MORONGO
BAND OF
MISSION
INDIANS

A SOVEREIGN NATION

Emergency Operations Center (EOC)
Annex to
Emergency Operations Plan

September 2012

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Purpose

The purpose of this annex is to outline Emergency Operations Center (EOC) standard operating procedures for the Emergency Operations Center in support of Incident Command and/or Emergency Support Functions.

Emergency Management and the Emergency Operations Center

The Emergency Operations Center (EOC) supports emergency management activities to prevent, protect, respond, recovery, and mitigate impacts from natural and human caused threats and hazards through a four phase cycle of preparedness, response, recovery, and mitigation. This is accomplished through supporting systems and standards.

The EOC is the physical location where the Tribe comes together during an emergency to coordinate response and recovery actions and resources. The EOC is where the coordination of information and resources takes place. The EOC is not an incident command post; rather, it is the operations center where coordination and management decisions are facilitated. The EOC facilitate coordination activities of several incident command posts.

National Incident Management System

The National Incident Management System was created from the Homeland Security Presidential Directive (HSPD-5) to provide a comprehensive national approach to incident management that is applicable to all jurisdictional levels across functional disciplines. The National Incident Management System (NIMS) provides a consistent nationwide approach for federal, state, tribal, and local government to work effectively together to prevent, respond to, and recover from domestic incidents, regardless of the size, cause, or complexity.

The National Incident Management Plan establishes standard incident management processes, protocols, and procedures so that all responders can work together more effectively. NIMS components include:

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance

The NIMS is incorporated into this plan as a source reference document. The Morongo Band of Mission Indians Tribal Council formally adopted the NIMS on September 11, 2006 by Resolution at a regular meeting of the Council.

Standardized Emergency Management System (SEMS)

In California, state agencies, counties, cities, and special districts operate under the Standardized Emergency Management System (SEMS). It is important to understand that the Tribe is a sovereign nation maintaining government-to-government relationships with the federal government is not required to follow or adopt the California SEMS. It is important to understand that SEMS and NIMS are basically synonymous for our purposes.

Incident Command System (ICS)

The Incident Command System (ICS) was primarily adopted from the U.S. military and developed as a consequence of fires that consumed large portions of Southern California during the 1970's. As a result of those fires, a need was identified to develop a system whereby different agencies could work together toward a common goal in an effective and efficient manner. The system consists of procedures for controlling personnel, facilities, equipment, and communications.

The ICS is designed to begin developing from the time an incident occurs until the requirement for management and operations no longer exists. The structure of the Incident Command System can be established and expanded depending upon the changing conditions of the incident. It is intended to be staffed and operated by qualified personnel from any emergency services agency and may involve personnel from a variety of agencies.

The system can be utilized for any type or size of emergency ranging from a minor incident involving only a few units to a major incident involving several agencies. The Incident Command System allows agencies to communicate using common terminology and operating procedures. It also allows for the timely combining of resources during the time of an emergency.

Since the EOC supports incident command it is important to have an understanding of incident command activities and how the Incident Command System works.

Incident Command System (ICS) Application

The ICS was developed through a cooperative inter-agency (local, state, and federal) effort. The basic organizational structure of the ICS is based upon a large fire organization that has been developed over time by federal fire protection agencies. The ICS is designed to be used for all kinds of emergencies, and is applicable to both small day-to-day situations as well as very large and complex incidents.

ICS Operating Requirements

The design requirements for the Incident Command System are the following:

- Must provide for the following kinds of operations:
- single jurisdiction/single agency involvement,
- single jurisdiction with multi-agency involvement, and
- multi-jurisdiction/multi-agency involvement.

The organizational structure must be able to adapt to any emergency or incident to which the Tribe would be expected to respond. In that it:

- Must be applicable and acceptable to users throughout the country.
- Should be readily adaptable to new technology.
- Must be able to expand in logical manner from an initial attack situation into a major incident.
- Must have basic common elements in organization, terminology, and procedures. This allows for the maximum application and use of already developed qualifications and standards. Also, it insures continuation of a total mobility concept.
- Implementation should have the least possible disruption to existing systems.
- Must be effective in fulfilling all of the above requirements and yet be simple enough to insure low operational maintenance costs.

Key Components of the ICS
The Incident Command System has a number of components. These components working together interactively provide the basis for an effective ICS concept of operation.

- Common terminology
- Modular organization
- Unified command structure
- Consolidated action plans

Common Terminology
It is essential for any management system, and especially one that will be used in joint operations by many diverse users, that common terminology be established for the following elements:

- Organizational Functions – A standard set of major functions and functional units has been pre designated and named for the ICS. Terminology for the organizational elements is standard and consistent.
- Resource Elements – Resources refer to the combination of personnel and equipment used in tactical incident operations. Common names have been established for all resources used within ICS. Any resource that varies in capability because of size or power, for example, helicopters, engines, or rescue units, is clearly typed as to capability.
- Facilities – Common identifiers are used for those facilities in and around the incident area that will be used during the course of the incident. These facilities include such things as the command post, incident base, and staging areas.

Modular Organization
The ICS organizational structure develops in a modular fashion based upon the kind and size of an incident. The organization's staff builds from the top down with responsibility and performance placed initially with the Incident Commander. As the need exists, four separate sections can be developed (Operations, Planning, Logistics, & Finance), each with several units

that may be established. The specific organizational structure established for any given incident will be based upon the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

For ease of reference and understanding, personnel assigned to manage at each level of the organization will carry a distinctive organizational title. The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority. Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel, it is important to know if the positions needed are Unit Leaders, clerks, etc.

Listed below are the standard ICS titles:

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

In the ICS, the first management assignments by the initial attack Incident Commander will normally be one or more Section Chiefs to manage the major functional areas. Section Chiefs will further delegate management authority for their areas only as required. If the Section Chiefs see the need, functional units may be established within the section. Similarly, each functional unit leader will further assign individual tasks within the unit only as needed.

Unified Command Structure
The need for a unified command is brought about because:

- Incidents have no regard for jurisdictional boundaries. Wild land fires, transportation route incidents, floods, hurricanes, earthquakes, and hazardous material spills usually cause multi-jurisdictional major incident situations.

- Individual agency responsibility and authority is normally legally confined to a single jurisdiction.

The concept of Unified Command simply means that all agencies who have a jurisdictional responsibility at a multi-jurisdictional incident contribute to the process of:

- Determining overall incident objectives,
- Selection of strategies,
- Insuring that joint planning for tactical activities will be accomplished,
- Insuring that integrated tactical operations are conducted, and
- Making maximum use of all assigned resources.

