SEMS California's integrated structure for emergency response organizations at all levels, field through statewide. Based on ICS and adopted in 1994. See Section SEMS in Part 2.

**Standby** A person pre-designated to assume the position of an unavailable public official. See continuity of government section in Part 2.

**State of Emergency** Declaration by Governor that an emergency exists, authorizing expenditure of funds and, if necessary, regulations to cope with the incident.

**State of War Emergency** Declaration by Governor that an attack has occurred or is imminent. Authorizes emergency regulations binding on all jurisdictions in State. See Part 1.

**Strike Team** A set number of resources of the same kind and type. For example, an *Ambulance Strike Team* consisting of five ambulances. Contrast with Task Force.

**Task Force** A combination of resources customized to support a specific mission. For example, an *Emergency Medical Task Force* might include 5 ambulances, 2 rescue vehicles, 5 paramedics, 5 EMTs, and other self-sufficient personnel and equipment. Contrast with Strike Team.

**Township, Range, & Section** TRS Quirky system of locating areas on a map using a grid of "sections" of land, each about a square mile in size.

**Triage** Medical term for sorting mass casualties into groups. See medical scenarios in Part 1.

**Unified Command** EOC Director by committee. See EOC Director checklist in Part 3.

**US Forest Service** Federal agency in the Department of Agriculture responsible for managing Inyo National Forest in western Inyo County.

**USAR** Urban Search & Rescue. Typically, the rescue of people trapped in damaged structures.

**USFS** US Forest Service.

**USGS** US Geological Survey, federal agency responsible for monitoring earthquake and volcanic hazards in the Eastern Sierra. Its western headquarters is in Menlo Park, CA.

**WMD** Weapons of mass destruction. Newest acronym is CBRNE.

**Z** The section in Part 5 of this binder that contains perishable resource listings. Is your Section Z updated?



See also the CalOES website for definitions and plans: [www.caloes.ca.gov](http://www.caloes.ca.gov)

# Legal references

*The authority required to perform some aspects of emergency response derives from laws, regulations, and other legal documents.*

## **Inyo County Code Chapter 2.56**

Fundamental authority for emergency response and preparedness activities in Inyo County.

## **Resolution 2005-55**

**NIMS** The Inyo County Board of Supervisors adopted this resolution integrating the National Incident Management System into local preparedness and organization.

## **Resolution 2007-46**

The Inyo County Board of Supervisors adopted this Emergency Operations Plan.

## **Cooperative Agreement**

**between Southern Inyo Fire Protection District and Nye County.**

Defines how fire, hazmat, and ambulance services will be coordinated in southern county.

## **Multi-Jurisdictional Hazard Mitigation Plan**

In 2014, the California Office of Emergency Services (CalOES), notified Inyo County that it had been approved for a Federal Emergency Management Agency (FEMA) Pre-Disaster Mitigation Grant to help develop a Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). The MJHMP is currently in the early developmental/planning stages. Once the plan is developed, and reviewed and approved by FEMA and CalOES, it will go before the Board of Supervisors as a Resolution to approve and integrate the plan into local preparedness and organization. This Resolution will become a **Legal Reference** document that will be included in this section in future EOP updates. The plan should be ready for publication in early 2017.



Use this section to store other legal documents relevant to your function and jurisdiction.

## Chapter 2.56

## EMERGENCY SERVICES

## Sections:

- 2.56.010 Purposes.
- 2.56.020 Emergency defined.
- 2.56.030 Disaster council—Membership.
- 2.56.040 Director of emergency services—Powers and duties.
- 2.56.050 Director of emergency services—Coordinator of disaster services—Offices created.
- 2.56.060 Director of emergency services—Powers and duties.
- 2.56.070 Emergency organization.
- 2.56.080 Emergency plan.
- 2.56.090 Expenditures.
- 2.56.100 Punishment of violations.

**2.56.010 Purposes.**

The declared purposes of this chapter are to provide for the preparation and carrying out of plans for the protection of persons and property within this county in the event of an emergency, the direction of the emergency organization, and the coordination of the emergency functions of this county with all other public agencies, corporations, organizations and affected private persons. (Ord. 215 § 1, 1972.)

**2.56.020 Emergency defined.**

As used in this chapter, "emergency" means the actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within this county caused by such conditions as air pollution, fire, flood, storm, epidemic, riot or earthquake, or other conditions including conditions resulting from war to imminent threat of war, but 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 this county, requiring the combined forces of other political subdivisions to combat. (Ord. 215 § 2, 1972.)

**2.56.030 Disaster council—Membership.**

The Inyo County disaster council is created and shall consist of the following:

- A. The chairman of the board of supervisors, who shall be chairman;
- B. The director of emergency services shall be the county administrator;
- C. Such chiefs of emergency services as are provided for in a current emergency plan of this county, adopted pursuant to this chapter;
- D. Such representatives of civic, business, labor, veterans', professional or other organizations having an official emergency responsibility, as may be appointed by the board of supervisors. (Ord. 215 § 3, 1972.)

**2.56.040 Disaster council—Powers and duties.**

It shall be the duty of the Inyo County disaster council, and it is empowered to develop and recommend for adoption by the board of supervisors, emergency and mutual aid plans and agreements and such ordinances and resolutions and rules and regulations as are necessary to implement such plans and agreements. The disaster council shall meet upon call of the chairman, or, in his absence from the county or inability to call such meeting, upon call of the vice-chairman. (Ord. 215 § 4, 1972.)

**2.56.050 Director of emergency services—Coordinator of disaster services—Offices created.**

- A. There is created the office of director of emergency services. The county administrator shall be the director of emergency services.
- B. There is created the office of coordinator of disaster services, who shall be appointed by the board of supervisors. (Ord. 215 § 5, 1972.)

**2.56.060 Director of emergency services—Powers and duties.**

- A. The director is empowered to:
  - 1. Request the board of supervisors to proclaim the existence or threatened existence of a "local emergency" if the board of supervisors is in session, or to issue such proclamation if the board of supervisors is not in session. Whenever a local emergency is proclaimed by the director, the board of supervisors shall take action to ratify the proclamation within seven days thereafter or the proclamation shall have no further force or effect;
  - 2. Recommend that the chairman of the board of supervisors request the Governor to proclaim a "state of emergency" when, in the opinion of the director, the locally available resources are inadequate to cope with the emergency;
  - 3. Control and direct the effort of the emergency organization of this county for the accomplishment of the purposes of this chapter;
  - 4. Direct cooperation between and coordination of services and staff of the emergency organization of this county, and resolve questions of authority and responsibility that may arise between them;
  - 5. Represent this county in all dealings with public or private agencies on matters pertaining to emergencies as defined in Section 2.56.020;
  - 6. In the event of the proclamation of a "local emergency" as herein provided, the proclamation of a "state of emergency" by the Governor or the Director of the State Office of Emergency Services, or the existence of a "state of war emergency," the director is empowered:
    - a. To make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the board of supervisors;
    - b. To obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property and to bind the county for the fair value thereof and, if required immediately, to commandeer the same for public use;
    - c. To require emergency services for any county officer or employee and, in the event of the proclamation of a "state of emergency" in the county or the existence of a "state of war emergency," to command the aid of as many citizens of this county as he deems necessary in the execution of his duties. Such persons shall be entitled to all privileges, benefits and immunities as are provided by state law for registered disaster service workers;
    - d. To requisition necessary personnel or material of any county department or agency; and
    - e. To execute all of his ordinary power as administrator, all of the special powers conferred upon him by this chapter or by resolution or emergency plan pursuant hereto adopted by the board of supervisors, all powers conferred upon him by any statute, by any agreement approved by the board of supervisors, and by any other lawful authority.
- B. The director of emergency services shall designate the order of succession to that office, to take effect in the event the director is unavailable to attend meetings and otherwise perform his duties during an emergency. Such order of succession shall be approved by the board of supervisors.
- C. The coordinator of disaster services shall, under the supervision of the director and with the assistance of emergency service chiefs, develop emergency plans and manage the emergency programs of this county; and shall have such other powers and duties as may be assigned by the director. (Ord. 215 § 6, 1972.)

