



Morongo Casino Resort & Spa

Emergency Operations Plan

49500 Seminole Drive - Cabazon - CA
- 92230

800 252-4499

Promulgation

The Morongo Casino Resort & Spa (M.C.R.S.) Emergency Operations Plan (E.O.P.) is one component of the Tribe's emergency management program and is implemented through the Tribe's adoption of the National Incident Management System (NIMS) on September 11, 2006. The E.O.P. is the base plan of the plans that the Tribe uses in all phases of emergency management: preparedness, response, recovery, and mitigation. It is an all-hazard plan covering all mission areas of prevention, protection, response, recovery, and mitigation.

Implementation

The emergency plans consist of this base plan and several annexes (e.g. the E.O.C. Annex, Evacuation Plan) that establish emergency operating procedures for all-hazard events. The E.O.P. is applicable any time that the plan is activated for response and recovery to any incident. This is most likely during events at M.C.R.S. that individual facility and department managers or first response activities (e.g. Morongo Fire, Tribal Security, Engineering and Morongo Water Department) cannot address through day-to-day standing operating procedures.

Record of Changes

The E.O.P. is a living document that is continuously changing based on possible new threat and hazard information, modifications to and/or additions to the M.C.R.S. facility, results from training and exercise events, and feedback from Tribal Council, M.C.R.S. senior management, Safety & Risk Management and departments who support it. This plan and any of its components (i.e. annexes) may be modified by the Safety & Risk Management department at any time. Significant changes and updates to the E.O.P. should be conducted in a consulted manner with senior management, the various departments and stake holders that may have interest in the plan. Changes and updates should be collaborative though supporting departments and Tribal Governments that support the plan.

All changes should be recorded on the table below and by change memorandum.

#	Date	Made by	Summary

Record of Distribution

The E.O.P. and its annexes are distributed as shown in the table below. Additionally, electronic versions of the E.O.P. and supporting components are available internally. The E.O.P. is also made available to other governments and supporting non-governmental organizations.

Tribal Department or Supporting Agency	Copies
Tribal Council	1 each
Chief Operating Officer	1 each
Executive Director of Gaming	1 each
All Department Directors	1 each
E.O.C.	4 each
Mobile E.O.C. (Mobile Security Patrol Supervisor Vehicle)	1 each
Tribal Security Central/Dispatch	1 each

Table of Contents

Contents

Promulgation.....	2
Implementation.....	2
Record of Changes.....	2
Record of Distribution.....	3
Purpose, Scope, Situation, Assumptions.....	7
Purpose.....	7
Scope.....	7
Situation.....	8
Threat and Hazard Identification and Risk Assessment Summary.....	8
Earthquakes.....	10
Flashfloods.....	11
Wildland Fires.....	12
Extreme Heat.....	12
Extreme Cold.....	13
Hazardous Materials.....	13
Mass Motor Vehicle Incident.....	13
Capability Assessment.....	15
Catastrophic Incidents Affecting the Tribe and M.C.R.S.....	16
Life Line Threats.....	16
Transient Populations.....	18
Southern California Catastrophic Earthquake Scenario.....	18
Concept of Operations.....	19
Activation of the E.O.P / E.O.C.....	19
M.C.R.S. Basic Emergency Organization.....	19
Organization and Assignment of Responsibilities.....	20
M.C.R.S. Department Assignments.....	21
Emergency Organization General Responsibilities.....	21
Administrators & Department Directors.....	22

Managers & Supervisors.....	22
Department Support to E.O.C.....	22
Maintenance of Public Safety and Security.....	22
Radio and Satellite Communications.....	22
Finance.....	23
Glossary.....	23
Acronyms.....	28

Purpose, Scope, Situation, Assumptions

This section explains the intent of the Emergency Operations Plan (E.O.P.), who is involved in carrying out the activities in the E.O.P. and its support annexes, and why it was developed.

Purpose

The overall purpose of the E.O.P. is to outline strategies to cope with hazards, natural or man made, that threaten the normal operations of M.C.R.S. The E.O.P. outlines the concept of operations and management of critical resources in response to emergencies and disasters. Whenever an emergency reaches proportions that cannot be handled by routine measures the EMERGENCY RESPONSE / EVACUATION PLAN should be activated. The E.O.P. establishes uniform guidance and a set of processes and procedures that M.C.R.S. staff will use to conduct emergency response and recovery operations when normal first response activities require activation of the EMERGENCY RESPONSE / EVACUATION PLAN and or any of its annexes (e.g. Emergency Support Function annexes).

This plan is intended to facilitate intergovernmental, multi-jurisdictional, and interdepartmental coordination. This coordination occurs between Morongo Casino Resort & Spa senior management, along with Tribal Government department staff supporting the plan; between the Tribal Government, M.C.R.S. and federal, state, and local governments; and between the Tribe Government and non-profit organizations that support emergency and disaster response and recovery. Some of these partners are Riverside County, Bureau of Indian Affairs, Indian Health Services, the Federal Emergency Management Agency (FEMA), the Department of Homeland Security (DHS), and the California Emergency Management Agency (CalEMA) and the Red Cross of America organization.

Scope

This section describes times and conditions the EMERGENCY RESPONSE / EVACUATION PLAN (ER / EP) might be activated however, the ER / E.O.P. is intended to be flexible for response to all emergencies that are beyond the normal scope and abilities of first response entities of the Tribe (e.g. Fire, Public Works, Tribal Security).

The ER / E.O.P. address how M.C.R.S. and the Morongo Band of Mission Indians will respond to extraordinary events or disasters, from preparation through recovery. The plan is developed based on a Threat and Hazard Identification and Risk Assessment (THIRA) conducted in accordance with Comprehensive Preparedness Guide 201, *Threat and Hazard Identification and Risk Assessment (THIRA) Guide*. The ER / E.O.P. shows the responsibilities of each M.C.R.S. department to support the plan and realize that individual departments are also planning to continue to provide their normal functions to maintain the normal operations of M.C.R.S. where ever possible. The development of Emergency Support Functions and the *Introduction to Emergency Support Annexes to the Emergency Operations Plan* coordinates M.C.R.S.'s limited resources in an effective manner to respond to disasters.

Activating the ER / E.O.P. puts into movement the coordination for response and recovery to an emergency or disaster. Activation of the ER / E.O.P. may simply trigger the introduction of an Incident Commander (I.C.) to establish a watch schedule and increased communications or lead to full activation of the Emergency Operations Center (E.O.C.) and several Emergency Support Functions (ESF's). The ER / E.O.P. may be activated in any emergency management phase: preparedness, response, recovery, and mitigation however it is most normally activated in the response phase. The ER / E.O.P. may also be activated during any existing or potential emergency situation that cannot be handled by normal first response activities including those shown in the table below. The table is not intended to be exhaustive but rather to show some scenarios that may trigger activation of the ER / E.O.P.