The proper selection of participants to work within a Unified Command structure will depend upon:

- The location of the incident - which political jurisdictions are involved.
- The type of incident, which functional agencies of the involved jurisdiction(s) are required?

A Unified Command structure could consist of a key responsible official from each jurisdiction in a multi-jurisdictional situation or it could consist of several functional departments within a single political jurisdiction or geographical areas as is often the situation.

Common objectives and strategy on major multi-jurisdictional incidents should be written. The objectives and strategies then guide development of the action plan. Under a Unified Command structure in the ICS, the implementation of the action plan is under the direction of a single individual-the Operations Chief.

The Operations Chief will normally be from the agency or department that has the greatest involvement. Designation of the Operations Chief must be agreed upon by all agencies having jurisdictional and functional responsibility at the incident.

Action Plan

Every incident needs some form of an action plan. For small incidents of short duration, the plan need not be written. The following are examples of when written action plans should be used:

- When resources from multiple agencies are being used.
- When several jurisdictions are involved.
- When the incident will require changes in shifts of personnel and/or equipment.

The Incident Commander will establish objectives and make strategy determinations for the incident based on the requirements of the jurisdiction. In the case of a Unified Command, the incident objectives must adequately reflect the policy and needs of all involved agencies and/or departments.

The action plan for the incident should cover all tactical and support activities required for the operational period.

Field Incident Command Supported by the Morongo EOC
Field level incident command will be implemented as required for the on-scene command of field operations, and using the Incident Command System. The Incident Commander will be determined by the type of emergency, similar as demonstrated below:

Type of Incident	Initial Field Incident Command/Unified Command
Fire	Fire Department
Extreme Weather	Fire Department, Public Works
Earthquake	Fire Department
Aircraft	Fire Department
Industrial	Fire Department
Traffic	Patrol Department
Civil Disturbance	Patrol Department
Terrorism	Patrol Department
Hazardous Materials	Fire Department, Environmental
Explosion	Fire Department
Radiological	Fire Department
Utility Failure	Public Works, Water Department

Tribal Emergency Management System

The Tribe's emergency response, under the emergency management organization, efforts will be directed by the Director of Emergency Management.

The Emergency Management Department is responsible for:

- Organizing, staffing, operating and training for operations of the EOC.
- Operating communications and warning systems.
- Providing information and guidance to employees, tribal members, descendants, and residents.
- Maintaining information on the status of resources, services, and operations.
- Directing overall response, recovery, preparedness, and mitigation efforts.

- Obtaining support for the Morongo Band of Mission Indians, and providing support to other jurisdictions as required (i.e. private, other governmental agencies, military etc.).
- Collecting, evaluating, and disseminating damage assessments and other essential information.
- Providing status and other reports to other governments as applicable.

The EOC is established to support field level operations as demonstrated below:

Emergency Operations Center Responsibilities – Tribal Department

EOC Annex 8

To adequately respond to catastrophic disasters the Tribe realizes a coordinated approach of all departments to effectively plan, respond, recover, and mitigate. The goal of the Emergency Operations Plan (EOP) and this annex is to provide adequate training and resources where each Administrator can function as the EOC Manager, each Department Head be able to act as a section chief, and so on. The ability of employees to function in these differing roles in response to catastrophic events greatly enhances the response function.

The general responsibilities of each department within the Emergency Management Organization are as follows:

Tribal Council, Chief Officers, and Staff
While Tribal Council provides overall policy direction for response and recovery effort the Chief Officers and Staff are responsible for coordination of resources to support the Council.

Tribal Council – EOC Policy Group
- Provides overarching policy direction.
- Provides for the establishment of temporary rules and regulations (i.e. curfews).
- Remain visible and available to calm and assist tribal community.
- Provide liaison to other government officials.
- Remain available to provide media with information on the Tribe's role in disaster mitigation, planning, and recovery.

Legal Counsel – EOC Management Section
- Serves as legal advisor to the Tribal Council.
- Supports the emergency organization in legal matters.

Chief Administrative Officer – EOC Policy Group
- Provides direction to the EOC Manager and EOC staff.
- Coordinates emergency response policy issues with the Tribal Council.
- Coordinates with other Chief Officers.

Chief Executive Officer – EOC Policy Group
- Provides direction to the EOC Manager and EOC staff.
- Coordinates emergency response policy issues with the Tribal Council.
- Coordinates with other Chief Officers.

Chief Financial Officer – EOC Policy Group
- Provides direction to the EOC Manager and EOC staff.
- Coordinates emergency response policy issues with the Tribal Council.
- Coordinates with other Chief Officers.

Finance/Accounting Personnel – EOC Finance/Administration Section
- Responsible for the Finance Section.
- Keeps track of hours worked by personnel.
- Manages compensation and claims arising out of the emergency.
- Keeps track of all costs to the Tribe.
- Keeps track of hours worked by personnel.
- Manages compensation and claims arising out of the emergency.
- Keeps track of all costs to the Tribe.

Public Affairs Consultant – EOC Management Section
- Function as Tribal Emergency Public Information Officer.
- Maintain relations with the media.
- Prepares and disseminates emergency public information.
- Controls rumors.

Department Administrators – EOC Command and General Staff
- Assists the Tribal Council, CAO, CFO, and CEO in providing overarching policy direction to and within the EOC during preparedness, response, recovery, and mitigation.
- Function as Section Chiefs (Operations, Planning, Finance, and Logistics).
- Function as Tribal Liaison with other agencies.
- Function as Tribal Public Information Officer.
- Provide for continuity and continuation of normal operations.

Emergency Management Department – EOC Management Section
- Coordinates prevention, protection, response, recovery, and mitigation activities.
- Coordinates ESF-5 Emergency Management and supports all other ESFs.
- Provides staff training to meet NIMS compliance and provide effective emergency management and protection of the Tribe's assets.

Fire Department – EOC Operations Section
- The Executive Officers should be able to manage incident command and participate in Unified Command.
- Coordinates ESF-4 Fire and Rescue and ESF-9 Search and Rescue.
- Supports ESF-10 Hazardous Materials, ESF-15 External Affairs and Public Information, and ESF-16 Evacuation.
- Primarily supports Incident Command and the Operations Section of the EOC.
- Provides expert advice to management section personnel and other sections.
- Coordinates Fire/Rescue Operations with the management section goals.
- Prevents controls and suppresses fires.
- Conducts rescue operations.
- Assists the coroner's office in the operation of a morgue.
- Provides and coordinates medical aid, triage and the transportation of injured.