**2.56.070 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 the provisions of Section 2.56.060 A. 6.c, be charged with duties incident to the protection of life and property in this county during such emergency, shall constitute the emergency organization of the county. (Ord. 215 § 7, 1972.)

**2.56.080 Emergency plan.**

The Inyo County disaster council shall be responsible for the development of the county emergency plan, which plan shall provide for the effective mobilization of all of the resources of this county, both public and private, to meet any condition constituting a local emergency, state of emergency or state of war emergency; and shall provide for the organization, powers and duties, services and staff of the emergency organization. Such plan shall take effect upon adoption by resolution of the board of supervisors. (Ord. 215 § 8, 1972.)

**2.56.090 Expenditures.**

Any expenditures made in connection with emergency activities, including mutual aid activities, shall be deemed conclusively to be for the direct protection and benefit of the inhabitants and property of the county. (Ord. 215 § 9, 1972.)

**2.56.100 Punishment of violations.**

It is a misdemeanor, punishable as provided in Section 1.20.010, for any person, during a state of war emergency, state of emergency, or local emergency, to:

- A. Willfully obstruct, hinder or delay any member of the emergency organization in the enforcement of any lawful rule or regulation issued pursuant to this chapter, or in the performance of any duty imposed upon him by virtue of this chapter;
- B. Do any act forbidden by any lawful rule or regulation issued pursuant to this chapter, if such act is of such a nature as to give or be likely to give assistance to the enemy, or to imperil the lives or property of inhabitants of this county, or to prevent, hinder or delay the defense or protection thereof;
- C. Wear, carry or display, without authority, any means of identification specified by the emergency agency of the state. (Ord. 215 § 10, 1972.)

RESOLUTION NO. 2005- 55

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF INYO, STATE OF CALIFORNIA, ADOPTING THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)**

**WHEREAS**, the President in Homeland Security Directive-5, directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which would provide a consistent nationwide approach for Federal, State, local and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity; and

**WHEREAS**, the collective input and guidance from all Federal, State, local and tribal homeland security partners has been, and will continue to be, vital to the development, effective implementation and utilization of a comprehensive National Incident Management System; and

**WHEREAS**, it is necessary and desirable that all Federal, State, local and tribal emergency agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management; and

**WHEREAS**, to facilitate the most efficient and effective incident management it is critical that Federal, State, local, and tribal organizations utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters; and

**WHEREAS**, the NIMS standardized procedures for managing personnel, communications, facilities, and resources will improve the County of Inyo's ability to utilize State and Federal funding to enhance local readiness, maintain first responder safety, and streamline incident management processes; and

**WHEREAS**, the California Standardized Emergency Management System substantially meets the objectives of the National Incident Management System; and

**WHEREAS**, the National Commission on Terrorist Attacks (9-11 Commission) recommended adoption of a standardized Incident Command System;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors for the County of Inyo, State of California will integrate the National Incident Management System, to the extent appropriate, into the emergency management system; and

**BE IT FURTHER RESOLVED** that the County of Inyo, utilizes the National Incident Management System which shall be consistent with the integration of the National Incident Management System and the Standardized Emergency Management System used by the State of California; and

**BE IT FURTHER RESOLVED** that a copy of this resolution be forwarded to the Governor's Office of Emergency Services and the Governor's Office of Homeland Security for their information and action as necessary.

**PASSED AND ADOPTED** by the Board of Supervisors of the County of Inyo, State of California, this 25<sup>th</sup> day of October 2005, by the following roll call vote:

AYES: Supervisors Arcularius, Cash, Williams, Billyeu and Cervantes  
NOES: -0-  
ABSTAIN: -0-  
ABSENT: -0-

  
Ted Williams, Chairperson  
Inyo County Board of Supervisors

ATTEST: Ron J. Juliff  
Clerk of the Board

By:   
Patricia Gunsolley, Assistant

**RESOLUTION NO. 2007- 46**

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF INYO, STATE OF CALIFORNIA, ADOPTING THE INYO COUNTY EMERGENCY OPERATIONS PLAN (EOP)**

**WHEREAS** the need to enhance our emergency management system was recognized in the Governor's Executive Order (S-02-05) and demonstrated in the lessons learned from the Katrina and Rita disasters. The Emergency Management Performance Grant (EMPG) program provides an opportunity to achieve greater integration of these emergency management systems; and

**WHEREAS** the purpose of the Fiscal Year 2006 Emergency Management Performance Grant (FY06 EMPG) is to support comprehensive emergency management at the state, tribal and local levels and to encourage the improvement of mitigation, preparedness, response and recovery capabilities for all hazards. Funds provided under the EMPG may, and should be used to support activities that contribute to the grant recipient's capability to prevent, prepare for, mitigate against, respond to and recover from emergencies and disasters, whether natural or man-made; and

**WHEREAS** the President in Homeland Security Directive-5, directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which would provide a consistent nationwide approach for Federal, State, local and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity; and

**WHEREAS** Inyo County adopted Resolution 2005-55, which states that Inyo County will integrate the National Incident Management System (NIMS), to the extent appropriate, into the emergency management system. In addition, the County of Inyo will utilize NIMS, which shall be consistent with the integration of NIMS and the Standardized Emergency Management System (SEMS) used by the State of California; and,

**WHEREAS** Inyo County adopted Resolution 2006-16 authorizing the submittal of an application for FY2006 EMPG monies and on April 12, 2006 the Governor's Office of Emergency Services approved Inyo County's application. Included projects within the application are to update the Emergency Operations Plan (EOP), integrate NIMS into the EOP, plans and procedures, produce and distribute the EOP, produce and distribute field guides, a pocket sized guidebook used by first responders, and develop, present and participate in NIMS training exercises of first responders, the Board of Supervisors, County and City personnel; and,

**WHEREAS** the Governor's Office of Emergency Services has reviewed Inyo County's draft Emergency Operations Plan and has made their recommendations. Said recommendations have been incorporated within the final Emergency Operations Plan; and,

**WHEREAS**, this Board has reviewed the Inyo County Emergency Operations Plan and finds it meets all applicable requirements of state law and regulation as well as the President of the United States Homeland Security Directive-5.

