City of Oregon City
Clackamas County, Oregon
EMERGENCY OPERATIONS PLAN

December 2016 through December 2021

Prepared for:

City of Oregon City
625 Center Street
Oregon City, OR 97045

This document was prepared under a grant from the Office of Grants and Training, United States Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of the Office of Grants and Training or the U.S. Department of Homeland Security.

Preface

This Emergency Operations Plan is an all-hazard plan that describes how the City of Oregon City will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, Federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including the National Response Framework, State of Oregon Emergency Management Plan and Clackamas County Emergency Operations Plan.

Response to emergency or disaster conditions in order to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of the City of Oregon City that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City of Oregon City has formally adopted the principles of the National Incident Management System (Resolution No. 05-15), including the Incident Command System, and the National Response Framework.

Consisting of a Basic Plan; Functional Annexes; that complement the 15 Federal, State, and County Emergency Support Functions; and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the City of Oregon City will coordinate resources and activities with other Federal, state, local, tribal, and private-sector partners.

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Letter of Promulgation

To all Recipients:

Promulgated herewith is the revised Emergency Operations Plan for the City of Oregon City. This plan supersedes any previous plans. It provides a framework within which the City of Oregon City can plan and perform its respective emergency functions during a disaster or national emergency.

This Emergency Operations Plan attempts to be all-inclusive in combining the four phases of Emergency Management, which are (1) mitigation: activities that eliminate or reduce the probability of disaster; (2) preparedness: activities that governments, organizations, and individuals develop to save lives and minimize damage; (3) response: activities that prevent loss of lives and property and provide emergency assistance; and (4) recovery: short- and long-term activities that return all systems to normal or improved standards.

This plan has been approved by the City Commission. It will be revised and updated as required. All recipients are requested to advise the Emergency Program Coordinator of any changes that might result in its improvement or increase its usefulness. Plan changes will be transmitted to all addressees on the distribution list.

Mayor Dan Holladay	Commissioner Brian Shaw Position No. 1
Commissioner Nancy Ide Position No. 2	Commissioner Frank O'Donnell Position No. 3
Commissioner Renate Mengelberg Position No. 4	DATE

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Plan Administration

The City of Oregon City Emergency Program Coordinator will administer review, revision, and re-promulgation of this plan every five years or whenever changes occur, such as lessons learned from exercises or actual events. Changes to the annexes and appendices and non-substantive changes to the Basic Plan may be made without formal City Commission approval.

Record of Plan Changes

All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure that the most recent version of the plan is disseminated and implemented by emergency response personnel.

Date	Change No.	Purpose of Update
2011	Original Release	Update information and bring overall information and formatting in line with EOPs throughout the State of Oregon.
2017	1	Update information for the City, County and State

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their copies when they receive changes. The Clackamas County Fire District No. 1 Emergency Manager and the City of Oregon City Emergency Program Coordinator are ultimately responsible for dissemination of all plan updates.

Date	No. of Copies	Jurisdiction/Agency/Person ** Indicates that the jurisdiction, agency or person should receive a hard copy as well as an electronic copy.*
	1	American Red Cross (Oregon Trail Chapter)
	1	City Attorney
	1	*City Emergency Operations Center
	1	*City Manager
	1 each	City Mayor and Commissioners
	2	*City Police Chief
	1	*City Public Works Director
	1	*Clackamas County Emergency Management
	1	Clackamas County Sheriff's Office
	1	Oregon Emergency Management
	1	CCFD #1

Emergency Operations Plan Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for reviewing specific plan sections and annexes. Changes will be forwarded to the Emergency Program Coordinator for revision to and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

Section/Annex	Responsible Party
Basic Plan	Emergency Program Coordinator
Functional Annexes (FAs)	
FA 1 Emergency Services	Emergency Program Coordinator
FA 2 Human Services	Emergency Program Coordinator
FA 3 Infrastructure Services	Public Works Director
FA 4 Recovery Strategy	City Manager
Incident Annexes (IAs)	
IA 1 Severe Weather (including Landslides)	Public Works Director
IA 2 Flood (including Dam Failure)	Public Works Director
IA 3 Drought	Public Works Director
IA 4 Major Fire	Clackamas County Fire District Emergency Manager
IA 5 Hazardous Materials (Accidental Release)	Clackamas County Fire District Emergency Manager
IA 6 Earthquake/Seismic Activity	Public Works Director
IA 7 Terrorism	Police Chief
IA 8 Public Health–Related	Emergency Program Coordinator
IA 9 Animal and Agriculture–Related	Emergency Program Coordinator
IA 10 Transportation Accidents	Police Chief
IA 11 Volcano/Volcanic Activity	Public Works Director
IA 12 Dam Failure (Clackamas River	Public Works Director

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2 IA 2 – Flood
3 IA 3 – Drought
4 IA 4 – Major Fire
5 IA 5 – Hazardous Materials (Accidental Release)
6 IA 6 – Earthquake/Seismic Activity
7 IA 7 – Terrorism
8 IA 8 – Public Health–Related
9 IA 9 – Animal and Agriculture–Related
10 IA 10 – Transportation Accidents
11 IA 11 – Volcano/Volcanic Activity
12 IA 12 – Dam Failure (Clackamas River)

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Basic Plan

1 Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for the City of Oregon City's (City) actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the City will combine technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, department directors, and other decision makers. Specifically, this EOP describes the roles and responsibilities of the City's departments and personnel when an incident occurs, and it establishes a strategy and operating guidelines that support implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

The City views emergency management planning as a continuous process that is linked closely with training and exercises to establish a comprehensive preparedness agenda and culture. This EOP will be maintained through a program of continuous improvement, including ongoing involvement of City departments and of agencies and individuals with responsibilities and interests in these plans.