Reservation Services Administration
The Reservation Services component of the Tribal Government provides public works, transportation, and law enforcement activities through its various departments.

Reservation Services Administration – EOC Operations Section
- Provides direction to support staff in carrying out the Tribe's Emergency Operations Plan, this EOC annex, and Emergency Support (ESF) Function Annexes.
- Focuses on response, recovery and continuity of existing operations.
- Primarily supports Operations and Logistics Sections of the EOC.

Reservation Patrol Department- EOC Operations Section
- Provides expert advice to management section personnel and other sections.
- Coordinates ESF-13 Law Enforcement and ESF-16 Evacuation.
- Coordinates Law Enforcement Operations.
- Receives and disseminates warning information.

- Plans and directs movement (evacuation), traffic control, security, and antiterrorism efforts.
- Coordinates with other law enforcement agencies.

Public Works Department- EOC Operations Section, Logistics Section
- Primarily supports the Operations and Logistics Sections of the EOC
- Coordinates ESF-3 Public Works.
- Supports ESF-1 Transportation and ESF-7 Emergency Logistics and Resources.
- Restores, maintains, and operates essential services (water supply, roads, sewer, vehicles, and equipment).
- Provides emergency power.
- Assists Patrol Department in establishing barricades.
- Performs disaster assessment (surveys for damage, etc.).
- Maintains equipment/fuel.
- Provides assistance in heavy rescue operations.

Realty, Planning, and Construction Services Administration
The Realty, Planning, and Construction Services component is responsible for coordination of various recovery activities. The departments support many ESFs and the Planning Section of the EOC.

Planning Department – EOC Planning Section
- Primarily supports the Planning Section of the EOC.
- Coordinates ESF-1 Transportation as related to transportation facilities.
- Provides expertise and input to command and general staff planning meetings.
- Responsible for gathering and evaluating damage information.
- Disseminates technical data.
- Works with federal ESFs in support of conducting initial damage assessments and creating project worksheets for public assistance projects.

Construction Services Department – EOC Operations Section, Planning Section, Logistics Section
- Primarily supports the Operations Section of the EOC in emergency protective measures, debris removal, and service resumption.
- Support Logistics and Planning Sections of the EOC.
- Supports ESF-14 Long-term Recovery and other ESFs related to primary functions.

Realty Department – EOC Planning Section
- Provides expertise and information to the EOC Director.
- Provides recommendation and information to the Emergency Services Director.
- Focuses on continuity of existing operations.

Tribal Operations Administration
The Tribal Operations and Administration has many staff that support Tribal Council and Chief Officers. The component supports the general administration of the Tribe and primarily supports the Finance/Administration Section in the EOC. The Human Resources Department

staffs the Safety Officer Position in the Management Section. The Information Technology Department supports the Management Section and Logistics Section.

Tribal Operations – EOC Finance/Administration Section
- Provides expertise and information to the Tribal Council.
- Provides information and recommendation to the Emergency Services Director.
- Focuses on continuity of existing operations.

Human Resources – EOC Management Section, Finance/Administration Section
- Develops safety plans and measures.
- Investigates, monitors, and assesses unsafe conditions.
- Investigates accidents and files claims.
- Manages the Disaster Service Worker Volunteers Program.

Information Technology Department – EOC Management Section, Logistics Section
- Establishes networks to facilitate response and recovery efforts.
- Coordinates establishment of interconnectivity for Joint Information Centers.
- Functions as Visual Display Unit.

Recreation Department – EOC Logistics and Operations Sections
- Provides temporary shelter, feeding, and registration of impacted persons.
- Operates mass care shelters coordinating with the Red Cross and other organizations.
- Coordinates the housing/feeding needs of all emergency workers.
- Sets up/operates first aid stations coordinating with Red Cross.
- Sets up Disaster Assistance Centers with State and Federal governmental agencies, private service organizations and certain representatives of the private sector.

Social Services Administration
The Social Services component supports ESF-6 Care and Shelter, ESF-8 Public Health, Medical, and Disaster Mental Health, and coordinates disaster behavior health issues.

Social Services Department – Management Section, Operations Section
- Provides expertise and information to EOC Command and General Staff and supporting ESFs.
- Coordinates needs of tribal members affected by the emergency or disaster.
- Focuses on continuity of existing operations.

Tribal Elders Department – Logistics Section
- Maintains coordination with agencies/organizations outside Tribal government.
- Manages dependent care program.
- Monitors health and welfare of families and dependents.

Education Administration

The Education Administration component supports the Parent Student Reunification Plan and various sections of the EOC in an administrative capacity to coordinate with ESF-6 Care and Shelter. The Education Administrator and Tutoring Manager are tasks with specific EOC activation functions.

After executing reunification, the schools will provide teachers for staffing the administrative support pool where teacher's capabilities can be utilized as needed by other sections. This may require some on-the-spot training by Section Chiefs to get them spun up but all teachers should develop a base understanding of EOC operations after their students have been reunified with their parents. Teachers will also provide direct support to the Care and Shelter Plan and related social services activities.

The Emergency Operations Center

The Emergency Operations Center (EOC) provides a central location of authority and information, and allows for face to face coordination among personnel who must make emergency management decisions. The EOC facilitates a coordinated response by the Emergency Management Director acting as the EOC Manager and other Tribal support staff in their assigned positions in response and recovery to incidents.,

The following functions are performed in the EOC:

- Receiving and disseminating warning information.
- Managing emergency operations.
- Developing operational policies.
- Collecting intelligence from, and disseminating information to, the various EOC representatives, and, as appropriate, to the Operational Area, State, and Federal agencies.
- Preparing intelligence/information summaries, situation reports, operation reports, and other reports as required.
- Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations.
- Continuing analysis and evaluation of all data pertaining to emergency operations.
- Controlling and coordinating, within established policy, the operations and logistical support of the departmental resources committed to the emergency operations.
- Maintaining contact with other EOC's and other jurisdictions at all levels of government.
- Providing emergency information and instructions to the public. Making official releases to the news media and the scheduling of press conferences as necessary.

EOC Activation Levels, Notification and Initial Staffing

The EOC is activated when an emergency situation has occurred or might occur that is of such a magnitude it will require a large commitment of resources from two or more departments or Emergency Support Functions (ESFs) over an extended period of time to control, mitigate, or

respond to a catastrophic event. Example: hazardous materials incident, civil disobedience, flooding, major structural fire, or multiple casualty incidents. The EOC is activated by an incident commander's request to support incident operations or at the discretion of personnel in the Office of Emergency Management based on evaluation of the situation.