**NOW, THEREFORE, BE IT RESOLVED** that the Inyo County of Board of Supervisors adopts the Inyo County Emergency Operations Plan dated August 2007, presented to it for consideration this date by the Inyo County Office of Emergency Services, said Plan shall supersede the Emergency Operation Plan dated January 2005; and,

**BE IT FURTHER RESOLVED** that the Inyo County Disaster Services Department distribute the Emergency Operations Plan to the appropriate entities and agencies.

**PASSED AND ADOPTED** by the Board of Supervisors of the County of Inyo, State of California, this 28th day of August 2007, by the following roll call vote:

AYES: Supervisor Arcularius, Ceah, Brown, Bilyeu and Cervantes  
NOES: -0-  
ABSTAIN: -0-  
ABSENT: -0-

  
James Bilyeu, Chairman  
Inyo County Board of Supervisors

ATTEST: Ron J. Juliff  
Clerk of the Board

By:   
Patricia Gunsolley, Assistant

**A Cooperative Agreement**  
**Between**  
**Southern Inyo Fire Protection District of Inyo County,**  
**California**  
**And**  
**Nye County, Nevada**

**Objectives:**

This agreement is to establish cooperation between Southern Inyo Fire Protection District (District) and Nye County, Nevada (County) on JANUARY 2006 (the Effective Date) for response to, and mutual aid in handling, ambulance, fire and hazardous materials response.

It is determined to be mutually beneficial to the citizens, property, and the environment to provide protections outlined in this agreement.

This agreement acknowledges and supports the continuance of the agreement for ambulance services between County, Nevada and Inyo County, California dated 20 June, 1989.

This agreement will authorize the sharing of emergency response resources, personnel, equipment, and services to each other during requested times of threatened or actual emergencies. It is designed to provide an understanding in the event of an emergency(s) when the resources of either are taxed or needed by request.

The agreement is also designed to facilitate cooperation with state and federal agencies should the need arise.

**Definitions and Descriptions:**

The District will make its personnel, equipment, supplies, and facilities available to County when needed for an emergency, provided they are available and not encumbered or needed within the District. An authorized and competent County employee (Incident Commander) will provide work assignments and supervision when District is cooperating and assisting County. Coordination will be through the dispatch center making the request.

County will make its personnel, equipment, supplies, and facilities available to District when needed for an emergency, provided they are available and not encumbered within the County. An

authorized and competent District member (Incident Commander) will provide work assignments and supervision when County is cooperating and assisting District. Coordination will be through the dispatch center making the request.

District is defined as the area described in exhibit "A" to Resolution #93-52 dated 10 August, 1993, a generally defined area consisting of approximately 1300 square miles within Inyo County with boundaries east of the Death Valley National Park; west of the California-Nevada state line; and north of the Inyo County-San Bernardino County Line; and south of the California-Nevada State line at the Death Valley National Park boundary.

County is a defined political subdivision of the State of Nevada.

Both parties acknowledge that all incidents and responses will be managed under the Incident Command System (ICS). When multiple agency jurisdictions are threatened or involved, a Unified Command will be utilized.

Each of the parties agrees that responding personnel will be trained and supplied according to the standards of the responding agency. All responding personnel will meet the standards and equipage with regard to Level of Activity Training and Personal Protective Equipment (PPE). Each agency will provide their personnel with the necessary equipment and training.

**Financial:**

Either party may invoice the other for actual costs incurred for personnel, equipment, supplies, facilities or other reasonable and legitimate expenses when the assistance to the other agency, has been requested. The invoice will specify in detail: the unit costs, labor rates, mileage traveled, or other items they request for reimbursement. Only those items used directly and solely for the incident will be reimbursed.

In the event of a third party billing, the invoicing of expended resources incurred by the requesting party will be held until the resolution of the third party billing.

There will be no liability between the parties for any losses, expenses, or damages to the other party, or any party that may be impacted by the party responding under this agreement. Each party will provide all insurance for personnel and equipment originating within its area of primary responsibility and which may be used to carry out, or participate in, this agreement.

**Conditions:**

The parties to this agreement agree that:

That no response outside of the jurisdiction of either party shall occur without a formal request for services from the party in whose jurisdiction the event occurs. Unless indicated, the party whose jurisdiction the event occurs in will retain control and supervision of the event, with the other jurisdiction supporting the efforts of the agency whose jurisdiction the event is in.

Each party to this agreement will retain and control their individual members and equipment while under the direction of the jurisdictional party.

If, while answering or engaged in responding to a request under this agreement, an emergency should arise in the assisting party's area of responsibility, the authorized representative of the assisting party shall have the right to recall and send any or all of that party's equipment and personnel back to meet such an emergency.

That all responding agencies called or used by the parties will comply with their jurisdictions state regulations, all federal regulations, and any local regulations that are noticed to the other jurisdiction a minimum of 30 days prior to their use or guidance.

Employees of either party to this agreement, while operating under the conditions of this agreement, may refuse specific tasks that they deem to be unsafe, or beyond their capacity to perform, or are beyond the capability of the equipment for which they are responsible.

**Terms of the Agreement:**

This Agreement cannot be amended, modified or revised unless done in writing and signed by an authorized agent of the District and an authorized agent of the County. No provision may be waived except in a writing signed by both parties. Amendments will provide thirty (30) days for changes to be implemented, unless waived by both parties, and will be signed and dated by all parties prior to any changes being performed.

This agreement shall be reviewed annually on the Effective Date to determine if the agreement should be continued and amendments, if any, should be agreed upon.

This agreement shall not be construed as, or deemed to be an agreement for the benefit of any third party or parties, and no third party or parties shall have a right of action hereunder for any cause whatsoever.

Each party to this agreement shall hold harmless and indemnify the other, and its elected or appointed officials, officers, employees and agents, from/for any and all liability claims, losses, and/or damages suffered by the other party, arising from or directly related to this agreement, which is/are attributable to the negligent or intentional misconduct of the other party

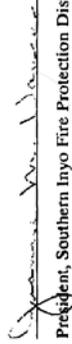
This agreement shall be construed and enforced in accordance with the laws of the State of California with respect to actions or obligations of the District regardless of their location of occurrence and in accordance with the laws of the State of Nevada with respect to actions or obligations of the County under this agreement regardless of their location of occurrence

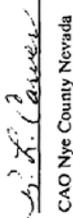
This agreement is intended by the parties to be a final expression of their agreement with respect to the subject matter hereof, and is intended as the complete and exclusive statement of the terms of the agreement between the parties. As such, this agreement supersedes any prior understandings between the parties, whether oral or written to the extent such understandings are inconsistent with the terms of this agreement.

A copy of this agreement shall be provided to the Inyo County Sheriff and the Nye County Sheriff as evidence of the agreement and to facilitate request(s) for mutual aid through each parties dispatching center.

**Signatures**

Each participant's assent to this Agreement is evidenced by signature on the attached individual signature pages, i.e., each local entity governing board or designated representative will execute a separate signature. The parties have executed this agreement as of the Effective Date.

