

- Prepared by -



The Town of Mammoth Lakes Emergency Operations Plan



The Town of Mammoth Lakes

Emergency Operations Plan

Adopted on 8/16/17 by Resolution No. 2017-71.

Town Disclaimer: This emergency operations plan is written in compliance with California's Standardized Emergency Management System and the National Incident Management System. The plan is developed with a multi-hazard perspective to make it applicable to the widest range of emergencies and disasters, both natural and human caused. However, Incident Commanders and Emergency Operations Center Directors retain the flexibility to modify procedures and/or organization structure as necessary to accomplish the emergency/disaster response and recovery missions in the context of a particular hazard scenario.



LECMgt

This plan was prepared by LECMgt LLC. If you have any questions contact Roger Mason at 818-693-1668 or roger@lecmgt.com.

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Part One, Section One

Foreword

General

This Emergency Operations Plan (EOP) addresses the Town of Mammoth Lakes' planned response to emergency/disaster situations associated with natural disasters, human-made emergencies, and national security emergencies. The plan does not address day-to-day emergencies or the well-established and routine procedures used in coping with such emergencies. Instead, the operational concepts reflected in this plan focus on large-scale events.

This plan is a preparedness document—designed to be read, understood, and exercised prior to an emergency/disaster. The plan incorporates the concepts and principles of the California Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS) into the emergency operations of the Town of Mammoth Lakes. This plan is flexible enough to use in all emergencies and will facilitate response and short-term recovery activities.

This plan provides basic planning information. Town departments must prepare standard operating procedures (SOPs) and, in most cases, more detailed checklists that will describe their internal operations under emergency/disaster conditions.

Assumptions

- The Town of Mammoth Lakes is hereafter referred to as the “Town” in this plan unless otherwise noted.
- The Town is responsible for emergency/disaster actions and will commit all available resources to save lives, minimize injury to persons, minimize damage to property and preserve the environment.
- The Town will utilize SEMS and NIMS in emergency/disaster response operations.
- The Town will use the Incident Command System (ICS) and the Multi-Agency Coordination System (MACS) at all incidents and events.
- During an emergency the Town Manager will coordinate the Town's disaster response.
- The Town will participate in the Mono County Operational Area.
- The Mono County Operational Area is hereafter referred to as the “Operational Area” in this plan unless otherwise noted.
- Mutual aid assistance will be requested when disaster response and relief requirements exceed the Town's ability to meet them.

Emergency/Disaster Management Goals

- Provide effective life safety measures and reduce property loss.
- Provide for the rapid resumption of community services.
- Provide accurate documentation required for cost recovery efforts.

Organization of the Emergency Operations Plan (EOP)

- **Part One – Basic Plan.** Overall organizational and operational concepts of response and recovery, overview of potential hazards and a description of the emergency/disaster response organization.
- **Part Two – Annexes**
There will be three annexes to the basic plan.

Emergency Support Annex

How will the Town function during an emergency.

Stakeholder Support Annex

Plans and support of the local stakeholders.

Hazard/Threat Specific Annex

Plans for specific emergencies.

Activation of the Emergency Operations Plan (EOP)

- On the order of the Town Manager.
- When the Governor has proclaimed a State of Emergency in an area including this jurisdiction.
- Automatically on the proclamation of a State of War Emergency as defined in California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code).
- A Presidential declaration of a National Emergency.
- Automatically on receipt of an attack warning or the observation of a nuclear detonation.

Approval and Promulgation of the Emergency Operations Plan (EOP)

This Emergency Operations Plan (EOP) will be reviewed by all Town departments. Upon completion of review and written concurrence by these departments, the EOP will be submitted to CalOES, Southern Region, for review and then to the Town Council for adoption. Upon concurrence by the Town Council, the plan will be officially adopted and promulgated.

Maintenance of the Emergency Operations Plan (EOP)

The EOP will be reviewed regularly to ensure that plan elements are valid and current. Each organization will review and upgrade its portion of the EOP and its standard operating procedures (SOPs) as required by SEMS and NIMS regulations. Changes in government structure and emergency response organizations will also be considered in the EOP revisions. The Town Manager's office is responsible for making revisions to the EOP and will prepare, coordinate, publish and distribute any necessary changes to the plan to all Town departments and other agencies.

Department/Agency Plan Concurrence

Name	Title	Signature	Date
Daniel C. Holler	Town Manager		11-2-17
Andrew Morris	Town Attorney		11/1/17
Al Davis	Police Chief		11-1-17
Ingrid Braun	Mono County Sheriff		11.6.17
Frank Frievault	Fire Chief		11/2/17



Mammoth Lakes Town Council

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Adoption Date: August 16, 2017

Letter of Promulgation

TO: Officials, Employees and Citizens of the Town of Mammoth Lakes.

The preservation of life and property is an inherent responsibility of local, state and federal government. The Town has prepared this Emergency Operations Plan (EOP) to ensure the most effective and economical allocation of resources for the maximum benefit and protection of the civilian population in time of emergency.

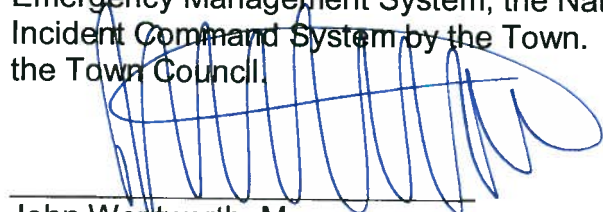
While no plan can prevent death and destruction, good plans carried out by knowledgeable and well trained personnel can and will minimize losses. This plan establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements utilizing the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

The objective of this plan is to incorporate and coordinate all the facilities and personnel of the Town into an efficient organization capable of responding to any emergency.

This Emergency Operations Plan is an extension of the California Emergency Plan. It will be reviewed and exercised periodically and revised as necessary to meet changing conditions.

The Town Council gives its full support to this plan and urges all officials, employees and citizens, individually and collectively, to do their share in the total emergency effort of the Town.

Concurrence of this promulgation letter constitutes the adoption of the Standardized Emergency Management System, the National Incident Management System and the Incident Command System by the Town. This EOP will become effective on adoption by the Town Council.



John Wentworth, Mayor
Town of Mammoth Lakes

Plan Distribution List

Departments/Agencies receiving Copies of the Emergency Operations Plan (EOP):	No. of Copies:
State OES, Southern Region	1
Town Emergency Operations Center	1
Mayor/Town Council	1
Town Manager	1
Police Chief	1
Mono County Sheriff	1
Mammoth Lakes Fire District	1

Plan Record of Revisions

Date	Section	Page Numbers	Entered By
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Part One, Section Two

General

Purpose

The Basic Plan addresses the Town's planned response to natural or human-caused disasters. It provides an overview of operational concepts, identifies components of both agencies emergency/disaster management organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It describes the overall responsibilities of the federal, state and county entities and the Town for protecting life and property and assuring the overall well-being of the population.

Scope

This Emergency Operations Plan (EOP):

- Defines the scope of preparedness and incident management activities.
- Describes the organizational structures, roles and responsibilities, policies and protocols for providing emergency support.
- Facilitates response and short-term recovery activities.
- Is flexible enough for use in all emergencies/disasters.
- Describes the purpose, situation and assumptions, concept of operations, organization and assignment of responsibilities, administration and logistics, plan development and maintenance and authorities and references.
- Pre-designates jurisdictional and/or functional area representatives to the Incident Command, Unified Command, the Mono County All Hazards Incident Management Team (MC AHIMT), and the Emergency Operations Center (EOC) whenever possible to facilitate responsive and collaborative incident management.
- Includes pre-incident and post-incident public awareness, education and communications plans and protocols.

Preparedness Elements

The Town will place emphasis on:

- Emergency/disaster planning.
- Training of full-time, auxiliary and reserve personnel and volunteers.
- Public awareness and education.
- Identifying the resources needed to cope with emergency/disaster response.

Emphasis will also be placed on prevention and mitigation measures to reduce losses from disasters, as detailed in the Town's Multi-Hazard Mitigation Plan.

Concept of Operations

Operations involve a full spectrum of response activities, from a minor incident, to a major earthquake, to a nuclear detonation. There are a number of similarities in operational concepts for responding to natural and man-made disasters. Some emergencies/disasters will be preceded by a build-up or warning period, providing sufficient time to warn the population and implement mitigation measures designed to reduce loss of life and property

damage. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the emergency/disaster operations plan and commitment of resources. All agencies must be prepared to respond promptly and effectively to any emergency/disaster, including the provision and utilization of mutual aid (**see Part One, Section Eleven – Mutual Aid**).

Emergency/disaster management activities are often associated with the five emergency management phases indicated below. However, not every disaster necessarily includes all indicated phases.

Prevention Phase

Following the addition of a fifth phase of emergency management as outlined in the National Fire Protection Association (NFPA) Standard 1600, communities need to evaluate the potential for preventing damage and life impacts from disasters. An example of prevention would be to avoid building on a floodplain as opposed to elevating homes built on the same floodplain. Prevention strategies will vary based upon risk assessments within a community.

Mitigation Phase

Mitigation efforts occur both before and following disaster events. Post-disaster mitigation is part of the recovery process. Eliminating or reducing the impact of hazards which exist within the Town and are a threat to life and property are part of the mitigation efforts.

Mitigation tools include:

- Town's Multi-Hazard Mitigation Plan.
- Local ordinances and statutes (zoning ordinance, building codes and enforcement, etc.).
- Structural measures.
- Tax levy or abatements.
- Public information and community relations.
- Land use planning.
- Professional training.

Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency/disaster. These activities help develop operational capabilities for disaster response. These actions might include mitigation activities, emergency/disaster planning, training, exercises and public education. The agencies and departments identified in this plan as having either a primary or support mission relative to response and recovery should prepare standard operating procedures (SOPs) and checklists detailing personnel assignments, policies, notification rosters and resource lists. Personnel should be acquainted with these SOPs and checklists through periodic training in the activation and use of procedures.

Day to Day

The preparedness phase involves activities undertaken in advance of an emergency. Disaster plans are developed and revised to guide disaster response and increase

available resources.

Planning activities include:

- Developing hazard analyses.
- Writing mutual aid plans.
- Developing standard operating procedures (SOPs) and checklists.
- Training personnel and volunteers.
- Improving public information and communications systems.
- Developing systems for logistical support and financial accountability, i.e. disaster accounting system, pre-approved disaster contacts, vendor lists.
- Develop and implement a plan for photo documentation of pre-disaster condition of public buildings and infrastructure.

Increased Readiness

Increased readiness actions will be initiated by the receipt of a warning or the observation that an emergency/disaster situation is imminent or likely to occur soon. Actions to be accomplished include, but are not necessarily limited to:

- Review and update emergency/disaster plans, standard operating procedures (SOPs) and resources listings.
- Review emergency purchasing agreements and contractor/vendor lists.
- Review disaster cost accounting procedures.
- Review plans for photographic documentation of disaster damages.
- Disseminate accurate and timely public information.
- Accelerate training of all staff and volunteers.
- Recruit volunteers as Disaster Services Workers.
- Prepare resources for possible mobilization.
- Test warning and communications systems.

Response Phase

Pre-Emergency/Disaster

When a disaster is inevitable, actions are precautionary and emphasize protection of life.

Typical responses might be:

- Evacuation of threatened populations to safe areas.
- Advising threatened populations of the emergency/disaster and notifying them of safety measures to be implemented.
- Advising the Operational Area of the emergency/disaster.
- Identifying the need for and requesting mutual aid.
- Consider employment of the MC AHIMT.
- Consider activation of the Town EOC.
- Consider Proclamation of a Local Emergency by local authorities.

Emergency/Disaster Response

During this phase, emphasis is placed on saving lives and property, control of the situation and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government, the private sector and volunteer agencies.

One of the following conditions will apply to the Town during this phase:

- The Town is either minimally impacted or not impacted at all, and is requested to provide mutual aid.
- The situation can be controlled without mutual aid assistance from outside the Town.
- The situation requires mutual aid from outside the Town.

The emergency/disaster management organization will give priority to the following operations:

- Dissemination of accurate and timely information and warning to the public.
- Situation analysis.
- Resource allocation and tracking.
- Evacuation and rescue operations.
- Medical care operations.
- Coroner operations.
- Care and shelter operations.
- Perimeter and access control.
- Public health operations.
- Photographic documentation of all disaster damage to public property.
- Restoration of vital services and utilities.

When local resources are committed or are anticipated to be fully committed and additional resources are required, requests for mutual aid will be initiated through the Operational Area. Fire and law enforcement agencies will request or render mutual aid directly through existing mutual aid channels.

Depending on the severity of the emergency/disaster, the local Emergency Operations Center (EOC) may be activated and a Local Emergency may be proclaimed. If a Local Emergency is proclaimed, the EOC must be activated.

Sustained Disaster Operations

In addition to continuing life and property protection operations, mass care, relocation, registration of displaced persons, and damage assessment operations will be continued until conditions are stabilized.

Recovery Phase

Recovery is both a short-term activity intended to return critical systems to operation and a long-term activity designed to return life to normal in the community.

The Town will provide local government leadership in developing economic recovery plans, mitigation plans and local legislative strategies necessary to promote recovery. Town departments will review impacts on programs, and the Town will aggressively pursue state and federal assistance for local recovery.

Outside agencies and nongovernmental organizations will provide some short-term assistance to disaster victims. Local Assistance Centers (LACs) or telephone call centers

may also be established, providing a "one-stop" service to begin the process of receiving federal, state and local recovery assistance for the community.

The recovery period has major objectives which may overlap, including:

- Bring families back together.
- Restore government and community services.
- Rebuild damaged property.
- Identify and mitigate hazards caused by the disaster.
- Recover disaster costs associated with response and recovery efforts.

The following recovery issues are addressed in the Operational Annex.

- The recovery organization.
- The recovery damage assessment organization and responsibilities.
- Recovery documentation procedures.
- Recovery After-Action Reports.
- Recovery Disaster Assistance (programs, purpose, restrictions and application process).

Hazard Identification and Analysis

The Mono County Local Multi-Hazard Mitigation Plan (LMHMP) shows the Town is at risk from certain types of hazards. For further information see the Town's Hazard Mitigation Plan and the Safety Element in the Town's General Plan, (1992). These hazards are identified in **Part One, Section Six – Threat Summary**, which also provides general and specific information on their possible impact on the jurisdiction.

Public Awareness and Education

The public's response to any emergency/disaster is based on an understanding of the nature of the emergency/disaster, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups should do to increase their chances of survival and recovery.

Pre-disaster awareness and education programs must be viewed as equal in importance to all other preparations for emergencies and receive an adequate level of planning. These programs must be coordinated among local, state and federal officials to ensure their contribution to emergency preparedness and response operations. Emergency Public Information procedures are addressed in the Operational Annex.

ADA Considerations for Local Government

Emergency preparedness and response programs must be made accessible to people with disabilities and is required by the Americans with Disabilities Act of 1990 (ADA). Disabilities include but are not limited to mental illnesses, language barriers, and mobility, vision, hearing, and cognitive disorders.

Included in the Town's planning efforts for those with disabilities are:

- Notification and warning procedures.
- Evacuation considerations.
- Emergency transportation issues.
- Sheltering requirements.
- Accessibility to medications, refrigeration and back-up power.
- Accessibility for mobility devices or service animals while in transit or at shelters.
- Accessibility to emergency information.

Disaster Animal Care Considerations for Local Government

The PETS Act (Pets Evacuation and Transportation Standards Act of 2006) directs that state and local emergency preparedness plans address the needs of people with pets and service animals after a major disaster, including the rescue, care and sheltering of animals. The Mono County Department of Animal Care and Control is responsible for animal care needs during disasters and emergencies and for the direct care of service animals.

Training and Exercises

The Town will conduct regular training and exercising of Town staff in the use of this plan and other specific training as required for compliance with both SEMS and NIMS. The Town Manager's office is responsible for coordinating, scheduling and documenting training, exercises and After-Action and Corrective Action Reports.

The objective is to train and educate public officials, emergency/disaster response personnel and volunteers. Both training and exercises are important components to prepare personnel for managing disaster operations.

Training includes classroom instruction and drills. All staff who may participate in emergency response in the EOC, in department operating centers (DOCs) or at the field level must receive appropriate SEMS/NIMS/ICS training. **Refer to the OES Emergency Services Training Matrix for specific SEMS/NIMS/ICS classes and target audiences.**

Regular exercises are necessary to maintain the readiness of operational procedures. Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems which will be used in a disaster. Annual exercises are required by both SEMS and NIMS. There are several forms of exercises:

- **Tabletop exercises** provide a convenient and low-cost method designed to evaluate policies, plans and procedures and resolve coordination and responsibility issues. Such exercises are a good way to test the effectiveness of policies and procedures.

- **Functional exercises** usually take place in the EOC and simulate an emergency in the most realistic manner possible, without field activities. They are used to test or evaluate the capabilities of one or more functions, such as communications, public information or overall Town response.
- **Full-scale exercises** simulate an actual emergency, typically involving personnel in both the field and EOC levels and are designed to evaluate operational capabilities.

After an exercise or actual event, After-Action and Corrective Action Reports must be written and submitted to the Operational Area within ninety days.

Alerting and Warning

Warning is the process of alerting government agencies and the general public to the threat of imminent danger. Depending on the nature of the threat and the population groups at risk, warnings can originate at any level of government.

Success in saving lives and property depends on the timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the populace of the jurisdiction. The Town will utilize various modes to alert and warn the community.

Part One, Section Three

Standardized Emergency Management System (SEMS)

General

The Standardized Emergency Management System has been adopted by the Town for managing response to multi-agency and multi-jurisdiction emergencies and to facilitate communications and coordination between all levels of the system and among all responding agencies.

SEMS (Government Code Section 8607(a)) incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area Concept and multi-agency or inter-agency coordination.

The National Incident Management System (NIMS) was adopted by the State of California and is integrated into the existing SEMS.

SEMS consists of five organizational levels: field response, local government, operational area, regional and state.

Field Response Level

The field response level is where emergency response personnel and resources carry out tactical activities. SEMS and NIMS regulations require the use of the Incident Command System (ICS) at the field response level of an incident. The ICS field functions are: command, operations, planning/intelligence, logistics and finance/administration.

Requests for any resources or support that cannot be obtained at the field level are sent to the Town EOC.

Local Government Level

Local governments include cities, counties and special districts. Local governments manage and coordinate the overall emergency/disaster response and recovery activities in their jurisdictional emergency operations center (EOC). Local governments are required to use SEMS when their EOC is activated or a local emergency is proclaimed in order to be eligible for state funding of response-related personnel costs. Local governments shall provide the following functions in the EOC: management, operations, planning/intelligence, logistics and finance/ administration.

The Town EOC will submit all requests for resources that cannot be obtained through local sources, along with other pertinent disaster information, to the Operational Area.

Local jurisdictions are responsible for overall direction of personnel and equipment provided for emergency/disaster operations through mutual aid (Government Code Section 8618). All mutual aid is requested via the Mono County Sheriffs or Mammoth Lakes Fire Protection District.

All local governments are responsible for coordinating with the field response level, other local governments and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

SEMS Requirements for Local Governments

The Town will comply with SEMS regulations in order to be eligible for state funding of response-related personnel costs and will:

- 1) Use SEMS when...
 - A local emergency is proclaimed, or
 - The local government EOC is activated.
- 2) Establish coordination and communications with Incident Commanders either...
 - Through department operations centers (DOCs) to the EOC, when activated, or
 - Directly to the EOC, when activated.
- 3) Use existing mutual aid systems for coordinating fire and law enforcement resources.
- 4) Establish coordination and communications between the Town EOC and any state or local emergency response agency having jurisdiction at an incident within the Town.
- 5) Use multi-agency or inter-agency coordination to facilitate decisions for overall local government level disaster/emergency response activities.

Town Responsibilities under SEMS/NIMS

The integration of SEMS/NIMS will be a cooperative effort of all departments and agencies within the Town that have a disaster/emergency response role. The Town Manager's office is the point of contact for SEMS/NIMS compliance for the Town, with responsibilities for:

- Communicating information within the Town on SEMS/NIMS requirements and guidelines.
- Coordinating SEMS/NIMS compliance among departments and agencies.
- Incorporating SEMS /NIMS into the Town's procedures.
- Incorporating SEMS/NIMS into the Town's emergency ordinances, agreements, memorandum of understandings, etc.
- Identification of special districts that operate or provide services within the Town. The disaster/emergency role of these special districts should be determined and provisions made for coordination during emergencies.
- Identification of local volunteer and private agencies that have a disaster/emergency response role. Contacts should be made to develop arrangements for coordination in emergencies.

Operational Area (Mono County Operational Area)

Under SEMS, the operational area is defined in the California Emergency Services Act as the intermediate level of the state's emergency services organization, consisting of a county and all political subdivisions within the county area. Political subdivisions include cities, counties and special districts. The operational area is responsible for:

- Coordinating information, resources and priorities among local governments within the operational area.

- Coordinating information, resources and priorities between the regional level and the local government level.
- Using multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency response activities.
- Employment of the Mono County All Hazards Incident Management Team.

When the Operational Area EOC is activated, the Sheriff of Mono County, designated by County Ordinance, is the Operational Area Coordinator and has the overall responsibility for coordinating and supporting emergency/disaster operations within the County. The Operational Area is the focal point for information sharing and resource requests by cities. The Operational Area submits all requests for resources that cannot be obtained within the County, and other relevant information, to OES, Southern Region.

The Mono County EOC will fulfill the role of the Operational Area EOC. Activation of the Operational Area EOC during a State of Emergency or a Local Emergency is required by SEMS regulations under the following conditions:

- 1) A local government within the operational area has activated its EOC and requested activation of the operational area EOC to support their emergency operations.
- 2) Two or more cities within the operational area have proclaimed a local emergency.
- 3) The county and one or more cities have proclaimed a local emergency.
- 4) A Town or the county has requested a governor's proclamation of a state of emergency, as defined in the Government Code Section 8558(b).
- 5) A state of emergency is proclaimed by the governor for the county or two or more cities within the operational area.
- 6) The operational area requests or receives resources from outside its boundaries. This does not include resources used in normal day-to-day operations which are obtained through existing mutual aid agreements.

Regional

Because of its size and geography, the state has been divided into six mutual aid regions and three administrative regions. Mono County is within the OES Southern Region which includes eleven counties. The primary mission of the Southern Region's emergency management organization is to support all the operational areas' response and recovery operations and to coordinate non-law and non-fire mutual aid regional response and recovery operations through the Regional EOC (REOC). Emergency management within the State of California is overseen and directed by the California Office of Emergency Services.

State

The state level of SEMS manages state resources in response to the emergency/disaster needs of the other levels and coordinates mutual aid among the six mutual aid regions and between the three administrative regions and the state level. The state level also serves as the coordination and communication link between the state and the federal disaster response system.