Earthquake – when an earthquake occurs that damages the structural integrity of the buildings at M.C.R.S.
Fire – when a fire within M.C.R.S. may lead to a partial or complete evacuation of the facility
Hazardous Material Spill – Where a tanker truck or a train derailment adjacent to M.C.R.S. causes potential hazardous exposure to Guests and employees
Flash flood – a rain event of such force that roadway and building may be undermined

Table 1: Scenario situations where the Emergency Operations Plan might be activated.

Situation

The ER / EP identifies M.C.R.S.'s emergency planning process, organizational activities, and response policies and procedures. The plan also addresses the integration and coordination with other governmental agencies and surrounding communities as related to all mission areas of prevention, protection, response, recovery, and mitigation. This section outlines actions taken by the Tribe and M.C.R.S. to prepare for disasters and considerations of the planning process.

Threat and Hazard Identification and Risk Assessment Summary

This section summarizes major findings identified in the Threat and Hazard Identification and Risk Assessment (THIRA). This is the first time that the Tribe used a THIRA as a planning tool and the THIRA was developed in accordance with the guidance established in Comprehensive Preparedness Guide (CPG) 201, *Threat and Hazard Identification and Risk Assessment Guide* of April 2012. The THIRA contains a list of threats and hazards that may affect the Morongo Indian Reservation, M.C.R.S. and the Tribe, including: natural hazards, consisting of geological, metrological and biological; human caused events, both accidental and intentional; and technological events. The THIRA puts those hazards and risks into context of how they may affect the Tribe, its enterprises and the Morongo Indian Reservation. It details outcome statements of what the Tribe desires to achieve for all 31 national core capabilities as described in the National Preparedness Goal. The THIRA provides information on the detail of how the threats and hazards described in the context statements impact listed core capabilities. Finally the THIRA establishes capability targets for all core capabilities. This section of the E.O.P. uses much of this information in summary format to interconnect the planning effort of the THIRA with the E.O.P. planning process and show the reader how they are interrelated. Each of the following sections of the E.O.P. address a specific planning requirement outlined in FEMA's CPG

101, *Developing and Maintaining Emergency Operations Plans*, and correlates those hazards and risks to the THIRA guidance in FEMA's CPG 201.

Figure 1: Shows probability and severity of some of the threats and hazards to the Morongo Indian Reservation including M.C.R.S.

The Morongo E.O.P. considers the threats and risk in the context of natural, technological, and human caused in the context of severity of impact and likelihood or probability of occurrence.

Natural	Technological	Human Caused
Resulting from Acts of Nature	Accidents or Failure of Systems and Structures	Tied to Human Action (Intentional or Unintentional)
<ul style="list-style-type: none"> • Earthquakes • Lightning Strike • Flash Flood • Landslide • Drought • Windstorm • Extreme Temperatures • Pandemic 	<ul style="list-style-type: none"> • Power Failure • Major Gas Line Burst • Water Line Burst • Waste water line Burst 	<ul style="list-style-type: none"> • Bomb Threat • Active Shooter • Major Gas Line Leak • Explosion • Wildland Fire • I-10 Accident (closure) • Train derailment • Plane Crash

<ul style="list-style-type: none"> • Vector • Infestation • Solar Flares 		
---	--	--

Table 2: Shows the consideration of potential threats to the Morongo Indian Reservation.

Earthquakes

The Morongo Reservation is in an area where there are numerous active faults that are capable of producing major earthquakes (greater than Magnitude 5). The San Andreas and San Gorgonio Fault zones either have faults on the Reservation or are adjacent to the Reservation. The Southern Section of the San Andres Fault in the San Gorgonio Pass area is fairly complex. Here the San Andreas fault interacts with other faults (most notably the San Jacinto fault zone and the Pinto Mountain fault) and thereby becomes somewhat fractured, over the distance extending from just north of San Bernardino to just north of Indio, some 110 kilometers (70 miles). Because this deformation has been going on for well over a million years, ancient and inactive strands of the San Andreas Fault can be found here. Other faults in this area are have been "reawakened" recently after being dormant for hundreds of thousands of years. There is even evidence to suggest that there is no active, continuous main trace of the San Andreas Fault going all the way through the pass, not even at depth -- implying that the San Andreas Fault may currently be in the process of creating a new fault path through this area. This could also mean that a single, continuous rupture from Cajon Pass to the Salton Sea (a stretch of the San Andreas that has not ruptured in historical times) is unlikely to occur. Fault rupture mechanics are still not well understood, however, and the discontinuity could prove to have little effect on tempering a major earthquake on this southern stretch of the San Andreas Fault zone. The San Andreas Fault zone is capable of producing earthquakes up to magnitude eight.

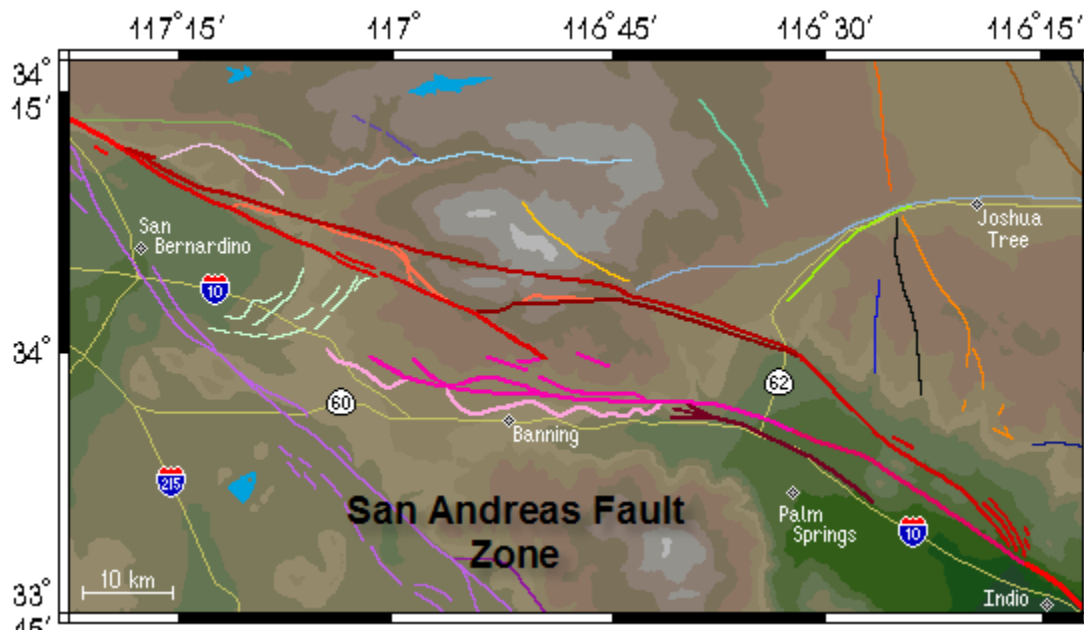


Figure 2: Shows the San Andreas Fault zone in the Pass Area.