  
\_\_\_\_\_  
President, Southern Inyo Fire Protection District Board of Directors  
Date 12/4/05

  
\_\_\_\_\_  
CAO Nye County Nevada  
Date 1/3/06

  
\_\_\_\_\_  
Director, Nye County Emergency Services  
Date 1/3/06

  
\_\_\_\_\_  
Fire Chief, Southern Inyo Fire Protection District  
Date 12/06/05

# ICS forms

*No sense reinventing the wheel. The ten forms on the following pages were developed by various law enforcement units to simplify their ICS work.*

## **ICS 201**

Incident Briefing (4 pages)

## **ICS 202**

Incident Objectives

## **ICS 203**

Organization Assignment List

## **ICS 204**

Division / Group Assignment List

## **ICS 207**

Organization Chart (blank)

## **LEICS 209**

Public Information Summary  
Incident Status

## **LEICS 211**

ICS Check-In List

## **ICS 211P**

Check-In List for Personnel

## **ICS 211E**

Check-In List for Equipment

## **ICS 215**

Incident Planning Worksheet



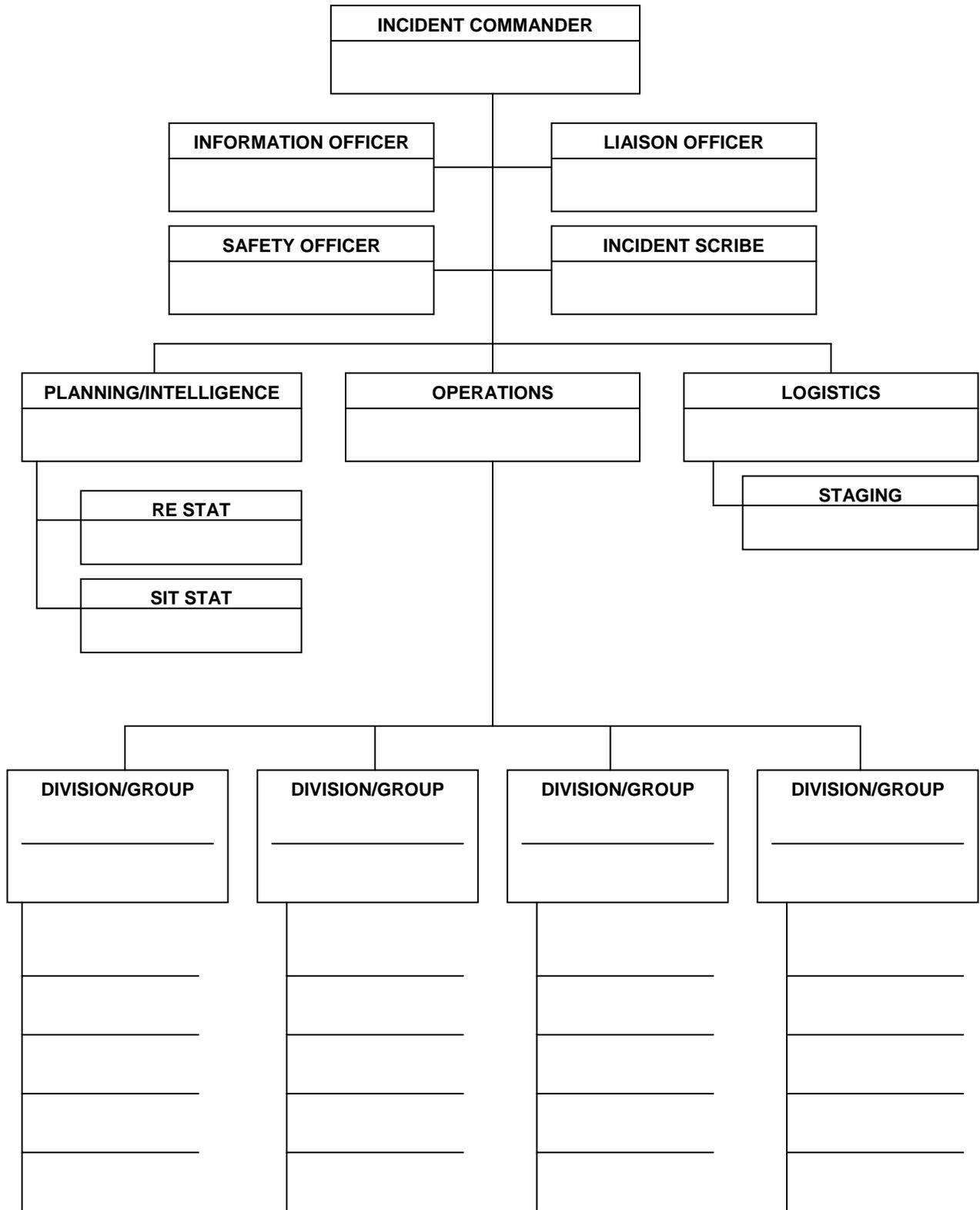
*Forms from the **OES Redbook:**  
Law Enforcement Guide for Emergency Operations, 2006.*

*LEICS = Law Enforcement ICS*

# INCIDENT BRIEFING

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD (DATE/TIME)		
5. MAP SKETCH		
17. PREPARED BY (NAME/POSITION)	PAGE 1	ICS 201