Federal

U.S. Department of Homeland Security (DHS)

The Homeland Security Act of 2002 established the Department of Homeland Security (DHS) to:

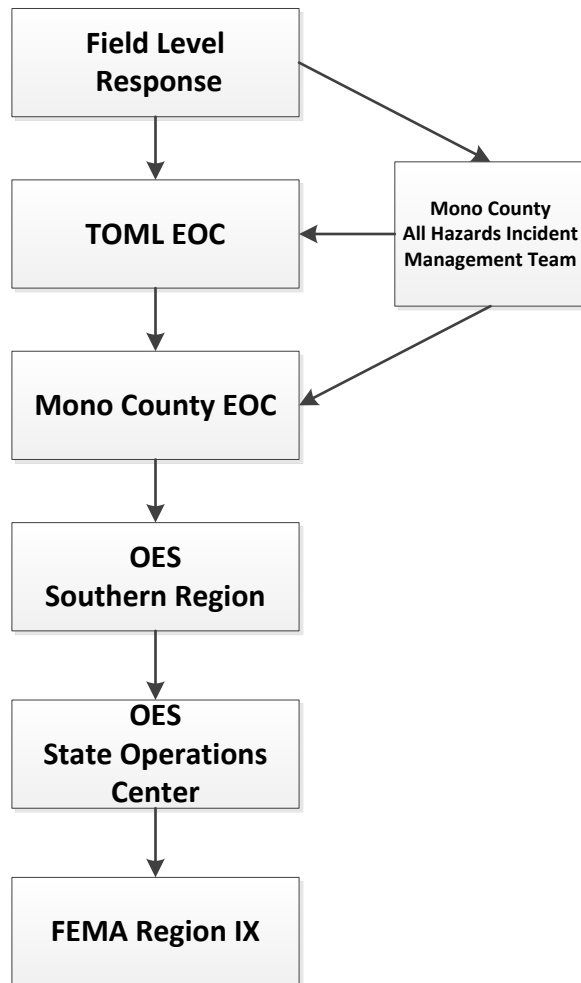
- Secure the United States from terrorist threats or attacks.
- Reduce the vulnerability of the United States to terrorism, natural disasters and other emergencies.
- Minimize the damage and assist in the recovery from terrorist attacks, natural disasters and other emergencies.

Federal Emergency Management Agency (FEMA)

The Federal Emergency Management Agency (FEMA) serves as the main federal government contact during disasters and national security emergencies. In a disaster, different federal agencies may be involved in the response and recovery operations. Federal disaster assistance is organized under the concept of the Emergency Support Functions (ESFs) as defined in the National Response Framework. All contact with FEMA and other federal agencies must be made through the Operational Area during the response phase. During the recovery phase, there may be direct Town contact with FEMA and other federal agencies.

See SEMS/NIMS Communications and Coordination chart on next page.

SEMS/NIMS Communications and Coordination



SEMS EOC Organization

SEMS regulations require local governments to provide for five functions: management, operations, planning/intelligence, logistics and finance/administration. These functions are the basis for structuring the EOC organization.

- **Management:** Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
- **Operations:** Responsible for coordinating all jurisdictional operations in support of the disaster/emergency response through implementation of the local government's EOC Action Plan.
- **Planning/Intelligence:** Responsible for collecting, evaluating and disseminating information; developing the EOC Action Plan and After-Action/Corrective Action Report in coordination with other functions; and maintaining documentation.
- **Logistics:** Responsible for providing facilities, services, personnel, equipment and materials.
- **Finance/Administration:** Responsible for financial activities and other administrative aspects.

The EOC organization should also include representatives from special districts, volunteer agencies, and private agencies with significant response roles.

Special District Involvement

Special districts are defined as local governments in SEMS. The disaster/emergency response role of special districts is generally focused on providing normal services. During disasters, some special districts will be more involved in the disaster/emergency response by assisting other local governments.

Coordination and communications should be established among special districts who are involved in disaster/emergency response, other local governments and the operational area. This may be accomplished in various ways depending on the local situation. Relationships among special districts, cities, county government, and the operational area are complicated by overlapping boundaries and by the number of special districts. Special districts need to work with the local governments in their service areas to determine how best to establish coordination and communications in disasters/emergencies.

When a special district is wholly contained within the Town, the special district should have a liaison representative at the Town EOC and direct communications should be established between the special district EOC and the Town EOC. An exception may occur when there are many special districts within the Town.

Typically, special district boundaries cross municipal boundary lines. A special district may serve several cities and county unincorporated areas. Some special districts serve more than one county. In such a situation, the special district may wish to provide a liaison representative to the Operational Area EOC to facilitate coordination and communication with the various entities it serves. The special districts within the Town of Mammoth Lakes are the school, fire, hospital, college and water districts.

When there are many special districts within a Town, it may not be feasible for the Town EOC to accommodate representatives from all special districts during area-wide disasters. In such cases, the Town should work with the special districts to develop alternate ways of establishing coordination and communications.

The initial reporting contact for a special district would be with the Liaison Officer at both the EOC and field levels.

Coordination with Nongovernmental Agencies and Private Sector Businesses

In disaster/emergency preparedness, response, and recovery, the Town partners with nongovernmental agencies and private sector business.

- Nongovernmental Organizations (NGOs) provide vital support services to promote the disaster recovery process for disaster victims and some may provide specialized services that help individuals with disabilities. These groups collaborate with first responders, governments at all levels and other agencies and organizations.
- Key business partners should be involved in the local crisis decision-making process or have a direct link to the EOC during an incident.

Town EOCs will generally be a focal point for coordination of response activities with many of these nongovernmental agencies and key businesses. The EOC should establish communication with private and volunteer agencies providing services within the Town.

Agencies that play key roles in the response should have representatives at the EOC or at the Incident Command Post, and their initial contact would be with the Liaison Officer. If an agency supports several functions and has only one representative at the EOC, the agency representative should be located at the liaison area. If an agency is supporting one function only, its representative may be located with that functional element. Some agencies may have several personnel participating in functional elements in the EOC. For example, American Red Cross personnel may be part of the staffing for the Care and Shelter element of the EOC.

Agencies that have countywide response roles and cannot respond to numerous Town EOCs should be represented at the operational area level.

Cities served by a large number of private and volunteer agencies may not be able to accommodate representatives in the EOC from all agencies that have important response roles. Cities should develop alternate means of communicating with these agencies when liaison representation is not practical.

Coordination with volunteer and private agencies that do not have representatives at the EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies or involvement of agencies in special multi-agency groups on specific issues.

Major Concepts of SEMS

Organization Flexibility – Modular Organization

The SEMS organization is modular and can be expanded or contracted as the situation develops. The types of activated functions and their relationship to one another will depend upon the size and nature of the incident. Only those functional elements that are required to meet current objectives will be activated. Those functions which are needed but not staffed will be the responsibility of the next higher element in the organization.

Management of Personnel – Hierarchy of Command and Span-of-Control

Each activated function will have a person in charge of it, but a supervisor may be in charge of more than one functional element. Every individual will have a supervisor and each supervisor will generally be responsible for no more than seven employees, with the ideal span-of-control being one supervisor to every five persons or units.

EOC Action Plans

At local, operational area, regional and state levels, the use of EOC action plans provide designated personnel with knowledge of the objectives to be achieved and the steps required for achievement. Action plans not only provide direction, but they also serve to provide a basis for measuring achievement of objectives and overall system performance.

Action planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response or recovery efforts.
- Documentation of the priorities and objectives, the tasks and personnel assignments associated with meeting them.

The action planning process should include all EOC functions and other agency representatives, as needed. The Planning/Intelligence Section is responsible for coordinating the development of the action plan and for facilitation of action planning meetings.

Action plans are developed for a specified operational period which may range from a few hours to 24 hours and beyond. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex, but should be sufficiently detailed to guide EOC elements in implementing the priority actions.

Multi-Agency or Inter-Agency Coordination at the Local Government Level (EOC)

Emergency response is coordinated at the EOC through representatives from Town departments and agencies, outside agencies, volunteer agencies and private organizations.

Multi-agency or inter-agency coordination is important for:

- Establishing priorities for response.
- Allocating critical resources.

- Developing strategies for handling multi-agency response problems.
- Sharing information.
- Facilitating communications.

The Town is part of Mono County All Hazards Incident Management Team (AHIMT).

All Hazards Incident Management Team

The AHIMT is a multi-discipline management approach that can function as a command staff or EOC support during a critical incident. It is designed to supplement established organizational principles of ICS and SEMS. The Town, County of Mono, and the Mammoth Lakes Fire Protection District have entered into a joint powers agreement to employ an all hazards incident management team during critical incidents in Mono County. The advantage of this team is it allows local and county government to quickly focus operational leadership in the early stages of a critical incident.

The AHIMT also offers a pre-established unified command structure that can be rapidly modified to meet the contingencies of each incident. The AHIMT is able to make operational decisions and manage resources in the early stages of an incident while other incident management systems, like the County and Town EOCs, would still be mobilizing. The AHIMT also has the ability to provide technical expertise and management support to the County or Town EOCs.

The use of the AHIMT does not preclude the mobilization of a County or Town EOC. It offers County and Town decision makers the flexibility to systematically mobilize and organize resources without the stress of providing operational management in the earliest stages of a critical incident.

Part One, Section Four

National Incident Management System (NIMS)

General

Homeland Security Presidential Directive-5 (HSPD-5) established the National Incident Management System (NIMS) as the required emergency/disaster response system. NIMS integrates existing best practices into a consistent, flexible and adjustable nationwide approach for emergency management. Using NIMS, federal, state, local, and tribal governments, the private sector, and non-governmental organizations work together to prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity.

NIMS Components

Six major components make up NIMS:

Command and Management

NIMS standard incident command structures are based on three key organizational systems:

- **The Incident Command System (ICS)** – ICS is a standardized, all-hazard incident management concept. Its organizational structure allows its users to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.
- **Multi Agency Coordination Systems (MACS)** – Provides coordination for incident prioritization, critical resource allocation, communications systems and information coordination. These systems include facilities, equipment, emergency operation centers (EOCs), personnel, procedures and communications.
- **Public Information Systems (PIS)** – These refer to processes, procedures and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Preparedness

Effective incident management begins with a host of preparedness activities conducted on an ongoing basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.

- **Planning** – Plans describe how personnel, equipment, and other resources are used to support incident management and emergency response activities. Plans provide mechanisms and systems for setting priorities, integrating multiple entities and functions, and ensuring that communications and other systems are available and integrated in support of a full spectrum of incident management requirements.
- **Training** – Training includes standard courses on multi-agency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.

- **Exercises** – Incident management organizations and personnel must participate in realistic exercises—including multi-disciplinary, multi-jurisdictional, and multi-sector interaction—to improve integration and interoperability and optimize resource utilization during incident operations.
- **Personnel Qualification and Certification** – Qualification and certification activities are undertaken to identify and publish national-level standards and measure performance against these standards to ensure that incident management and emergency responder personnel are appropriately qualified and officially certified to perform NIMS-related functions.
- **Equipment Acquisition and Certification** – Incident management organizations and emergency responders at all levels rely on various types of equipment to perform mission essential tasks. A critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including the capability to be interoperable with similar equipment used by other jurisdictions.
- **Mutual Aid** – Mutual-aid agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. Each jurisdiction should be party to a mutual-aid agreement with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident.
- **Publications Management** – Publications management refers to forms and forms standardization, developing publication materials, administering publications—including establishing naming and numbering conventions, managing the publication and promulgation of documents, and exercising control over sensitive documents—and revising publications when necessary.

Resource Management

The NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.

Communications and Information Management

The NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management. These elements are briefly described as follows:

- **Incident Management Communications** – Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions.
- **Information Management** – Information management processes, procedures, and systems help ensure that information, including communications and data, flows efficiently through a commonly accepted architecture supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents, those impacted by the incident, and those contributing resources to the incident management effort. Effective information management enhances incident management and response and helps ensure that crisis decision-making is better informed.

Supporting Technologies

Technology and technological systems provide supporting capabilities essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information management systems (i.e., record keeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

Ongoing Management and Maintenance

This component provides strategic direction for and oversight of the NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

NIMS Compliance

The State of California's NIMS Advisory Committee issued "*California Implementation Guidelines for the National Incident Management System*" to assist state agencies, local governments, tribes and special districts to incorporate NIMS into already existing programs, plans, training and exercises. The Town is following this document to ensure NIMS compliance.

Cities should be familiar with the National Response Framework and the Emergency Support Functions (ESFs) process that may provide federal assistance for response and recovery.

Part One, Section Five

Incident Command System (ICS)

General

The Incident Command System (ICS) is a nationally recognized system for managing incidents as well as pre-planned events. It consists of a modular and flexible organizational structure as well as features such as management by objectives, action planning, span of control, organizational hierarchy, accountability and resource management. Detailed information on the Incident Command System (ICS) can be found at www.fema.gov.

Use of ICS at the Field Level

The concepts, principles, and organizational structure of the Incident Command System (ICS) will be used in managing field operations. The size, complexity, hazard environment and objectives of the situation will determine the ICS size and the support that will be required to support field activities. The incident will be managed by objectives to be achieved and those objectives are communicated to field and EOC personnel through the use of the action planning process.

Typically, an Incident Commander (IC) will communicate with the EOC Director as to situation and resource status through established communications channels. Members of the IC Command and General Staff will communicate with their counterparts in the EOC using the same communications methods. Some members of the EOC Command or General Staff may be asked to attend briefings or planning meetings at the Command Post.

When multiple agencies respond to the incident, the IC will establish a Unified Command/Multi-Agency Coordination System and agency representatives will be asked to report to the Liaison Officer. Outside agencies including those from county, state and federal agencies will participate in the Unified Command/Multi-Agency Coordination System by assisting in identifying objectives, setting priorities and allocating critical resources to the incident.

Field/EOC Communications and Coordination

The Town's communication plan outlines the communications channels and protocols to be used during an incident. Typically, field to EOC communications will occur at the Command and General Staff levels or, if they are established, field units will communicate with a Department Operations Center (DOC) who will, in turn, relay the information to the appropriate section/function in the EOC.

The Town EOC will communicate situation and resource status information to the Mono County Operational Area and other outside agencies via designated countywide emergency reporting systems and other systems referenced in the **Mono County Operational Area Disaster Information Reporting Procedures**.

Field/EOC Direction and Control Interface

The EOC Director will establish jurisdictional objectives and priorities and communicate those to everyone in the organization through the EOC Action Plan. The EOC Action Plan does not direct or control field units but supports their activities. Incident Commander(s) will ensure incident objectives and priorities are consistent with those policies and guidelines established at the Town level by the EOC Director and or Town Manager.

It is the responsibility of the Incident Commander to communicate critical information to the EOC Director in a timely manner.

Field/EOC Coordination with Department Operations Centers (DOCs)

If a department within the Town establishes a DOC to coordinate and support their departmental field activities, its location, time of establishment and staffing information will be communicated to the Town EOC. All communications with the field units of that department will be directed to the DOC who will then relay situation and resource information to the EOC. DOCs act as an intermediate communications and coordination link between field units and the Town EOC.

Department Operations Centers may also coordinate operations and resources with the AHIMT if the team is activated.

Part One, Section Six

Threat Summary and Assessment for Town of Mammoth Lakes

Overview

This section of the Basic Plan consists of a series of threat summaries based on the Town's Safety Element of the General Plan, dated 1992, and the Multi-Hazard Mitigation Plan. The purpose is to describe the area at risk and the anticipated nature of the situation, which could result should the event threaten or occur.

The Town is located in the southwestern region of Mono County and in the Southern Administrative Region of the California Office of Emergency Services (OES). It is approximately 325 miles north of Los Angeles and roughly the same distance east of San Francisco. Set at an elevation of 7,500-8,050 feet in the Inyo National Forest, the Town is the County's only incorporated community. The latitude is 37.64N and longitude is 118.97W. The Town has a residential population of 8,234, and covers approximately 25 square miles.

The Town is accessible from the north and south by U.S. Highway 395 and from the east and west by Interstate 80 and Highway 50. The Mammoth Yosemite Airport is about 6 miles away. Mammoth Hospital is located in Mammoth on 85 Sierra Park Rd. The Town has four schools, serving grades K-12 as well as Cerro Coso Community College.

The Town has its own police and fire protections services.

The following threat summaries have a potential to impact the Town:

- An earthquake could impact major segments of, or the total population.
- A major highway passes near the Town and transportation incidents could affect the Town.
- Some areas of the Town may be subject to flooding.
- The Town may be subject to severe weather such as high winds.
- A transportation incident such as a major air crash could impact areas within the Town.
- The Mammoth Lakes community is adjacent to the Long Valley Caldera and a lava dome.
- A civil unrest or terrorism incident could impact areas within the Town or the entire Town.

The following threat assessments identify and summarize the hazards that could impact the Town:

Threat Assessment 1	Major Earthquake/Volcanic Activity
Threat Assessment 2	Wildland/Urban Fire
Threat Assessment 3	Landslide/Mudflow/Flooding
Threat Assessment 4	Windstorm
Threat Assessment 5	Snow Emergencies
Threat Assessment 6	Hazardous Materials
Threat Assessment 7	Terrorism
Threat Assessment 8	Public Health Emergency
Threat Assessment 9	Transportation-Air Crash
Threat Assessment 10	Civil Unrest
Threat Assessment 11	National Security Emergency

References: For more detailed information and maps, refer to the Mono County Multi-Hazard Mitigation Plan.

Threat Assessment 1

Major Earthquake / Volcanic Eruption

General Situation

A major earthquake will cause significant social disruption and damage to buildings and infrastructure due to severe ground shaking. A large earthquake, catastrophic in its effect upon the population, could exceed the response capabilities of the individual cities and the Operational Area. Response and disaster relief support would be required from other local governmental and private organizations, and from the state and federal governments.

The extent of damage from an earthquake is determined by the magnitude of the earthquake, distance from the epicenter, and characteristics of surface geology. This hazard is the primary cause of the collapse of buildings and other structures.

Mono County is prone to major earthquakes from seismic faults. There are 16 faults in the southern Mono County area near Mammoth lakes. The largest is the Hilton Creek Fault which runs from the southern end of the county and terminating in Long Valley east of Mammoth Lakes. There are 15 additional faults which are right and left lateral slip faults and left lateral oblique fault. Earth scientists consider Mono County to be prone to moderate to major earthquakes.

Specific Situation

The shaking from a major earthquake has the potential to cause serious to catastrophic damage to buildings, including hospitals, businesses, schools, public service agencies, and other buildings critical to public and private use. Older buildings, including unreinforced masonry structures, are particularly vulnerable to damage from earthquakes. A major earthquake can also cause serious damage to dams, railways, airports, major highways and bridges, utilities, telephone systems, and other critical facilities. The damage can cause hazardous materials releases and extensive fires.

Extensive search and rescue operations may be required to assist trapped or injured persons. Emergency medical care, food and temporary shelter could be required by injured or displaced persons. In the most serious earthquakes, identification and burial of the dead could exceed the capacity of the Coroner. Public health will be a major concern, due to potential contamination of water sources and damage to the Town's water treatment facilities. A major earthquake will be a traumatic experience for people in Mono County. Mental health counseling will be needed for an extended period. A major earthquake will aggravate existing social problems, such as poverty and unemployment.

Evacuations of areas downwind from hazardous material releases may be essential to save lives. Many families could be separated, particularly if the earthquake should occur during working hours. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within the disaster area and by the disruption of public utilities and services.

The negative economic impact on Mono County and its towns due to a major earthquake could be considerable, with a loss of employment and of the local tax base. A major

earthquake could cause serious damage and/or outage of critical data processing facilities. The loss of such facilities could curtail or seriously disrupt the operations of banks, insurance companies, and other elements of the financial community which could affect the ability of local government, business and the population to make payments and purchases.

Mammoth Lakes is adjacent to a lava dome complex in the southwestern corner of the Long Valley Caldera. The volcano is 11,000 feet. Geologists estimate this volcano erupts about every 5,000 years. This volcano is still active with the last eruption about 700 years ago. The lava dome vents large amounts of carbon dioxide from degassing of intruded magma. Some scientists believe there may be large reservoirs of gas venting through small ground faults in the area around Horseshoe Lake. These gases can be dangerous.

The Mono County hazard mitigation plan states "The impact of such an eruption in the Long Valley area will depend on the location, size, wind direction, and type of eruptions. The next eruption is likely to be relatively small but disruptive, and similar to those of the past 5,000 years. The start of the eruption would likely include low-level steam blasts followed by an explosive ash column rising 10,300,000 feet above the ground surface accompanied by turbulent ground flows of hot ash and rock. Airborne ash would have the most far-reaching impact, affecting areas many tens of miles away. A non-explosive eruption is also possible with incandescent fountains of fluid lava rising tens to hundreds of feet in the air accompanied by slow moving lava flows impacting areas within a few miles of the vent. An eruption during the winter months may cause melting of the heavy snow packs, which would create mudflows and local flooding."

Threat Assessment 2

Wildland / Urban Fire

General Situation

Generally, from June to October of each year, much of the County faces a serious threat from wildland fires. Cal Fire has rated much of the county as "Very High" under its Fire Hazard Severity Classification System.

Specific Situation

The Mono County hazard mitigation plan states, "Fire hazard severity has been mapped for most of the privately owned land in Mono County by Cal Fire, formerly the California Department of Forestry. All areas except the Bridgeport Valley and Antelope Valley have been rated as having a very high fire hazard. The Bridgeport Valley has a moderate fire hazard rating, and the Antelope Valley has not been rated. With the exception of the Antelope Valley, all privately owned lands in Mono County are within the State Responsibility Area (SRA).

The beauty of Mammoth Lakes is its close proximity to the mountains and the surrounding forest. The Town has thousands of trees adjacent to private property. There is a great potential for fires in the wildlands and the urban/wildland interface. This natural environment provides ample fuel for any fire that might start. Drought conditions, long summers, highly flammable fuel and the steep mountainsides can increase the danger of fire.

Threat Assessment 3

Landslide / Mudflow / Flooding

General Situation

According to the US Geological Survey a landslide is defined as “the movement of a mass of rock, debris, or earth down a slope.” Landslides are caused by the down slope movement of soil and rock under the influence of gravity. There are five types of landslide movement: falls, topples, slides, spreads, and flows.

Landslides typically are caused by a combination of causes. Slope movement occurs when forces such as gravity cause the earth to exceed the strength of the earth materials holding it in place. The amount of force needed to break the bond of the slope can be decreased by environmental factors such as rainfall, snowmelt, erosion, earthquakes, volcanic activity or disturbance by humans.

Specific Situation

Mammoth Mountain borders the Town. The steep slopes combined with rainfall or snowfall can cause mudflows or debris slides. The threat can be increased during periods of sudden heavy rainfall or rapid melting of the snow on the slopes. Even a minor volcanic eruption during the winter could result in the rapid melting of snow which could cause landslides, mudflows or flooding.

Flooding is a possibility in the area. The Mono County hazard mitigation plan states: “Historical flooding in the county occurred in the Tri-Valley area during the summer of 1989, when rains carried heavy sediment loads from the alluvial fan slopes of the White Mountains into community and agricultural areas. Significant flooding occurred in January, 1997, with damage to the Town of Mammoth Lakes, Coleville, Walker, and Topaz in northeastern Mono County, destroying a total of 111 homes and four businesses, damaging public facilities, roads, agricultural land and some structures. Flash flooding is reported to have occurred in 1978, 1984, 1986, and 1989, with record high precipitation amounts of 1.45 and 1.70 causing damage to county roads, cultivated agricultural land, and 50 homes being damaged from mudflows as high as 18 inches, although no structures were washed away.”

Threat Assessment 4 Windstorm

General Situation

Windstorms can occur in Mono County. Windstorms can occur when on shore Pacific winds push air masses into the Sierras. Rain and snow is deposited on the western Sierra slopes and cold dry air is pushed over the mountains. As the air flows downward it picks up speed and causes a sudden drop in humidity. The wind knocks down trees and powerlines causing fires and disrupting utilities. The effect is known as “rain shadowing” which describes a flow of subtropical air over the Sierras.

Specific Situation

In 2011 and 2014 the Mammoth Lakes area was damaged by high winds and fires. Thousands of trees were knocked down which took down high powerlines starting fires. The airport clocked winds near 80mph. The damage to the powerlines started fires that destroyed residences and disrupted cell phone service.

Threat Assessment 5 Snow Emergencies

General Situation

Snow emergencies can occur in several ways. The first is a sudden snowfall that blocks roads and parking lots preventing the normal flow of traffic. The second is an avalanche.

The Mono County hazard mitigation plan states: “Avalanches are like landslides in many ways. Both can be caused by failures in the earth’s surface, but while landslides are mostly rocks and other sloped structures, avalanches consist of falling and sliding snow. The size and amount of destruction from an avalanche are measured on the logarithmic scale, which usually consists of five categories. There are two main types of avalanches: a surface avalanche and a full-depth avalanche. A full-depth avalanche is more severe than a surface avalanche because there is more snow involved and the snow slides over the ground.” The Eastern Sierra Avalanche Center monitors local avalanche threats.