The Banning Fault zone is a complex fault zone with long history. Interacts with or may be considered part of the San Andreas Fault zone and the San Geronio Pass fault zone. Remarkably enough, it has been suggested that the main Banning fault may once have been the eastern part of the San Gabriel fault, before the San Andreas and San Jacinto faults appeared in the area and severed the ancestral San Gabriel fault. The evidence for such a claim stems from the relation between the present-day Banning and San Gabriel faults with an ancient thrust fault known as the Vincent Thrust. This thrust fault appears both in the San Gabriel Mountains and the San Bernardino Mountains, near each of the supposed sections of the ancestral San Gabriel fault in such a way that suggests that, like the pieces of the Vincent Thrust, these two faults once were as one. It is capable of producing magnitude 7.2 earthquakes.

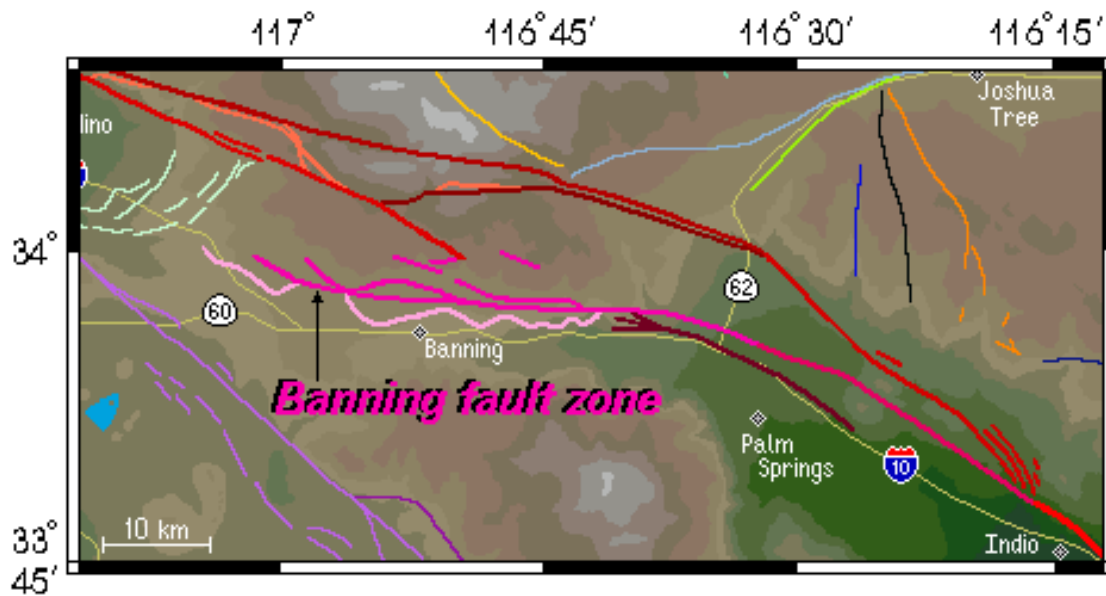


Figure 3: Shows the Banning Fault Zone.

Flash Flooding

Annually there are three to five minor flash flooding events that affect transportation on the reservation but not to the point of requiring activation of the ER / E.O.P. These events cause runoff of fine solids and mud to cross roads along with sheeting water requiring minor debris removal and cleanup that is normally handled by the Tribe's Public Works Department. The department also does mitigation sandbagging at some intersections and in certain portions of the M.C.R.S. parking lots to prevent damage during rainstorms. Most of the rainfall occurs during the months of November through March but occasional high-intensity thunderstorms and tropical storms occur in late summer and early fall. The ground may be generally dry at the beginning of a storm but rainfall can saturate the surface thereby eliminating percolation and increasing runoff. Roads, houses, and other impervious surfaces increase runoff, which can be a significant contributor to damage downstream.

Average annual rainfall is almost 18 inches per year. However, when considering the potential of flash flooding it is important to note that the Reservation and M.C.R.S. sits in a valley formed by

two of Southern California's highest peaks and their ranges – Mt. San Geronimo to north, and Mt. San Jacinto to the southeast. The reservation is bordered on the north and south by a series of alluvial fans and steep terrain that subject portions of the reservation to flash flooding. Many reservation roads and trails are unpaved and while some percolation along these roadways will occur during periods of rainfall, erosion and sand and soils transport will also be a consequence. Some areas of the reservation may be subject to damage and isolation (particularly since Banning and Beaumont face much of the same issues) during storm events. Flooding that creates isolated areas and may hinder transportation routes, initial damage assessment, and mitigation activities. Several unimproved washes pass through the Reservation and are adjacent to M.C.R.S. with some improvements where they cross transportation facilities. The unimproved wash crossings are sometimes referred to as "Arizona crossings" or simply a type of road crossing that allows a waterway to run over a road.

Wildland Fires

With an average of 300 days of sunshine a year and temperatures that range between 45.4 and 74.8 degrees the region provides significant fuels for wild land fires. Higher temperatures, low humidity, and clear sunny days characterize summer months. Thunderstorms from July through September can create lightning strikes, erratic high winds and sometimes, heavy rains.

The Tribe provides its own fire protection services and both augments, and is augmented by the California Department of Forestry (CalFire), Riverside County Fire, and adjoining municipal fire districts. Fire services in areas surrounding the reservation are responsibilities of these different jurisdictions. To the north is U.S. Forestry and California Department of Forestry (CalFire) provide fire service. On the south and east is Riverside County Fire (contracted to CalFire) and to the west is Banning Fire. Morongo Fire is dispatched by Riverside County Fire however; direct calls on the reservation during emergency and disaster situations may be answered by incident command or the ER / E.O.P. If there is a complete lack of telephone services the Morongo Fire Department may be self-dispatching using information collected from the Reservation Radio Disaster Network, rapid damage assessments, and other information.