6. Current Organization







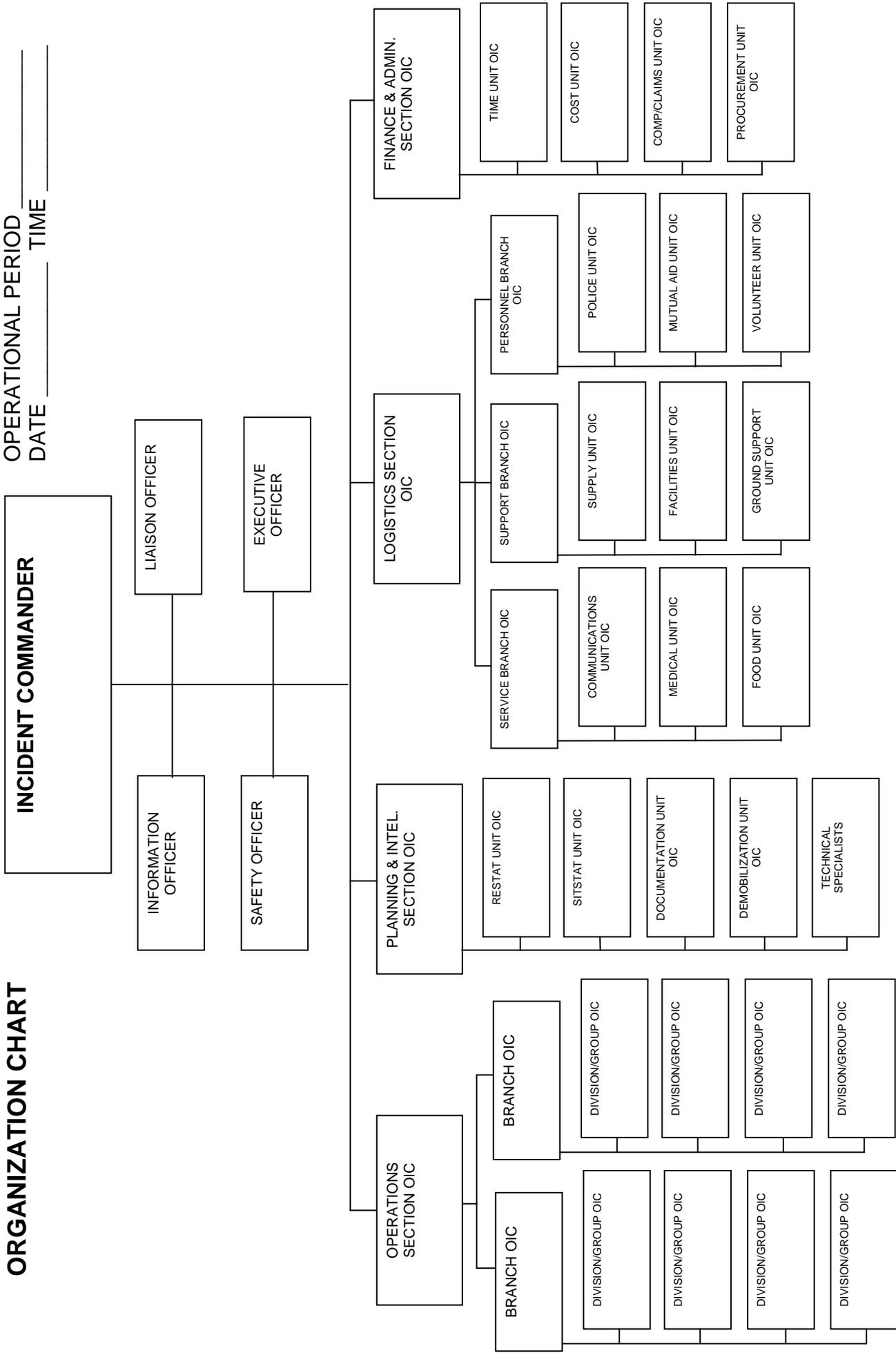
<b>INCIDENT OBJECTIVES</b>	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD (DATE & TIME)			
5. GENERAL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
6. WEATHER FORECAST FOR OPERATIONAL PERIOD			
7. OFFICER SAFETY INFORMATION			
8. ATTACHMENTS (4 BOX IF ATTACHED)			
<input type="checkbox"/> ORGANIZATION LIST (ICS 203)	<input type="checkbox"/> INCIDENT MAP(S)	<input type="checkbox"/> _____	
<input type="checkbox"/> ASSIGNMENT LIST (ICS 204)	<input type="checkbox"/> TRAFFIC PLAN	<input type="checkbox"/> _____	
<input type="checkbox"/> COMMUNICATIONS PLAN (ICS 205)	<input type="checkbox"/> TELEPHONE LIST	<input type="checkbox"/> _____	
<b>ICS 202</b>	9. PREPARED BY (NAME/POSITION)	10. APPROVED BY (INCIDENT COMMANDER)	

<b>ORGANIZATION ASSIGNMENT LIST</b>		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
POSITION	NAME	4. OPERATIONAL PERIOD (DATE/TIME)		
<b>5. INCIDENT COMMANDER &amp; STAFF</b>		<b>9. OPERATIONS SECTION</b>		
INCIDENT COMMANDER		OFFICER-IN-CHARGE		
DEPUTY IC		DEPUTY		
INFORMATION OFFICER		a. _____ BRANCH		
SAFETY OFFICER		BRANCH OIC		
LIAISON OFFICER		DEPUTY		
EXECUTIVE OFFICER			DIV/GROUP OIC	
<b>6. AGENCY REPRESENTATIVES</b>			DIV/GROUP OIC	
AGENCY	NAME		DIV/GROUP OIC	
			DIV/GROUP OIC	
			DIV/GROUP OIC	
		b. _____ BRANCH		
		BRANCH OIC		
		DEPUTY		
			DIV/GROUP OIC	
<b>7. PLANNING &amp; INTELLIGENCE SECTION</b>			DIV/GROUP OIC	
OFFICER-IN-CHARGE			DIV/GROUP OIC	
DEPUTY			DIV/GROUP OIC	
RESTAT UNIT OIC			DIV/GROUP OIC	
SITSTAT UNIT OIC		c. _____ BRANCH		
DOCUMENTATION UNIT OIC		BRANCH OIC		
DEMOBILIZATION UNIT OIC		DEPUTY		
TECHNICAL SPECIALISTS			DIV/GROUP OIC	
			DIV/GROUP OIC	
			DIV/GROUP OIC	
<b>8. LOGISTICS SECTION</b>			DIV/GROUP OIC	
OFFICER-IN-CHARGE			DIV/GROUP OIC	
DEPUTY		d. _____ BRANCH		
a. SUPPORT BRANCH		BRANCH OIC		
BRANCH OIC		DEPUTY		
SUPPLY UNIT OIC			DIV/GROUP OIC	
FACILITIES UNIT OIC			DIV/GROUP OIC	
GROUND SUPPORT UNIT OIC			DIV/GROUP OIC	
b. SERVICE BRANCH			DIV/GROUP OIC	
BRANCH OIC			DIV/GROUP OIC	
COMMUNICATIONS UNIT OIC				
MEDICAL UNIT OIC				
FOOD UNIT OIC				
c. PERSONNEL BRANCH		<b>10. FINANCE &amp; ADMINISTRATION SECTION</b>		
BRANCH OIC		OFFICER-IN-CHARGE		
POLICE UNIT OIC		DEPUTY		
MUTUAL AID UNIT OIC		TIME UNIT OIC		
VOLUNTEER UNIT OIC		COST UNIT OIC		
		COMP/CLAIMS UNIT OIC		
		PROCUREMENT UNIT OIC		
<b>ICS 203</b>	PREPARED BY (NAME/UNIT)			



# ICS 207 ORGANIZATION CHART

INCIDENT NAME \_\_\_\_\_  
 OPERATIONAL PERIOD \_\_\_\_\_  
 DATE \_\_\_\_\_ TIME \_\_\_\_\_



## PUBLIC INFORMATION SUMMARY – INCIDENT STATUS

1. INCIDENT NAME		2. TYPE		3. CAUSE							
4. LOCATION/JURISDICTION		5. INCIDENT COMMANDER		6. START TIME	7. CLOSE TIME						
8. AREAS INVOLVED			14. AREAS EVACUATED								
9. AGENCY'S RESOURCES COMMITTED			15. SHELTER CENTERS								
10. CASUALTIES  A. INCIDENT PERSONNEL      B. PUBLIC  a. Injuries      _____      a. Injuries      _____ b. Fatalities      _____      b. Fatalities      _____			16. HOSPITAL & CONTACT PERSON								
			17. ROAD STATUS								
11. DAMAGE ESTIMATES  A. PUBLIC                      B. PRIVATE  \$ _____                      \$ _____											
12. WARNINGS/EXPECTED HAZARDS <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">LOCATION</th> <th style="width: 33%;">TYPE</th> <th style="width: 33%;">PERIOD</th> </tr> </thead> <tbody> <tr> <td style="height: 150px;"></td> <td></td> <td></td> </tr> </tbody> </table>			LOCATION	TYPE	PERIOD				18. MISCELLANEOUS		
LOCATION	TYPE	PERIOD									
13. CURRENT WEATHER		FORECAST WEATHER									
		19. PIO		PHONE#							
		20. LOCATION									
		21. PREPARED BY:		DATE/TIME:							
		22. APPROVED BY:									
					<b>LEICS 209</b>						