Specific Situation

The Mono County hazard mitigation plan also notes: “In Mono County avalanches occur primarily on national forests in the Sierra Nevada backcountry, although some avalanche hazards present a significant risk to the community areas of Swauger Creek, Twin Lakes, Virginia Lake, Lundy Lake, June Lake, Long Valley/McGee Creek, and Wheeler Crest. Roadway sections threatened by potential avalanches include portions of Lower Rock Creek Road; U.S. 395 at Long Valley, Wilson Butte, and just north of Lee Vining; S.R. 158 entering the June Lake Loop; Lake Mary Road; and several county roads entering eastern slope community areas.”

Threat Assessment 6 Hazardous Materials

General Situation

The Town of Mammoth Lakes is adjacent to a major highway (US 395), has hazardous materials transported through the Town, and has potentially hazardous materials stored within the Town limits.

Specific Situation

There is four tons of chlorine stored at the Mammoth Community Water District Lake Mary Plant. There is also approximately six tons of chlorine stored at the wastewater treatment plant. If the chlorine was suddenly released, it could form a plume which could endanger the surrounding area.

Threat Assessment 7 Terrorism

General Situation

Mono County has a diverse population of approximately 15,000 persons. The County and its towns are home to many business and government agencies, transportation infrastructure, and other facilities which are vulnerable to terrorist attack. Terrorism is a continuing threat throughout the world and within the United States. A variety of political, social, religious, cultural and economic factors underlie terrorist activities. Terrorists typically target civilians to advance their agenda. The media interest generated by terrorist attacks makes this a high visibility threat.

Specific Situation

Incidents generating significant mass casualties make preparedness and the mechanisms for effective response essential. In addition to large-scale attacks, a full range of assault styles must be considered, including simple letter bombings, assassinations with small arms, major car bombings, etc.

Use of explosive devices remains the weapon of choice for terrorist activity. Related activities include bomb threats, which disrupt the normal operations of transit systems, government or corporate facilities. Locations likely to be targets include airports, mass transit, and government facilities. Entertainment or cultural facilities may also be targeted.

The potential for nuclear, biological, or chemical (NBC) terrorism is also a concern. NBC emergencies would necessitate detailed contingency planning and preparation of emergency responders to protect their communities.

The Federal Bureau of Investigation (FBI) is the lead federal agency for all terrorist activities within the United States. The FBI coordinates this activity with local law enforcement through the Joint Regional Intelligence Centers (JRIC).

A broad threat assessment of potential terrorist targets, threat elements, and local response capabilities has been developed. This assessment is contained in restricted-use planning documents. The information contained in this document will be used as necessary during a threat situation or actual event. Following is a general overview of potential terrorist targets in Mono County:

- Facilities that store, manufacture, or transport hazardous materials.
- US and State Highways, including bridges and overpasses.
- Telecommunications facilities.
- Federal, state, county and Town offices.
- Shopping areas.
- Hospitals.
- Schools, churches and religious centers.
- Research facilities.
- Electrical facilities and power plants.
- Water and wastewater facilities, dams.

Threat Assessment 8

Public Health Emergency

General Situation

Widespread public health emergencies, referred to as “pandemics”, occur when a disease, often a strain of influenza, emerges to which the population has little immunity. The 20th century saw three such pandemics, the most notable of which was the 1918 Spanish influenza pandemic that was responsible for 20-40 million deaths throughout the world.

Public health experts are always concerned about the risk of another pandemic where a disease spreads between and amongst species. When strains of animal disease interact with the common strains of human diseases, a mutation can occur, creating a disease capable of human-to-human transmission, initiating a pandemic. Depending on the nature of such a disease, between 25 to 35 percent of the population could become ill. This level of disease activity would disrupt all aspects of society and severely affect the economy.

Public Health Emergency – World Health Organization (WHO) Pandemic Phases

To ensure consistent planning efforts, federal, state and county public health agencies use the World Health Organization (WHO) pandemic phases as described below.

WHO Pandemic Phases

Interpandemic Period	General Definition
Phase 1	• No new influenza virus subtypes detected in humans. • May or may not be present in animals. • If present in animals, the risk of human infection is considered to be low.
Phase 2	• No new influenza virus subtypes detected in humans. • A circulating animal virus subtype may be detected in animals. • There may be a substantial risk of human disease.
Pandemic Alert Period	General Definition
Phase 3	• Humans have been infected with a novel virus subtype but human-to-human transmission has not occurred or only in rare instances of close contact.
Phase 4	• Small cluster(s) of cases with limited human-to-human transmission are documented, but spread is highly localized. • Virus is not well adapted to humans.
Phase 5	• Larger cluster(s) appear, but human-to-human spread is still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be highly transmissible. • The risk of pandemic is now substantial.

Interpandemic Period	General Definition
Pandemic Period	General Definition
Phase 6	• Increased and sustained transmission is documented in the general population.
Post-Pandemic Period	General Definition
Phase 7	• Continuing public health actions, including communication with the public on issues such as when public gatherings can resume and continued monitoring of possible outbreaks of infection, etc.

Specific Situation

The Mono County Department of Public Health (MCDPH) is the lead department for the county's response. MCDPH will work closely with local jurisdictions to ensure that:

- planning efforts are consistent throughout the county;
- official information will be provided to the jurisdictions in a timely manner;
- pharmaceutical distribution planning, training and exercising is conducted; and
- the organization is SEMS/NIMS (Standardized Emergency Management System/National Incident Management System) compliant.

Threat Assessment 9

Transportation: Air Crash

General Situation

A major air crash that occurs in a populated area can result in considerable loss of life and property. The impact of a disabled aircraft as it strikes the ground creates the likely potential for multiple explosions, resulting in intense fires. Regardless of where the crash occurs, the explosions and fires have the potential to cause injuries, fatalities, and the destruction of property at and adjacent to the impact point. The time of day when the crash occurs may have a profound effect on the number of dead and injured.

Damage assessment and disaster relief efforts associated with an air crash incident will require support from other local governments, private organizations, and in certain instances the state and federal governments. It can be expected that few, if any, airline passengers will survive a major air crash. The intense fires, until controlled, will limit search and rescue operations. Police barricades will be needed to block off the affected area. The crowds of onlookers and media personnel will have to be controlled. Emergency medical care, food, and temporary shelter will be required by injured or displaced persons. Many families may be separated, particularly if the crash occurs during working hours, and a locator system should be established at a location convenient to the public.

Investigators from the National Transportation and Safety Board and the Mono County Coroner's Office will have short-term jurisdiction over the crash area and investigations will be completed before the area is released for clean-up. The clean-up operation may consist of the removal of large debris, clearing of roadways, demolishing unsafe structures, and towing of demolished vehicles.

It can be anticipated that the mental health needs of survivors and the surrounding residents will greatly increase due to the trauma associated with such a catastrophe. A coordinated response team, comprised of mental health professionals, should take a proactive approach toward identifying and addressing mental health needs stemming from any traumatic disaster. The American Red Cross is mandated by Congress to provide assistance to families and victims of air crashes.

Specific Situation

The Mammoth Yosemite Airport is a Town-owned public airport located about six miles from the Town. The airport averages about 8,000 flights annually with about 60% general aviation.

Threat Assessment 10

Civil Unrest

General Situation

The disruption of normal, orderly conduct and activities in urban areas, or the outbreak of rioting or violence that is of a large nature, is referred to as civil unrest. Civil unrest can be the result of long-term dissatisfaction with authority, social/economic factors, or racial or religious tensions. Civil unrest is usually exacerbated by the fact that normal on-duty police and public safety personnel cannot adequately deal with the situation until additional resources can be acquired.

Specific Situation

Situations of civil unrest may include, but not be limited to:

- Neighborhood problems.
- Mistrust of local authorities.
- Problems in the school system, on- and off-campus.

Civil unrest is a potential risk for the Town of Mammoth Lakes but is not currently a major concern of residents.

Threat Assessment 11

National Security Emergency

General Situation

A national security emergency is defined as “any occurrence, including natural disaster, military attack, technological, or other emergency, that seriously degrades or threatens the national security of the United States.” The National Emergency Act gives the president power to declare an emergency and take actions that are normally restricted by laws or regulations.

Section Seven

Hazard Mitigation

Purpose

This section establishes actions, policies and procedures for implementing hazard mitigation programs at the local level. The Town of Mammoth Lakes has a Joint Multi-Hazard Mitigation Plan with Mono County.

Authorities and References

The following laws and regulations govern the hazard mitigation process:

- Disaster Mitigation Act (DMA2000) (PL106-390) Section 322 Mitigation Planning establishes the requirement for local, state and tribal mitigation plans.
- Disaster Mitigation Act (DMA2000) (PL106-390) Section 203 authorizes the Pre-disaster Mitigation (PDM) grant program.
- Robert T. Stafford Disaster Assistance and Emergency Relief Act (Stafford Act) (PL93-288) Section 404 authorizes the Hazard Mitigation Grant Program.
- 44 CFR (Code of Federal Regulations, Title 44) Parts 201 and 206 implement policies and procedures that apply to Mitigation Planning and the Hazard Mitigation Grant Program.
- National Flood Insurance Act established the National Flood Insurance Program (NFIP) and the Flood Mitigation Assistance (FMA) Program.
- California Emergency Services Act, Chapter 7, Division 1, Title 2 of the Government Code California Disaster Assistance Act (CDAA), 406 Mitigation.

General

Hazard mitigation is defined as any action taken to reduce or eliminate the long-term risk to human life and property from disasters. Section 322 of Public Law 106-390 requires, as a condition of receiving certain federal disaster aid, that local governments develop a mitigation plan that outlines processes for identifying the natural hazards, risks and vulnerabilities in their jurisdiction. Mitigation plans must:

- Describe actions to mitigate hazards, risks and vulnerabilities identified under the plan.
- Establish a strategy to implement those plans.

Specific plan requirements are listed in 44 CFR Section 201.6. Local jurisdictions without an approved hazard mitigation plan will not be eligible to receive funds for the Hazard Mitigation Grant (HMGP), Pre-Disaster Mitigation (PDM) or Flood Mitigation Assistance (FMA) programs.

Local mitigation plans are the jurisdiction's commitment to reduce risks from natural hazards and guide decision makers as they commit resources to reduce the damage from natural hazards. Hazard mitigation planning and actions are continuous year-round efforts.

Reference: The County of Mono/Town of Mammoth Lakes Multi-Hazard Mitigation Plan

Hazard Mitigation Grants

Pre-Disaster Mitigation (PDM)

The Pre-Disaster Mitigation (PDM) grant program may provide financial assistance to local jurisdictions to develop and update plans or identify and mitigate pre-disaster conditions to reduce vulnerability.

PDM funding is provided through the National Pre-Disaster Mitigation Fund and is subject to Congressional appropriations. PDM projects are nationally competitive and opportunities to apply for grants are announced once a year by OES.

Hazard Mitigation Grant Program (HMGP)

Following a disaster, mitigation opportunities and financial assistance may be available through the Hazard Mitigation Grant Program (HMGP). The program funds projects that are cost-effective and which substantially reduce the risk of future damage, hardship, loss or suffering as a result of a natural disaster. The HMGP is funded for each disaster. Total allocation is based upon a sliding scale of between 7.5 and 15 percent of the Federal Emergency Management Agency's (FEMA) estimate of all public infrastructure damages (not emergency work) and individual assistance costs in a particular disaster. As an incentive to encourage the development of local plans, DMA2000 permits local governments to be eligible for up to a 20 percent share of the total damages estimated in the Public and Individual Assistance programs if they have an approved multi-hazard mitigation plan. HMGP awards are competitive among jurisdictions that are part of the disaster declaration.

Flood Mitigation Assistance Program (FMA)

FEMA's Flood Mitigation Assistance Program (FMA) provides funding to communities to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes and other structures insurable under the National Flood Insurance Program (NFIP). The program provides grants for mitigation planning, projects and technical assistance to reduce claims under the NFIP. A priority of the FMA Program is to fund flood mitigation activities that reduce the number of repetitive loss structures insured by the NFIP. Repetitive loss structures are those that have sustained two or more losses, each exceeding \$1000, within a ten-year period. FEMA encourages communities to develop plans that address repetitive loss properties.

The federal contribution for an individual HMGP, PDM or FMA project can be up to 75 percent of the cost of the proposed project with applicants providing matching funds through a combination of either state, local or private sources. Awards go to projects that best demonstrate the goals and objectives of local mitigation programs. HMGP funding may not be used to fund any mitigation project that is eligible under Public Assistance or other federal programs, though it may be used to complement or enhance mitigation funded under Individual or Public Assistance.

Implementation

Following each federally declared Emergency or Major Disaster, the Regional Director of the Federal Emergency Management Agency (FEMA) and the Governor sign a document

called the Federal/State Agreement. This agreement includes appropriate provisions for hazard mitigation, such as:

- Evaluate or have the applicant evaluate specific natural hazards in the disaster area and make appropriate recommendations to mitigate them.
- Follow up with applicants to ensure that the appropriate hazard mitigation actions are taken.
- Follow up with applicants to ensure that the appropriate hazard mitigation plans are developed and submitted to the FEMA Regional Director for concurrence.
- Review and update disaster mitigation portions of emergency plans.

A hazard mitigation officer is appointed for the state and local applicant. These individuals constitute the hazard mitigation survey team which will:

- Identify significant hazards in the affected areas, giving priority to disaster-related hazards.
- Evaluate impacts of these hazards and recommend mitigation measures.

The hazard mitigation survey team uses information from Project Worksheets (PWs) and visits selected sites where significant damage has occurred. The survey team is responsible for ensuring an adequate consultation among interested federal, state and local parties. The survey team also prepares a hazard mitigation plan which is submitted to the FEMA Regional Director through the Governor's Authorized Representative within 180 days after a Presidential declaration. The plan:

- Recommends hazard mitigation measures for local, state and federal agencies.
- Establishes short and long-term planning frameworks for implementation of hazard mitigation efforts.

The State sets mitigation priorities and awards for HMGP grants. FEMA conducts the final eligibility review to ensure that all projects are compliant with Federal regulations. This includes the Federal law that requires States and communities to have FEMA-approved mitigation plans in place prior to receipt of HMGP project funds.

Responsibilities

Hazard mitigation measures include avoidance, reduction and land use regulations. Key responsibilities of local governments are to:

- **Participate** in the process of evaluating hazards and adoption of appropriate hazard mitigation measures, including land use and construction standards.
- **Appoint** a Multi-Hazard Mitigation Officer, if appropriate.
- **Participate** on Hazard Mitigation Survey Teams and Inter-agency Hazard Mitigation Teams, as appropriate.
- **Participate** in the development and implementation of section 409 plans or plan updates, as appropriate.
- **Coordinate and monitor** the implementation of local hazard mitigation measures.

Part One, Section Eight

Emergency Operations

Concept of Operations

The Town will operate under the following policies during a disaster/emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) will be followed.
- All Town and department operating procedures will be adhered to unless directed otherwise by the Town Manager.
- All on-duty personnel are expected to remain on-duty until relieved of duty. Off-duty personnel will be expected to return to work in accordance with the Town's policies.
- While in a disaster mode, work shifts typically will be 12 hours on and 12 hours off for the duration of the event. The Town's work shifts will typically begin at 6 a.m. and 6 p.m. The length of the work shifts may be adjusted to meet local conditions.

Town Emergency Management Organization and Responsibilities

The Town's Disaster/Emergency Management Organization (including emergency/disaster response and recovery) will be directed by the Town Manager who has the responsibility for:

- Implementing the SEMS/NIMS Emergency Operations Plan (EOP).
- Working with the Town Council.
- Overseeing all Town disaster preparedness.

The designated EOC Director has overall responsibility for:

- Organizing, staffing and operating the Emergency Operations Center (EOC).
- All communications and warning systems.
- Providing information and guidance to the public.
- Maintaining information on the status of resources, services and operations.
- Directing overall operations.
- Obtaining support for the Town and providing support to other jurisdictions as required.
- Identifying and analyzing potential hazards and recommending appropriate countermeasures.
- Collecting, evaluating and disseminating damage assessment and other essential information.
- Providing status and other reports to the Operational Area.

Employee Assignments and Responsibilities

California Labor Code §3211.92(b) identifies public agency employees as Disaster Service Workers. Consequently, all on-duty Town employees are expected to remain at work. Off-duty employees should report for work in accordance with Town policy. If at home when a disaster occurs, employees are expected to ensure the welfare of their families and homes before reporting to work.

At the time of an emergency, all Town employees are eligible to be called upon to assume an emergency assignment. Should that become necessary, the Town Manager may suspend

normal Town business activities. The Personnel Unit in the Town EOC Logistics Section will coordinate recruiting, orienting and assigning Town employees and volunteers to emergency tasks, as directed by the Town Manager.

In addition to being available for an emergency assignment, it is the responsibility of all Town staff to:

- Be familiar with the Town emergency organization, concepts of emergency operations, and the procedures outlined in this Emergency Operations Plan (EOP).
- Be familiar with department emergency procedures.
- Attend required emergency training and exercises.
- Maintain proficiency in any special skills needed for emergency assignment.

Emergency Operations Center (EOC)

In normal conditions, day-to-day operations are conducted by departments and agencies that are widely dispersed throughout the Town. In a major emergency or disaster, the Town will use an Emergency Operations Center (EOC), from which centralized disaster/emergency management can be performed. This facilitates a coordinated response by the Town and representatives of other organizations who are involved in the emergency response and recovery. The level of EOC staffing will vary with the specific disaster/emergency situation.

An EOC provides a central location for information and decision making, and allows for face-to-face coordination among personnel who must make emergency decisions. The following functions may be performed in the Town's EOC:

- Managing and coordinating disaster/emergency operations.
- Receiving and disseminating warning information.
- Developing emergency policies and procedures.
- Collecting intelligence from, and disseminating information to, the various EOC representatives and to County, State, Federal and other agencies.
- Preparing intelligence summaries, situation reports, operational reports and other reports.
- Maintaining maps, display boards and other disaster-related information.
- Continuing analysis of disaster information.
- Coordinating operational and logistical support.
- Maintaining contact and coordination with department operations centers (DOCs), other local government EOCs and the Operational Area.
- Providing disaster/emergency information to the public and making official releases to the news media.
- Communications.
- Resource dispatching and tracking.

Town emergency/disaster response and recovery operations will be managed in one of three modes, depending on the magnitude of the emergency/disaster. The All Hazards Incident Management Team can be requested by the Town.

Level One

Level One activation may be a minor to moderate incident wherein local resources are adequate and available. A Local Emergency may or may not be proclaimed. The Town EOC may be activated at a minimal level or may not be activated. Off-duty personnel may be recalled.

Level Two

Level Two activation may be a moderate to severe emergency/disaster wherein local resources are not adequate and mutual aid may be required on a regional or even statewide basis. Key management-level personnel from the principal involved agencies will co-locate in a central location to provide jurisdictional or multi-jurisdictional coordination. The EOC should be activated. Off-duty personnel may be recalled. A Local Emergency may be proclaimed by the Town/County and a State of Emergency may be proclaimed by the governor.

Level Three

Level Three activation may be a major local or regional disaster wherein resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required. A Local Emergency (Town/County) and a State of Emergency (Governor) will be proclaimed and a Presidential Declaration of an Emergency or Major Disaster will be requested. All response and early recovery activities will be conducted from the EOC. Most off-duty personnel will be recalled.

EOC Location and Description

The Town's Emergency Operations Center (EOC) is the Town Council Chamber in Town Hall, 437 Old Mammoth Road, Suite Z, Mammoth Lakes, CA 93546.

An alternate EOC may be activated when the primary EOC is unusable. The Logistics Section will coordinate the relocation to the alternate EOC. The operational functions of the alternate EOC will be the same as those of the primary EOC. The alternate EOC is the Mammoth Lakes Fire Protection District Fire Station located at 3150 Main Street, Mammoth Lakes, CA 93546.

EOC Displays

Because the EOC's major purpose is gathering and sharing information for coordinated emergency response, status boards may be used to track information. All EOC sections must track information so that other EOC staff can quickly comprehend what actions have been taken, what resources are available and the damage in the Town resulting from the disaster. The Planning/Intelligence Section is responsible for coordinating displays of information. The area maps, assignment board, and section display boards should be mounted on the walls.

A significant events log should be compiled for the duration of the emergency. It is the responsibility of the Planning/Intelligence Section to record key disaster information in the logs.

EOC Communications

Communications in the EOC include telephone and radio communications. The Logistics Section is responsible for communications assisted by the radio volunteer team.

EOC Facility Management

Management of and maintaining operational readiness of the primary and alternate EOC facilities is the responsibility of the Public Safety Officer.

The EOC Director will have the primary responsibility for ensuring that the Town Council is kept informed of the situation and will bring all major policy issues to the Council for review and decision.

EOC Activation Policy

The EOC is activated when field response agencies need support, a Town-wide perspective is needed or multiple-departments need to coordinate their response. Activated EOCs may be partially or fully staffed to meet the demands of the situation.

The Operational Area must be notified via the designated countywide emergency reporting systems when the EOC is activated. The Disaster Management Area Coordinator must also be notified.

When to Activate the EOC

- An emergency situation that has occurred or might occur that will require a large commitment of resources from two or more Town Departments over an extended period of time. Examples include: an earthquake, brush fire, bombing, flooding, major hazardous material incident, civil disturbance, aircraft disaster, high rise structure fire, severe weather conditions, uncontrolled release or dam failure, act of terrorism, large-scale school incident and special events.
- An impending or declared "State of War Emergency".

Who Can Activate the EOC

The Town Manager's office is authorized to activate the EOC.

EOC Activation Procedures

- Determine level of EOC activation and staffing levels.
- Notify EOC staff.
- Set up the EOC.
- Notify the Operational Area and your Disaster Management Area Coordinator (DMAC) that the Town EOC has been activated.

All employees, elected officials and partner agencies will be advised when either the EOC or alternate EOC is activated.

EOC Deactivation Procedures

- The EOC Director will determine which units, branches or sections are no longer needed and order EOC deactivation to begin.
- Deactivated units will complete all required paperwork and transfer any remaining tasks or responsibilities to the appropriate unit, branch or section.
- As EOC deactivation continues, this process will repeat itself.
- The deactivation should be overseen by the Demobilization Unit to ensure procedures are followed.
- Notify the Operational Area and your Disaster Management Area Coordinator (DMAC) when the EOC deactivation is complete.

Coordination with the Field Response Level

Coordination among SEMS levels is clearly necessary for effective emergency response. In a major disaster/emergency, the Town's EOC may be activated to coordinate the overall response while the Incident Command System is used by field responders. Incident Commanders may report to department operations centers (DOCs), which in turn will coordinate with the EOC. In some jurisdictions Incident Commanders may report directly to the EOC, usually to their counterpart in the Operations Section.

Communication and Coordination with the Operational Area Level

Communications should be established between all cities and the Operational Area. Designated countywide emergency reporting systems should be used to coordinate and communicate reports and resource requests with the Operational Area EOC.

A Town should report its status to the Operational Area EOC whether or not it has any disaster damage. The Operational Area will use the Multi-Agency Coordinating System (MACS) concept when developing response and recovery operations.

Reporting to the Operational Area

Town reports and notifications are to be made to the Operational Area. These reports and notifications include:

- Activation of the EOC.
- Proclamation of a Local Emergency.
- Reconnaissance (Recon) Reports.
- Town Status Reports.
- Initial Damage Estimates.
- Incident Reports.
- Resource Requests.

Established reporting procedures include:

- Use of the designated countywide emergency reporting system (Operational Area Reporting and Request System OARRS).
- Phoning or faxing information to the Operational Area EOC.