Fire suppression strategies focus around containment and control while protecting structures in the threatened areas. Suppression activities may utilize natural firebreaks; direct suppression of the fire by hose lines, aircraft, bulldozers, and hand crews; increasing defensible spaces; fire suppression foams; and total extinguishment of the fire and mop up. The same can be said for M.C.R.S.; however the vast parking areas surrounding M.C.R.S. provide a form of firebreak protecting the structures but as stated, spotting and the intensity of the fire may overwhelm this 'firebreak' and thick smoke from such a fire might pose a separate, yet related hazard.

Extreme Heat

The reservation may experience extreme heat conditions that can lead to heat-related illnesses and even death. Extreme heat can also cause increased demands for water and electrical power. Impacts of increased electrical needs are multiplied by statewide electricity demands.

Extreme heat occurs when temperatures hover 10 degrees or more above the average high temperature for the region and lasts for several weeks. Humid or muggy conditions, which add to the discomfort of high temperatures, occur when a “dome” of high atmospheric pressure traps hazy, damp air near the ground. Excessively dry and hot conditions may provoke dust storms and low visibility. While M.C.R.S. enjoys producing its own electricity through its CoGen plant, a prolonged shutdown of the CoGen plant due to disasters or other unforeseen causes during extreme heat episodes may exhaust the capabilities of the back-up generation systems.

Extreme Cold

Even the lightest snowfall below 3,000’ and extreme cold can immobilize the pass area. The Morongo Indian Reservation normally experiences mild winters but can be hit with a major snowstorm or extreme cold. The snow or extreme cold can impact daily operations of the Tribe, M.C.R.S. and affect utilities and infrastructure. There are three different high voltage transmission lines that cross the reservation. These lines cross both major ingress and egress routes of the reservation and may block access to vehicles and material if they fail, not to mention loss of electrical power to areas surrounding M.C.R.S., including the East Casino.

Hazardous Materials Incidents

Hazardous materials incidents can occur either in transit or at a fixed facility. In the pass area there are numerous types of commercial and industrial processes, which have a high potential for dumping, spillage, or lend themselves to the inappropriate handling of hazardous materials. Interstate-10 itself has over 100,000 daily vehicle trips per day at the Malki Road exit and the Morongo Trail exit that serves M.C.R.S. Of these it is estimated that 40,000 are heavy trucks and up to half may be transporting some type of hazardous material and all utilize large amounts of diesel fuel. The most minor vehicle incident could cause a hazardous materials incident on I-10 and close it for a long period of time for clean-up. The Union Pacific Rails that run along I-10 carry some 10,000 trains per year that are often one mile long and may be as long as two miles that are transporting hazardous material in its many forms of solid, liquid and as a gas. The potential for a hazardous materials incident during any train or rail incident is likely as the main entrance to M.C.R.S. faces this rail line.

Most of the hazardous materials that might affect the reservation and M.C.R.S. are heavier than air so immediate actions normally include getting upwind and uphill from an incident. Activation of the ER / E.O.P. may be required when determined by the incident commander on a hazardous materials incident that it is of a sufficiently large scope or during a large event that requires unified command and several jurisdictions in response and recovery.

Major Motor Vehicle Incident

A vehicle accident involving a bus, large commercial vehicle, or military convoy, which occurs in a heavily populated commercial or residential area, could result in considerable loss of life and property. Additionally, the closure of Interstate-10 can lead to serious traffic congestion and the inability for emergency vehicles to ingress and egress the reservation and/or access to M.C.R.S. The threat from such an incident may lead to other consequences such as a hazardous materials incident, fire, explosions that may have a severe impact of the operation for M.C.R.S.

Interstate-10 crosses the reservation horizontally east-west. The Interstate is a lifeline facility and plays a major role in moving interregional and interstate goods and commerce. It is traversed heavily by commercial vehicles, hazardous material and hazardous waste transporters, buses, and military equipment and materiel. Additionally there are virtually no maintained arterials adjacent to I-10 in the Pass area. Activation of the ER / E.O.P. during a major vehicle incident would be determined based on coordination needs of cooperating agencies (e.g. Riverside County) and authorities having jurisdiction (e.g. CalTrans, CHP). The Tribe only has a supporting agency role in these incidents however it needs to have a presence (an authorized representative) at the unified/incident command post from both Tribal Government and M.C.R.S. so as to be informed in a timely manner as to the type of incident and projected duration of the incident as both may have a direct impact on M.C.R.S. operations.

Terrorism

The threat of terrorism, although relatively low, has grown significantly during the past several years. The Reservation Patrol Department and Tribal Security along with Riverside County Sheriff's Department participates in a counter-terrorism task force and a terrorism early warning group and will provide additional information on a "need to know" basis as it develops and may pose a threat to the Reservation and M.C.R.S. The Reservation Patrol Department and Tribal Security is active in identifying terror threats and works closely with the Morongo Gaming Agency in identifying possible threats, screening information, and developing intergovernmental relationships to assist in the war on terrorism. The ER / E.O.P. will likely be activated in the event of a possible terrorist attack in a response capacity to offer assistance to the Tribe's Reservation Patrol Department with Tribal Security operating in a support capacity. Response activities and actions of the ER / E.O.P. are provided in the ER / E.O.P. and in the Tribal Security Policy and Procedure manual. Tribal Security is ready to respond to any activities at M.C.R.S. regardless of the level of the possible threat. Tribal Security, Reservation Patrol, Riverside County Sheriff's Office and other supporting law enforcement agencies will provide law enforcement guidance during such a threat.

Intelligence Considerations

The Tribe's law enforcement agency is its Reservation Patrol Department. The department coordinates all interagency anti-terrorism and intelligence efforts for Tribal government. The Tribe also contracts for law enforcement services from the Riverside County Sheriff's Office, who serve all of Tribal interests, including M.C.R.S. In developing this ER / E.O.P., the planning team was staffed with Tribal Security Officers who are trained as and function as Terrorism Liaison Officer (TLO) along with the Director of Tribal Security. Intelligence information used in protection efforts is coordinated with the Tribal law enforcement agency (Reservation Patrol) and M.C.R.S. along with the various businesses, enterprises, and regulatory authorities (e.g. Tribal Gaming Commission) and will be shared on a "need to know" basis.