EOC personnel staffing is determined by activation level where a level 3 (management watch) activation requires minimal staffing and minimal activity a level 1 activation (full) may require more than 30 personnel to support ongoing 24/7 operations.

Levels of EOC Activation

Level 3 – Management Watch and Event Monitoring
Normal day to day emergency management procedures and local resources are adequate. The EOC does not need to be staffed and an Incident Command Post (ICP) or Department Operations Center (DOC) may be adequate. The Office of Emergency Management will activate and conduct coordination activities from normal workspaces or based on incident information begin to prepare for higher level staffing.

Level 2– Partial EOC Activation
An incident that involves several tribal government departments or ESFs that require close coordination. Examples might be a major hazardous materials incident or large multi casualty scene. The EOC is staffed but normally only a portion of the needed positions are filled.

Level 1 – Full EOC Activation
A disaster which would render it impossible to effectively function in either Level I or II. An example would be a major flood causing substantial damage. In this situation, the EOC would be fully staffed and all or most of the EOC positions filled.

Initial Staffing Schedule of EOC Activations

To facilitate EOC activation there is an EOC team established. The EOC team is primary personnel required to adequately support EOC operations. The following tables identify initial staffing levels of the EOC however based in actual incident these may vary. Additionally this staffing schedule only shows the initial primary and alternate. For prolonged EOC operations on a 24-hour shift additional staffing will be required. Departments with EOC staffing responsibilities should train to this consideration.

Management Section Activation Staffing Levels

			Management Section	
Primary	***Alternate***	***EOC Functional Section and Position***	***EOC Activation Levels and Initial Staffing***	
Emergency Management Director	Information Technology Director	**Mgmt – EOC Manager**	3-Watch	Activated
			2-Partial	Activated
			1-Full	Activated
Information Technology Director	Emergency Management Coordinator	**Mgmt – Deputy EOC Manager**	3-Watch	Notified
			2-Partial	Activated
			1-Full	Activated
Tribal Legal Counsel	Tribal Legal Counsel	**Mgmt – Legal Officer**	3-Watch	Notified
			2-Partial	Notified
			1-Full	Activated
Education Administrator	Social Services Administrator	**Mgmt – Tribal PIO**	3-Watch	Notified
			2-Partial	Activated
			1-Full	Activated
Human Resources Analyst - Safety	Public Works Safety Coordinator	**Mgmt – Safety Officer**	3-Watch	Notified
			2-Partial	Activated
			1-Full	Activated
Tribal Operations Administrator	Public Works Administrative Assistant	**Mgmt – Liaison Officer**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	Activated
Reservation Patrol Chief	Reservation Patrol Lieutenant	**Mgmt – Terrorism Liaison Officer**	3-Watch	No Action
			2-Partial	As Needed

Management Section			
Primary	*Alternate*	*EOC Functional Section and Position*	*EOC Activation Levels and Initial Staffing*
			1-Full As Needed
Reservation Patrol Officer	Reservation Gate Officer	**Mgmt – Security Officer**	3-Watch No Action 2-Partial As Needed 1-Full As Needed
Little Creators Administrative Assistant	Admin Pool – Little Creators Teacher	**Mgmt – Administrative and Clerical Assistant**	3-Watch No Action 2-Partial As Needed 1-Full As Needed
Tribal Administration Receptionist	Admin Pool – Morongo School Teacher	**Mgmt – Phone Operations Assistant**	3-Watch No Action 2-Partial As Needed 1-Full As Needed
Admin Pool – Morongo School Teacher	Admin Pool - Tutor	**Mgmt – Radio Operations Assistant**	3-Watch No Action 2-Partial Notified 1-Full Activated

Operations Section Activation Staffing Levels

Operations Section			
Primary	*Alternate*	*EOC Functional Section and Position*	*EOC Activation Levels and Initial Staffing*
Fire Chief	Reservation Patrol Chief	**Ops – Operations Section Chief**	3-Watch Notified 2-Partial Activated 1-Full Activated
Emergency Management Coordinator	Reservation Services Administrator	**Ops – Deputy Operations Section Chief**	3-Watch No Action 2-Partial No Action 1-Full As Needed
Public Works Director	Reservation Services Administrator	**Ops – Public Works and Utilities Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full Activated
Recreation Manager	Tribal Elders Program Director	**Ops – Care and Shelter Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full As Needed
Reservation Patrol Lieutenant	Reservation Patrol Sergeant	**Ops – Law Enforcement Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full Activated
Fire Captain	Fire Captain	**Ops – Fire and Rescue Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full Activated
Construction Manager	Reservation Patrol Admin Assistant	**Ops – Damage Assessment Unit Leader**	3-Watch No Action 2-Partial As Needed

			1-Full	As Needed
Tribal Affairs Assistant	Admin Pool – Little Creators Teacher	**Ops – Phone Operations Assistant**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	As Needed
Admin Pool – Little Creators Teacher	Admin Pool – Little Creators Teacher	**Ops – Radio Operations Assistant**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	As Needed
Reservation Patrol Administrative Assistant	Admin Pool – Morongo School Teacher	**Ops – Administrative and Clerical Assistant**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	As Needed

Planning Section Activation Staffing Levels

Planning Section			
Primary	*Alternate*	*EOC Functional Section and Position*	*EOC Activation Levels and Initial Staffing*
Reservation Services Administrator	Tribal Operations Administrator	**Plns – Planning Section Chief**	3-Watch Notified 2-Partial Activated 1-Full Activated
Construction Services Director	Planning Director	**Plns – Deputy Planning Section Chief**	3-Watch No Action 2-Partial As Needed 1-Full As Needed
Planning Director	Environmental Director	**Plns – Situation Status Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full Activated
Reservation Patrol Chief	Reservation Patrol Lieutenant	**Plns – Intelligence Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full As Needed
Transportation Manager	Public Works Supervisor	**Plns – Resource Status Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full Activated
Tribal Operations Administrator	Social Services Administrator	**Plns – Documentation Unit Leader**	3-Watch No Action 2-Partial As Needed 1-Full As Needed
Realty Administrator	Construction Services Director	**Plns – Advance Planning Unit Leader**	3-Watch No Action 2-Partial No Action

			1-Full	As Needed
Information Tech I	Information Tech II	**Plns – Visual Display Unit Leader**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	Activated
Environmental Administrative Assistant	Cultural Heritage Program Assistant	**Plns – Administrative and Clerical Assistant**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	Activated
Environmental Director	Environmental Specialist	**Plns – Tech Specialist - GIS Analyst**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	As Needed
Admin Pool – Tutor	Admin Pool – Morongo School Teacher	**Plns – Message Runner and Control Assistant**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	As Needed
Realty Clerk	Admin Pool – Morongo School Teacher	**Plns – General Recorder**	3-Watch	No Action
			2-Partial	As Needed
			1-Full	As Needed