Resource Request Process

When a disaster or emergency occurs, a City will use its own internal assets to provide emergency services. If a City's internal assets are not sufficient, the City will normally make a request to a neighboring jurisdiction for assistance. Internal assets include supplies and equipment available from local vendors.

- If resources are still not available, resource requests should be directed to the Operational Area EOC via the designated countywide emergency reporting systems.
- Existing mutual aid agreements and financial protocols will be followed.

Part One, Section Nine

Continuity of Government

Purpose

A major disaster could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. This preservation is best accomplished by civil government. To this end, it is particularly essential that local government continue to function.

Applicable portions of the California Government Code and the State Constitution (cited in the next paragraphs) provide authority for the continuity and preservation of state and local government.

Responsibilities

Government at all levels is responsible for providing continuous, effective leadership and authority under all aspects of emergency services operations (prevention, preparedness, response, recovery and mitigation). Under California's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while other jurisdictions may provide additional resources upon request. A key aspect of this control is to be able to communicate official requests, situation reports and emergency information during any disaster a community might face.

Preservation of Local Government

Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of California. Generally, Article 15 permits the appointment of up to three standby officers for each member of the governing body, and up to three standby officers for the chief executive, if not a member of the governing body. Article 15 provides for the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

Article 15 also outlines procedures to assure continued functioning of political subdivisions in the event the governing body, including standby officers, is unavailable to serve.

The Emergency Services Act provides for the preservation of Town government in the event of a major disaster.

Lines of Succession for Officials with Emergency Responsibilities

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a natural, technological or national security disaster.

Town Council

Article 15, Section 8638, of the Emergency Services Act authorizes governing bodies to designate and appoint three standby officers for each member of the governing body and for the chief executive, if not a member of the governing body. Standby officers may be residents or officers of a political subdivision other than that to which they are appointed. Standby officers take the same oath as regular officers and are designated Number 1, 2, or 3, as the case may be.

Article 15, Section 8644, of the Emergency Services Act establishes a method for reconstituting the governing body. It authorizes that, should all members including all standbys be unavailable, temporary officers shall be appointed as follows:

- By the chairman of the board of the county in which the political subdivision is located, or
- By the mayor of any Town within 150 miles (nearest and most populated down to farthest and least populated).

Article 15, Section 8642, of the Emergency Services Act authorizes local governing bodies to convene as soon as possible whenever a State of War Emergency, State of Emergency, or Local Emergency exists, and at a place not necessarily within the political subdivision.

Article 15, Section 8643, Emergency Services Act describes the duties of a governing body during emergencies as follows:

- Ascertain the damage to the jurisdiction and its personnel and property.
- Reconstitute itself and any subdivisions.
- Perform functions in preserving law and order and furnishing local services.

Town Manager

A successor to the position of Town Manager is appointed by the Town Council. The succession occurs:

- Should the Manager be unavailable or unable to serve, the positions listed below, in order, shall act as the Town Manager.
- Should these positions be unavailable or unable to serve, the individuals who hold permanent appointments to the following positions in the Town will automatically serve as acting director in the order shown. The individual who serves as acting manager shall have the authority and powers of the Manager, and will serve until the Manager is again able to serve, or until a successor has been appointed by the Town Council.
 - First –Third Alternates: Available Department Head

Notification of any successor changes shall be made through the established chain of command.

Department Heads

Article 15, Section 8637, of the Emergency Services Act authorizes political subdivisions to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety.

Temporary Town Seat and Town Council Meeting Location

Section 23600 of the California Government Code provides among other things:

- The Town Council shall designate alternative Town seats which may be located outside Town boundaries.
- Real property cannot be purchased for this purpose.
- Additional sites may be designated if needed.

Mammoth Lakes' Town Hall is located at 437 Old Mammoth Rd., Mammoth Lakes, CA 93546.

In the event the primary location is not usable because of emergency conditions, the temporary seat of Town government will be as follows:

- Alternate Location:

Emergency Operations Center (EOC)

The EOC is located at the Town Council Chamber in the Town Hall at 437 Old Mammoth Road, Suite Z, Mammoth Lakes, CA 93546. The alternate EOC is the Mammoth Lakes Fire Protection District Fire Station located at 3150 Main Street, Mammoth Lakes, CA 93546.

Preservation of Vital Records

The following individuals are responsible for the preservation of vital records in the Town: All Town Department Heads and the Town Clerk for the preservation of records related to their departments.

Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include contracts, legislative actions, land and tax records, license registers, business licenses, and articles of incorporation.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc.
- Reestablish normal governmental functions and protect the rights and interests of government. Constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would be included here.

Record depositories should be located well away from potential danger zones and/or housed in facilities designed to withstand most destructive forces.

Each department within the Town should identify, maintain and protect its own essential records.

References

- Judicial System, Article VI, Section 1, 4, 5 and 10, of the Constitution of California.
- Local Government, Article XI, of the Constitution of California.
- Preservation of Local Government, Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).

Part One, Section Ten **Emergency Proclamation Process**

General

The California Emergency Services Act provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act. There are three types of proclamations of emergency in the State of California: local emergency, state of emergency and state of war emergency.

Local Emergency (Town)

A Local Emergency may be proclaimed by the Town Manager and ratified by the Town Council. A Local Emergency proclaimed by the Town Manager must be ratified by the Town Council within seven days. The governing body must review the need to continue the proclamation at least every fourteen days (or every twenty-one days if the governing body does not meet at least weekly) until the Local Emergency is terminated. The Local Emergency must be terminated by resolution as soon as conditions warrant.

Proclamations are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property within the Town caused by natural or man-made situations.

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

- If necessary, request that the Governor proclaim a State of Emergency and/or request a Presidential declaration.
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements.
- Request state agencies and other jurisdictions to provide mutual aid.
- Require the emergency services of any local official or employee.
- Requisition necessary personnel and materials from any local department or agency.
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use.
- Impose penalties for violation of lawful orders.
- Conduct emergency operations without incurring legal liability for performance, or failure of performance. (Note: Article 17 of the Emergency Services Act, Section 8655, provides for certain privileges and immunities.)

A sample emergency proclamation may be found at the end of this section. The Town Attorney's Office assisted by the Town Clerk is responsible for preparing and submitting the paperwork. Documents will be on file in the Town Manager's office.

The Town should immediately notify and send a copy of the Town's proclamation to the Operational Area EOC so that the County can request a Local Emergency proclamation or a concurrence by the County.

Local Emergency (County)

Mono County Office of Emergency Management is the administrative coordinator of the Operational Area (OA). When the County's Office of Emergency Management (OEM) receives the Town's proclamation, the County may:

- Proclaim a local emergency; or
- Concur with the Town's proclamation; or
- Take no action.

The County then forwards to OES, Southern Region:

- The Town's proclamation.
- The County's proclamation.
- The County's concurrence with the local proclamation.

When Mono County proclaims a local emergency, the Town will be covered under the County proclamation (62 Ops.Cal.Atty.Gen. 701, 708 (1979)). If the emergency/disaster affects the Town, it is recommended that the Town also proclaim a local emergency, as that will enable the Town to adopt emergency ordinances and promulgate regulations that would not otherwise be valid. Note that, according to the Attorney General, the County's ordinances prevail in the event there is a conflict between the County's ordinances and ordinances adopted by the Town (62 Ops.Cal.Atty.Gen. 701, 708 (1979)).

When the County proclaims a local emergency, they may request that:

- The OES Director concur with the local proclamation,
- The Governor proclaim a State of Emergency, and/or
- The Governor request a Presidential Declaration of an Emergency or Major Disaster.

State of Emergency

A State of Emergency may be proclaimed by the Governor when:

- Conditions of disaster or extreme peril exist which threaten the safety of persons and property within the state caused by natural or man-made incidents.
- Requested to do so by local authorities.
- Local authority is inadequate to cope with the emergency.

Whenever the Governor proclaims a State of Emergency:

- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any county or city for outside assistance.
- The Governor shall, to the extent deemed necessary, have the right to exercise all police power vested in the state by the Constitution and the laws of the State of California within the designated area.
- Jurisdictions may command the aid of citizens as deemed necessary to cope with an emergency.

- The Governor may suspend the provisions of orders, rules or regulations of any state agency; and any regulatory statute or statute prescribing the procedure for conducting state business.
- The Governor may commandeer or make use of any private property or personnel (other than the media) in carrying out the responsibilities of the office.
- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary.

State of War Emergency

Whenever the Governor proclaims a State of War Emergency, or if a State of War Emergency exists, all provisions associated with a State of Emergency apply, plus: All state agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor which are made or given within the limits of authority as provided for in the Emergency Services Act.

Federal Declaration

The Governor can request a Presidential Declaration of an Emergency or a Major Disaster. This opens the door for federal disaster assistance. In some circumstances, a Presidential Declaration may allow for the termination of public works contracts (California Government Code 4410-4412).

SAMPLE EMERGENCY PROCLAMATION

WHEREAS,

Ordinance No. _____ of the *Town/County* of _____ empowers the *Town Manager** to proclaim the existence or threatened existence of a local emergency when said *Town/County* is affected or likely to be affected by a public calamity and the Town Council/County Board of Supervisors is not in session, and;

WHEREAS,

the *Town Manager** of the *Town/County* of _____ does hereby find; That conditions of extreme peril to the safety of persons and property have arisen within said *Town/county*, caused by _____ (*fire, flood, storm, mudslides, torrential rain, wind, earthquake, drought, or other causes*); which began on the _____th day of _____, 20____. and;

That these conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of said *Town/County*, and; That the Town Council/County Board of Supervisors of the *Town/County* of _____ is not in session and cannot immediately be called into session;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout said *Town/County*, and;

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the emergency organization of this *Town/County* shall be those prescribed by state law, by ordinances, and resolutions of this *Town/County*, and; That this emergency proclamation shall expire in 7 days after issuance unless confirmed and ratified by the governing body of the *Town/County* of _____.

Dated: _____ By: _____

*Town Manager**

Print Name _____

Address _____

**Insert appropriate title and governing body*

Note: *It may not be necessary for a Town to proclaim a local emergency if the county has already proclaimed an emergency that applies to the entire geographic county area or for a specific area that includes the impacted Town or cities.*

This guide is not intended to be a legal opinion on the emergency proclamation process and related programs under state law. Local governments should consult their own legal counsel when considering proclaiming a local state of emergency.

Part One, Section Eleven

Mutual Aid

General

Mutual aid is designed to ensure that adequate resources, facilities and other support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation(s). The basis for the system is the California Disaster and Civil Defense Master Mutual Aid Agreement, as provided for in the California Emergency Services Act. This Agreement was developed in 1950 and has been adopted by the state, all 58 counties and most incorporated cities in the State of California. The Master Mutual Aid Agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements.

Mutual Aid System

A statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the mobilization of resources to and from local governments, operational areas, regions and state to provide requesting agencies with adequate resources. The general flow of mutual aid resource requests and resources within mutual aid systems are depicted in the first diagram at the end of this section.

The system includes several discipline-specific mutual aid agreements, such as fire and rescue, law, medical, building and safety, coroners, emergency managers (EMMA) and public works. These systems are consistent with SEMS and NIMS at all levels.

In addition to the mutual aid agreements that are in place within the state of California, the Governor signed the Emergency Management Assistance Compact (EMAC) which allows the State of California to participate with the other states in a nationwide mutual aid system.

Mutual Aid Regions

Mutual Aid Regions I-VI were established in California under the Emergency Services Act and each contains designated counties. Mono County and its cities are in Mutual Aid Region VI, which is in the OES Southern Administrative Region. See the chart at the end of this section.

Mutual Aid Coordinators

To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility and pass on unfilled requests to the next level.

Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, operational area, regional and state levels. In

the Operational Area, this would be coordinated through the Mono County Office of Emergency Management.

Mutual aid system coordinators at an EOC may be located in various functional elements (sections, branches, groups or units) or serve as an agency representative, depending on how the EOC is organized and the extent to which it is activated.

Participation of Volunteer, Non-Governmental, and Private Agencies

Volunteer, non-governmental and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Emergency preparedness partnerships with agencies such as the American Red Cross, Salvation Army, Disaster Communications Services, community and faith-based organizations, and others are an essential element of local, state and national emergency response to meet the needs of disaster victims.

Volunteer agencies and non-governmental organizations mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies and non-governmental organizations with extensive involvement in the emergency response should be represented in EOCs.

Some private agencies have established mutual aid arrangements to assist other private agencies and government within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with governmental EOCs. In some functional areas, services are provided by a mix of special district, municipal and private agencies. Mutual aid arrangements may include both governmental and private agencies.

Liaison should be established between activated EOCs and private agencies involved in a response. Where there is a need for extensive coordination and information exchange, private agencies should be represented in activated EOCs at the appropriate SEMS level.

Mono County has an Memorandum of Understanding (MOU) with the Red Cross. When activated, the Red Cross shelter is located at Mammoth High School, 365 Sierra Park Road, Mammoth Lakes, CA 93546.

Policies and Procedures

- Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement.
- During a proclaimed emergency/disaster, inter-jurisdictional mutual aid will be coordinated at the county, operational area or mutual aid regional level.
- Make sure a communications plan is in place for response activities.
- The Town will make all non-law and non-fire mutual aid requests via designated countywide emergency reporting systems. Requests should specify, at a minimum:
 - Number and type of personnel needed.

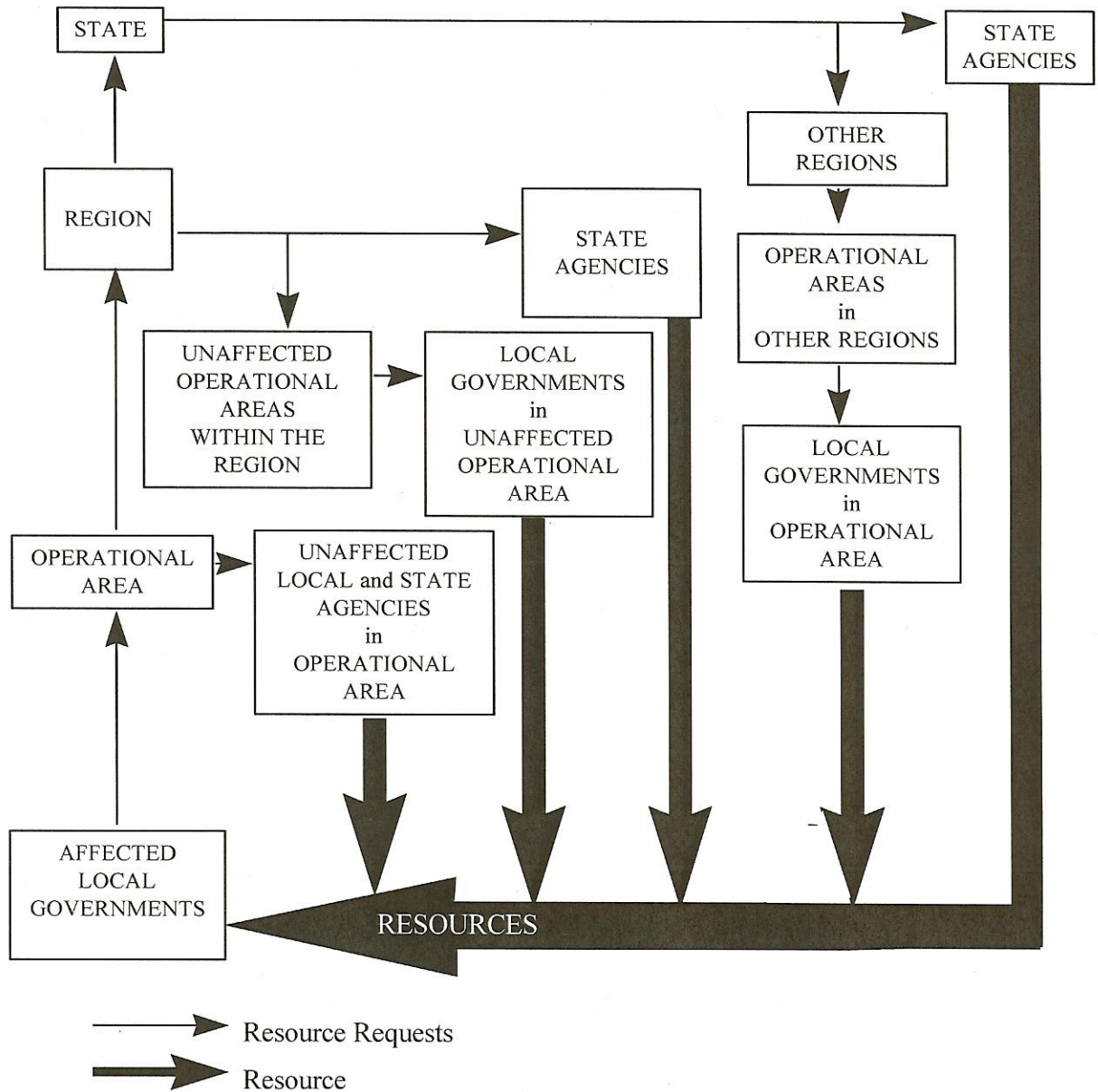
- Type and amount of equipment needed.
- Reporting time and location.
- To whom resources should report.
- Access routes.
- Estimated duration of operations.
- Risks and hazards.

Authorities and References

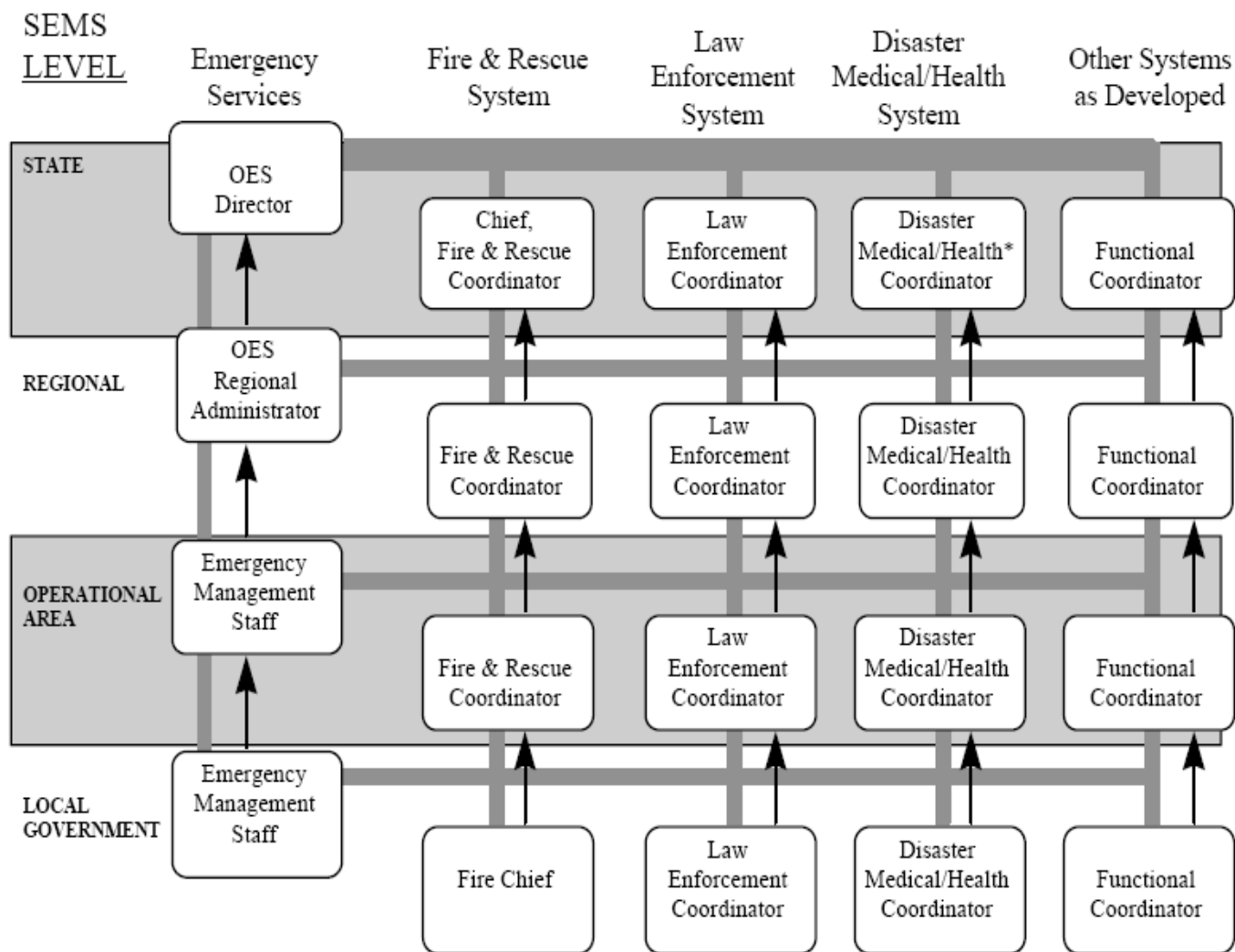
Mutual aid assistance may be provided under one or more of the following authorities:

- California Emergency Managers Mutual Aid Agreement.
- California Fire and Rescue Emergency Plan.
- California Fire Assistance Agreement.
- California Law Enforcement Mutual Aid Plan.
- California Master Mutual Aid Agreement.
- Emergency Management Assistance Compact.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended: provides federal support to state and local disaster activities.

**MUTUAL AID CONCEPT:
Flow of Resource Requests**



MUTUAL AID CHANNELS: Discipline Specific Mutual Aid Systems



* Includes Mental Health Mutual Aid System

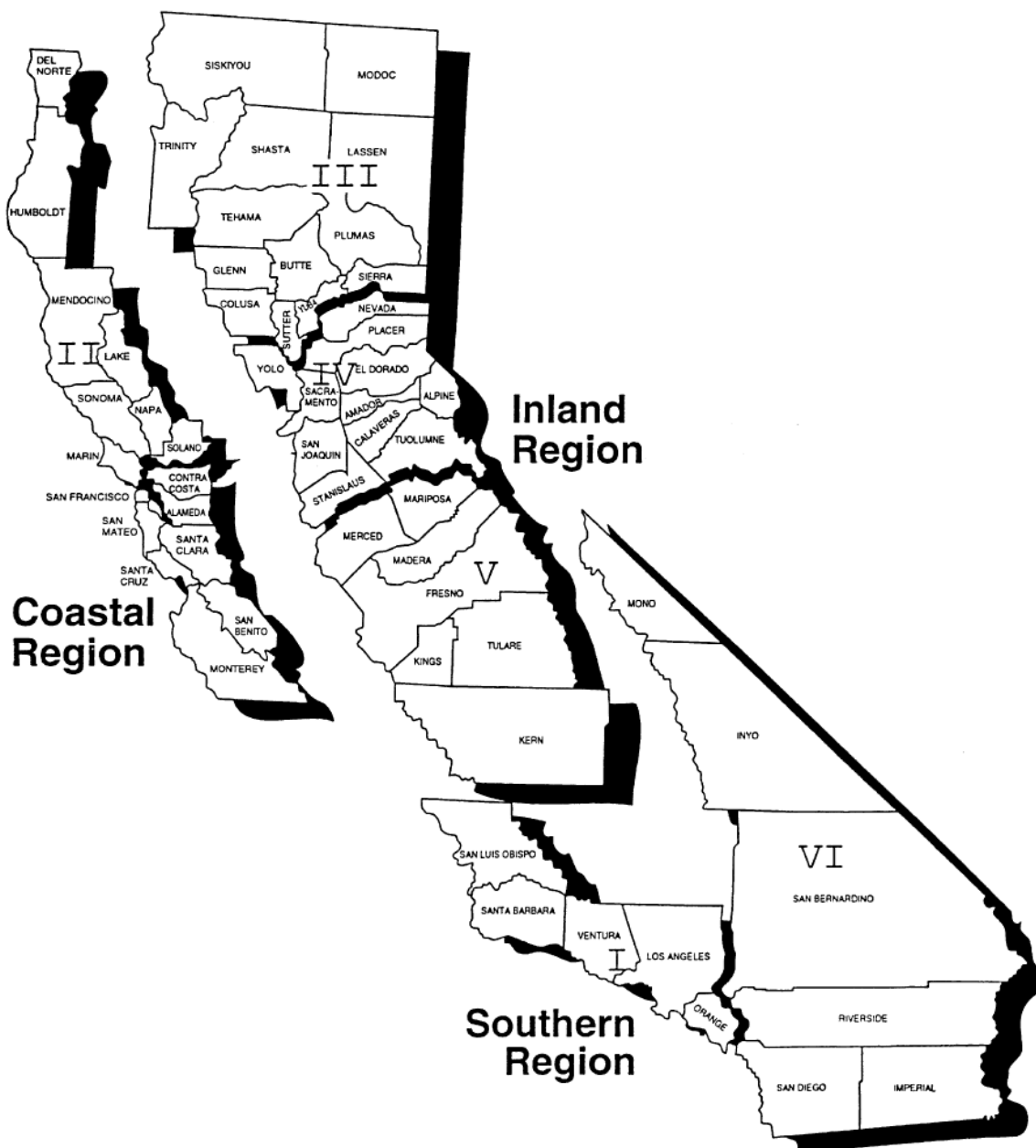


Resource Requests



Information Flow
and Coordination

**California Office of Emergency Services
Administrative Regions and Mutual Aid Regions**



Part One, Section Twelve **Authorities and References**

General

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code), hereafter referred to as the Act, provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act.

The Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations), hereafter referred to as SEMS, establishes SEMS which incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area concept and multi-agency or inter-agency coordination.

The California Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act, provides overall statewide authorities and responsibilities and describes the functions and operations of government at all levels during emergencies or disasters. Section 8568 of the Act states, in part, that "the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof". Therefore, local emergency/disaster plans are considered to be extensions of the California Emergency Plan. The current State plan was reviewed and found to be in compliance with NIMS.

The National Incident Management Section, hereafter referred to as NIMS, was mandated by Homeland Security Presidential Directive No. 5 and is also based on the Incident Command System and the multi-agency coordination system.

The National Response Framework is a guide as to how the nation conducts all-hazards incident response. It is built upon flexible, scalable and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government and private sector businesses and nongovernmental organizations. Response includes:

- Immediate actions to save lives, protect property and meet basic human needs.
- Implementation of emergency operations plans.
- Actions to support short-term recovery and some short-term mitigation activities.

The federal government does not assume command for local emergency management but rather provides support to local agencies. This framework is based on the premise that incidents are typically managed at the lowest possible geographic, organizational and jurisdictional level.

Authorities

The following provides emergency authorities for conducting and/or supporting emergency operations:

Federal

- Americans with Disabilities Act of 1990 (ADA).
- Emergency Planning and Community Right-To-Know Act of 1986, also known as the Superfund Amendments and Reauthorization Act of 1986, Title III (42 U.S.C. §§ 11001-11050).
- Federal Civil Defense Act of 1950, Public Law 920, as amended.
- Homeland Security Act, Public Law 107-296, as amended (6 U.S.C. §101-557).
- Homeland Security Presidential Directive #5, February 28, 2003.
- Homeland Security Presidential Directive #8, December 17, 2005.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, Public Law 93-288, as amended.
- Volunteer Protection Act of 1997, Public Law 105-19 (42 U.S.C. §§ 14501-14505).

State

- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code.
- California Government Code, Title 19, Public Safety, Div. 1, OES, Chapter 2, Emergency and Major Disasters, Subchapter 3, Disaster Services Worker Volunteer Program.
- California Health and Safety Code, Division 20, Chapter 6.5, Sections 25115 and 25117, Chapter 6.95, Sections 2550 et seq., Chapter 7, Sections 25600 through 25610, dealing with hazardous materials.
- California Natural Disaster Assistance Act, Chapter 7.5 of Division 1 of Title 2 of the Government Code.
- Executive Order S-2-05, National Incident Management System Integration into the State of California.
- “Good Samaritan” Liability.
- Orders and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of War Emergency.
- Orders and Regulations which may be Selectively Promulgated by the Governor during a State of Emergency.
- Standardized Emergency Management System (SEMS) Guidelines.
- Standardized Emergency Management System (SEMS) Regulations, Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and Government Code Section 8607(a).

Local: Hazard Mitigation and Multi-Hazard Mitigation Plans are addressed in Part One, Section Seven.

References

Federal

- An ADA Guide for Local Governments: U.S. Department of Justice
- Hazardous Materials Emergency Planning Guide, NRT-1 and Plan Review Guide, NRT-1A: (Environmental Protection Agency's National Response Team)
- Local and Tribal NIMS Integration; U.S. Department of Homeland Security
- National Fire Protection Association (NFPA) Standard 1600
- National Incident Management System (NIMS): U.S. Department of Homeland Security
- National Response Framework: U.S. Department of Homeland Security
- NIMS Emergency Operations Plan (EOP) Compliance Checklist
- Pets Evacuation and Transportation Standards Act, H.R. 3858

State

- California (OES) Disaster Assistance Procedure Manual
- California Emergency Plan
- California (OES) Emergency Planning Guidance for Local Government
- California (OES) Emergency Planning Guidance for Local Government–Crosswalk (Checklist for Reviewing Emergency Plans)
- California Emergency Resources Management Plan
- California Fire and Rescue Operations Plan
- California Hazardous Materials Incident Contingency Plan
- California (OES) Implementation Guidelines for the National Incident Management System (NIMS)
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- California (OES) State Emergency Plan (SEP) – Checklist Review (Based on Checklist for a NIMS-Compliant EOP from the Template for NIMS Implementation Plan)

County/Operational Area

- Mono County Operational Area Disaster Information Reporting Procedures
- Mono County Operational Area Emergency Public Information Plan
- Mono County Operational Area Emergency Response Plan
- Mono County Operational Area Functional Annex—Recovery
- Mono County Public Health, Annex 11, Operational Plan for Implementation and Enforcement of Isolation and Quarantine Measures
- Mono County Public Works Disaster Routes Plan

Local

- Town of Mammoth Lakes Multi-Hazard Mitigation Plan

Town of Mammoth Lakes Emergency Operations Plan

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Emergency Services Ordinance

The Town of Mammoth Lakes Emergency Services Ordinance defines emergencies, describes the responsibilities of Town staff, and sets forth regulations for the Town during a disaster or emergency.

Town Emergency Services Organization

The Town Emergency Services Organization consists of all Town officers, staff, and other persons involved in an emergency.

Director of Emergency Services

The Town Manager is designated as the Director of Emergency Services.

Declaration of a Local Emergency

When the conditions require it, the Director of Emergency Services (DES) can recommend the Town Council declare a Local Emergency.

Levels of Emergencies

The State of California Emergency Plan organizes emergencies into several categories:

Field Response Level

This involves emergency personnel responding to an incident.

Local Government Level

This emergency impacts the local community and requires coordination of the jurisdiction's response.

Operational Level

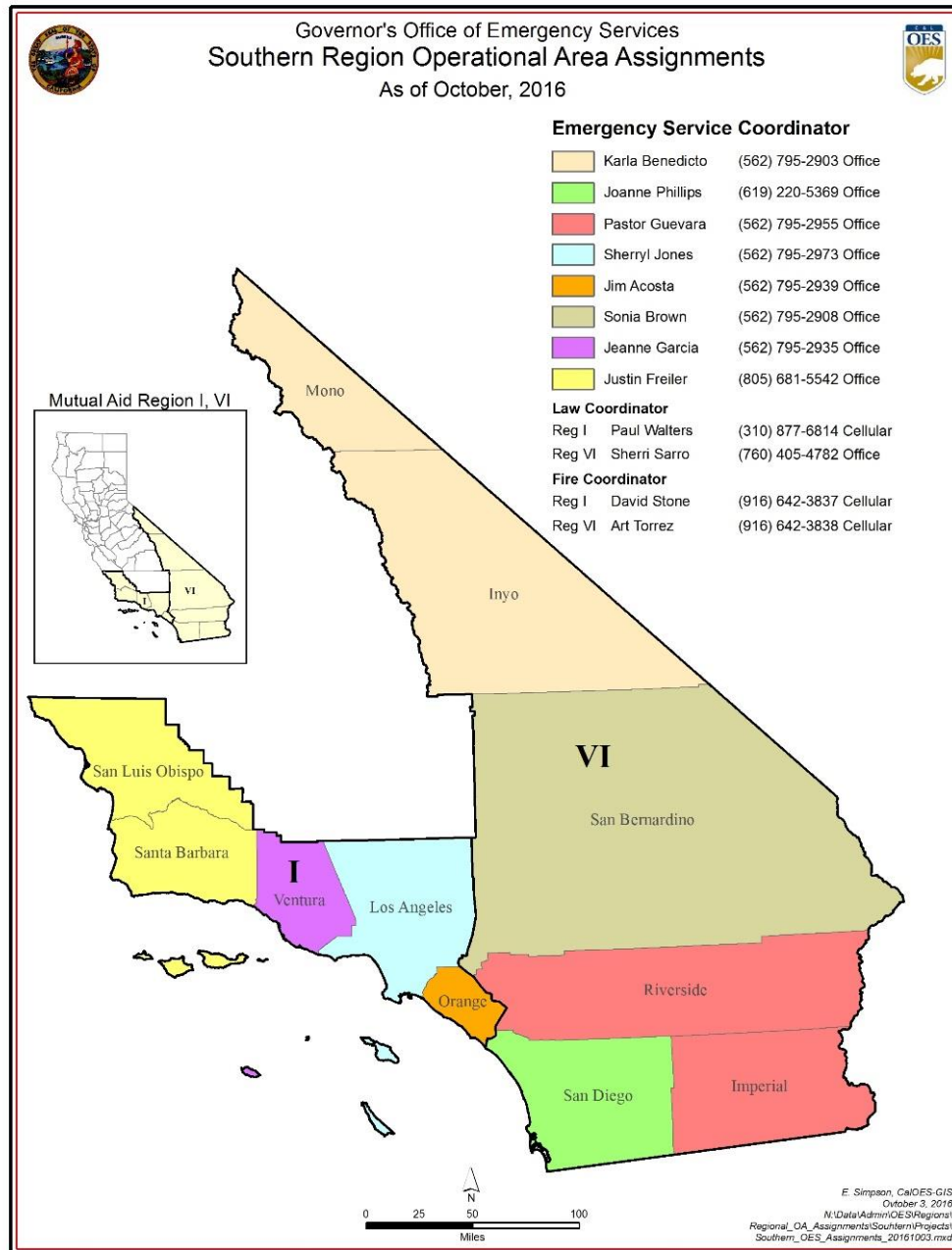
The Town of Mammoth Lakes is located in Mono County and falls under the Mono County Emergency Operations/SEMS plan. This plan includes coordination of all local jurisdictions within the County. It may involve the activation of the Mono County All Hazards Incident Management Team.

Regional Level

The State of California is divided into three regions: Coastal, Inland, and Southern. Mono County is located in the Southern Region, as seen in the figure below.

State Level

This level describes an emergency impacting the entire State.



SEMS/ICS

SEMS and ICS will be employed for emergency operations in the Town of Mammoth Lakes.

SEMS

The acronym SEMS stands for the Standardized Emergency Management System. The policies, organization, and procedures are established and regulated by the State of California Office of Emergency Services (OES) as detailed in the State Emergency

Plan and SEMS Guidelines. Local governments are required to use SEMS when their emergency operations center is activated or a local emergency declared.

The State of California defines SEMS as follows:

The Standardized Emergency Management System (SEMS) is the system required by Government Code Section 8607(a) for managing emergencies involving multiple jurisdictions and agencies. SEMS consists of five organizational levels, which are activated as necessary:

- 1. Field response*
- 2. Local government*
- 3. Operational area*
- 4. Regional*
- 5. State*

SEMS incorporates the functions and principles of the Incident Command System (ICS), the Master Mutual Aid Agreement (MMAA), existing mutual aid systems, the operational area concept, and multi-agency or inter-agency coordination.

Local governments must use SEMS to be eligible for funding of their response-related personnel costs under state disaster assistance programs.

ICS

The Incident Command System (ICS) is a management-by-objectives framework that is scalable depending on the size of the incident. It provides uniformity in the titles and descriptions used in its organization. It promotes modular organization based on five functions. The organizational functions that are needed are activated under a hierarchical system with a limited span of control with personnel accountability, ensuring simplicity of organization.

ICS emphasizes common terminology to ensure the rapid operational integration of responders. The organizational system is connected to incident action plans which contain the objectives established to respond to the incident. The functional areas are: command, operations, planning/intelligence, logistics, and finance/administration. Every community must strive to embrace the ICS/SEMS/NIMS procedures while optimizing them within local capabilities and resources.

ICS Forms

The Town of Mammoth Lakes is SEMS and ICS compliant. The Town employs the appropriate ICS forms for all incident action planning including:

- ICS 200 - Cover Sheet
- ICS 202 - Incident Objectives
- ICS 203 - Organization Assignment List
- ICS 204 - Assignment List
- ICS 205 - Organization Chart
- ICS 206 - Medical Plan

ICS 207 - Organizational Plan
ICS 208 - Safety Plan
ICS 230 - Meeting Schedule

Every form used should be filled out with all of the information that is available. Every form must have the identifying information for the incident. This may be the name of the incident (e.g. The Station Fire) or, if the incident is part of an ongoing series of related events, the name and a serial number (e.g. Mammoth Lakes AR-6).

Another form which is critical during the initial phases of a disaster is the CalOES Initial Disaster Estimate. This must be completed during the local emergency declaration process to begin the request process for assistance from the State. This is typically followed up by a Request for Public Assistance. CalOES will develop a project worksheet for each project during the recovery phase of the incident.

Incident Commander

The Incident Commander for the Town incidents will typically be the Town Manager. The Town has parity with or exceeds the resources of the County. If the incident is impacting the entire county, there is a strong likelihood that a unified command approach will be required. The Unified Command will probably be shared by two senior emergency directors in the county: the Town Manager/Emergency Director of Mammoth Lakes and the Sheriff/Emergency Director of Mono County.

EOC and the ICS Sections

In textbook ICS/SEMS, the functional sections (operations, planning/intelligence, logistics, finance/administration) are intended to solve problems and manage resources within their area of responsibility and then come together to apply these solutions in a systematic process under the direction of the Incident Commander. In many locations there is an Emergency Operations Center (EOC) where the section heads are located. This may be modified in the Town if only to meet the level of staffing that is available.

The Town may function as an EOC without some of the conventional EOC procedures. The prohibition for multiple tasking for a section leader may be impossible to meet with the available personnel. Each of the section chiefs should be managing operations and resources in their section to meet the Incident Action Plan's priorities, determining what resources they will need, and coordinating with the other sections. Unlike traditional ICS this may mean going in the field and only coming together as necessary.

Staff assigned to an ICS positions should try to remain focused on the planning and management tasks and not on supervising or conducting field operations. This is sometimes difficult when every individual is needed in the field.

Section Responsibilities

The jobs of the individual ICS sections can seem complicated. There are basic guidelines for each section.

Operations

You are managing operations in the field. Your job is making sure that your operations are fulfilling the priorities as established in the Incident Action Plan. With the planning section you need to discuss what plans you may need and how you can fulfill plans the Planning Section is developing. Operations involves taking action. You must estimate what resources in materials and personnel you will need so the Logistics Section can procure and deliver them. Finally Operations must provide expense details to the Finance section and ensure all field activities conform to organizational requirements of the Administration Section.

Planning/Intelligence

The Planning Section develops two types of plans: plans that are needed to support ongoing operations and plans for potential operations. The Planning Section is responsible for producing the Incident Action Plan and disseminating it. The Planning Section should advise the Finance Section about possible expenses. The Intelligence Section is responsible to track and gather incoming information and provide it to the other sections.

Logistics

The Logistics Section is responsible for providing the resources to support current and future operations. No matter how important priorities and objectives appear, nothing happens unless there are the personnel and material resources to accomplish them. Logistics must meet frequently with the Operations Section to determine what they need and the Planning Section to estimate what may be needed depending on the course of action that is selected. Logistics must work closely with the Finance Section to ensure all costs are accurately recorded.

Finance/Administration

The Finance Section is responsible for tracking expenses and preparing to disburse funds to cover the costs of operations or logistics. The Administration Section is responsible for ensuring regulations related to employee safety and requirements are followed. The Administration Section is responsible for all documentation involving scheduling and employee actions which may occur. The Administration Section is also responsible for all CalOSHA documents related to employee injuries.

Incident Action Planning

FEMA defines Incident Action Planning (IAP) as “a tool to synchronize operations at the incident level and ensures that incident operations are conducted in support of incident objectives.” IAPs are designed to ensure a structure that promotes a continuous rhythm of planning with organized objectives and measurable results. The process consists of:

- Understanding the situation
- Establishing incident objectives
- Developing a plan
- Preparing and disseminating the plan
- Executing, evaluating, and revising the plan

The IAP is a written plan. It provides essential information such as incident organization, resource allocation, work assignments, safety, and weather. It should include measurements to determine if the plan is meeting the planning objectives.

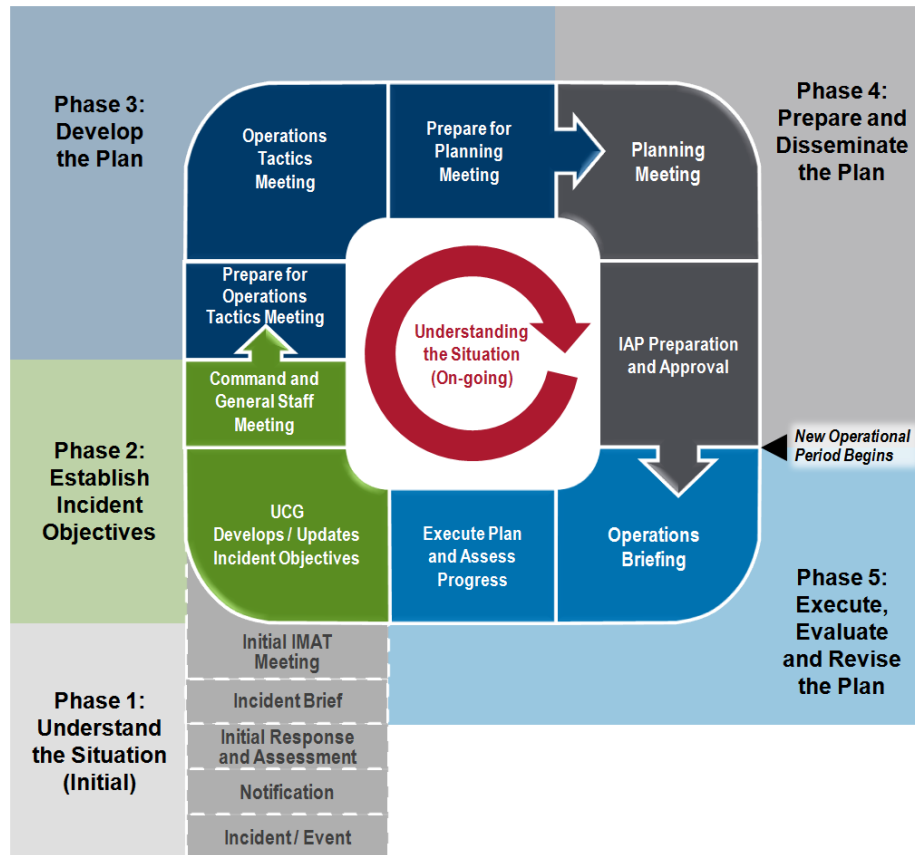
The Incident Action Plan (IAP) accomplishes four things:

- Sets Incident Objectives: What must be accomplished based on the requirements of the incident.
- Establishes Priorities: What needs to be done, the resources required to accomplish it, and how the properties can be allocated.
- Identifies Strategies: The plans of action to achieve one or more objectives.
- Defines Tactics and Tasks: How a specific action will be performed and who will be assigned to it.

Each IAP must include the ICS forms listed above. By employing these standardized forms, the Town will be ICS-and-SEMS-compliant. This is critical when outside agencies must quickly interface with local responders. The use of the ICS forms is familiar and part of a standard planning system for responders across the country. The use of the ICS forms helps to document what happened during the incident and serves as a record for later application for disaster reimbursement.

Planning P

The Planning P is the name for a graphic representation (depicted on the next page) developed by FEMA to show the planning process. This process is conducted within the confines of an operational period. An operational period is a time frame in which incident priorities can be achieved and their success measured. Typical operational periods are 8-12 hours but this can be stretched given the contingencies of the operations. In Mammoth Lakes operational priorities might involve a job like removing snow build-up from a large building. This could take several days to achieve and measure the success.



The Town ICS team should strive to match their planning cycle with the FEMA template. This may not always be possible given available staffing and the contingences of the incident.

Mutual Aid and Operation Tasking

The Town and Mono County rely on mobilizing and managing outside resources during disasters or emergencies. There are several rules for the effective management of outside emergency resources.

1) Carefully Prepare Your Request

Requests for assistance can be as simple as a phone call to the County EOC or as complicated as a technical document requiring a special format, such as a CalOES request. It is important to remember that whoever you are requesting aid from will not have the same level of understanding about your emergency situation. Be sure you can quickly summarize the current situation and what help you need.

2) Be Prepared to Receive the Help You Requested

Once help arrives, your goal should be to get the assistance in place and operational as quickly as possible. You should be sure you are ready to meet and integrate the assistance as it arrives.

3) Maximize their Use

Utilize the resources requested; don't simply hold them in standby or backup status.

4) Support Their Needs

Provide for the continued use of the resources supplied. Meet the physical needs of personnel and the operating needs of equipment.

5) Maintain Careful Documentation

Keep account of what assistance was provided, how it was used, and when it was returned to the source that issued it.

EOC

The Town of Mammoth Lakes has an Emergency Operations Center (EOC) located in the Town Council Chamber in the Town Hall at 437 Old Mammoth Road, Suite Z, Mammoth Lakes, CA 93546. The backup location is the Mammoth Lakes Fire Protection District Fire Station located at 3150 Main Street, Mammoth Lakes, CA 93546.

The FEMA Academy glossary defines an EOC as follows:

The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

The Town EOC employs a more flexible model as described in Municipal Code Section 2.48.110 (Emergency Services Ordinance). The availability of staff to support the EOC and their other operational requirements means the EOC may gather at pre-determined times, conduct EOC business, and then pivot to other critical tasks. The population density of Mono County limits the number of government agencies the Town has to deal with. This lessens the need for constant EOC operations.

With the limited size of the Town staff, it will be difficult to support a traditional style, fully staffed EOC. During periods of local emergencies, the Town staff may have to alternate between operational tasks, EOC section responsibilities, and EOC operations.

Mono County Operational Area

As listed in the Mono County Emergency Operations Plan: Part Two- EOC, the Mono County Sheriff's Department maintains the County Emergency Operations Center. The County has three EOC locations.

Primary

Mono County Sheriff's Office

49 Bryant Street, Bridgeport, CA (760) 932-7549 FAX (760) 932-7435

Alternate

Mono County Sheriff June Lake Sub-station
90 W. Granite Avenue, June Lake, CA (760) 648-7057 FAX (760) 648-7151

Mobile EOC

The Sheriff's Office also has a trailer outfitted to serve as a mobile EOC in the event the EOC and alternate locations are incapacitated or a remote EOC would better serve the incident. Mammoth Lakes Police Department also has a light trailer, an emergency command post trailer, and a generator that may serve as an alternate mobile command post or EOC as needed.

EOC Documentation

Any time the EOC is activated a daily log should be kept that documents what occurred. This log does not replace the Incident Action Plan (IAP). It lists any significant meetings, information summaries, when major decisions were made or action taken, and who was involved. This should be maintained and cross-referenced with the meeting schedule section of the IAP.