1.2 Purpose and Scope

1.2.1 Purpose

The City EOP provides a framework for coordinated response and recovery activities during an emergency. This plan is primarily applicable to extraordinary situations and is not intended for use in response to typical, day-to-day, emergency situations. This EOP complements the Clackamas County (County) EOP, the State of Oregon (State) Emergency Management Plan (EMP), and the National Response Framework (NRF). It also identifies critical tasks needed to support a wide range of response activities.

This plan is not intended for day-to-day emergency responses in the City, but rather expands on the day-to-day emergency management concepts. The efforts that would be required for normal functions will be redirected to disaster incident tasks. The incident management process is intended to create a unified incident command that provides input into the decision-making process but assigns actual decision making to an agreed upon individual. Decisions will be delegated as far

down the chain of hierarchy as possible to allow personnel to exercise discretionary authority in problem solving.

1.2.2 Scope

The City EOP is intended to be invoked whenever the City must respond to an unforeseen incident or planned event, the size or complexity of which is beyond that normally handled by routine operations. Such occurrences may include natural or human-caused disasters and may impact the City itself, neighboring cities, unincorporated areas of the County, or a combination thereof. Notwithstanding its reach, this plan is intended to guide only the City's emergency operations, complementing and supporting implementation of the emergency response plans of the various local governments, special districts, and other public- and private-sector entities within and around the City but not supplanting or taking precedence over them.

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, leaders of local volunteer organizations that support emergency operations and others who may participate in emergency response efforts. The general public is also welcome to review non-sensitive parts of this plan to better understand the processes by which the City manages the wide range of risks to which it is subject.

1.3 Plan Activation

Once promulgated by the City Manager, the EOP is in effect and may be implemented in whole or in part to respond to:

- Incidents in or affecting the City.
- Health emergencies.
- Life-safety issues City-wide.

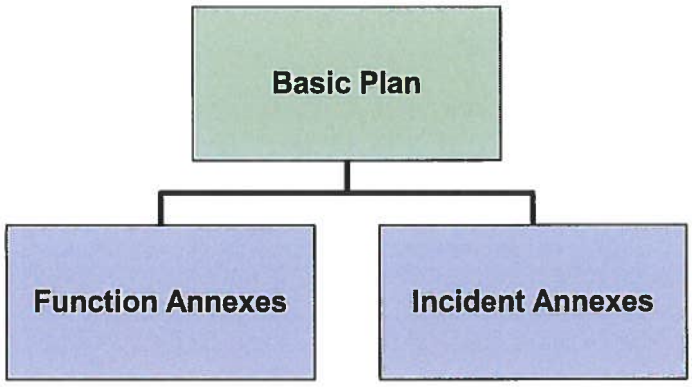
An Emergency Declaration is not required to implement the EOP or activate the EOC. The Emergency Program Coordinator may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander (IC).

1.4 Plan Organization

The City EOP is comprised of three main elements:

- Basic Plan (with Appendices).
- Functional Annexes (FAs).
- Incident Annexes (IAs).

Figure 1-1 City of Oregon City EOP Plan Organization



1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the City has structured its Emergency Management Organization (EMO), including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers.
- Describe the context under which the City's employees will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for the City's staff tasked with emergency preparedness and response functions.
- Describe a concept of operations for the City that provides a framework upon which the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- Describe the City's emergency response structure, including activation and operation of the City Emergency Operations Center (EOC) and implementation of ICS.
- Discuss the City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Functional Annexes

The Basic Plan is supplemented by FAs and IAs. The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways, and resource request procedures for seeking additional support from County agencies are clearly defined in each annex. For

the purposes of this EOP, information regarding common management functions performed by the City and supporting agencies and organizations are streamlined into four FAs. The FAs, which supplement the information in the Basic Plan are:

- FA 1 – Emergency Services
- FA 2 – Human Services
- FA 3 – Infrastructure Services
- FA 4 – Recovery Strategy

The fourth functional annex, Recovery Strategy, identifies the City's roles and responsibilities for ensuring the short-term protection of the community's life, health, and safety and for supporting response missions such as fire suppression. Additionally, it helps to guide the community's long-term efforts to regain normal functions, such as commerce and employment, public transportation, and the use of structures such as buildings, bridges, and roadways.

Tables 1-1 through 1-4 show the relationship between the City's FAs and the Emergency Support Functions (ESFs) in County, State, and Federal plans, as defined by the NRF. City emergency personnel should be familiar with the County's EOP and ESF structure and understand how the City's response would coordinate with the County during an emergency event.