Finance and Administration Section Activation Staffing Levels

Finance and Administration Section			
Primary	**Alternate**	**EOC Functional Section and Position**	**EOC Activation Levels and Initial Staffing**
Accounting Manager	Tutoring Manager	**Fin – Finance Section Chief**	3-Watch 2-Partial 1-Full Activated
Payroll Specialist	Accounting Specialist	**Fin – Time Unit Leader**	3-Watch 2-Partial 1-Full
Accounting Supervisor	Construction Services Administrative Assistant	**Fin – Cost/Purchasing Unit Leader**	3-Watch 2-Partial 1-Full
Human Resources Benefits Supervisor	Human Resources Assistant	**Fin – Compensation and Claims Unit Leader**	3-Watch 2-Partial 1-Full
Accounting Technician	Reservation Services Administrative Assistant	**Fin – Documentation Unit Leader**	3-Watch 2-Partial 1-Full
Accounting Specialist	Accounting Technician	**Fin – Administrative and Clerical Assistant**	3-Watch 2-Partial 1-Full
Accounting Technician	Accounting Assistant	**Fin – Accounting Specialist**	3-Watch 2-Partial

|			1-Full
Social Service Administrative Assistant	Little Creators Administrative Assistant	**Fin – Phone Operations Assistant**	3-Watch 2-Partial 1-Full As Needed

Logistics Section Activation Staffing Levels

Logistics Section			
Primary	*Alternate*	*EOC Functional Section and Position*	*EOC Activation Levels and Initial Staffing*
Public Works Supervisor	Realty, Planning, and Construction Services Administrator	**Log – Logistics Section Chief**	3-Watch Notified 2-Partial 1-Full
Construction Services Administrative Assistant	Public Works Administrative Assistant	**Log – Supply/Procurement Unit Leader**	3-Watch 2-Partial 1-Full
Transportation Manager	Transportation Driver	**Log – Transportation Unit Leader**	3-Watch 2-Partial 1-Full
Social Worker	Facilities Supervisor	**Log – Food/Facilities Unit Leader**	3-Watch 2-Partial 1-Full
Fleet Maintenance Supervisor	Construction Manager	**Log – Equipment/Fuel Unit Leader**	3-Watch 2-Partial 1-Full
Cable Head-End Tech	Information Technology Tech II	**Log – Communications Unit Leader**	3-Watch 2-Partial 1-Full
Human Resources Specialist	Human Resources Assistant	**Log – Personnel Unit Leader**	3-Watch 2-Partial

			1-Full
Tribal Elders Assistant	Admin Pool – Morongo School Teacher	**Log – Administrative and Clerical Support**	3-Watch 2-Partial 1-Full

The Tribe's primary EOC is located at 11581 Potrero Road on the Morongo Indian Reservation. The primary EOC is permanently set-up and upon activation notice should be operational within two hours. The Tribe has two alternatives if the primary EOC suffers damage that it can no longer be used. First the alternate EOC is located in the basement of the Tribe's Government and Administration Complex at 12700 Pumarra Road. There is also a mobile communications post (modified Type 3) that is staged by the primary EOC.
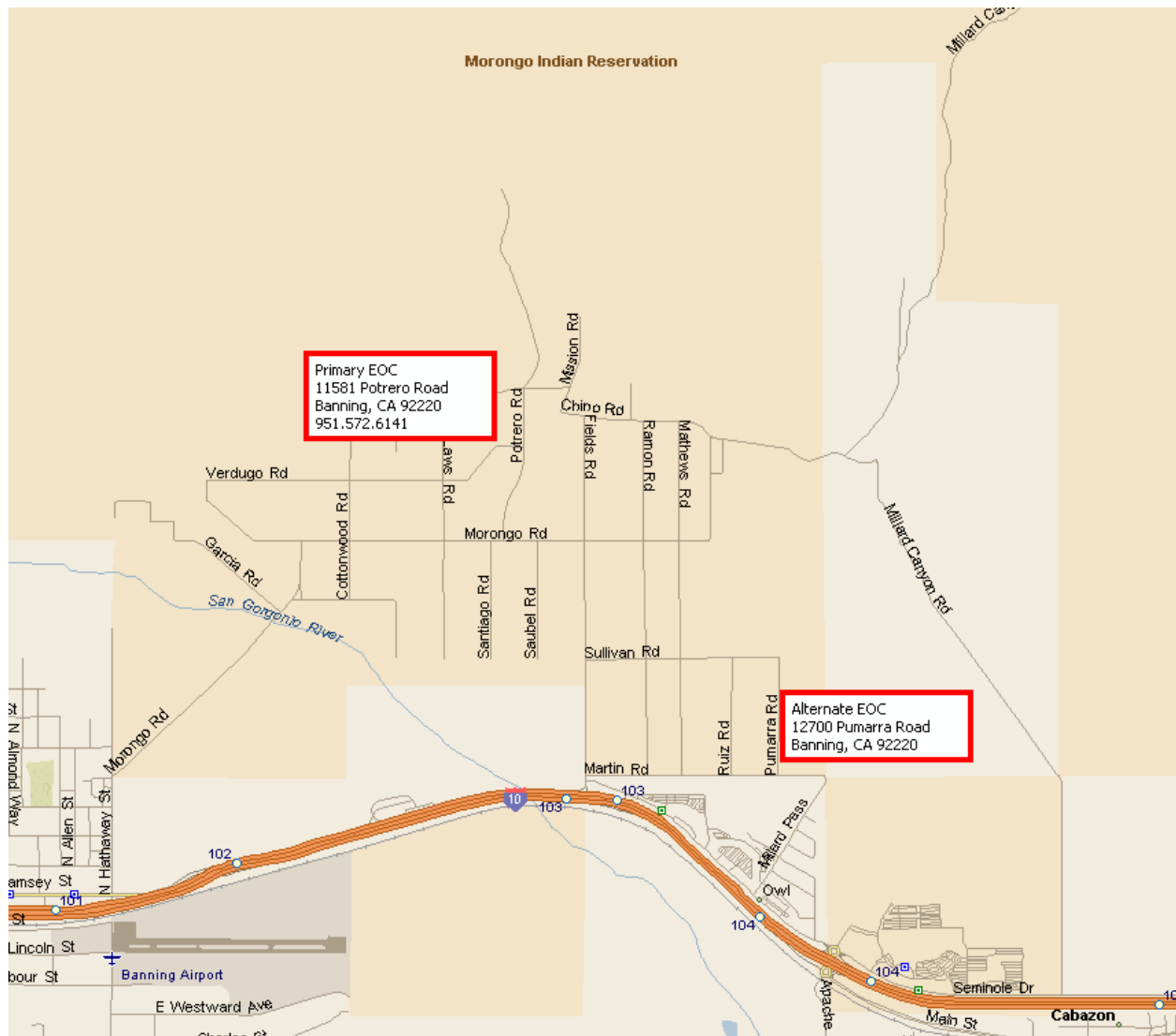
EOC Message Handling