A log of all incoming communications should be kept. This log will help the ICS team track ongoing communications requests and provides a historical record for post incident analysis.

AHIMT

The Mono County All Hazards Incident Management Team (AHIMT) is a multi-discipline emergency management approach that can function as an incident command team or as EOC support during a critical incident. It is designed on established principles of ICS and SEMS. The Town, Mono County, and the Mammoth Lakes Fire Protection District have entered into a mutual aid agreement to employ an all hazards incident management team during critical incidents. (Note: wildfire incidents are outside the intended scope of the Mono County AHIMT and may fall under the direction of state and federal wildfire management teams.)

The Town Emergency Services Ordinance provides authority for the Town Manager to adapt the emergency plan as necessary. This can include the mobilization of the AHIMT at any stage of a local emergency. The advantage of this team is it allows local and county government to provide robust operational leadership in the early stages of a critical incident. This should result in fewer incidents rising to the level of an EOC activation. The AHIMT can be rapidly modified to meet the contingencies of each incident. The use of the AHIMT does not preclude the mobilization of the Town or County EOC.

The AHIMT can make swift operational decisions and manage resources in the early stage of an incident while other local and County EOCs are still mobilizing. If the Town or County EOC is activated the AHIMT can provide technical expertise and management support. The AHIMT offers Town and County decision makers the

flexibility to systematically mobilize and organize resources without the stress of providing operational management during the EOC activation process.

The period of assistance by the AHIMT is at the discretion of the Town Manager. If an incident occurs in the County Town may be asked to provide personnel to support the AHIMT.

Unified Command

If Mono County decides to enter into a unified command, it will be part of the pre-determined Mono County Operational Areas: North Region (Conway Summit north to CA/NV border), South Region (Conway Summit south to Mono/Inyo County Line), Hammil Region (Hammil Valley), and the Town region. The two largest government entities in Mono County are Mono County and the Town of Mammoth Lakes. The Unified Command will typically be led by the Sheriff of Mono County and the Town Manager of Mammoth Lakes (or their designees).

Crisis Communications

During a disaster or emergency it is vital that the public be kept informed. There are several avenues for emergency information, as described below:

Town

The Town has the Town website and the Town of Mammoth Lakes Public Service Announcements. Emergency messages should be posted on the Town of Mammoth Lakes Public Information Line and then updated throughout the emergency. The Town has Facebook and Twitter accounts which can be used to relay current information to local residents.

Mono County

Mono County Code Red system is a system that residents and interested parties sign up to receive notifications. The County also has IPAWS (Integrated Public Alert and Warning System) which is a geographic cell phone alert system. The Town can employ either system through the County to deliver emergency messages to residents.

General Information

There are general information phone numbers such as 888-GO MAMMOTH and 800-GO MAMMOTH. The Town should coordinate messaging with these sources during any emergency.

Local Media Sources

The Town's local media sources include KMMT 106.5 FM and Sierra Wave 92.5 FM. They should be periodically updated on the emergency situation.

Public Safety

Police



The Town of Mammoth Lakes Police department is a full service law enforcement agency. The department has a sworn strength of 10 officers plus the Chief. The Police Department provides patrol, traffic, investigations and a school resource officer.

The department works closely with the California Highway Patrol and the Mono County Sheriff's Department. In-custody arrestees are transported to the Mono County jail in Bridgeport. The Police Department provides on-duty patrol response until 3AM, with an on-call response until day shift begins at 7AM. During emergency conditions the Chief of Police may prioritize calls for service.

Fire



The Mammoth Lakes Fire Protection District is an all-risk fire department headquartered in the Town of Mammoth Lakes. The district has eight full-time and 45 part-time fire fighters. Daily staff is one on-duty Chief and one 3-person engine company. For larger emergencies or multiple incidents, the on-duty staff can be supplemented by calling in part-time personnel.

The district has two fire stations and the following equipment:

Station 1

- 2 Type 1 Engines
- Type III Engine
- 100' Aerial Platform
- 3000 gal Water Tender
- BLS Ambulance

Station 2

- 2 Type 1 Engines
- 75' Quint

Mutual Aid

Local

Mono County Sheriff

Mono County Sheriff provides law enforcement services to unincorporated areas of Mono County. There are three offices: Bridgeport (Department headquarters), June Lake substation, and Crowley Lake substation. The county is divided into five patrol beats, as shown below:



Mono County Office of Emergency Services

Mono County is responsible for emergency services in the county. Mono County is the northernmost county in the State of California's OES Southern Region. The county has its emergency operations center at Bridgeport at the department headquarters.

Mono County EMS

Mono County EMS provides paramedic and EMT services to the county. The service has four Advanced Life Support Ambulances available 24/7. Mono County EMS works closely with the various fire departments in the county. There are four EMS ambulances with one stationed in Walker/Coleville, June Lake, Mammoth Lakes, and Bridgeport. The service also has two reserve ambulances that are available.

Mono County Public Health Department

The Mono County Public Health Department (MCPHD) maintains an office at 437 Old Mammoth Road, Suite P, Mammoth Lakes, CA 93546. The MCPHD is responsible for overseeing public health issues from communicable disease to ensuring health standards are met during disaster operations.

Mono County GIS Department

The Mono County GIS Department can produce maps during disasters or emergencies. Its website provides the following description:

GIS has been a shared resource between Mono County and the Town of Mammoth Lakes, CA, since 2007, with a common GIS Coordinator, and shared infrastructure. The benefit of this collective approach is that the users in both of the entities have the ability to look at the same data, use the same tools, and leverage the success of each other to further build, implement, and deploy our geographic knowledge on a broad scale. This website is one example of the value of this shared resource - allowing our customers (both agency staff and the general public) a single point of access for maps, applications, and data, regardless of their geographic focus.

County Fire Protection

There are volunteer fire departments and fire protection districts in Mono County, plus the Marine Corps Mountain Warfare Center Fire Department. The largest agency is the Mammoth Lakes Fire Prevention District. The agencies' locations and contact numbers are depicted in the map below.

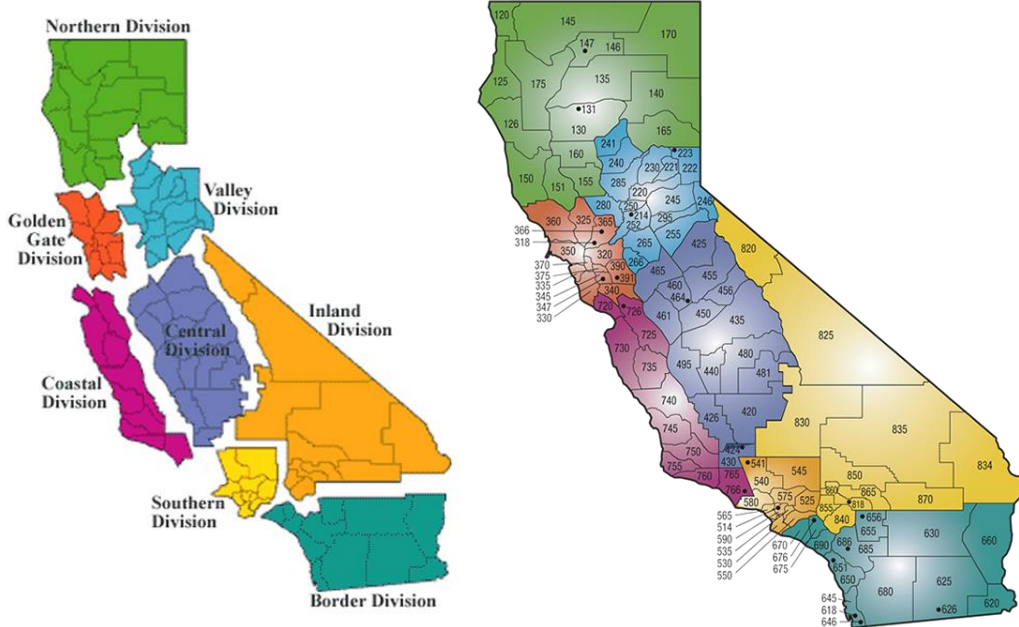


State

California Highway Patrol

The California Highway Patrol (CHP) has a local office in Bridgeport that is responsible for traffic enforcement on Highway 395 and in unincorporated areas from just south of Mammoth Lakes to the California/ Nevada state line. The Bridgeport office is part of the CHP Inland Division. The CHP provides a two-officer car after midnight for Mono County.

CHP Divisions Map



Cal Fire

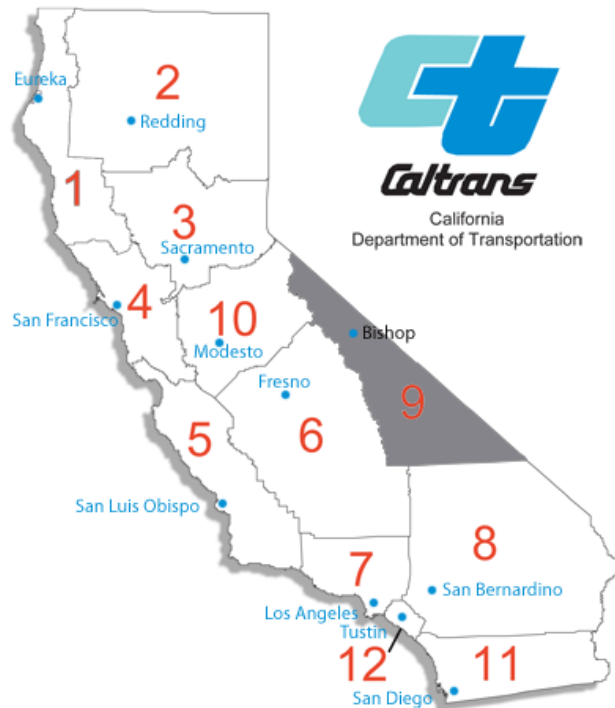
Cal Fire Southern Region has a unit assigned to the Owen's Valley Division stationed at Bishop in Inyo County. Cal Fire and the California Department of Corrections maintain the Owens Valley Conservation Camp near Bishop. The camp houses five 15-inmate fire-fighting crews. These crews are trained for wildfire, floods, and other disaster operations. Each 15-person team has a crew vehicle capable of carrying the crew and CalFire/CDC supervisors. The crew members are experienced and motivated but their employment involves additional regulations for inmate-public interaction. They cannot be housed with the public in shelters or hotels; they can be housed in fire camps.

California Conservation Corps

The California Conservation Corps (CCC) can provide 15-person teams for disaster response. They are trained to assist with a variety of disaster-related missions. The CCC is a state-level asset that can be requested for assistance during local emergencies. The CCC members are paid state employees and do not have any restrictions for public interaction. They can be housed in public shelters or hotels.

Cal Trans

Caltrans District 9 is located in Bishop. This district is responsible for all of the state highways in Inyo, Mono, and parts of Kern counties. Cal Trans partners with other agencies to keep the freeway system operational.



CAL OES

The California Office of Emergency Services is responsible for emergency management through the State of California. They are headquartered at the former Mather Air Base east of Sacramento. They oversee state-level emergency resources and statewide mutual aid.

California State Warning Center

The State of California Office of Emergency Services maintains a 24-hour emergency operations center. The Cal OES website describes it as follows:

“The California State Warning Center (CSWC) is staffed 24 hours a day, seven days a week. The mission of the CSWC is to be the central information hub for statewide emergency communications and notifications. The CSWC is staffed with Emergency Notification Controllers, Emergency Services Coordinators and Senior Communications Coordinators. The CSWC serves as a highly reliable and accurate “one-stop” resource for emergency management, law enforcement and key decision making personnel throughout the state.

*Facilitates multi-regional and statewide AMBER Alerts
Carries out critical incident notifications, warnings, and tactical alerts to all involved agencies and organizations
Conducts computer crime incident notifications
Conducts homeland security incident notifications
Conducts hazardous material notifications
Monitors natural disasters and coordinates emergency response
Monitors and maintains state and national emergency response communications*

Conducts Governor and executive staff notifications
Facilitates toxic call-outs (drug labs)”

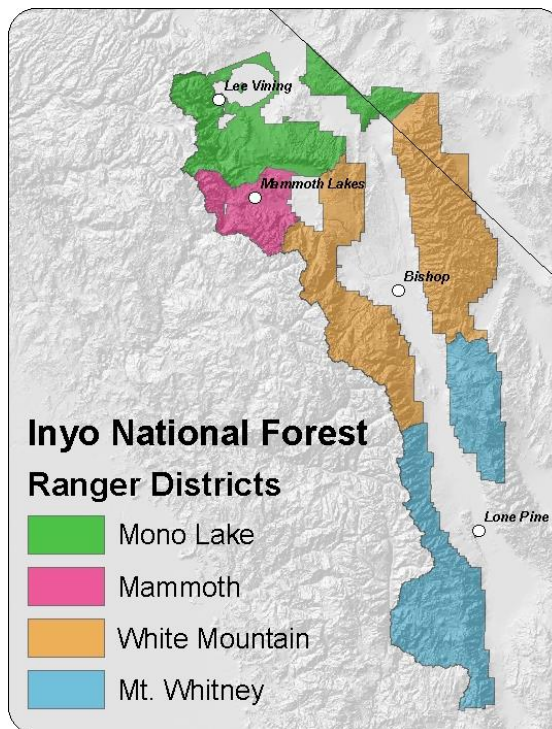
Federal

FEMA

FEMA Region IX is headquartered in Oakland, California and responsible for Arizona, California, Hawaii, and Nevada. FEMA provides support for nationally declared disasters in the form of resources, personnel, and expertise.

US Forest Service (USFS)

Mammoth Lakes is surrounded by the Inyo National Forest. There are four ranger districts in the Inyo Forest. The Mammoth Lakes community is one of the ranger districts. The USFS contracts with Mammoth Lakes Police Departments for law enforcement services in forest service campgrounds in the Town.



USFS/BLM Interagency Fire Organization



The US Forest Service (USFS) and Bureau of Land Management (BLM) provide fire protection to the Inyo National Forest and BLM lands in Mono County and Mineral and Esmeralda Counties in Nevada. The organization is headquartered at the White Mountain Ranger Station in Bishop. The organization has a combined strength of nine engines, seven

fire prevention patrol units, two water tenders, a ten-person hand crew, a 20-person hotshot crew, an air tanker reload base, and a helitack base. The USFS/BLM department shares responsibilities for rural or public land firefighting with other agencies such as CalFire.

The equipment is divided between various stations including: Topaz, Mono Basin, Lee Vining, Gull Lake, Crestview, Mammoth Ranger Station, Rock Creek Guard Station, White Mountain Ranger Station, Bishop Air Tanker Reload Base, and Mt. Whitney Ranger Station.



USMC Mountain Warfare Center

The US Marine Corps has their mountain warfare center in the Humboldt-Toiyabe National Forest 21 miles northwest of Bridgeport. The Mountain Warfare Fire Department operates an engine company consisting of a fire engine, brush truck, utility truck, two ambulances, an over-snow ambulance, and 20 personnel. They also have a hazardous materials response capability.

Logistics

Public Works

The Town's Public Works Department has the following resources:

They maintain the following heavy equipment:

- 5 loaders (~with snow blowers),
- 3 heavy duty trucks,
- End- and bottom-dump trailers,
- Motor grader,
- High-output compressor,
- 2 high-output portable power generators,
- 2 pickup trucks with 100 gallon fuel tanks, and
- A service truck with welder, generator, and compressor.

The Public Works Department maintains a cache of sandbags, building materials, and a cinder shed. The Town's traffic control and road closure devices are stored at the Town Yard.

During the winter months the Public Works Department has an overnight sidewalk clearance team and a snowplow road clearance team.

Fuel

The Town maintains fuel tanks for diesel and gasoline. The diesel tank has a capacity of 10,000 gallons.

Shelter Operations

Mono County manages emergency disaster shelters for the Town. There are six predesignated shelter locations in the county. The County maintains an office adjacent to the Town Offices at 452 Old Mammoth Road. The County will open an emergency shelter on an as-needed basis. Any community in the county can request shelter services. The County will be assisted by the local Red Cross Disaster Action Team to open and operate the shelter. Mammoth High School has been designated as a disaster shelter in the Town of Mammoth Lakes. Depending on the need, residents may be directed to other shelter locations throughout the County.

Additional shelter space may be needed for responders such as CCC strike teams. There are possible alternate locations like the Crowley Lake Community Center which can be used to house responders assigned to Mammoth Lakes operations. If the alternate shelter is not equipped with showers, then they must be provided to the crews at other locations.



Radio Communications

The Town has a radio system for the Police Department and the Public Works Department. There are also handheld radios assigned to various Town staff. The Fire District maintains a radio cache in case of an emergency where additional radios are needed.

State of California

California Law Enforcement Radio System (CLERS)

CLERS is managed by CalOES. It is a microwave interconnected radio repeater system with statewide coverage. It can provide temporary fixed and mobile based communications including the temporary replacement of a dispatch communications system.

California Law Enforcement Mutual Aid Radio System (CALAW)

CALAW is a statewide radio system administered and supported by CalOES. The system allows all law enforcement agencies in California to have a shared radio channel during emergencies involving mutual aid. System use is governed by three priorities:

Priority 1: Disasters and extreme emergency operations.

Priority 2: Emergency or urgent operations involving life safety or protection of property.

Priority 3: Special events.

California Emergency Services Radio System

The California Emergency Services Radio System (CESRS) serves as an emergency communications system for the California Governor's Office of Emergency Services (Cal OES) and county emergency services organizations. Statewide communications are provided through a number of microwave interconnected mountaintop relays. Cal OES has base stations at its headquarters in Mather, Mutual-Aid Region 5 Alternate REOC and Los Alamitos, Southern Region EOC.

Fire and Rescue Mutual Aid Coordination Network

The Cal OES Fire and Rescue Mutual Aid Coordination Network is known as "FIRE Net." It was formerly known as the Office of Emergency Services (OES) FIRE. FIRE Net is a dedicated radio network to support the Fire and Rescue Mutual Aid System. Cal OES FIRE Net supports the 65 Fire Operational Areas and the 6 Mutual Aid Regions as well as all Cal OES fire engines and support vehicles. For sustained operations authorization, permission must be obtained from the Fire and Rescue Duty Officer at the California State Warning Center (CSWC).

Countywide Warning Systems

Emergency Alert Systems (EAS)

The Emergency Alert System is designed to provide emergency communications between the President, federal, state, and local government using commercial broadcast stations. The California Emergency Alert System is operated on a priority system:

Priority 1: Immediate action is required to save lives.

Priority 2: Actions required for protection of private property and notify the public.

Priority 3: Public information.

The Mono County EAS is administered by the Mono County Sheriff.

National Warning System (NAWAS)

NAWAS is a hard-wire line system between federal, state, and local warning points. CALWAS is the State of California connection to local governments.

Damage Assessment

Damage assessment is the responsibility of the Town Building Official assigned to the Community and Economic Development Department. This team is responsible for conducting emergency safety evaluations during disasters or emergencies.

Continuity of Operations

FEMA defines continuity of operations as ensuring that mission-essential functions continue to be performed during an emergency. FEMA identifies essential functions as: orders of succession, delegation of authority, continuity of facilities, continuity of communications, and vital records management. Authority required to take these actions is provided to local government by the State of California.

Authority

All authority for emergency actions by local government is based on the California Government Code 8550 known as the California Emergency Services Act (CESA). This act states:

“The state has long recognized its responsibility to mitigate the effects of natural, manmade, or war-caused emergencies which result in conditions of disaster or in extreme peril to life, property, and the resources of the state, and generally to protect the health and safety and preserve the lives and property of the people of the state. To ensure that preparations within the state will be adequate to deal with such emergencies, it is hereby found and declared to be necessary:

- (a) To confer upon the Governor and upon the chief executives and governing bodies of political subdivisions of this state the emergency powers provided herein; and to provide for state assistance in the organization and maintenance of the emergency programs of such political subdivisions.*

- (b) To provide for a state agency to be known and referred to as the Office of Emergency Services, within the office of the Governor, and to prescribe the powers and duties of the director of that office.*
- (c) To provide for the assignment of functions to state entities to be performed during an emergency and for the coordination and direction of the emergency actions of those entities.*
- (d) To provide for the rendering of mutual aid by the state government and all its departments and agencies and by the political subdivisions of this state in carrying out the purposes of this chapter.*
- (e) To authorize the establishment of such organizations and the taking of such actions as are necessary and proper to carry out the provisions of this chapter.*

It is further declared to be the purpose of this chapter and the policy of this state that all emergency services functions of this state be coordinated as far as possible with the comparable functions of its political subdivisions, of the federal government including its various departments and agencies, of other states, and of private agencies of every type, to the end that the most effective use may be made of all manpower, resources, and facilities for dealing with any emergency that may occur."

Town Council

The Town Council shall meet as soon as possible when a major emergency threatens the Town. If a quorum cannot be reached, the available members of the Council have the authority to meet and take emergency action even if there is only one Council member present. These meetings are exempted from the normal requirements of the Brown Act for the term of the local emergency.

Standby Officers

The CESA provides for the appointment of "Standby Officers" who may serve as temporary replacement officers for Council members should a member be injured, killed, or incapacitated. The Town Council may also designate standby officers to serve as department heads for departments such as the Police and Public Works Departments.

Alternate Seat of Government

If the regular Town Council meeting room is unavailable or damaged, the alternative meeting locations include:

1. Town/County conference room next to Town Offices, above Giovanni's
2. Mammoth Community Water District offices
3. Crowley Community Center
4. Mammoth Lakes Fire Protection District Fire Station 1

Preservation of Records

Vital records are stored in vaults at the Town Offices. Back-up records are maintained outside the Town at secure facilities.

Declaring a Local Emergency

The State of California defines a local emergency as:

“[T]he duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor’s warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat . . .” (California Government Code (Govt. Code) section 8558 (c)).

Issued by (Govt. Code section 8630(a)):

- ☐ *Governing body of a city, county, or city and county, or*
- ☐ *An official designated by an ordinance adopted by that governing body (e.g., police/fire chief, director of emergency services).*

Purpose

The California Government Code establishes three purposes for a local declaration:

Purpose (Govt. Code sections 8625 and 8634):

- ☐ *Authorizes the promulgation of orders and regulations necessary to protect life and property (e.g., special purchasing or emergency contracting).*
- ☐ *Describes the circumstances that exist that may support the need for issuance of a State of Emergency Proclamation and/or Executive Order.*
- ☐ *Supports request for a Director’s Concurrence, Governor’s Proclamation of a State of Emergency, Executive Order, California Disaster Assistance Act (CDAA) funding, and/or a Presidential Declaration of an Emergency or Major Disaster.*

Deadlines

There are four deadlines for emergency declarations:

- ☐ *Issuance: Within 10 days after the actual occurrence of a disaster if assistance will be requested through CDAA (Govt. Code section 8685.2).*
- ☐ *Ratification: If issued by official designated by ordinance, must be ratified by governing body within 7 days (Govt. Code section 8630(b)).*
- ☐ *Renewal: Reviewed at least once every 30 days by the governing body until terminated (Govt. Code section 8630(c)).*
- ☐ *Termination: At the earliest possible date that conditions warrant (Govt. Code section 8630(d)).*

Notification

Once a local emergency has been declared by the Town of Mammoth Lakes, the Mono County Operational Area must be notified. The Mono County Operational Area is responsible to notify Cal OES. Contact between Cal OES will pass to the CALOES Southern Region who will be responsible for direct contact with the Operational Area and Town.

Levels of Concurrence

There are four levels of concurrence:

Director's Level

This is issued by the Director of Cal OES and requires a local proclamation of a state of emergency, a request for assistance from the Town and Operational Area, and an Initial Damage Estimate (IDE).

Governor's Proclamation

The Governor has power to provide financial relief for emergency actions, restoration of public infrastructure, and hazard mitigation.