Table 1-1 City Functional Annex 1 – Emergency Services

County ESFs	City Function
ESF 2 – Communications	Emergency Communications Systems Alert and Warning
ESF 4 – Firefighting	Fire Services
ESF 5 – Emergency Management	Emergency Management (EOC Operations)
ESF 7 – Logistics Management and Resource Support	Resource Management
ESF 8 – Public Health and Medical Services	Emergency Medical Services
ESF 9 – Search and Rescue	Search and Rescue
ESF 10 – Oil and Hazardous Materials	Hazardous Materials Response
ESF 13 – Public Safety and Security	Law Enforcement
ESF 15 – External Affairs	Emergency Public Information
NOTE: Additional functions included in the Emergency Services Annex may include: ■ Evacuation and Population Protection	

Table 1-2 City Functional Annex 2 – Human Services	
County ESFs	**City Function**
ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	Mass Care Emergency Assistance Housing Human Services
ESF 8 – Public Health and Medical Services	Public Health Environmental Health
ESF 11 – Agriculture and Natural Resources	Animals in Disaster
NOTE: Additional functions included in the Human Services Annex may include: ■ Volunteer and Donations Management ■ Worker Health and Safety	

Table 1-3 City Functional Annex 3 – Infrastructure Services	
County ESFs	**City Function**
ESF 1 – Transportation	Transportation
ESF 3 – Public Works and Engineering	Infrastructure Repair and Restoration
ESF 12 – Energy	Energy and Utilities
NOTE: Additional functions included in the Infrastructure Services Annex include: ■ Debris Management	

Table 1-4 City Functional Annex 4 – Recovery Strategy	
County ESFs	**City Function**
ESF 14 – Long-Term Community Recovery	Damage Assessment Public Assistance Individual Assistance

1.4.3 Coordination with County Emergency Support Functions

During a major emergency or disaster affecting the County or a portion thereof, City departments and special districts may be asked to support the larger response. Request for such assistance would come from County Emergency Management. Table 1-5 outlines the ESFs each agency/organization may be requested to support.

If the County EOP is implemented during an incident or Countywide emergency declaration, the City will adopt command and control structures and procedures representative of the County's response operations in accordance with the requirements of NIMS and ICS, as necessary.

Table 1-5 City Support of County Emergency Support Functions

Key: P – Primary S – Support	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
City of Oregon City															
Mayor/City Commission					S									S	
Administration					S	S	S	S			S			**P**	**P**
Community Development Department					S		S							S	
Community Services Department			S		S		S							S	
Finance Department					S		**P**							S	
Human Resources Department					S		S								
Library					S		S							S	
Police Department	S	S			**P**		S		**P**	S			**P**	S	
Public Works Department	**P**	S	**P**	S	S		S			S		**P**		S	
Clackamas County															
CCOM		**P**													
Health, Housing and Human Services						S	S	**P**			**P**				
Emergency Management					S	S	S				S	S		S	S
Public Works Department	**P**	S	S				S			S		S	S	S	
Sheriff's Office		S					S		S	S			S	S	
Local Special Districts															
Clackamas County Fire District #1	S	S		**P**	**P**	S	S	S	**P**	**P**				S	
Oregon City School District	S					S	S								
South Fork Water Board District			S				S					**P**			
Private/Non-Profit Organizations															
Ambulance Services (AMR)	S							S							
American Red Cross (Oregon Trail Chapter)						**P**	S								
ARES/RACES		S													
Colleges (Clackamas Community College)		S					S								
Electricity (Portland General Electric)												**P**			
Garbage (Oregon City Garbage Company)							S								
Medical Facilities (Providence Willamette Falls Medical Center)						S		S							

Table 1-5 City Support of County Emergency Support Functions

Key: P – Primary S – Support	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
Natural Gas (NW Natural Gas)												P			
Newspapers (Oregon City News)		S													
Oregon City Chamber of Commerce		S												S	
Phone companies (Qwest)		S													
Propane (AmeriGas)												P			
Radio Stations (KGDD 1520 AM [Spanish Radio])		S													
Television Stations (Willamette Falls Television)		S													

1.4.4 Incident Annexes

Additionally, IAs are included with the Basic Plan to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the City. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment conducted for the County.

Table 1-6 City Incident Annexes (IAs)

Annex	Hazard
IA 1	Severe Weather (including Landslides)
IA 2	Flood (including Dam Failure)
IA 3	Drought
IA 4	Major Fire
IA 5	Hazardous Materials (Accidental Release)
IA 6	Earthquake/Seismic Activity
IA 7	Terrorism
IA 8	Public Health–Related
IA 9	Animal- and Agriculture-Related

Table 1-6 City Incident Annexes (IAs)	
Annex	**Hazard**
IA 10	Transportation Accidents
IA 11	Volcano/Volcanic Activity

Note: Resource shortages and civil disobedience are considered secondary risks during any emergency situation.

If the County EOP is implemented during an incident or Countywide emergency declaration, the City will adopt command and control structures and procedures representative of the County's response operations in accordance with the requirements of NIMS and ICS, as necessary.

1.5 Relationship to Other Plans

1.5.1 Federal Plans

1.5.1.1 National Incident Management System

Homeland Security Presidential Directive 5 directed the Secretary of Homeland Security to develop, submit for review by the Homeland Security Council, and administer a National Incident Management System. NIMS, including ICS, enhances the management of emergency incidents by establishing a single comprehensive system and coordinated command structure to help facilitate a more efficient response among departments and agencies at all levels of government and, if necessary, spanning jurisdictions.

1.5.1.2 National Response Framework

The NRF is a guide to how State and Federal government should conduct all-hazards response. It is built upon scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

The NRF organizes the types of response assistance a state is most likely to need into 15 ESFs. Each ESF has a primary agency assigned for maintaining and coordinating response activities.

1.5.1.3 National Disaster Recovery Framework

The National Disaster Recovery Framework (NDRF) provides guidance to facilitate effective recovery support to disaster-impacted States, Tribes and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of a community and build a more resilient nation.

The NDRF defines:

- Core recovery principles.
- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders.
- Guidance for pre- and post-disaster recovery planning.
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter and safer.