# Emergency Operations Center Action Plan - Forms

*The Emergency Operations Center Action Plan (EOC-AP) was developed to simplify the ICS/NIMS planning process for the Operation Period to support the Incident Command Post.*

25 Questions for Emergency Managers

EOC Planning Process – Planning P

EOC Operational Planning Worksheet w/Instructions – 3 pages

Planning Meeting Agenda

EOC Action Plan Cover Page

General Description of Situation

Areas & Agencies Involved – Weather & Safety Message

Major Road Closures & Facility Locations

Organizational Positions – 2 Pages

Communications Plan & Medical Plan

Additional Essential Information

EOC Action Plan Objectives

EOC Operational Period Briefing Agenda

Section Tasks - General

Management Section Tasks

Operations Section Tasks

Planning & Intelligence Section Tasks

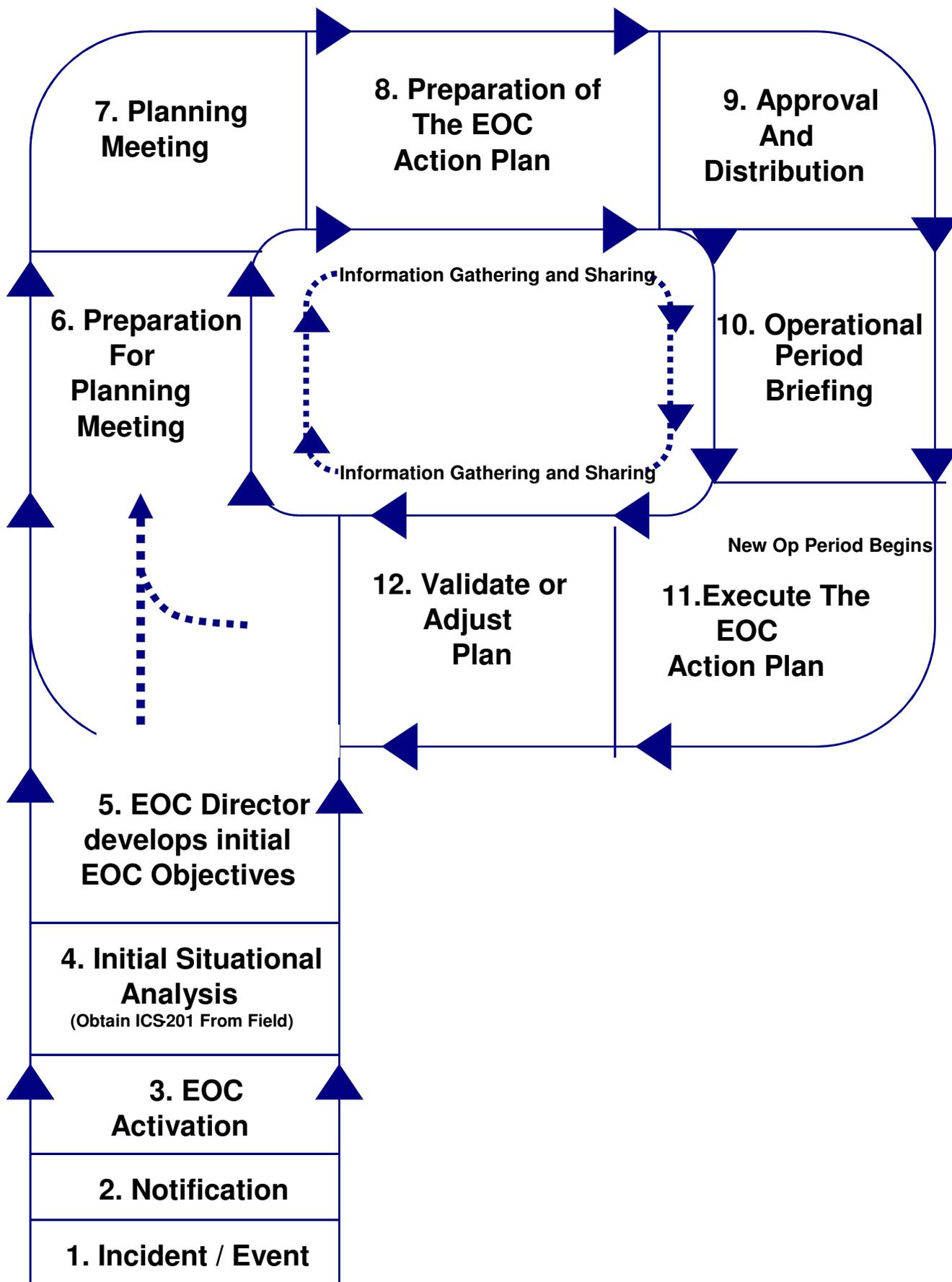
Logistics & Finance Section Tasks

Finance & Administration Section Tasks

Resource Order Request Form – 2 pages

## **25 Questions for Emergency Managers**

- 1. What happened?**
- 2. When did it happen?**
- 3. Where did it happen?**
- 4. What was the cause?**
- 5. What population is affected?**
- 6. How are they affected?**
- 7. How long will they be affected?**
- 8. How many dead?**
- 9. How many injured?**
- 10. How many missing?**
- 11. What is the extent of damage?**
- 12. What is the current impact on government?**
- 13. How did we learn of the incident**
- 14. When did we respond?**
- 15. Who is in field command?**
- 16. What has been done so far?**
- 17. What is the status of field response?**
- 18. What is the long-term situation?**
- 19. What is the short-term situation?**
- 20. Has mutual aid been requested?**
- 21. What are the emergency PIO requirements?**
- 22. What is the short-term plan?**
- 23. What is the long-term plan?**
- 24. What executive actions or decisions are needed?**
- 25. What is our briefing schedule**



## **EOC Operational Planning Worksheet Instructions**

**Purpose.** The Operational Planning Worksheet communicates the decisions made by the EOC Operations Section Coordinator during the Management Meeting and/or Planning Meeting concerning resource assignments and needs for the next Operational Period. The Form is used by the Planning & Intelligence Section’s Resource Unit Leader to complete assignments and by the Logistics Section Coordinator for ordering resources for the incident.

**Preparation.** The Operational Planning Worksheet is initiated by the Operations Section Coordinator and often involves the Logistics Section Planning Section’s Resource Unit Leader. The form is shared with the rest of the Management and General Staff EOC Responders during the planning meeting.