Presidential Declaration

This authorizes federal aid for essential emergency assistance. This proclamation requires that the state governor has activated their emergency plan and the emergency is beyond the resources of the state.

Presidential Declaration of Major Disaster

The purpose is to support the response and recovery activities of state and local governments, disaster relief organizations and authorizes the implementation of federal recovery programs.

Note:

A sample proclamation is available at:

<http://www.caloes.ca.gov/RecoverySite/Documents/Emergency%20Proclamation%20reference%20guide.pdf>

Evacuations

The legal authority for local cities to order evacuations is found in the Government Code and the Penal Code. They define emergencies and evacuations and allow local governments to enact ordinances that allow for emergency orders. These local regulations are found in the Town of Mammoth Lakes Emergency Services Ordinance. The California Penal Code provides the authority for local police departments to order or conduct evacuations during any natural or human-caused disaster or emergency.

Legal Authority

There are six specific statutes, in addition to the California Emergency Services Act, that provide methods for enforcing the restriction on movement of people and property:

Penal Code § 148.2

Provides for punishment of persons interfering with firefighters or rescue personnel during the discharge of their duties. Also makes it an offense to disobey orders given by firefighters or other public officers.

Penal Code § 402

Pertains to interfering with personnel at the scene of an emergency. Similar to Penal Code § 148.2, specifically broadens the conditions and types of personnel protected by the statute.

Penal Code § 409

Prohibits persons from remaining in the area of a riot or an unlawful assembly after being warned to disperse.

Penal Code § 409.3

Provides that law enforcement has authority to control or manage an accident scene except for patient care.

Penal Code § 409.5

Allows specified law enforcement officers to close or restrict access to an area.

Penal Code § 409.6

Allows specified law enforcement officers to close or restrict access to an avalanche area, and provides for forcible removal from the area.

Ordering Evacuations

If the Town's Chief of Police orders an emergency evacuation, the Mono County Operational Area/Sheriff's Department and the CHP should be notified immediately. Depending on the size and potential length of the emergency situation, an emergency shelter may be needed. This should be coordinated with the Mono County Operational Area. All evacuation orders should be publically broadcast using all available crisis communications outlets.

Special Access and Functional Needs

Special access and functional needs residents should be encouraged to participate in the Mono County Access and Functional Needs Registry and the Mono County Code Red notification system. During a disaster the Town can contact Mono County for information from the AFN registry. The Red Cross is responsible for Americans with Disabilities Act (ADA) compliance at any local emergency shelter. All Eastern Sierra Transit Authority vehicles are equipped with wheelchair access lifts or ramps.

Town of Mammoth Lakes Emergency Operations Plan

Part Three – Hazard Specific Annex

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Introduction

Concept of Operations

The Town of Mammoth Lakes has a long list of natural and human hazards it must consider. The list was developed from the Mono County emergency operations and multi-hazard mitigation plans in conjunction with CAL OES recommendations. This annex is divided into sections which provide an overview of each threat and specific actions by town departments should one of these events occur.

The Town of Mammoth Lakes is part of the Mono County All Hazards Incident Management Team (AHIMT). The AHIMT is a multi-discipline management approach that can function as a command staff or EOC support during a critical incident. It is designed to supplement established organizational principles of ICS and SEMS. The Town, County of Mono, and Mammoth Lakes Fire Protection District have entered into a joint powers agreement to employ an all hazards incident management team during critical incidents in Mono County. The advantage of this team is that it allows local and county government to quickly focus operational leadership in the early stages of a critical incident.

The AHIMT also offers a pre-established unified command structure that can be rapidly modified to meet the contingencies of each incident. The AHIMT is able to make operational decisions and manage resources in the early stages of an incident while other incident management systems, like the County and Town EOCs, would still be mobilizing. The AHIMT also has the ability to provide technical expertise and management support to the County or Town EOCs.

Threat Benchmarks

In planning for specific hazards, there are two benchmarks which should be considered: volatility and persistence. Volatility refers to how dangerous this hazard is. How many people will it affect, what are the specific dangers, and how will it impact the Town? The second benchmark is persistence. How long will the hazard persist? It may be long (heavy snow season), short (a plane crash at the airport), or intermittent (earthquake with aftershocks).

Volatility helps to prioritize what immediate threats are the greatest, and persistence provides a context for how long the threat or hazard may last. This allows the Town to identify the greatest threat and then oversee resources, personnel, and messaging to effectively manage it.

Preparing For a Specific Emergency

There are three aspects to preparing for a specific emergency: understanding planning and operations phases, identifying critical infrastructure, and planning by individual departments.

Planning and Operations Phases

There are four phases to a disaster: preparation, response, contingency operations, and recovery. All four involve planning and operations simultaneously. The planning is generally intended to provide the direction to the operations. The planning is developed by identifying the threat, the resources and personnel needed to respond, and the intent of the Town leadership for how the incident will be managed. Operations are a balance between using the preparations that are available, evaluating the current conditions, adapting existing plans, and developing new solutions to meet the challenges.

Preparation

For each of the specific hazard areas, a basic plan should be prepared. The plan should include an overview of the hazard, what resources and personnel will be needed, and how Town operations should proceed. Preparation should also involve gathering resources and training staff to use equipment and procedures that might be needed. Plans for scheduling, modifications of Town services, and information management should also be considered.

Response

Response means taking all of the resources and plans available and applying them to the threat. The response may involve only the Town of Mammoth Lakes or include other stakeholder agencies in the County.

Contingency Operations

Contingency operations involve maintaining public services during a disaster or emergency. The level of services the Town can provide will be determined during the incident. It may range from nearly full services to none depending on the resources needed for the incident.

Recovery

Recovery addresses returning Town operations to pre-incident levels.

Department Planning

Each department is responsible for planning and preparations for each of the specific hazards. This includes their individual responsibilities, the tasks they are expected to perform, and the connections required with other stakeholders and departments.

Public Works

The Public Works department has approximately 20 employees and is divided into four primary sections: engineering, fleet maintenance, field maintenance, and airport operations. These personnel can be supplemented by seasonal workers.

Public Works is responsible for emergency operations involving engineering, operations of heavy equipment, maintaining fleet operations, and keeping the airport open. A typical emergency task is snow removal. The department oversees supplies such as the fuel stored at the Town Yard.

The department is responsible for developing plans related to the specific hazard list and their possible response tasks. For example, if the hazard involves removing debris, the Public Works department is responsible for developing a plan for how debris will be removed and stored.

Personnel and Risk Management

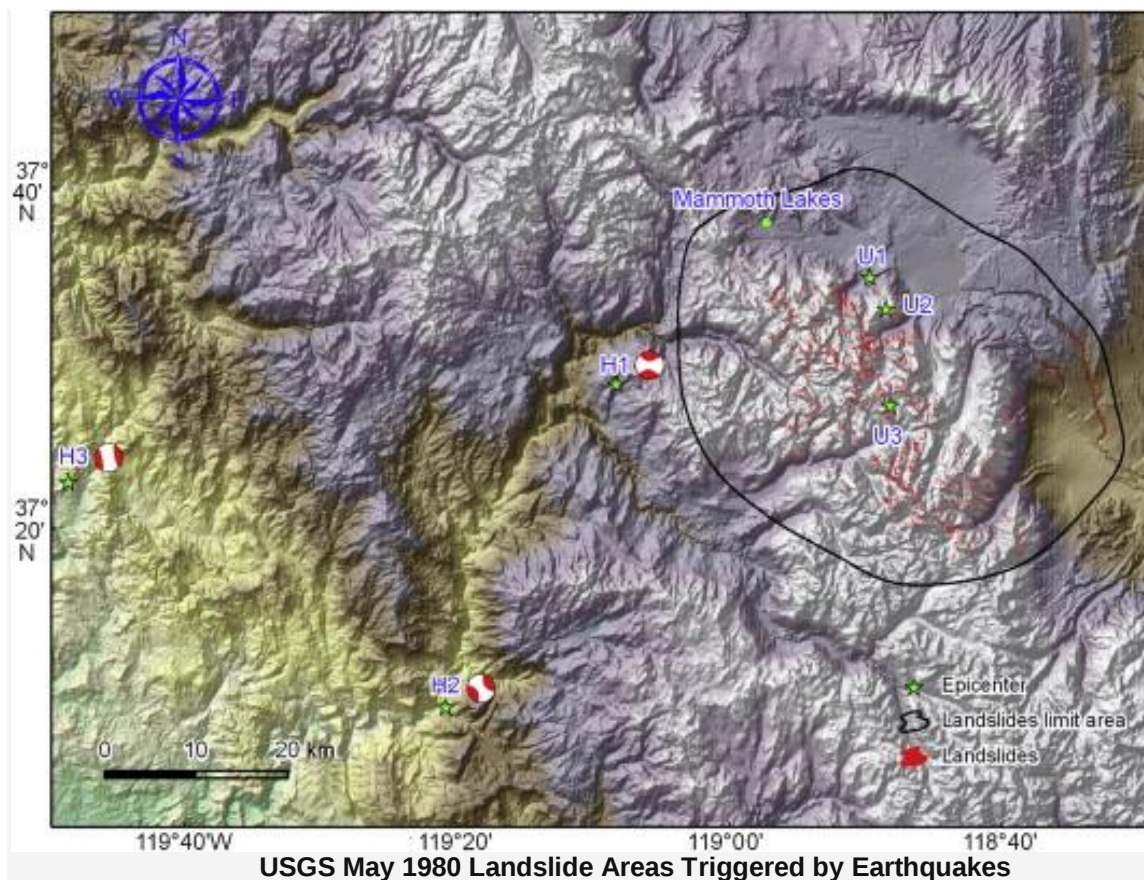
During a disaster or emergency, the Human Resources Department will be responsible for overseeing issues related to employee working conditions and safety. These include tasks like developing alternative work schedules to maintain 24-hour operations during a disaster. The Human Resources Department is responsible for all personnel policies and regulations during the disaster.

Finance

The Finance Department has three responsibilities: disburse money as needed, provide spending and cost estimates to the Town Manager, and track expenses during the disaster. This is vitally important when seeking disaster reimbursement from the state and federal governments.

Specific Hazards

Landslide/Mudflow/Flooding



Landslides and mudflows typically are caused by a combination of factors. Slope movement occurs when forces such as gravity cause the earth to exceed the strength of the earth materials holding it in place. The amount of force needed to break the bond of the slope can be decreased by environmental factors such as rainfall, snowmelt, erosion, earthquakes, volcanic activity, or disturbance by humans.

FEMA defines floods as a “general and temporary condition of partial or complete inundation of normally dry land areas.” Flooding can be caused by heavy rain or the sudden melting of the surrounding snowpack.

Hazard/Threats

The sudden movement of a landslide or mudflow or the onset of flooding can cause several safety hazards. Persons and structures may be crushed or covered by the flow. They may be swept away by the flood. Parts of the Town may be isolated, preventing a rapid search and rescue effort. Infrastructure such as power lines may be damaged or destroyed, and response systems like fire hydrants could be covered up.

Threat Benchmarks

The volatility for these types of incidents is high. They can happen suddenly and without warning. These incidents can have a high persistence factor, as large earth movements often take many weeks to remove.

Planning

It will be the responsibility of the Town Police, Mammoth Lakes Fire Protection District, and Public Works to develop a coordinated plan to clear debris and keep major access routes open. Rapid planning and assessment may be needed if a slope appears about to fail. This evaluation should include which roads will be affected and the potential volume of the earth movement.

Post-event planning may require estimates on how much debris will need to be removed. Estimates will be needed regarding damage to roads and infrastructure such as storm drains, culverts, viaducts, and bridges.

Response

The Police and Fire Departments will receive the first reports of a landslide or mudflow event. They will notify the Public Works Director who will mobilize the resources to respond to any flow or slide. They will be supported by the department engineers who will conduct safety assessments. The Fire Department, assisted by the Police Department, will be responsible for any rescues. The priorities will be life safety, keeping access routes open, protecting public infrastructure, and protecting private property.

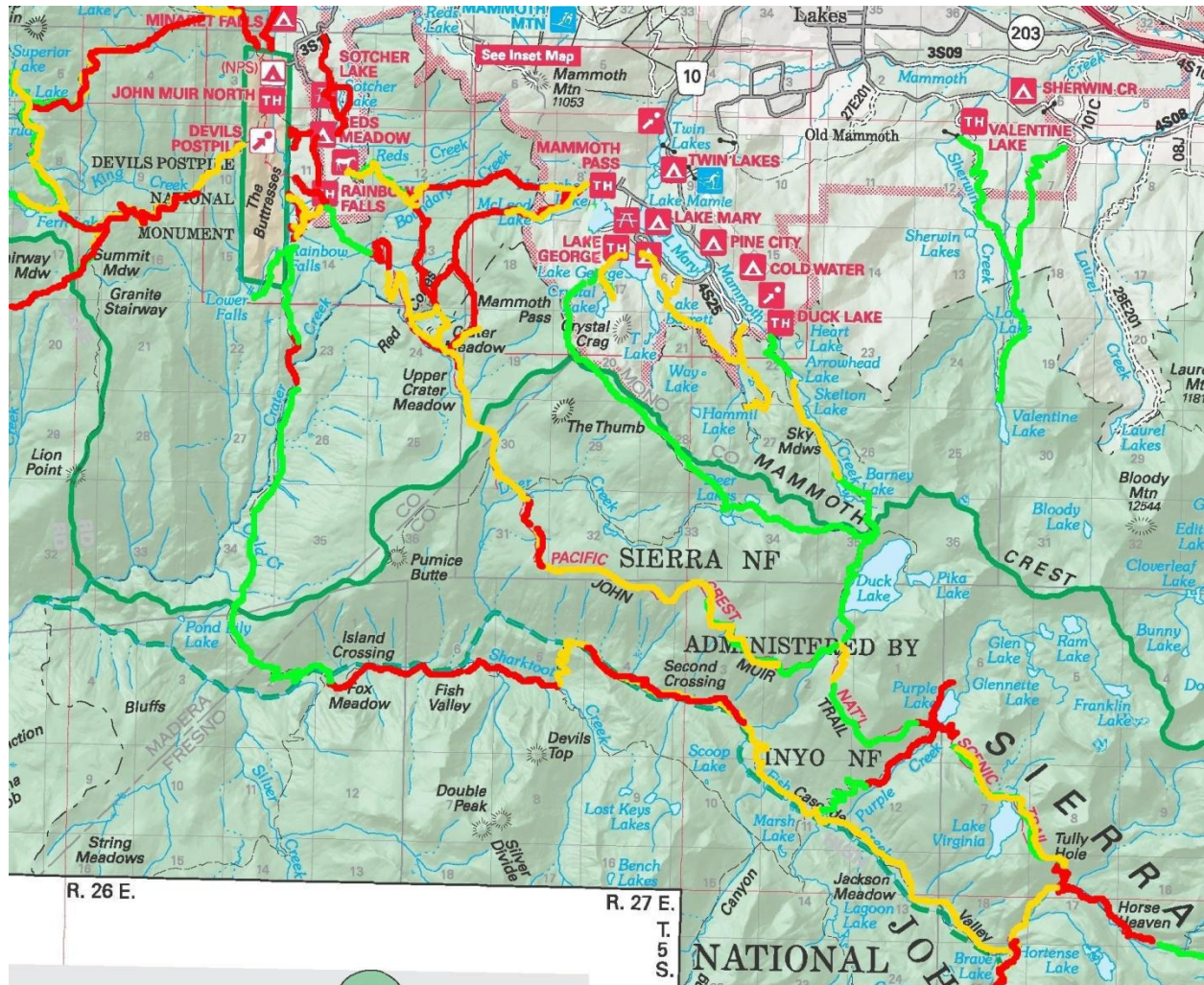
Mono County All Hazards Incident Management Team will be activated to manage the overall incident. (Note: the extent of the AHIMT activation will depend on the size and severity of the incident.) The team will develop an incident management plan at the time of the incident. The Town administration will prepare communications messages for the Mono County Code Red emergency alert system, Town website, and social media.

Resources

Heavy equipment to clear and remove debris will be needed to open up access for fire and police responders. This will be the responsibility of the Public Works Department. Public Works will also provide engineering safety assessments and plans for debris removal and storage. For flooding, sandbags may be needed. Additional traffic controls such as cones, delineators, and barricades may be needed. Resources such as the US Forest Service, California Conservation Corps, Cal FIRE, and the California National Guard can be called on to provide extra personnel to expedite the removal of the debris.

Windstorm

Windstorms are a hazard in the Sierras. The Devil's Windstorm event from November 30 to December 1, 2011, blew down over 400,000 trees in the Sierra Nevada Mountain Range. An estimated 4,700 trees were removed from areas surrounding Mammoth Lakes.



2012 US Forest Service Trail Map, Color-Coded for Blowdown Severity from Devil's Windstorm

Hazard/Threats

Trees damaged by severe winters, drought, insects, or disease can be knocked down by high winds. Falling trees pose a severe threat by injuring persons, damaging property, limiting access by blocking roads, and cutting electrical transmission by falling on power lines. They can also be a source of fire hazard when coming in contact with a power line. Windstorms have high volatility but are not persistent.

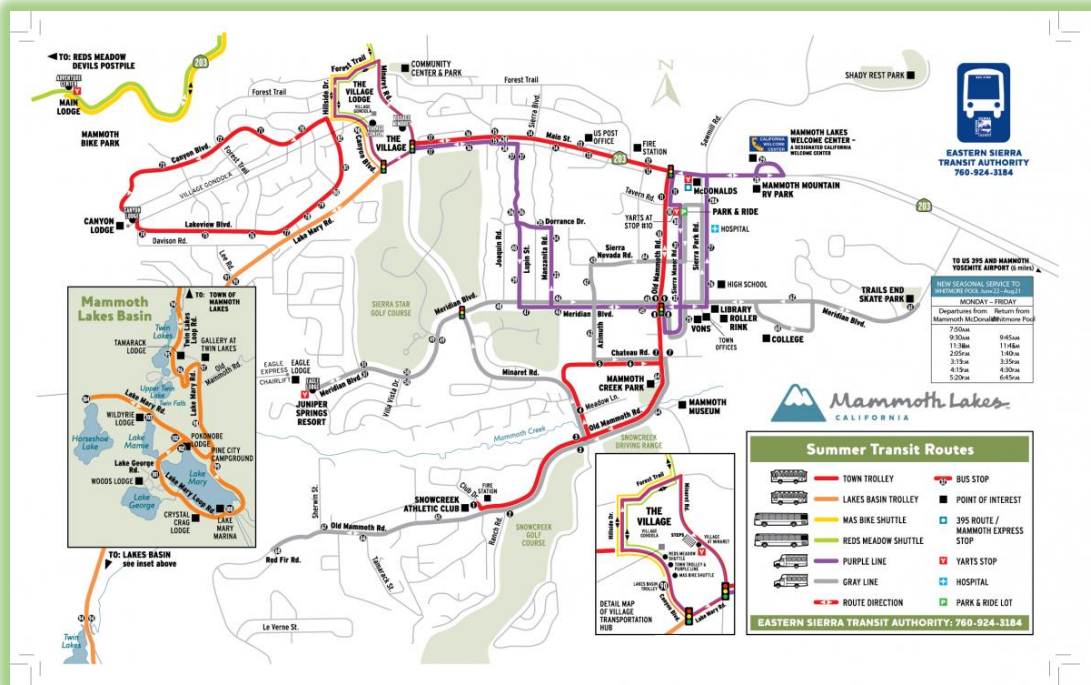
Threat Benchmarks

The volatility factor of windstorm can be high, with falling trees and the threat from downed power lines. The persistence is not in the wind but in the debris that may need to be removed.

Planning

Pre-incident planning may involve identifying trees that may be weakened and are located in strategic areas such as intersections, near homes, or along narrow roads. This planning should include what locations will be prioritized if a large windstorm strikes the area. The pre-event plan should identify locations where the debris can be transported. If a storm strikes unexpectedly, the first task will be assessing which trees are down and where they are located. The removal plan will require joint planning between Public Works, Police, and Fire.

Another important stakeholder will be the Eastern Sierra Transit Authority regarding their transit routes. These routes are used by a variety of citizens but especially persons with special access or functional needs challenges. The local school district bus routes will also need to be included in the planning process.



Map of Eastern Sierra Transit Authority Summer Routes

Response

Once a windstorm occurs the Police Department will be responsible for traffic control and assistance of victims. The Public Works Department will have to work in conjunction with public utilities to restore utility lines. Public Works will need to deploy hand crews to facilitate cutting so the larger pieces can be cut into smaller sections.

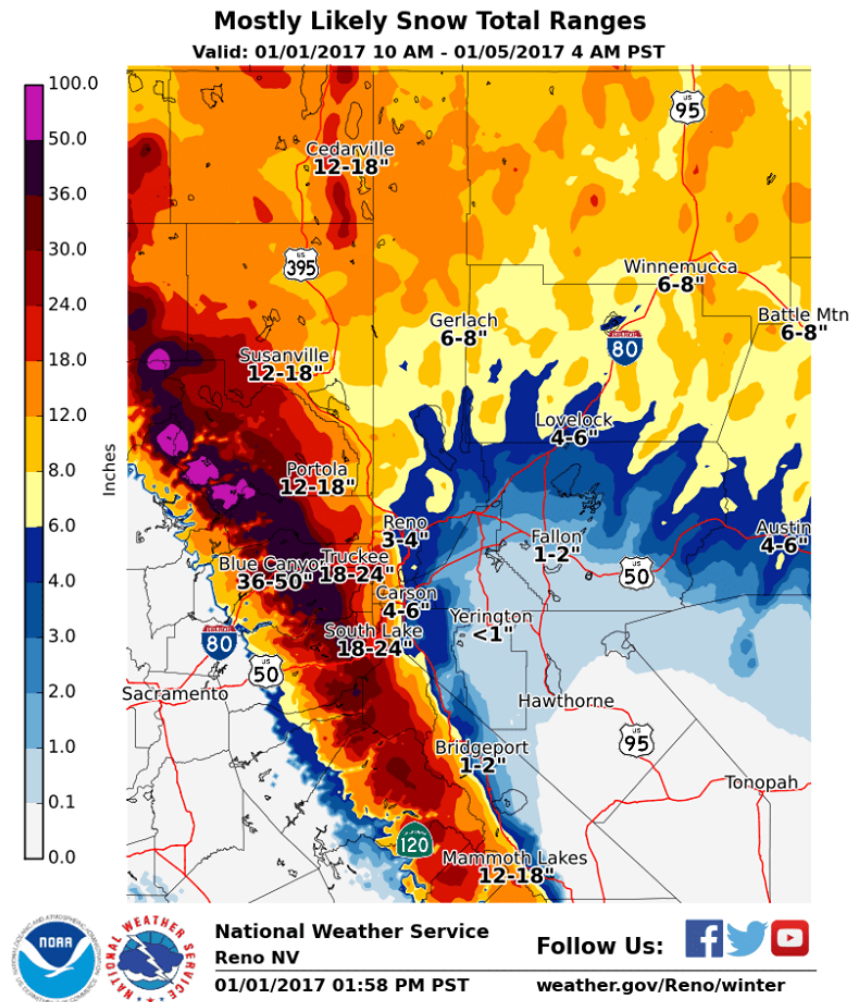
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Resources

Resources will include hand tools such as chainsaws as well as heavy equipment to pick up and remove the cut wood. The Police Department may need additional traffic barriers to block off streets where removal operations are underway. Additional resources such as the US Forest Service, California Conservation Corps, CalFire, and the California National Guard can be called on to provide extra personnel to expedite the removal of the debris.

Snow Emergency

The Eastern Sierra is subject to periodic heavy snowfall. By March of 2017 the Town of Mammoth Lakes had received over 44 feet of snow during the 2106-17 winter season.