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

The Oregon EMP is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.270, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the EMO; contains FAs that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.
- *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

Activation and implementation of the Oregon EMP (or specific elements of the plan) may occur under various situations. The following criteria would result in activation of the EMP, including the EOP:

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor issues a "State of Emergency."
- A statewide disaster is imminent or occurring.
- Terrorist activities or weapons of mass destruction incidents are occurring or imminent.
- An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University or Reed College.
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities.
- A geographically limited disaster requires closely coordinated response by more than one State agency.
- An affected city or county fails to act.

1.5.3 County Plans

1.5.3.1 Clackamas County Emergency Operations Plan

The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other Federal, State, local, tribal, and private-sector partners. Use of NIMS/ICS is a key element in the overall County response structure and operations.

The County EOP Basic Plan describes roles, responsibilities, and concepts of operations, command, and control, while clearly defining escalation pathways and legal authorities involved with critical decision making and resource allocation by local and County governments. The 15 ESF annexes supplement the information in the Basic Plan and are consistent with the support functions identified in State and Federal plans. Each ESF serves as an operational-level mechanism for identifying primary and support entities to maintain capabilities for providing resources and services most likely needed throughout all phases of an emergency. In addition, the County EOP contains IAs to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the County.

If capabilities or resources prove limited or unavailable to the City during an emergency or disaster, escalation pathways and resource request procedures for seeking additional resources through County, State, or Federal agencies are clearly defined in each County ESF.

1.5.4 City Plans

1.5.4.1 Continuity of Operations and Continuity of Government Plans

The City has formalized a City Continuity of Operations (COOP) plan. This plan may be used in conjunction with the EOP during various emergency situations. COOP and Continuity of Government (COG) plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. These plans identify essential functions of local government, private-sector businesses, and community services and delineate procedures to support their continuation. COOP/COG plan elements may include, but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determination and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.
- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.
- Reconstitution and resumption of normal operations.

1.5.4.2 Natural Hazard Mitigation Plan

A Natural Hazards Mitigation Plan (NHMP) was adopted by the City of Oregon City on September 2, 2009. The NHMP was developed as an addendum to the Clackamas County NHMP in an effort to increase the community's resilience to natural hazards. The addendum focuses on the natural hazards that could affect

the City, including floods, landslides, wildfires, severe storms, earthquakes, and volcanoes.

See Chapter 2 for a more detailed hazard analysis.

1.6 Authorities

1.6.1 Legal Authorities

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the highest elected official of the City Commission to declare a state of emergency.

The City conducts all emergency management functions in a manner consistent with NIMS. Procedures supporting NIMS implementation and training for the City have been developed and formalized by the City EMO.

As approved by the City Commission, the City of Oregon City Police Department and Clackamas County Fire District No. 1 (CCFD1) have been identified as the lead agencies in the EMO. The Police Chief, or designee, and CCFD1 Emergency Manager share the collateral title of Emergency Program Coordinator and are given the authority and responsibility for the organization, administration, and operations of the EMO.

Table 1-7 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-7 Legal Authorities

Federal
– Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.
– National Incident Management System (NIMS)
– National Response Framework (NRF)
– Homeland Security Presidential Directive 5: Management of Domestic Incidents
– Homeland Security Presidential Directive 8: National Preparedness
– Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness
– Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006
State of Oregon
– ORS 401, Emergency Management and Services
– ORS 402. Emergency Mutual Assistance Agreements
– ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System
– ORS 404. Search and Rescue

Table 1-7 Legal Authorities
– ORS 431. State and Local Administration and Enforcement of Health Laws
– ORS 433. Disease and Condition Control; Mass Gatherings; Indoor Air
– ORS 476. State Fire Marshal; Protection From Fire Generally
– ORS 477. Fire Protection of Forests and Vegetation
– State of Oregon Emergency Operations Plan
Clackamas County
– Board Order #2008-154, September 2008
– Code Section 6.03
– Resolution 2005-26, February 2005
City of Oregon City
– Adopting the National Incident Management System, Resolution No. 05-15, May 2005
– Adoption of Revised Emergency Operations Plan, Resolution No. 03-38
– Emergency Powers, Ordinance No. 03-1015

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 401.480 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

See the appropriate FA for Existing Mutual Aid Agreements.

Copies of these documents can be accessed through the individual departments. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

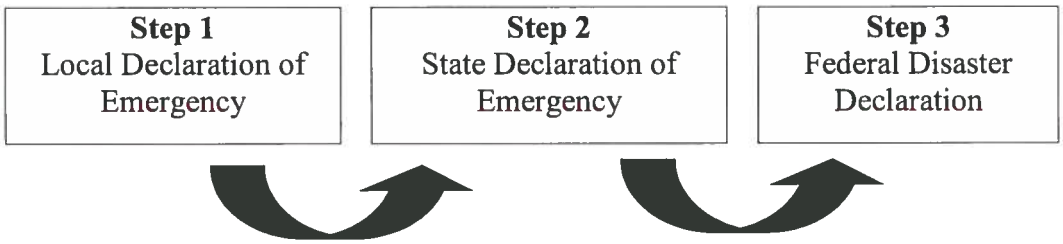
Based on local ordinances and state statutes, a local declaration by the City Council allows for flexibility in managing resources under emergency conditions such as:

- Diverting funds and resources to emergency operations in order to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.

- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting State and/or Federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting their resources.

The City Attorney should review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.