Capability Assessment

The capability assessment for this version of the ER / E.O.P. is part of the Tribe's Threat and Hazard Identification and Risk Assessment (THIRA) that was conducted in September and October of 2012 and submitted to the Department of Homeland Security through the Preparedness Capability Assessment Tool (PrepCast) portal and shared with Tribal Security at M.C.R.S. The capability assessment is based on comparing the Tribe's and M.C.R.S.'s current capabilities as compared to its goals related to the core capabilities. The core capabilities are shown below and Morongo's core capability goals to maintain and support Tribal enterprises such as M.C.R.S. are included in the Tribe's THIRA. Likewise, the Riverside County Sheriff's Department Terrorist Liaison Officers (TLO's) assigned to the Cabazon Station has conducted an independent threat assessment of M.C.R.S. to guide them in any response to potential terrorist threats against M.C.R.S.

Prevention	Protection	Response	Recovery	Mitigation
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution	Access Control and Identity Verification	Critical Transportation	Economic Recovery	Community Resilience
Intelligence and Information Sharing	Cyber security	Environmental Response/Health and Safety	Infrastructure Systems	Long-term Vulnerability Reduction
Interdiction and Disruption	Intelligence and Information Sharing	Fatality Management Services	Natural and Cultural Resources	Risk and Disaster Resilience Assessment
Screening, Search, and Detection	Interdiction and Disruption	Infrastructure Systems		Threats and Hazard Identification
	Physical Protective Measures	Mass Care Services		
	Risk Management for Protection Programs and Activities	Mass Search and Rescue Operations		
	Screening, Search, and Detection	On-scene Security and Protection		
	Supply Chain Integrity and Security	Operational Communications		
		Medical Services		
		Situational Assessment		

Table 3: Shows the national core capabilities in the five mission areas as considered in development of the THIRA and E.O.P..

In general, emergency management activities are conducted in a layered effort beginning with the government most closely tied to the hazard or incident, or agency having jurisdiction (AHJ), conducts its emergency operations to its full capability. The Tribe (including M.C.R.S.) is responsible for its immediate and first response activities. If it is determined that the Tribe's and/or M.C.R.S. resources are, or will be, overwhelmed additional support is hypothetically available from other levels of government prior to officially requesting support from the federal government. Presently there are several avenues for the Tribe/M.C.R.S. to request support from surrounding tribes, local government, and the state, non-profit agencies prior to asking for assistance from the federal government. There are variables that play into such requests that may or may not make such requests practical or their fulfillment likely. This section will discuss this mutual aid problem, the focuses of the ER / E.O.P., and scenario based assumptions that the Tribe along with M.C.R.S. is planning for enhancing capabilities in all phases of emergency management. Inconsideration of potential needs for outside assistance, the contract services provided by the Riverside County Sheriff's Department to the Tribe, including M.C.R.S., provides for access to and assistance from the Sheriff's Emergency Response Team, Sheriff's S.W.A.T. Team and special Investigations – Intelligence Unit.

Catastrophic Incidents Affecting the Tribe and M.C.R.S.

Lifeline Threats

Lifelines are those utilities and infrastructure that are life supporting to any area that depends on them for survival. One major lifeline is Interstate-10. It supports transportation and commerce as the principle link between Los Angeles and Phoenix. Access to M.C.R.S. is based exclusively on east/west traffic flow of Interstate-10; as there is no north/south access to M.C.R.S. In addition there are additional Lifelines crossing the reservation that include: natural gas and petroleum pipelines, several high voltage electric lines, and the California Aqueduct that provides drinking water to much of Southern California.

At a more local level, the reservation is serviced by Southern California Gas with local distribution lines servicing M.C.R.S. Electricity is provided by Southern California Edison in general for the reservation; however M.C.R.S.'s primary source for its electrical needs rely on the Cogen plant; however in an emergency it does have access to Southern California Edison transmission lines, battery back-up and diesel generators. Water is provided by the Morongo Water department with all residential development dependent on septic tanks; however, there is main line sewer service to the Morongo Government and Administration Center which also serves M.C.R.S. and flows east to the water treatment plant approximately two (2) miles from M.C.R.S. This sewer line does run very near to M.C.R.S. and if severed will have a major affect on M.C.R.S. operations. All roads on the reservation are maintained by the Tribe through a pavement management system and all surrounding local roads are maintained either by California Department of Transportation (CalTrans), Riverside County, or the City of Banning. Although local traffic (east/west) is possible without Interstate-10 it becomes significantly more difficult. Overloading of local roads is a possible threat to daily operations for M.C.R.S. (i.e.: scheduled deliveries of food, laundry, new and/or replacement equipment, Guest access, emergency response access, etc.).