Map showing snowfall total estimates as of 1 January 2017

Hazard/Threats

The hazards from a snow emergency can heavily impact Mammoth Lakes with both primary and secondary effects. Primary effects include heavy snowfall blocking roads and causing roof and structural failures. Public safety is impacted by limited access, delayed response times, and the inability to employ fire hydrants buried in snow.

Secondary damage to structures and support infrastructure such as propane tanks can occur due to snow and ice shearing and falling off a rooftop. There are increased risks of injury and illness to persons working to remove the snow from a wide spectrum of locations from the ground to rooftops. The damage to trees may not initially be apparent but may surface later in the form of wind damage to weakened branches and limbs.

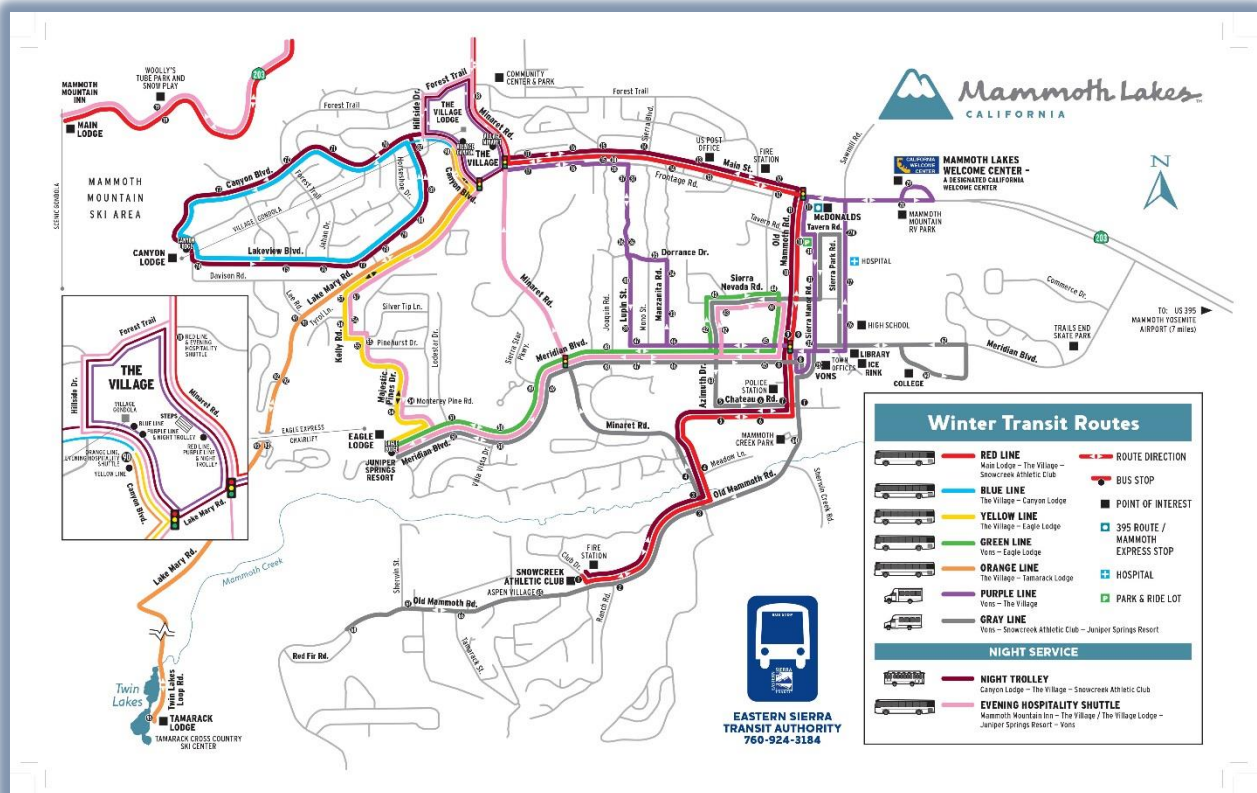
There are several threats which can gravely impact the community. Snow and ice accumulation on buildings can comprise the roofs of critical infrastructure like the Police Department and the Mammoth Hospital. The buildup of snow in and alongside roadways can damage drain systems and block fire hydrants. Traffic safety signs may be damaged or destroyed by snowplows when they are buried in snow. Traffic visibility is greatly reduced for pedestrians and motorists.

Threat Benchmarks

The winter of 2016-17 proved that snow emergencies can be persistent. The Town declared a local emergency that lasted from mid-January through March. The level of persistence contributed to the volatility, especially involving personnel safety. Crews were working all night to clear fresh snowfall from roads while others were trying to remove snow and ice from the roof of the hospital.

Planning

Pre-winter planning should include preparations for dealing with snow accumulations. This includes having equipment prepared for heavy and sustained use once the season begins. The Town administration should be prepared to begin continuous communications with the residents once the snow season begins. The Town must share planning with stakeholders like the local schools and Transit Authority whose operations may be impacted by the snow emergency.



Map of Eastern Sierra Transit Authority Winter Routes

Response

Once the season starts, the weather must be tracked daily to help forecast the next storm. If the accumulation of snow is so great that it is impacting Town activities and exceeds the ability of local government to remove it, a local emergency should be declared. The Mono County All Hazards Incident Management Team should be activated to manage the overall incident. (Note: the extent of the AHIMT activation will depend on the size and severity of the incident.) They will develop an incident management plan at the time of the incident. The Town administration will prepare communications messages for the Mono County Code Red emergency alert system, town website, and social media.

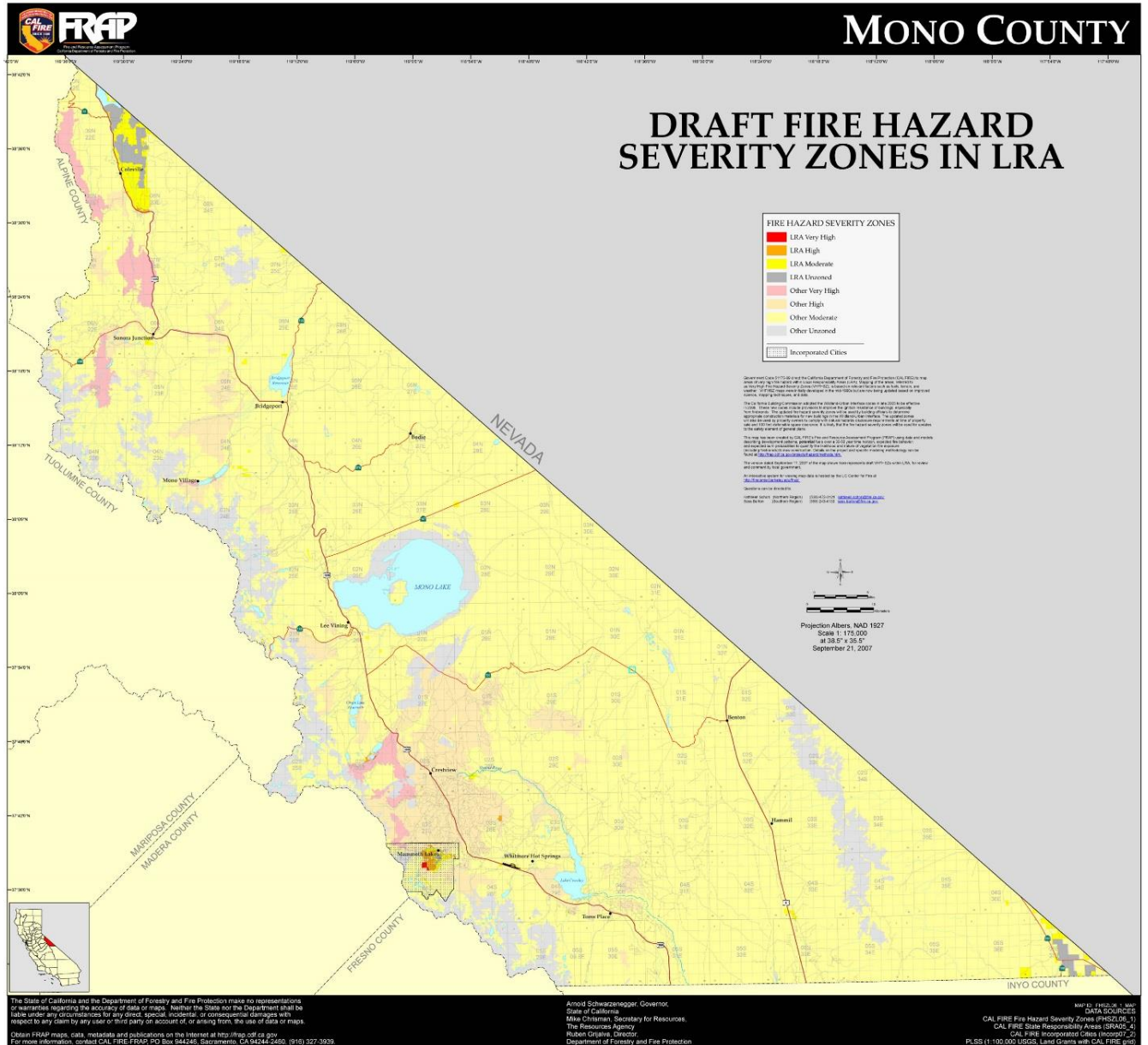
Public Works may need to shift to 24/7 operations to keep up with the snowfall. Special attention must be given to monitoring the depth of snow and ice accumulation on buildings.

Resources

Snow removal is personnel-and-equipment-intensive. Additional personnel may be available from the California Conservation Corps, CalFire, and the California National Guard. Cal Guard resources are especially useful because they have heavy all-terrain equipment with trained operators and because, as a state military resource, they do not require the same insurance and bonding requirements of private contractors.

Wildfire

The Mono County Emergency Operations Plan states: “There is a significant potential for wildland fires in the majority of Mono County due to the natural environment of highly flammable fuel, long dry summers, and steep mountain slopes. Wildland fires can result in death, injury, economic loss, and significant public investment in firefighting efforts. Woodlands and other natural vegetation can be destroyed, resulting in a loss of timber, wildlife habitat, scenic quality, and recreational resources.”



Hazard/Threat

The fire hazard severity for the area surrounding the Town of Mammoth Lakes has been mapped by CalFire as shown above. The Town of Mammoth Lakes Trails System Master Plan explains the CalFire assessment as follows:

“Fire hazard and risk are measured by the amount of fuel available to burn at any given time in a given area and the likelihood that an ignition would occur. Rankings within the USFS Fire Risk and Hazard Index are based on expected fire behavior, the length of time that fuels are available to burn during the fire season, and the likelihood that a fire would occur based on ignition history.

The risk factors are used to provide a relative ranking of fire risk, hazard, and susceptibility to large severe fire. Fire hazard severity has been mapped by CalFire, with the entire Project Area rated as a VHFHSZ: i.e., having a very high fire potential. The Town, the Mammoth Lakes Fire Protection District (MLFPD), the USFS, and Mono County continually strive to minimize wildland fire risks.”

Threat Benchmarks

The volatility of these types of incidents is high, with the possibility of rapidly moving flames endangering lives and property. The direct persistence is low, but the damage to the forest and property can be extensive and requires years for recovery.

Planning

There are two types of plans regarding the wildfire hazard. The first are the mitigation plans and recommendations related to the County fire threat assessment and wildfire mitigation plans developed by the MLFPD. The second are the operations plans for the CalFire Inyo-Mono-San Bernardino Unit Strategic Fire Plan.

Plans for fire hazard mitigation are found in Mono County Community Wildfire Protection Plan:

http://mammothlakesfd.homestead.com/Protection/WUI/monocountycwpp_2_.pdf

Mapping of the state and local areas of responsibility and fire hazard severity zones are found on the CalFire Wildland Hazard website:

http://www.fire.ca.gov/fire_Protection/fhsz_maps_mono

CalFire operational plans for the Inyo-Mono-San Bernardino Unit Strategic Fire Plan are found at the following website:

<http://cdfdata.fire.ca.gov/pub/fireplan/fpupload/fpppdf1279.pdf>

Response

The initial response will involve the MLFPD. The incident commander will determine if mutual aid resources are needed. Mutual aid can be requested from any or all of the ten fire protection districts in the County, CalFire, or the US Forest Service. Additional resources such as CalOES, California Conservation Corps, and the California National Guard can be called on to provide extra personnel.

Traffic control will be managed by the Police Department.

The Mono County All Hazards Incident Management Team will be activated to manage the overall incident. (Note: the extent of the AHIMT activation will depend on the size and severity of the incident.) They will develop an incident management plan at the time of the incident. If more outside resources are needed, the incident command may pass to increasing levels of management depending on the size of the response.

The Town administration will prepare communications messages for the Mono County Code Red emergency alert system, town website and social media.

Resources

These are the local fire resources available within the Mammoth Lakes Fire Protection District.

Fire Station 1

2 Type I Engines

Type III Engine

100 ft. Aerial Platform

3000 gal Water Tender

BLS Ambulance

Type II US&R Trailer

Type II HazMat Trailer

Fire Station 2

2 Type I Engines

75 ft. Quint

Additional vehicles include:

3 command vehicles

Brush chipper

Bobcat

Hazardous Materials

The Mono County Emergency Operations Plan states, “A hazardous material is any substance that is flammable, combustible, corrosive, poisonous, toxic, explosive, or radioactive. Hazardous materials require special care in the handling and storage due to the harm that they pose to the public, safety, and the environment.”

Hazard/Threats

The Mono County Emergency Operations Plan states the following regarding a hazmat threat:

“Mono County is susceptible to a hazardous materials release from the result of transportation accidents or spills of stored materials used at a business. The significance of the problems to the environment, property, or human health is dependent on the type, location and quantity of the material released.”

Although hazardous material incidents can happen almost anywhere, certain areas are at higher risk. Jurisdictions near roadways that are frequently used for transporting hazardous materials and jurisdictions with industrial facilities that use, store, or dispose of such materials all have an increasing potential for major mishaps, as do jurisdictions crossed by certain railways, waterways, airways and pipelines. Hazardous materials are transported through the county via highways and pipeline. Public facilities and numerous businesses located in the County store and use varying types and quantities of hazardous materials.”

Threat Benchmarks

The volatility level of a hazardous materials release can be very high. It is extremely dangerous because the materials released may be deadly and at the same time invisible. The persistence factor is based on the type of materials released – e.g. a dry chemical clean up versus a radiation leak.

Planning

The Mono County Health Department is certified by the California Environmental Protection Agency as a Certified Unified Program Agency (CUPA) for hazardous materials. The Health Department and the Mono County Office of Emergency Services maintain the County Hazardous Materials Release Response plan. This plan is based on the State of California Hazardous Materials Incident Contingency Plan.

Response

The initial response to a hazardous materials spill in Mammoth Lakes will be by the MLFPD. Traffic control and evacuations will be managed by the Police Department. The County Department of Health, the Mono County Operational Area, the California Highway Patrol, and Mammoth Hospital should be immediately notified.

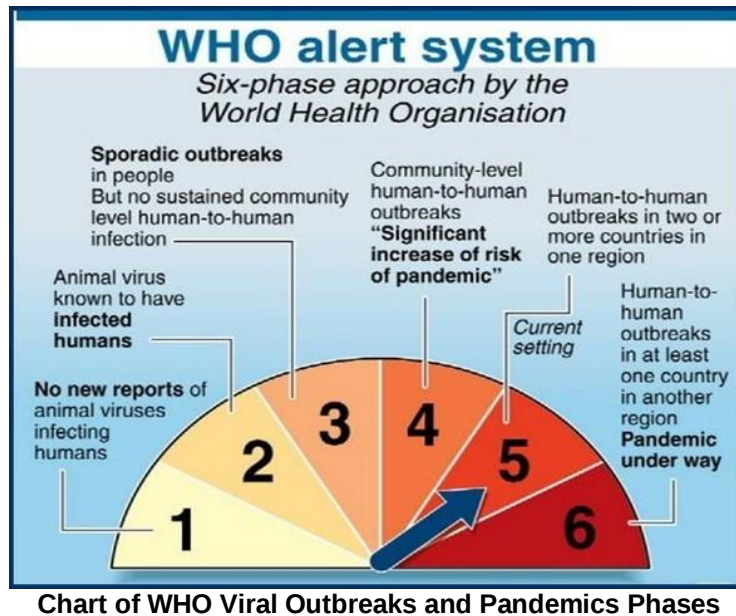
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of the incident. If more outside resources are needed, the incident command may pass to increasing levels of management depending on the size of the response.

The Town administration will prepare communications messages for the Mono County Code Red emergency alert system, town website and social media. The Town administration will coordinate with the school district and the Transit Authority depending on the location and size of the release.

Public Health Emergency

The lead agency for any public health emergency is the Mono County Health Department.



Hazard/Threat

The Mono County Emergency Operations Plan states the following:

"Widespread public health emergencies, referred to as pandemics, occur when a disease, often a strain of influenza, emerges to which the population has little immunity. The 20th century saw three such pandemics, the most notable of which was the 1918 Spanish influenza pandemic that was responsible for 20-40 million deaths throughout the world."

Public health experts are always concerned about the risk of another pandemic where a disease spreads between and amongst species. Depending on the nature of such a disease, between 25 to 35 percent of the population could become ill. This level of disease activity would disrupt all aspects of society and severely affect the economy. The Mono County Health Department is the lead department for the Mono County Operational Area."

Planning

The Center for Disease Control (CDC) and FEMA have developed plans with both medical and non-medical components to address public health emergencies. These planning considerations can be addressed at the local and county level.

Medical plans involve monitoring pandemic cases, setting up distribution points, supporting the local hospital, and providing medications and vaccines. Medical planning

may also involve providing prophylactic drugs to government employees and persons working in critical community infrastructure.

Non-medical plans involve isolation and quarantine measures and closure of local schools. The planning for a public health emergency will require input from the school district. It will require planning assistance from the Police Department to maintain security, safety, and traffic controls at locations like the hospital or points of distribution locations.

Within the Town the administration will need to develop alternative schedules in case of employee sickness and develop a plan to reduce or temporarily suspend some services. The Town should coordinate event planning with the County Health Department, which may recommend that certain events be postponed due to the possibility of disease transmission. The Public Works Department should ensure that all fuel storage levels are topped off in case deliveries become sporadic due to the illness of the providers.

Response

The County Health Department will direct the countywide response to a public health emergency.

Terrorism

Terrorism investigations in the United States are conducted by the FBI in conjunction with the Department of Homeland Security and National Fusion and Joint Terrorism Task Force centers. These centers include partnerships with local and state law enforcement partners. These task forces and centers are actively involved in attempting to prevent terrorist incidents such as the San Bernardino County Regional Center and Orlando nightclub attacks.



Location of National Fusion Centers in the US

Hazard/Threats

The 2015 Congressional Homeland Security Committee report states the following:

“The United States and the international community face a grave and growing threat from jihadist foreign fighters. These are individuals who leave home, travel abroad to terrorist safe havens, and join or assist violent extremist groups. Foreign fighters are being lured overseas largely by groups like the Islamic State of Iraq and Syria (ISIS) and al Qaeda’s affiliates to promote a perverse brand of militant Islamism. Not only are they strengthening terrorist armies that oppress millions, but some are also plotting attacks against the West and radicalizing new generations.

Foreign fighters have contributed to an alarming rise in global terrorism by expanding extremist networks, inciting individuals back home to conduct attacks, or by returning to carry out acts of terror themselves. For instance, one prominent British foreign fighter killed this year in Syria was linked to terrorist plots spanning the globe, from the United Kingdom to Australia, without ever having left the Middle East.

In another case, an American from Ohio was arrested in April after returning from Syria to plan an attack on a U.S. military base, where he intended to behead soldiers. This case is part of a broader challenge. Indeed, since early 2014 more than a dozen terrorist plots against Western targets have involved so-called “returnees” from terrorist safe havens like Syria and Libya.”

After the variety of locations where terrorism has occurred, it is no longer possible to predict or assume that attacks will only occur in large metropolitan locations.

Threat Benchmarks

The volatility of a single terrorist incident can be high, resulting in the death or injury of a large group of people. Typically persistence is limited, with suspects being neutralized by police or taking their own lives.

Planning

Planning for terrorist attacks by specific tactics, location, and victim profile is impossible. However, it is possible to plan the operations and procedures that will be needed during this or any mass casualty event. Plans should include the following:

Police: Immediate response plan for a focused violence or active shooter incident. This should include perimeter control and containment teams. Given the limited personnel resources, this will require coordination with the Sheriff's Department, the California Highway Patrol, Mono County, and mutual aid partner agencies.

Fire/EMS: Mass casualty response plan including victim extrication, triage, and transportation.

Mammoth Hospital: Coordinate mass casualty planning with the mass casualty response plan of Fire/EMS.

Mono County All Hazards Incident Management Team: Activate to manage the overall incident. They will develop an incident management plan at the time of the incident.

Response

If an incident is reported that may involve terrorism (e.g. mass shooting, bombing) the FBI Resident office at South Lake Tahoe should be called. The South Lake Tahoe office is a satellite facility of the Sacramento Field Office. The FBI will determine whether or not to respond and what federal assistance may be needed (e.g. ATF, Homeland Security). The FBI has a Sacramento-based SWAT team that can be transported by helicopter.

The Mammoth Lakes Police will be first on scene and assume incident command until the Mono County All Hazards Incident Command Team is in place. Mammoth PD will coordinate the arrival and deployment of mutual aid assets. Fire/EMS will activate their mass casualty plan in coordination with Mammoth Hospital.

Mono County All Hazards Incident Management Team will be activated to manage the overall incident. (Note: the extent of the AHIMT activation will depend on the size and severity of the incident.) They will develop an incident management plan at the time of the incident.

The Town administration will prepare communications messages for the Mono County Code Red emergency alert system, Town website, and social media. They will also coordinate with stakeholder agencies such as the school district and the Eastern Sierra Transit Authority.

Civil Unrest

Civil unrest can occur in any jurisdiction. It can disrupt communities and result in loss of life and destruction of property.

Hazard/Threats

Civil unrest often occurs in recreational areas where the population surges during limited periods. This can overwhelm local public safety resources. The Mammoth Lakes area can be impacted by a rapid surge in population due to tourism. These events are often triggered by some type of incident that expands into unlawful behavior.

Threat Benchmarks

Civil unrest is very similar to a flash fire which quickly flares and suddenly disappears. The volatility is high but the persistence is low.

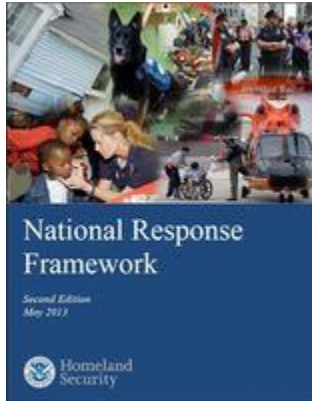
Response

The initial response will involve the Police Department. The on scene incident commander will determine if additional resources are needed. This may require mutual aid from surrounding agencies.

The Mono County All Hazards Incident Management Team will be activated to manage the overall incident. (Note: the extent of the AHIMT activation will depend on the size and severity of the incident.) They will develop an incident management plan at the time of the incident. The Town administration will prepare communications messages for the Mono County Code Red emergency alert system, Town website, and social media.

National Security Emergency

A national security emergency is an emergency that threatens all or part of the United States.



Response

The Town will coordinate with the Mono County Operational Area to synchronize with the federal response. The National Response Framework plan states that the federal response is coordinated by the following organizations:

Homeland Security Operations Center (HSOC)

The HSOC serves as the primary national-level multiagency operational coordination center. It includes elements from all federal departments and agencies.

National Response Coordination Center (NRCC)

The NRCC is a functional component of the HSOC. It provides multiagency coordination for all Federal response.

Regional Response Coordination Center (RRCC)

The RRCC coordinates regional responses by federal agencies.

Joint Field Office (JFO)

A temporary field office coordinating all Federal agencies may be opened locally.