Messages are not only used to convey communication but used to rebuild actions and activities undertaken during response and recovery. During EOC activation most messages should be written. Verbal, non-priority messages over the phone or person to person should be recorded in the Communications Log (EOC 509), if not recorded on a Message Form. Because messages are sometimes the only way information reaches the EOC it is important that everyone keeps

track of message forms and assists each other with closing out the message and sharing important information.

Types of Messages
- Priority situation messages.
- All emergency situations or incidents which need to be recorded and/or displayed visually.
- Messages that need to be transmitted via radio by communications.
- Advisement of the Operations Section Chief.
- Requests for support or resources.

Message Distribution:

All copies, except the last (pink), go by runner, or, if urgent, you may hand carry the message to the receiver.

EOC Message Form Instructions

The EOC General Message form is utilized for all message traffic generated during EOC operations. This includes messages from dispatches, incident command posts, department operations centers, telephone calls, or any other sources.

The message flows from the top to bottom with information cells for rapid completion of necessary information. The record of the message form will be used for recovery and accounting purposes.

Morongo Band of Mission Indians
EOC General Message Form/Record – 413

MORONGO
BAND OF
MISSION
INDIANS

A SOVEREIGN NATION

Message No:		Date:	
		Time:	
		Op Period:	

Message From:		Contact/Callback Info:	

Priority (circle one):	Immediate	High	Routine
Examples/criteria:	Life Threat	Critical facility threat, Non-life threat, Mission essential	Non safety, Can be delayed, Routine, Information only

Message Text:

_____

_____

_____

_____

_____

Assigned/Forwarded/ Action to:	□ EOC Director	□ Operations Section
Date/Time Forwarded:	□ Safety Officer	□ Planning Section
	□ Liaison Officer	□ Logistics Section
	□ Tribal Information Officer	□ Finance & Administration Section
Date/Time Received:	□ Legal Officer	□
	□	□

Comments/Notes/Action Taken/Related Documents:

_____

_____

_____

_____

_____

Visual Display Information/Requirements (if any):

_____

_____

_____

_____

_____

Date/Time Message Actions Complete:		By (initial):		Section:	

White - to Assigned/Action Section   Yellow - to Planning   Pink - to Record/Log

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July 2008

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EOC Organization

The organization of the EOC is based on the National Incident Management System (NIMS) and the Incident Command System (ICS), which provides clear authority, direction, and communication during emergencies. This system can be used within one agency, or by several agencies involved in the same emergency. The Emergency Management Organization for the Morongo Band of Mission Indians is comprised of five functional sections and is guided by a policy group consisting of the Tribe, Tribal Council, and their Chief Officers and various contract and support staff.

Functional Sections:

- Management Section (Red Vests, Checklists, Identifiers)
- Operations Section (Yellow Vests, Checklists, Identifiers)
- Planning Section (Blue Vests, Checklists, Identifiers)
- Finance/Administration Section (Green Vests, Checklists, Identifiers)
- Logistics Section (Orange Vests, Checklists, Identifiers)

There are a number of procedural responsibilities or auxiliary tasks common to all of these sections. All EOC Command and General Staff personnel:

- Gather and verify information.
- Make decisions.
- Coordinate activities.
- Utilize Standard Operating Procedures (SOP's) as guidance.
- Use the National Incident Management System.
- Provide, notify, and schedule staff.
- Keep comprehensive records and documentation.

General EOC Priorities

When the Tribe operates in the EOC under the emergency management organization in response to a potential or existing disaster roles and responsibilities will likely shift from day-to-day operations to meet the emergency management priorities of:

Priority 1: Protection of life and life safety;

Priority 2: Maintenance of life support and assessment of damages;

Priority 3: Resumption of critical tribal services and protection of religious and cultural resources; and

Priority 4: Restoration of operations, enterprises, and economic activities.

Basic Emergency Operations Center Organization

The EOC organization is flexible to meet the needs of coordinating emergency management activities related to the response and recovery or when the EOC may be activated for prevention or protection missions. The organization chart below shows the basic organization EOC staff when activated.

Policy Group

The EOC is often guided by the policy group that consists of the Tribal Council and executive management. The policy group does not necessarily meet in the EOC but can convene to whatever level and activity deemed necessary by the group. The Policy Group consists of the

Tribal Council and other Tribal Leadership (as may be selected by the Tribal Council); the Chief Executive, Administrative, and Finance Officers; and Legal Counsel. The policy group is supported by Tribal Council Staff and contract support as they may request.

The table below identifies the principle Morongo government and administration departments, sections, or business units responsible for supporting the management section of the emergency organization in response to disasters. This table is only meant as a guide and should be considered flexible to meet the needs of the disaster response.

EOC Management Section, Supporting Departments

The Management Section is responsible for the overall emergency response and recovery coordination efforts of the EOC staff. The table below identifies the principle Morongo government and administration departments, sections, or business units responsible for supporting the management section of the emergency organization in response to disasters. This table is only meant as a guide and should be considered flexible to meet the needs of the disaster response however it can be used by department heads and administrators to determine training requirements.

EOC Management Section Position	Primary Supporting Departments
EOC Manager	Emergency Management Department Information Technology Department Administrators and Department Heads
Deputy EOC Manager	Emergency Management Department Information Technology Department Administrators and Department Heads
Legal Officer	Tribal Legal Counsel
Tribal Public Information Officer	Education Administration Tribal Public Affairs Consultant Social Services Administration Tribal Elders Director
Safety Officer	Human Resources Department Public Works Department
Liaison Officer	Tribal Operations Administration Education Administration Social Services Administration Tribal Elders Department

Agency Representatives	Assigned by supporting Agency
Terrorism Liaison Officer	Reservation Patrol Department
EOC Security Officer	Reservation Patrol Department

EOC Operations Section, Supporting Departments

The EOC Operations Section is responsible for the coordination of field incident command activities. The Table below shows the Tribe's departments that support the EOC Operations Section.