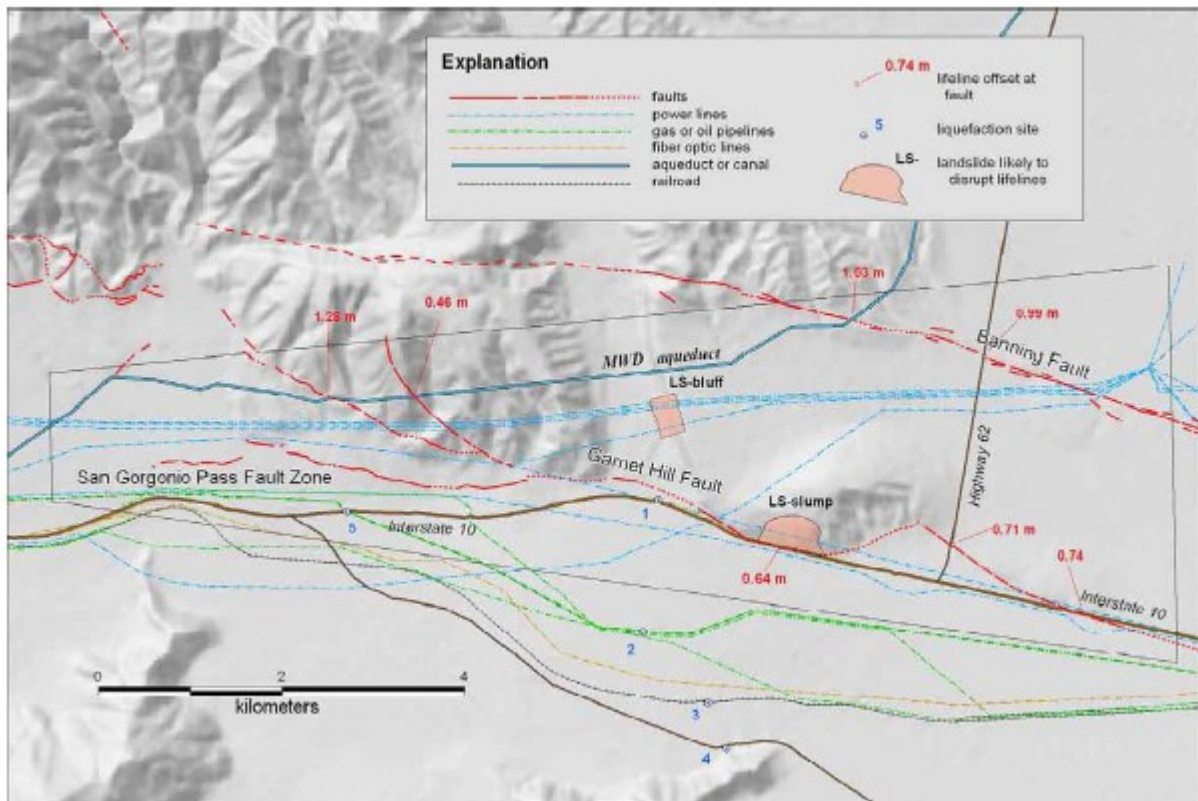


Figure 4: Is figure 4-4 of the USGS publication the Shakeout Scenario of 2008. It shows the hazards to lifelines in the San Geronio Pass area and that cross the Morongo Indian Reservation just to the west and in the western portion of the figure shown.

Focused on Type 1 and Type 2 Incidents

While the ER / E.O.P. may support all incidents it is focused on what are considered Type 1 and 2 incidents. These incidents are those that require the most internal and external resources and the most time to restore normalcy to pre-incident conditions. Type 5, 4, and 3 incidents are addressed primarily by department standard operating guides and plans and normally do not require outside assistance for recovery and resumption of operations.

Type 5 incidents are those that require few resources and are dealt with in a short period of time and their occurrence are frequently seen. Type 4 incidents required more resources and may require mutual aid from other agencies (i.e.: CalFire, RSO, etc.). Type 4 incidents take a longer period to deal with but normally within one operational period (normally within a 24 hour period). An operational period is the amount of time established by the incident commander to accomplish objectives outlined in the planning process. Type 3 incidents require a much longer time frame than Type 4 and 5 but can still be dealt with in a regional approach. Type 3 incidents normally require establishment of an incident command approach that may or

may not be supported by outside agencies. Type 2 and 1 incidents require activation of multi-agency coordination systems (MACS) which consist of establishing the Emergency Operations Center (E.O.C.). These type events require multiple operational periods to deal with and shift to a recovery mode posture.

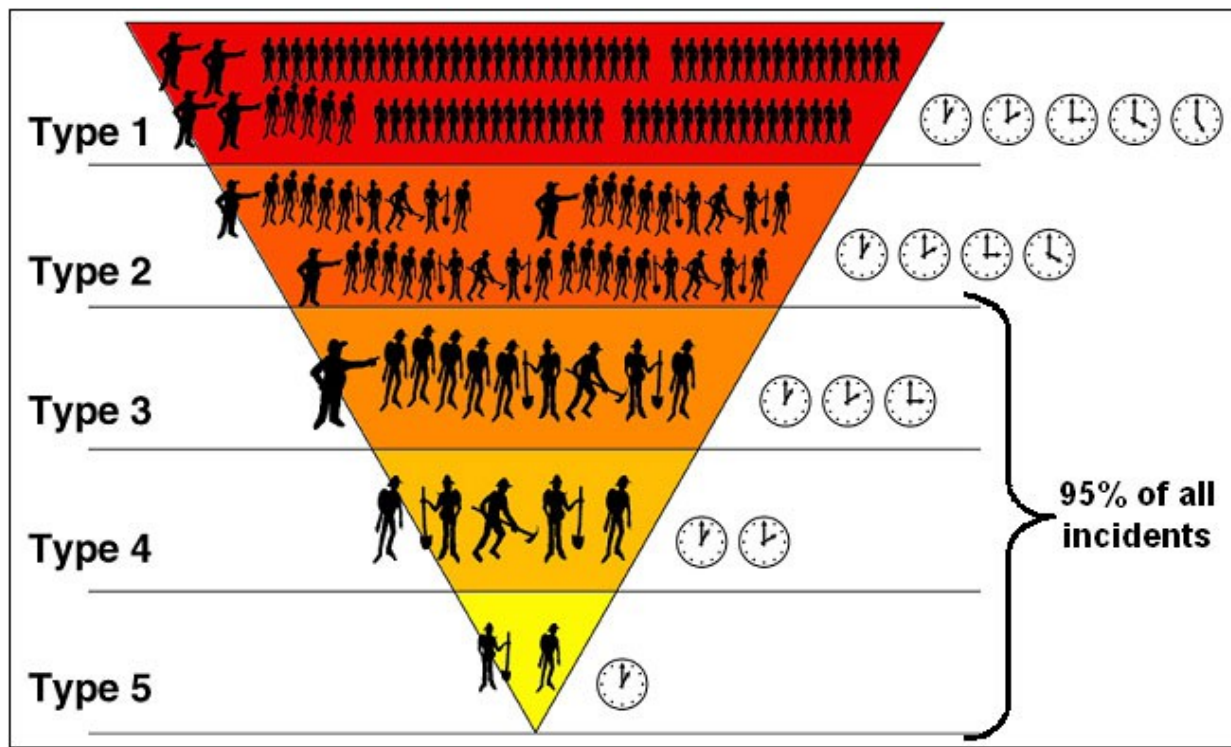


Figure 5: Shows incident typing and resource allocation. Type 5 incidents are the most common and most easily to deal with. Type 1 incidents are less common but have higher resource needs to respond to and recover from.

Transient Populations

When developing the ER / E.O.P., M.C.R.S. with Tribal Government concurring, considered transient populations as guests at Tribal business enterprises (e.g. M.C.R.S.) at the time of the incident as potential disaster survivors, along with the strong possibility of additional persons arriving at M.C.R.S. seeking aid. Tribal Government understands that M.C.R.S. will likely have to provide some level of support to those who gather here until roads are reported open allowing this transient population to leave, or for emergency response teams to arrive to provide additional care and aid to those requiring it.

Southern California Catastrophic Earthquake Scenario

The *Southern California Catastrophic Earthquake Response Plan of December 14, 2010* and the *Shakeout Scenario of 2008* were considered in the drafting of the current version of the Tribal Government's E.O.P. and M.C.R.S.'s ER / E.O.P. The scenario is a 7.8 earthquake on the southernmost 200 miles of the San Andreas Fault, roughly between the Salton Sea to the southeast and Lake Hughes to the northwest. The 7.8 earthquake is not the greatest potential but the most likely. This scenario has the greatest potential to occur and provides a good planning foundation for our ER / E.O.P. revision and training and exercise plans.