The disaster declaration process follows these three steps:



1.7.2 City of Oregon City Disaster Declaration Process

A declaration of emergency by the City is the first step in accessing State and Federal disaster assistance. The City Commission has the legal authority under Ordinance No. 03-1015 to declare that a local emergency exists. If a quorum of commissioners cannot be assembled, the City Manager is delegated this authority. If the City Manager is unable to act due to absence or incapacity, the Police Chief or the IC may exercise local declaration authority. The declaration of a local emergency must include a description of the situation and existing conditions, delineate the geographic boundaries affected, and outline what special powers are being activated by the City. If County, State, or Federal assistance is needed, it must also declare that all appropriate and available local resources have been expended and contain a request to the Governor for the type of assistance required (if needed). The Command and General Staff have the following responsibilities in the declaration process.

Operations: Identify necessary resources and outline special powers needed to respond to the emergency. Assist in initial damage assessment.

Planning: Provide situation and resource summaries and initial and preliminary damage assessments.

Logistics: Compile resource requests.

Finance: Assist in preliminary damage assessment and coordinate damage survey activities.

Command: Present the declaration package to the City Manager and City Commission.

The City may choose to declare a local emergency even if the need for additional support or resources is not anticipated in order to implement provisions of the emergency code.

The City's request for a declaration must be processed through Clackamas County Emergency Management to OEM. The request for a disaster declaration and assistance does not indicate the surrender of Command responsibility and authority.

See Appendix A for a sample Declaration of Emergency form.

1.7.2.1 Emergency Acquisition of Resources

During a declared emergency, the City is authorized to extend government authority to non-governmental resources (e.g. personnel and equipment) that may support regular government forces during an emergency and may enter into agreements with other public and private agencies for use of resources. When real or personal property is taken under power granted by this section, the owner of the property shall be entitled to reasonable compensation.

1.7.2.2 Time Limit on Emergency Regulations

The declaration of emergency shall become effective upon its issuance and dissemination to the public by appropriate news media. A declaration of emergency shall terminate 48 hours after its issuance, or upon the issuance of a declaration determining that an emergency no longer exists, whichever occurs first; however, the Commission may, by resolution, extend a proclamation of emergency for additional periods of time as determined necessary.

1.7.3 Clackamas County Declaration Process

Clackamas County Code 6.03 restricts the BCC's authority to declare an emergency for the unincorporated areas of the County unless one or more cities have asked to be included in the declaration. County and city officials must coordinate emergency declarations closely when incidents cross city/county boundaries to ensure inclusion for anticipated needs.

The Clackamas County Board of County Commissioners (BCC) may declare an emergency when:

- It is beneficial to centralize control of county assets under the Chair; authorizing implementation of extraordinary emergency protective measures.

- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting state and/or federal assistance to augment local resources and capabilities.

At the earliest practical opportunity, the BCC shall adopt a written declaration of emergency, which shall become part of the County's official records. If circumstances prohibit the timely action of the BCC, the Chair of the BCC may declare a state of emergency and seek approval of a majority of the BCC at the first available opportunity.

1.7.4 Federal Declaration Process

The Federal Government may declare an incident either an "emergency," or a "major disaster." When the President of the United States declares either condition to exist, various resources of the federal government are available to respond to the emergency, and disaster funding is made available for recovery. Certain federal agencies have disaster responsibilities which can be activated short of a federal disaster declaration.

The Governor of the State of Oregon, with the assistance of Oregon Emergency Management, will prepare and forward a request for a Presidential declaration of an emergency or a major disaster to FEMA Region 10, who will, in turn, present it to the President.

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-8 provides the policy and operational lines of succession during an emergency for the City.

Table 1-8 City Lines of Succession

Emergency Coordination	Emergency Policy and Governance
Police Chief (or Designee)	Mayor
City Manager	Commission President
Public Works Director	Commissioners (in order of seniority)

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found in the Police Department and City Manager's Office. All employees should be trained on the protocols and contingency plans required to maintain leadership within the department. The City Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

1.8.2 Preservation of Vital Records

Each City department must provide for the protection, accessibility and recovery of the agency's vital records, systems and equipment. These are records, systems, and equipment that if irretrievable, lost, or damaged will materially impair the agency's ability to conduct business or carry out essential functions. In regard, each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information to achieving the agency mission.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the City Emergency Program Coordinator to the County Emergency Management Director according to provisions outlined under ORS Chapter 401.

The City IC (or designee) is responsible for the direction and control of the City's resources during an emergency and for requesting additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Management processes subsequent assistance requests to the State.

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The CCFD1 Fire Chief assesses the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notifies the State Fire Marshal via OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

1.9.2 Financial Management

During an emergency, the City is likely to find it necessary to redirect City funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the City Commission. If an incident in the City requires major redirection of City fiscal resources, the City Commission will meet in emergency session to decide how to respond to the emergency funding needs, declare a State of Emergency, and request assistance through the County as necessary.

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. Human Resources will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be

submitted for filing Federal Emergency Management Agency (FEMA) Public Assistance reimbursement requests.

1.9.3 Legal Support and Liability Issues

Liability issues and potential concerns among government agencies, private entities, and other response partners, and across jurisdictions, are addressed in existing mutual aid agreements and other formal memoranda established for the City and its surrounding areas.

1.9.4 Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the City to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. City staff will maintain thorough and accurate documentation throughout the course of an incident or event. Incident documentation should include:

- Incident and damage assessment reports.
- Incident command logs.
- Cost recovery forms.
- Incident critiques and after action reports.