**Distribution.** When the assignments and accompanying resource allocations are agreed to, the form is distributed to the Planning Section’s Resource Unit Leader to assist in the preparation of the assignments. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next Operational Period.

Block Number	Block Title	Instruction
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b>	Enter the start date (month/day/year) and time (using 24-hour clock) and end date and time for the operational period which the form applies.
3	<b>Field or EOC Branch, Division, Group or Other</b>	Enter the branch, division leader, group or other location of the work assignment for the resources. Be specific as to whether the location is in the EOC or in the field.
4	<b>Work Assignment &amp; Special Instructions</b>	Enter the specific work assignments given to each of the divisions / groups and any special instructions, as required.
5	<b>Resources</b>	Complete resource headings, for category, kind and type as appropriate for the incident.
	<b>Req. – Required</b>	Enter, for the appropriate resources, the number of resources by type required to perform the work assignment.
	<b>Have</b>	Enter, for the appropriate resources, the number of resources by type available to perform the work assignment.
	<b>Need</b>	Enter the number of resources needed by subtracting the number in the “Have” row from the number in the “Req.” row.
6	<b>Overhead Position</b>	Supervisory and non-supervisory ICS positions not directly assigned to a previously identified resource (i.e. Division/Group Supervisor, Assistant Safety Officer, Technical Specialists, etc.).
7	<b>Special Equipment &amp; Supplies</b>	List special equipment and supplies, including aviation support, used or needed.

8	<b>Reporting Location</b>	Enter the specific location where the “needed” resources are to report (staging area, location at the incident, EOC, etc.
9	<b>Requested Arrival Time</b>	Enter the requested arrival time (24-hour clock) of the resource(s) at the reporting location.
10	<b>Total Resources Required</b>	Enter the total number of resources required by category/kind/type as preferred.
11	<b>Total Resources Have On Hand</b>	Enter the total number of resources on assigned to the incident for incident use.
12	<b>Total Resources Need to Order</b>	Enter the total number of resources needed.
13	<b>Prepared by:</b> <ul style="list-style-type: none"> <li>• <b>Name</b></li> <li>• <b>Signature</b></li> <li>• <b>Date/Time</b></li> </ul>	Enter the name, EOC position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

**EOC OPERATIONAL PLANNING WORKSHEET**

**1. Incident Name:** \_\_\_\_\_ **2. Operational Period:** Date From: \_\_\_\_\_ Time From: \_\_\_\_\_  
 Date To: \_\_\_\_\_ Time To: \_\_\_\_\_

3. Field or EOC Branch, Divisions, Groups, or Other	4. Work Assignment & Special Instructions	5. Resources											6. Overhead Position	7. Special Equipment & Supplies	8. Reporting Location	9. Requested Arrival Time	
		Req.															
		Have															
		Need															
		Req.															
		Have															
		Need															
		Req.															
		Have															
		Need															
		Req.															
		Have															
		Need															
		Req.															
		Have															
		Need															
<b>10. Total Resources Required</b>																	
<b>11. Total Resources Have On Hand</b>																	
<b>12. Total Resources Need To Order</b>																	
<b>13. Prepared by:</b>																	
Name: _____																	
Signature: _____																	
Date/Time: _____																	

## PLANNING MEETING AGENDA

<b>Activity</b>	<b>Lead (may involve multiple staff/sections)</b>
Situation status report	Planning & Intelligence Section
Status of operational activities, planning needs, logistics needs and information needs	Operations Section
Review jurisdictional-wide requirements	Planning & Intelligence Section
Identify public information requirements/issues	PIO
Identify legal issues	Legal Advisor
Identify interagency/ interdepartmental issues	Liaison
Establish objectives (S.M.A.R.T.)	EOC Director
Post objectives for use during meeting	Planning & Intelligence Section
Determine strategies needed to accomplish objectives	Operations Section
Assign objectives/strategies to Section Coordinators Set timeline for Section Coordinators to complete post-planning meeting activities (identification and assignment of tasks)	EOC Director



**Inyo County, California**

# **EMERGENCY OPERATIONS CENTER ACTION PLAN**

**FOR OPERATIONAL PERIOD:**

**DATE:**

**FROM:**

**TO:**

## EOC OPERATIONAL PERIOD BRIEFING AGENDA

Task(s)	Responsibilities	Time
<ul style="list-style-type: none"> <li>• Calls EOC to order</li> <li>• States purpose of briefing</li> <li>• Advises staff to hold questions until each person is finished speaking. Additionally, advises staff to keep questions and remarks limited to items of a critical nature that could dramatically impact operations</li> <li>• Announces the order of briefing:               <ul style="list-style-type: none"> <li>• Planning and Intelligence</li> <li>• Operations</li> <li>• Logistics</li> <li>• Finance &amp; Administration</li> <li>• Management Staff</li> </ul> </li> </ul>	EOC Director	3-5 minutes
<ul style="list-style-type: none"> <li>• Quick overview of the situation that caused the event and the latest intelligence regarding the future of the event (weather conditions, aftershocks)</li> <li>• Paint a picture for the staff that tells them what the latest developments will mean in the way of response</li> <li>• Highlight the most critical actions that the City/County will have to take in response to the picture just painted</li> </ul>	Planning & Intelligence Section Coordinator	3-5 minutes
<ul style="list-style-type: none"> <li>• State the most critical issues that the section needs to work on</li> <li>• State the most critical operations that are in progress</li> <li>• State the most significant operations that have been completed</li> </ul>	Operations Section Coordinator	3-5 minutes
<ul style="list-style-type: none"> <li>• Presents the EOC Objectives and Strategies developed in the Planning Meeting</li> </ul>	EOC Director	3-5 minutes
<ul style="list-style-type: none"> <li>• Identify any projected critical resource shortfalls</li> <li>• State the most critical ongoing logistic actions</li> <li>• State the critical completed logistical items</li> </ul>	Logistics Section Coordinator	3-5 minutes
<ul style="list-style-type: none"> <li>• State any identified fiscal shortfalls or critical issues that may impact adversely on the City/County's ability to perform its mission</li> <li>• State what critical issues the section is currently working on</li> <li>• State what critical issues have just been recently completed</li> </ul>	Finance & Administration Section Coordinator	3-5 minutes

## EOC OPERATIONAL PERIOD BRIEFING AGENDA

<ul style="list-style-type: none"><li>• Issues related to:<ul style="list-style-type: none"><li>• Public Information</li><li>• Legal</li><li>• Safety</li><li>• Security</li><li>• Interagency Issues</li></ul></li></ul>	Management Staff	3-5 minutes
<ul style="list-style-type: none"><li>• Guidance for staff</li><li>• Administrative announcements</li><li>• Closing comments</li></ul>	EOC Director	1-2 minutes



<b>AREAS INVOLVED:</b>	<b>AREAS EVACUATED:</b>
------------------------	-------------------------

<b>AGENCIES RESOURCES COMMITTED:</b>	<b>SHELTER CENTERS:</b>
--------------------------------------	-------------------------