EOC Operations Section Position	Primary Supporting Departments
Operations Section Chief	Fire Department Reservation Patrol Department Emergency Management Department Reservation Services Administration Public Works Department Water Department Other Administrators and Department Heads
Public Works and Utilities Unit	Public Works Department Water Department Construction Services Department
Care and Shelter Unit	Recreation Department Social Services Administration Tribal Elders Department
Law Enforcement Unit	Reservation Patrol Department
Fire and Rescue Unit	Fire Department
Damage Assessment Unit	Construction Services Department

EOC Planning Section, Supporting Departments

The EOC Planning Section is responsible for coordinating the preparation of achievable plans in coordination with other sections and in line with policy decisions of the Tribal Council and Policy Group. The section collects and displays incident information for use by other sections. The Section facilitates the EOC planning process and identifies avenues to achieve normalcy.

EOC Planning Section Position	Primary Supporting Departments
Planning Section Chief	Reservation Services Administration
	Emergency Management Department
	Construction Services Department
	Planning Department
	Tribal Operations Administration
	Fire Department
	Reservation Patrol Department
Situation Status Unit	Planning Department
	Environmental Department
Intelligence Unit	Reservation Patrol Department
	Information Technology
Resources Status Unit	Public Works Department
Documentation Unit	Tribal Operations Administration
	Social Services Administration
	Tribal Elders
	Reservation Patrol Department
Advance Planning Unit	Construction Services Department
	Realty Administration

Visual Display Unit	Information Technology Department

EOC Finance and Administration Section, Supporting Departments

The EOC Finance and Administration Section tracks disaster related expenses, personnel records, and provides general administrative support to the emergency.

EOC Finance and Administration Section Position	Primary Supporting Departments
Finance and Administration Section Chief	Finance Department Education Administration
Documentation Unit	Reservation Services Administration
Time Unit	Finance Department
Cost/Purchasing Unit	Finance Department Construction Services Department
Compensation and Claims Unit	Human Resources Department Finance Department

EOC Logistics Section, Supporting Departments

The EOC Logistics Section is tasked with providing all resources, services, supplies, and support to the emergency. The section works closely with other sections to identify current and future resource needs and works toward procurement of needed items.

EOC Logistics Section Position	Primary Supporting Departments
Logistics Section Chief	Reservation Services Administration Realty Administration Public Works Department Information Technology Department
Transportation Unit	Public Works Department
Communications Unit	Information Technology
Equipment/Fuel Unit	Public Works Department Facilities Department
Food/Facilities Unit	Social Services Administration Education Administration Facilities Department
Supply/Procurement Unit	Public Works Department Construction Services Department
Personnel Unit	Human Resources Department

Standard Operating Procedures

This EOC annex establishes standard procedures through functional checklists

EOC Management Section Organization and Responsibilities

The Management Section consists of those positions responsible for the overall management of the emergency or disaster. In addition to managing the emergency, the Management Section will meet periodically in the EOC to develop policies and then, as necessitated by the emergency

situation, to discuss economic, political, legal, and social implications of the threat and the proposed and/or current response efforts.

The responsibilities of the Management Section include:

- Managing the overall disaster, including prioritizing, decision making, coordinating, tasking, and resolving conflict within the EOC.
- Developing emergency policies.
- Reporting to the Policy Group, Tribe, and/or Tribal Council.
- Working with other governmental agencies to maintain relationships and receive adequate mutual aid.
- Activating and demobilizes the EOC.
- Coordinating and disseminating information.

EOC Management Section Checklists
Functional checklists for the EOC Management Section are colored Red. For quick identification, in the EOC the Management Section personnel wear red vests. The functional checklists are included as attachments to this EOC Annex and there are at least 10 copies of each included at each EOC functional area in the EOC and at least 3 copies of each in the mobile EOC.

The EOC Management Section functional checklists are developed for the:

- EOC Manager
- Deputy EOC Manager
- Legal Officer
- Tribal Public Information Officer
- Safety Officer
- Liaison Officer
- Agency Representatives
- Terrorism Liaison Officer
- EOC Security Officer

EOC Operations Section Organization and Responsibilities

The EOC Operations Section consists primarily of those "operational" departments that are responsible for public safety and security, public works operations, and direct service delivery activities. The EOC Operations Section and activated ESFs receive and evaluate requests for assistance and resources, establish priorities, and relay operational status and information to the other EOC sections. The Operations Section Chief will be located in the EOC while some Units of Section will likely operate from field Incident Command Posts in more of a coordination or representative role.

The responsibilities of the Operations Section include:

- Coordinating Incident Command Operations Section activities (the work that is going on at the incident site).
- Coordinating the delivery of care and shelter operations.
- Continuing and possibly increasing law enforcement operations.
- Coordinating and supporting fire and rescue operations through field units.
- Coordinating and completing damage assessment and assisting in the development of damage estimates.

The graphic on the next page shows the EOC Operations Section with its primary activities that occur in the section.

EOC Operations Section Checklists

Functional checklists for the EOC Operations Section are Yellow. The Operations Section wears yellow vests in the EOC. The functional checklists are included as attachments to this EOC Annex and there are at least 10 copies of each included at each EOC functional area in the EOC and at least 3 copies of each in the mobile EOC.

The functional checklists developed for the EOC Operations Section are:

- Operations Section Chief
- Public Works and Utilities Unit
- Care and Shelter Unit
- Law Enforcement Unit
- Fire and Rescue Unit
- Damage Assessment Unit

EOC Planning Section Organization and Responsibilities

The Planning Section is responsible for gathering, analyzing, evaluating, displaying, and disseminating technical information and forwarding recommendations to other EOC Sections and ESFs. The Section will gather information from a variety of sources, analyze and verify information, and prepare and update internal EOC information and map displays. The Situation Status function will be activated under any EOC activation. The EOC Planning Section has an important function in overseeing the EOC planning meetings and preparing the EOC Action Plan. The Section will collect and process internal EOC documentation, and prepare advance planning information as necessary. Technical Specialists assigned to the EOC will initially be part of the Planning Section. The EOC Planning Section Chief reports to the EOC Manager. While the Operations Section is involved with immediate response activities to the disaster, the Planning Section developing plans toward recovery and return to normalcy.

The Planning Section is located in the EOC and conducts the following tasks:

- Evaluates the disaster situation including; information gathering, verification, and status reporting.
- Coordinates the planning process and development of the EOC Action Plan.
- Assesses damage including information gathering, verification, and reporting.
- Keeps records and instructs record keeping requirements to responders.
- Posts and displays pertinent information.
- Briefs and updates the entire EOC staff.