1.9.5 Policies

The following policies enable the City to make effective use of available resources in its efforts to minimize the effects of emergencies.

- Essential City services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City departments, disaster relief, volunteer organizations, and the private sector.
- Environmental, technological, and civil emergencies may be of such magnitude and severity that they require County, State, and Federal assistance.
- County and State support of City emergency operations will be based on the principal of self-help. The City will be responsible for utilizing all available local and mutual aid resources prior to requesting assistance from either County Emergency Management or the State of Oregon.
- When an emergency situation exists, all City departments will put their emergency operations plans and operating guidelines into limited or full operation, as necessary.

- In the event of an emergency, the IC has the authority to re-assign City personnel to assist in response.
- Operational situation and status reports will be made by incident management staffs based upon severity of the emergency or anticipated emergency; reports will include:
  - Estimated time and location of impact.
  - Date, time, and location of the actual emergency.
  - For emergencies with minimum or no warning date, time, location, known or estimated number of injuries or casualties, and estimated damage at time of report.
  - Date and time of activation of department emergency operations.

  Such reports will be forwarded to the Mayor, City Manager, department directors, EOC and Field Operations Center staff, and affected jurisdictions as appropriate.
- Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, or handicap. The needs of special populations shall be identified and planned for as directed by policy makers and according to federal regulations and guidance. Special populations may include, but are not limited to:
  - Physical or mentally handicapped persons.
  - Non-English speakers.
  - The aged or infirm.
  - The incarcerated.
  - The hospitalized.

  The City has the following programs in place for special populations:
  - TTD/TTY contact for the hearing-impaired.
  - Spanish/English outreach programs in the Police Department, identified language skills of City employees.
  - Handicapped access to City facilities and American Red Cross shelter facilities.
  - Routine fire inspections of adult assisted living facilities, rest homes, nursing homes, and hospitals.

- Identified transportation assistance for the physically handicapped.

- Emergency response often requires decisions to be made quickly under adverse conditions. Emergency conditions may require actions that are not listed in this plan or that run counter to guidelines suggested. Government entities complying with this plan shall not be liable for injury, death, or loss of property except in cases of willful misconduct or gross negligence.

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to make contact with their supervisors and managers within the first 24 hours following an incident. Emergency 911 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow required procedures established by each agency and department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 of the County EOP.

While all City agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible.

Processes that support employees and their families during emergency situations or disasters will be further developed through ongoing COOP and COG planning.

2 Situation and Planning Assumptions

2.1 Situation

Oregon City is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. The threat of a war-related incident such as a nuclear, biochemical, or conventional attack is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

Oregon City was the first city to be incorporated west of the Rockies. Established in 1829 by Dr. John McLoughlin as a lumber mill near Willamette Falls, it was later designated as Oregon's territorial capital. It is located 13 miles south of Portland at the confluence of the Willamette and Clackamas Rivers. The City has four major geographic zones, defined by steep hills or bluffs. It is home to shopping areas, recreational opportunities, businesses, a wide variety of historical and cultural attractions, and several interpretive centers and museums dedicated to celebrating the pioneer spirit that shaped the City's past. Oregon City was the first state capital and is the County Seat of Clackamas County. The City comprises 5944 acres (9.3 square miles), with its highest point being 530 feet and lowest point 10 feet. In 2015, the City's population was 35,831.

Interstate (I) 205 passes through the City's northern edge, while three other state highways (OR 43, OR 99E, and OR 213) pass through or terminate in Oregon City. The Union Pacific Railroad passes through the City in addition to the Amtrak depot, which has twice-daily service in each direction.

The City has many family events, including the Annual Teddy Bear Parade, Family Pioneer Festival, Annual Antique Fair, and weekly farmers markets during the summer months, and other family events throughout the year.