<b>CASUALTIES</b>		<b>DAMAGE ESTIMATES</b>
	<b>Incident Personnel</b>	<b>Public</b>
<b>Injuries</b>		<b>PUBLIC \$</b>
<b>Fatalities</b>		<b>PRIVATE \$</b>

**PUBLIC HEALTH ISSUES:**

**WEATHER FORECAST FOR OPERATIONAL PERIOD**

**EOC SAFETY INFORMATION**

Incident Date: \_\_\_\_\_



## EOC ORGANIZATION

EOC POSITION	STAFF NAME
<b>Management Staff</b>	
<b>EOC Director</b>	
EOC Manager	
PIO	
Liaison Coordinator	
Safety Officer	
Scribe	
Legal Officer	
<b>Operations Section</b>	
<b>Operations Section Coordinator</b>	
Law Enforcement Branch Coordinator	
Fire-Rescue Branch Coordinator	
SAR Branch	
Public Works Branch	
Medical/Public Health Branch Coordinator	
Public Welfare Branch	
Coroner Unit	
Care & Shelter Branch	

**Planning & Intelligence Section**

<b>Planning &amp; Intelligence Section Coordinator</b>	
Situation Status Branch Coordinator	
Resource Status Unit	
Recovery Unit	
Technical Specialists	

**Logistics Section**

<b>Logistics Section Coordinator</b>	
Communications Unit	
Transportation Unit	
Supply-Personnel Unit	
Facilities and Food Unit	

**Finance & Administration Section**

<b>Finance &amp; Admin Section Coordinator</b>	
Timekeeping Unit	
Procurement Unit	

## **EOC COMMUNICATIONS**

A copy of the EOC Communication Directory is attached to this EOC Coordination Plan.

## **EOC MEDICAL PLAN**

The following procedures will be utilized in the event of a medical emergency at the EOC:

### **Minor Injury**

Minor injuries, which do not require immediate medical care beyond basic first aid, will be treated by the EOC Manager (or appropriately trained staff member) and appropriate reports will be completed. A copy of all reports will be provided to the Planning Section's Documentation Branch and the Finance & Administration's Compensation & Claims Unit.

### **Serious Injury**

In the event of a serious injury, the EOC Manager will request Paramedics via the 9-1-1 system. The EOC Manager will ensure ease of access for arriving medical personnel. The Finance & Administration's Compensation & Claims Unit will be responsible for coordinating reports with the transporting unit and hospital. A copy of all reports will be provided to the Planning Section's Documentation Branch and to the Finance & Administration's Compensation & Claims Unit Leader for filing.

### **Death**

In the event of the death of an EOC Responder, the EOC Manager will coordinate with responding medical personnel, law enforcement, and/or the Coroner's Office for proper (and legal) movement of the deceased.



**EOC ACTION PLAN OBJECTIVES ("S.M.A.R.T.") /STRATEGIES/ASSIGNMENT**  
(USE ADDITIONAL SHEETS AS NEEDED)

Obj#	Objective (S.M.A.R.T)	Strategy(s)	Section Assigned Lead

## EOC SECTION TASKS

The following Section Task sheets are completed by the EOC Director of Emergency Services and Section Coordinators following the establishment of EOC Objectives and Strategies and assignment of Objective leads. ***This will typically take place following the Planning Meeting (See the EOC Planning “P”).***

Incident Date: \_\_\_\_\_

Page \_\_\_\_\_ of \_\_\_\_\_









**Emergency Operations Center**  
**RESOURCE ORDER REQUEST FORM**

County Request     OA Request     Internal EOC Request     Other

**RESOURCE ORDER #:** \_\_\_\_\_

**REQUEST RECEIVED BY:**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position: \_\_\_\_\_ Time: \_\_\_\_\_

**REQUEST FROM:**

Organization: \_\_\_\_\_ Contact: \_\_\_\_\_

Position: \_\_\_\_\_ Phone: \_\_\_\_\_

Fax: \_\_\_\_\_ Cell/Mobile#: \_\_\_\_\_

**RESOURCE REQUESTED:**

What Requested: \_\_\_\_\_

Quantity: \_\_\_\_\_ Units: \_\_\_\_\_

Task Details: \_\_\_\_\_

Other Criteria: \_\_\_\_\_

When Required (Date): \_\_\_\_\_ Time: \_\_\_\_\_ Duration: \_\_\_\_\_

**DELIVER TO:**

Organization: \_\_\_\_\_

Contact: \_\_\_\_\_ Phone: \_\_\_\_\_

Delivery Location: \_\_\_\_\_

Address: \_\_\_\_\_

Map Ref: \_\_\_\_\_

**ACTION TAKEN:**    (S/R/C): Satisfied / Redirected / Cancelled (Circle one)

REDIRECTED to: \_\_\_\_\_ Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

**SUPPLIER: (if Request Satisfied)**

Organization: \_\_\_\_\_

Contact: \_\_\_\_\_ Phone: \_\_\_\_\_

ETA Date: \_\_\_\_\_ Time: \_\_\_\_\_

Supplier's Address: \_\_\_\_\_

**ADMINISTRATION**

Order#: \_\_\_\_\_ Cost (est.) \$ \_\_\_\_\_

Authorized by: \_\_\_\_\_

**COMPLETION**

Completed by: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Emergency Operations Center

**RESOURCE ORDER REQUEST FORM**

RESOURCE ORDER#: \_\_\_\_\_

NOTES:



# Section Z

*The resource database listings in this final Section Z are perishable.*

## Incorrect listing?

Do you see a listing here that needs to be corrected? Do you know of other resources that should be included? Please send photocopy of the appropriate page with corrections or suggestions along with your name, phone, and date to:

**Emergency Services Coordinator**  
**ATTN: Section Z List**  
**Sheriff's Department**  
**Independence CA 93526.**

We will distribute an updated Section Z every April.

 In the future, we may have an online way to maintain your database listing in real-time.

## Additional Reference Materials

- **Personnel Training Records** available at Inyo County Administrative Office and Sheriff's Office - All supporting SEMS/NIMS documentation of required training such as: IS700, IS800, ICS100, ICS200, ICS300, EOC Course, EOC Section Specific, NIMS/SEMS/ICS Executive Course, Drills and Exercises, etc.
- **Evacuation Resources** – Reference to "Access and Functional Needs Data Base" kept on Inyo County Informational Network.
- **Multi-Jurisdictional Hazard Mitigation Plan** (To be Published early 2017)
- **Coroner Emergency Operations Plan** available at the Coroner's Office
- **Avalanche Area Specific Plans** available at the Road Department and Sheriff's Department

## Color coded paper

The contact lists that follow at the back of this binder must be current or they are worthless. Double-check now that you have the latest edition.

Section Z updates will be printed on paper of the following colors:

April 2016	pink
April 2017	yellow
April 2018	blue
April 2019	salmon
April 2020	green

If your listings are obsolete, ask the Sheriff's Department for the most recent set.

 If you need to duplicate any listings, copy them onto the same color paper, or highlight the publication date.

## Confidential

The resource listings in this section contain sensitive personal contact information. Under Civil Code 1798.21, these lists must be kept confidential and are **for emergency use only**.