The graphic below shows the EOC Planning Section with its primary activities that occur in the section.

EOC Planning Section Checklists

Functional checklists for the EOC Planning Section are printed on Blue paper. The Planning Section wears blue vests in the EOC. The functional checklists are included as attachments to this EOC Annex and there are at least 10 copies of each included at each EOC functional area in the EOC and at least 3 copies of each in the mobile EOC.

Planning Section functional Checklists consist of:

- Planning Section Chief
- Situation Status Unit
- Resource Status Unit
- Advance Planning Unit
- Documentation Unit
- Visual Display Unit
- Intelligence Unit

**EOC Finance and Administration Section Organization and Responsibilities**
The EOC Finance and Administration section is responsible for all financial, administrative, and cost analysis aspects of the disaster or emergency. The Finance and Administration Section Chief reports to the EOC Manager.

The EOC Finance and Administration Section generally supports all ESFs in their response efforts and more directly supports ESF-14 Long-term Recovery.

In addition to monitoring multiple sources of funds, the Finance and Administration Section Chief must track and report to the EOC Manager the financial "burn rate" as the incident progresses. This allows the EOC Manager to coordinate with the Tribal Council and Policy Group the allocation of additional funds before operations are affected negatively. This is particularly important if significant operational assets are under contract from the private sector. The Section Chief may also need to monitor cost expenditures to ensure that applicable statutory rules are met. Close coordination with the Planning Section and Logistics Section is essential to ensure operational records can be reconciled with financial documents.

The Planning Section is located in the EOC and conducts the following tasks:

- Keeping track of hours worked by all incident and EOC personnel.
- Managing compensation and claims that may arise from the emergency.
- Keeping track of all disaster response and recovery costs associated with the disaster or emergency.

The graphic below shows the EOC Finance and Administration Section with its primary activities that occur in the section.

EOC Finance and Administration Section Checklists
Functional checklists for the EOC Finance and Administration Section are printed on Green paper. The EOC Finance and Administration Section wear green vests in the EOC. The functional checklists are included as attachments to this EOC Annex and there are at least 10 copies of each included at each EOC functional area in the EOC and at least 3 copies of each in the mobile EOC.

Finance and Administration functional Checklists consist of:

- Finance and Administration Section Chief
- Time Unit Leader
- Cost/Purchasing Unit Leader
- Compensation and Claims Unit Leader
- Documentation Unit Leader

EOC Logistics Section Organization and Responsibilities

The Logistics Section meets all support needs for the disaster, including ordering resources from whatever supply avenue available. The section also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for EOC and incident personnel. Approval to order and allocate resources is the responsibility of the EOC Manager unless that authority has been delegated to the Logistics Section Chief. The Logistics Section is managed by the Logistics Section Chief, normally the Reservation Services Administrator.

During an event, other EOC section chiefs and the EOC Manager will advise the Logistics Section Chief on anticipated needs or operational adjustments that influence the logistical responsibilities of the EOC coordinated effort.

The graphic below shows the EOC Logistics Section with its primary activities that occur in the section.

- Manages resources, including assessing needs, allocating, procuring, and documenting.
- Coordinate with the Planning Section on Resources Status and Situation Status and maintains master list of resources available.
- Coordinates cares for facilities.

EOC Logistics Section Checklists

Functional checklists for the EOC Logistics Section are printed on Orange paper. The Logistics Section wears orange vests in the EOC. The functional checklists are included as attachments to this EOC Annex and there are at least 10 copies of each included at each EOC functional area in the EOC and at least 3 copies of each in the mobile EOC.

Logistics Section functional Checklists consist of:

- Logistics Section Chief
- Supply/Procurement Unit Leader
- Transportation Unit Leader
- Food/Facilities Unit Leader
- Equipment/Fuel Unit Leader
- Communications Unit Leader
- Personnel Unit Leader

EOC Training Requirements

The National Incident Management System, as adopted by the Tribe on September 11, 2006 by Tribal Council Resolution has recommended minimum training for emergency response personnel. FEMA'sy current training recommendations are established in the National Incident Management System Training Program which stated, "A basic premise of NIMS is that all incidents begin and end locally. The Federal Government supports State, tribal, and local authorities when their resources are overwhelmed or anticipated to be overwhelmed. The intention of the Federal Government in these situations is not to command the response, but rather to support the affected State, tribal, and local authorities. This is most easily achieved when all the entities are participating in a unified system of emergency management and incident response. NIMS also recognizes the role that NGOs and the private sector have in preparedness and activities to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. As such, DHS strongly emphasizes the importance of NIMS training for all emergency management and incident response personnel, NGOs, and the private sector."

The NIMS Training Program establishes training requirements based on incident complexity as shown in the graphic below. The plan provides that training needs for personnel working within an EOC or other element of the MACS will differ from training required of personnel operating in the field within ICS. Individuals who will be working in MACS including EOCs should take IS-700, ICS-100, IS-800, and other NIMS courses related to emergency management responsibilities.

Baseline Training for all EOC Personnel

It is the goal that all personnel that have the potential to be assigned to the EOC participate in exercises and drills, complete the Tribe's EOC Course and the Core NIMS training identified below. This Annex largely identifies organizational support elements to EOC operations rather than specific individuals so the overarching goal is that all staff with even a remote possibly of supporting EOC operations any level complete core level training.

The following courses are designed to provide a —baseline‖, as they introduce basic NIMS and ICS concepts and provide the foundation for higher-level Emergency Operations Center- (EOC) and ICS-related training:

IS-700 NIMS, an Introduction: This course introduces the NIMS concept. The NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.

ICS-100 Introduction to the Incident Command System: This course introduces ICS and provides the foundation for higher level ICS training. It describes the history, features and principles, and organizational structure of the system. It also explains the relationship between ICS and NIMS.

NIMS Core Courses
It is desired that all EOC personnel complete the core courses.

- IS-700, Introduction to NIMS
- ICS-100, Introduction to the Incident Command System

NIMS Additional Target Courses
There are several NIMS training courses that it is desired that Section Chiefs and Unit Leaders should also complete. This is not an exhaustive list but provides a quick overview. Most training courses can be completed on-line by using a search engine and the terms "FEMA EMI ISP Courses."

- IS-701, NIMS Mutli-Agency Coordination System
- IS-706, NIMS An Introduction to Intrastate Mutual Aid
- IS-800, An Introduction to the National Response Framework (NRF)

The NIMS Training Program establishes further guidance on Incident Command and Field Operations Training that will be used by Incident Command activities and departments that support IC.