Figure 2-1 Map of City of Oregon City

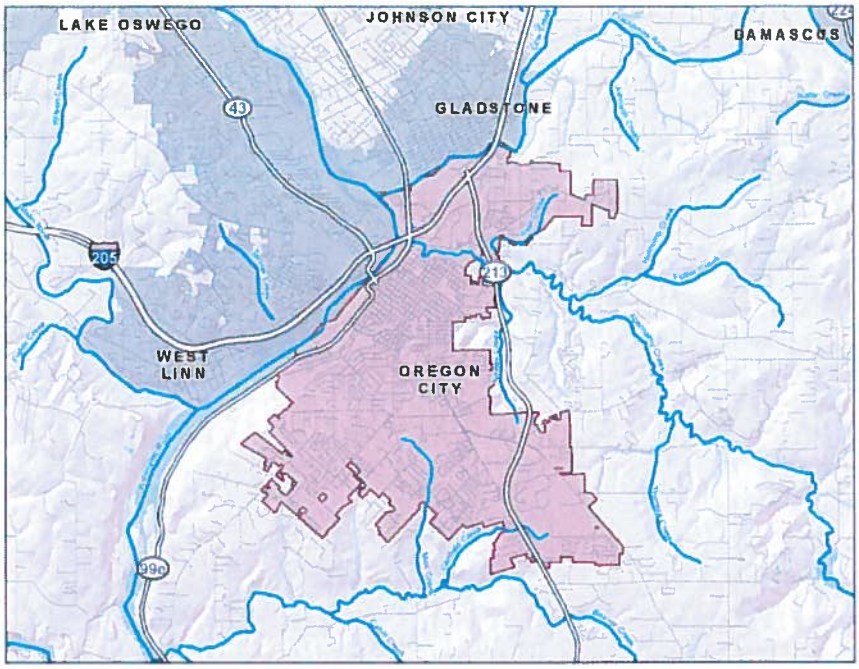
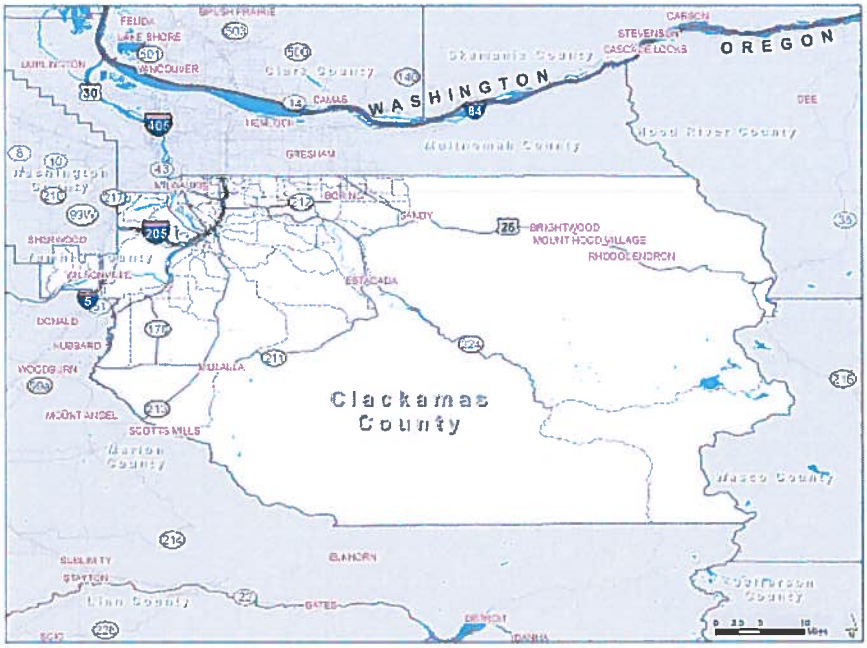


Figure 2-2 Map of City of Clackamas County



2.1.2 Hazards and Threats

The hazards and threats to which Oregon City is subject are discussed in the following sections.

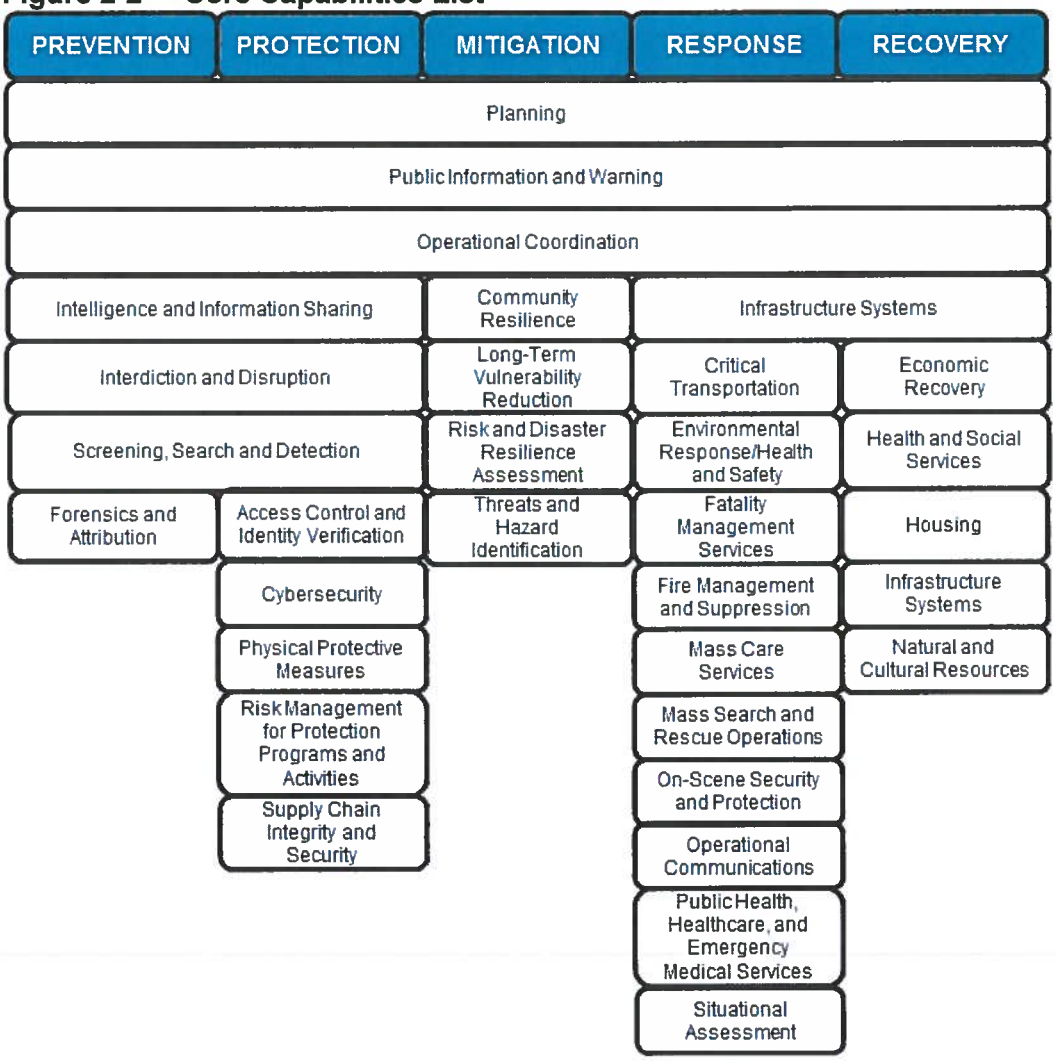
Table 2-2 Threats and Hazards Facing the County