SoCal Catastrophic EQ Scenario Based Assumptions

The Southern California Catastrophic Earthquake Response Plan identifies the specific projections of the scenario. It is estimated the Morongo Reservation (M.C.R.S., Casino and Hotel) will shake for up to approximately 105 seconds, resulting in a minimum four fires from the earthquake (three on the reservation and one at M.C.R.S.), and transportation (surface streets, Interstate-10, rail lines, etc.) will be of limited use. It is estimated that full traffic flow on Interstate-10 will not resume before 30 days and then will only be partially opened for use.

Concept of Operations

This section provides the concept of operations for the Emergency Response / Emergency Operations Plan (ER / E.O.P.). Outlined in the section are those who have the authority to activate the ER / E.O.P., leading to the emergency declaration process.

Activation of the ER / E.O.P.

The ER / E.O.P. may be activated at the direction of the Tribal Chairperson, M.C.R.S. Chief Operating Officer, General Manager, Morongo Fire Chief or their designee, Director of Gaming and the Director of Tribal Security. In their absence contact will be attempted with all of them and if unable to contact one of them, the On-Duty Tribal Security Watch Commander has the authority to order a partial or complete evacuation of the facility (M.C.R.S.) and will become the initial Incident Commander until properly relieved by the Morongo Fire Chief or their designee or until an outside Fire Agency arrives on scene and the position of Incident Commander is transferred to the ranking member of the arriving agency. Activation of the ER / E.O.P. sets in motion the activities necessary to support incident response(s) at M.C.R.S. as outlined in the ER / E.O.P.

When the ER / E.O.P. is activated by an authorized individual, this individual shall announce such activation and start taking action to begin notifying those listed in the ER / E.O.P. of the activation. In addition to this, the individual shall contact the Tribal Government's Office of Emergency Management (OEM) personnel at one of three phone numbers (which are normally forwarded to cell phones after hours): 951-755-5309, 951-572-6074, 951-572-6141. Upon notification of the activation of the ER / E.O.P. at M.C.R.S. the on-duty OEM coordinator will appraise the situation with the on-site Incident Commander at M.C.R.S. to identify needs and possible assistance that M.C.R.S. may require from Tribal Government, if available.

M.C.R.S.'s Basic Emergency Organization

M.C.R.S.'s basic emergency organization is established upon activation of the ER / E.O.P. The ER / E.O.P. has built in flexibility of staffing for the incident, emergency, or disaster based on needs for response and recovery. To support the ER / E.O.P. emergency organization Senior Management, Department Directors, Department Managers, and other exempt employees will be plugged into positions with similar responsibility levels. All employees will be needed to respond to a catastrophe so complete base level awareness training will be provided as required by the Compact with the State and selected exempt employees shall receive additional training allowing them to assume positions in emergency organization commensurate with their current duties. All employees should develop a personal preparedness and readiness posture that

includes basic and specific training and participate in training and exercises. The following table and organization chart identify primary emergency organization and provides an overview of responsibilities. The tables only show a summary and are at the unit leader level. Positions may be assigned to, and staffed under each of these to support response and recovery efforts.

Emergency Organization Position	Primary	Alternate
Command Staff		
E.O.C. Manager	TBD	IT Director
Deputy E.O.C. Manager	TBD	Qualified Department Director
Legal Officer	Legal Counsel as listed by Tribal Government	Legal Counsel as listed for M.C.R.S.
Public Information Officer	TBD	TBD
Safety Officer	Director of Safety & Risk Management	Manager of Safety & Risk Management
Liaison Officer	TBD	TBD
M.C.R.S. Security	Director of Tribal Security	Tribal Security Lieutenant
Terrorism Liaison Officer	Tribal Security TLO Officer	Tribal Security TLO Officer
General Staff		
Operations Section Chief	Fire Chief Tribal Security Director Engineering Director	As incident dictates
Planning Section Chief	TBD	TBD
Finance and Admin Section Chief	Finance Accounting Director	Finance Accounting Manager
Logistic Section Chief	Manager for Purchasing	Supervisor for Purchasing
Operations Section Staffing		
Operations Section Chief	Fire Chief Tribal Security Director Engineering Director	As incident dictates
Utilities Unit Leader	Director of Engineering	Engineering Manager
Care and Shelter Unit Leader	Hotel Director	Hotel Manager
Security Enforcement Leader	On Duty Tribal Security Watch Commander	On Duty Tribal Security Senior Sergeant
Fire and Rescue Unit Leader	Fire Chief	Fire Captain
Damage Assessment Unit Leader	Engineering Director	Engineering Manager
Emergency Medical Incident (Mass Causality Incident)	Morongo Fire and M.C.R.S. Emergency Medical Technicians (EMT's)	CalFire

Organization and Assignment of Responsibilities

M.C.R.S. will coordinate their emergency management activities (preparedness, response, recovery, and mitigation) with Tribal Government, its federal and state partners to ensure a smooth and successful effort of cooperation. In 2006 the Morongo Tribal Council adopted the

National Incident Management System (NIMS) and created the Tribal Office of Emergency Management (O.E.M.) to carry out these responsibilities as they affect the reservation as a whole and including Tribal Enterprises such as M.C.R.S. During a time of an emergency incident, M.C.R.S. will first defer to Tribal Government, Office of Emergency Management when available, for immediate and long term guidance and assistance to protect life and Tribal assets. Tribal Government recognizes this possible need and will provide assistance when able to for those requested needs. Because of these collaborative responsibilities, it is important that staff from the Tribal Government's Office of Emergency Management and Departments at M.C.R.S. responsible for disaster response, communicate regularly, and train accordingly.



Figure 6: A graphic showing the difference in response and coordination activities and where they occur.

M.C.R.S. Department Assignments

Within the emergency organization, M.C.R.S. Departments and individual personnel have specified roles and responsibilities that they should be prepared to undertake in the event of a disaster or emergency. These responsibilities include normal, day-to-day preparation activities and possible assignment to an incident management team as necessary.

Emergency Organization General Responsibilities

M.C.R.S.'s emergency organization is staffed with various Department employees and when available, with Tribal Government members trained in emergency organization general responsibilities. The sub-sections below provides the reader an overview of M.C.R.S. departments expected overall support efforts in the emergency management phases of preparedness, response, recovery, and mitigation.

Administrators and Department Directors

M.C.R.S. administrators and Department Directors display leadership ability in their involvement in planning, training, exercises, and conduct specific actions related to disaster response and recovery. Because of their years of experience and leadership role in the organization most administrators and Department Directors are expected to fill important roles in the emergency organization and shall complete more advanced training. Each administrator and department head should also expect to assist in planning efforts, exercises, and actual disaster response and recovery efforts as part of the emergency organization. During incident response or recovery that requires extended staffing patterns and during management watch, administrators and Department Directors will likely be required to take these duties on a rotational basis.

Managers and Supervisors

M.C.R.S.'s Managers and Supervisors shall provide a key role in developing specific plans and carrying out specific roles in smaller units in the emergency organization. These employees are provided a base level of awareness training and are expected to participate in E.O.C. exercises as they relate to their specific positions in an E.O.C. role.

Departmental Support to the E.O.C.

Many departments will function in support of emergencies and disasters much in the same manner they approach their day-to-day business (e.g. Finance, I.T., Engineering, etc.). Support of the E.O.C., if activated, does not necessarily mean that each and every department needs to provide staffing in the E.O.C. An example of this might be Winner's Club employees who may not be involved at the E.O.C.; however may be asked to help in other area (e.g. Message runners, food distribution, etc.).

Maintenance of Public Safety and Security

Public safety and security are provided to the Tribe through several departments. Traditionally when public safety and security is mentioned people think of law enforcement but as we consider safety and security this entails all activities that provide for safety and security. Day-to-day safety and security management activities are undertaken by Tribal Security at M.C.R.S. with the assistance of the Reservation Patrol when required and for direct Law Enforcement assistance M.C.R.S. may call upon the Riverside County Sheriff's Department who have the capability of assisting Tribal Security in a wide variety of areas, and can call on mutual aid from other Agencies, if the needs exceed their abilities or available resources.

Radio and Satellite Communications

The basic communications framework consists of the various departmental radios in use at M.C.R.S. on a day-to-day basis; or for communications in the event of an emergency situation or during a disaster. There is also a separate repeater for E.O.C. operational activities with a repeater and a talk around channel.

In addition, Tribal Security has satellite voice capability; radio communication to all Tribal Government departments, direct radio communication to the Riverside Sheriff's Department Reservation assigned Deputy and GETS cards (Government Emergency Telecommunication

System) for immediate access to landlines and cell sites if overloaded as a result of the emergency incident.

Finance

This section provides an overview of what avenues Tribal Government and/or M.C.R.S. has for recovery of costs incurred during a disaster. Similar to the states, Tribal Government maintains a government-to-government relationship with the Federal government. This relationship provides the Tribe access to Federal agencies and departments both with and without the existence of a formal Tribal Government disaster declaration and/or a Federal declaration. Currently Federal law requires that the governor of the state requests a disaster declaration on behalf of a Tribe located within its boundaries. This means that for Federal disaster assistance the Governor needs to forward an emergency or major disaster declaration request to the Federal government that specifically indicates the Morongo Indian Reservation as one of the areas covered under the request.

Regardless of whether or not a disaster is declared Tribal Government/M.C.R.S. will keep records of all incident related expenses in “real time” and seek resource recovery and assistance from its Federal partners. Federal agencies may have an ability to provide assistance to Tribal Government/M.C.R.S. without a declared disaster. Costs which may have been incurred during an incident or disaster will be recorded through the use of existing financial systems and guided by the Finance and Administration Section for M.C.R.S. All incident staff will keep records of significant actions and activities resulting in costs to Tribal Government and/or M.C.R.S. Photographic and audio records are the best means to rebuild and recreate incident destruction and identify expenses.

Glossary

This glossary of terms addresses terms used in this base Emergency Operations Plan and the various supporting plans. It is not intended to be all inclusive but provide the reader with a rapid reference of definitions.

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or Tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Assessment: The evaluation and interpretation of facility damage, including but not limited to building, other structures, utilities, road damage, etc. and other information to provide a basis for initial decision-making.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to M.C.R.S. and/or Tribal Government during any major/minor event.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Chief: The I.C.S. title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

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

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed, including scribe to provide support documentation and record keeping for Command Staff.

Communications Unit: A Communications Unit (e.g., a vehicle, a trailer or mobile van) used to support an Incident Communications Center by use of cellular service, satellite service, use of radios, etc.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Emergency Organization: The term emergency organization is used to identify M.C.R.S.'s normal organization shifted toward an activity of one of the emergency management phases (preparedness, response, recovery, and mitigation). This distinguishes the normal routines and activities in our daily operations toward a focus on and in the E.O.P. concept.

Emergency Operations Center (E.O.C.): The physical location at which the coordination of information and resources to respond to and to support incident management activities. An E.O.C. may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction (i.e. Tribal Government facility). The E.O.C. may be organized by major functional disciplines (e.g., fire, security, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, Tribal Government or an entity within Tribal Government), or some combination thereof.

Emergency Operations Plan (E.O.P.): The plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and Tribal Government providing for emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as **Emergency Responder**.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of Guests and M.C.R.S employees from dangerous or potentially dangerous areas at M.C.R.S., and their reception and care in safe areas.

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

Function: Function refers to the five major activities if the E.O.C. for M.C.R.S. is activated: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

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

Incident: An occurrence or event, natural or man-made, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, structure fires, hazardous materials spills, aircraft accidents, earthquakes, public health and medical emergencies, along with other occurrences requiring an emergency response.

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

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

Incident Management Team (I.M.T.): The I.C. and appropriate qualified Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

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

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; a Federally recognized Indian Tribe or authorized Tribal organization (M.C.R.S.), or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. **Mobilization:** The process and procedures used

by all organizations (Federal, State, local, and Tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that I.C.S. principles and processes are functional and that personnel are working within established incident management guidelines.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations

Public Information Officer (P.I.O.): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information beginning with the initial information release, periodic updates and a final release at the conclusion of the incident. When available, the Tribal Government P.I.O. shall be the point of contact for all release of information, relative to the incident. A command staff member of M.C.R.S. may be assigned as the incident P.I.O., when the Tribal P.I.O. is unavailable.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the restoration of M.C.R.S. to pre-incident status; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

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

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health

and specific security/law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Strategy: The general direction selected to accomplish incident objectives set by the I.C.

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

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

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as indigenous people.

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

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Acronyms

E.A.P. Emergency Action Plan

E.O.C. Emergency Operations Center

E.O.P. Emergency Operations Plan

I.A.P. Incident Action Plan
I.C. Incident Commander
I.C.S. Incident Command System
I.M.T. Incident Management Team
NIMS National Incident Management System
OEM Office of Emergency Management
P.I.O. Public Information Officer
S.O.P. Standard Operating Procedure