Natural	Technological	Human-Caused
• Earthquake • Animal Disease • Drought • Flood • Invasive Species • Pandemic – Human • Severe Storm/High Winds • Sinkhole/Landslide/ Expansive Soils • Tornado • Tsunami • Volcanic Eruption • Wildfire • Winter Storm/Ice Storm	• Dam Failure • Levee Failure • Fuel Shortage • Hazmat Release – Chemical • Hazmat Release – Radiological • Transportation Accident *(major regional impact, e.g., airport or highway damaged)* • Urban Conflagration • Utility Interruption • Water Contamination	• Explosive Devices (Multiple Improvised Explosive Device Attack) • Cyber Attack • Active Shooter • Biological Attack • Civil Disturbance • Food/Water Contamination

See the Natural Hazard Mitigation Plan for more information regarding natural hazards for the area.

The graphic below shows the 32 Core Capabilities as outlined by the National Preparedness Goal:

Figure 2-2 Core Capabilities List



2.1.2.1 Earthquake

Historical records show over 56 earthquakes in the Portland metro area. The most severe earthquakes occurred in 1877, 1880, 1953, and 1962. The most recent severe earthquake was the March 25, 1993, Scotts Mills quake, which was a 5.6 magnitude quake, with aftershocks continuing at least through April 8. Rocks in Waterboard Park loosened and fell as a result of this quake; however, no one was injured and reported damages were limited.

2.1.2.2 Severe Weather

On December 11, 1995, a windstorm hit Oregon. Oregon City was one of the most severely damaged cities in Clackamas County. Winds tore off roofs from buildings, uprooted and damaged trees, and knocked out electrical and telephone service.

From January 9 to 12, 1998, a severe winter storm occurred that included freezing rain and snow and was accompanied by high winds for two days. Most of the

City lost power due to downed electrical lines and malfunctioning transformers. One emergency shelter was opened for those who could not stay in their homes. Off-duty firefighters were called in to help respond to the increased number of calls.

From January 1 to 2, 2009, a severe winter storm dropped over 3.5 inches of rain in a 24-hour period. The snow and rain led to localized flooding, land movement, traffic delays, and sewer line back-ups. Sections of Meyers Road, Beavercreek Road, Linn Avenue, Abernethy Road, and Van Buren Street were closed due to the effects of the storm

2.1.2.3 Oil and Hazardous Materials

The ever-increasing use of hazardous materials poses a serious threat to life, property and the environment. These products, which are used in agricultural, industrial, and other modern technologies, are becoming increasingly complex, with many new products developed and introduced annually. Incidents involving the release of hazardous materials may occur during handling at industrial facilities using such materials or during the transportation of such materials by rail or highway. Union Pacific Railroad's mainline carries rail cars containing hazardous materials through Oregon City each year. The City does not have information regarding their number or frequency. Interstate 205 is the designated alternate route to I-5 for through-shipments of hazardous materials. Hazardous materials incidents could include the release of radiological materials in accidents at fixed sites, during transportation, or resulting from an accidental weapon detonation.

2.1.2.4 Flood

There are four main types of flooding that impact Oregon City: riverine flooding, local drainage, flash flooding, and dam flooding. Severe riverine flooding on the Willamette occurred in 1890, 1924, 1943, 1948, 1956, 1964, and 1996. Major floods on the Clackamas occurred in 1923, 1931, 1960, 1964, and 1996. While 1996 is fresh in many memories, the floods of 1861, 1890, and 1964 rose even higher. The Willamette and Clackamas Rivers both flooded in January 1997 and from December 28, 2005, to January 1, 2006, following severe winter storms. The high water caused bank erosion, and cleanup was required at Clackamette Park, for which FEMA provided some funding.

From January 1 to 2, 2009, a severe winter storm dropped over 3.5 inches of rain over a 24-hour period. This event led to localized flooding, land movement, traffic delays, and sewer line back-ups. Sections of Meyers Road, Beavercreek Road, Linn Avenue, Abernethy Road, and Van Buren Street were closed due to the effects of the storm.

2.1.2.5 Wildfire

After a long dry spell, a major fire broke out near Rosemont Ridge in September 1967. The fire burned 300 acres and cut telephone and electrical service, but

firefighters were able to save all threatened homes. Less than two weeks later, another fire destroyed 500 acres. It took the efforts of over 150 firefighters to save the homes from this fire.

The Canemah Bluffs area is particularly susceptible to fires. This wildland urban interface has heavy tree coverage, and a dense neighborhood sits atop a steep wooded area, increasing the threat of wildfire. In August 2005, a wildfire on the Canemah Bluffs burned down a non-occupied historic structure. Another fire occurred in this area in 2007, beginning at Highway 99E and spreading up the rock cliff face.

Newell Creek Canyon is an open space located outside the metro urban growth boundary is a major wildland urban interface and has the potential for a catastrophic fire. Transients often have campfires in this area, creating a potential for fire to start. Highway 213 runs through this area, and a cigarette thrown from a car is another potential source of ignition. If a fire were to break out along the highway, firefighters would have to fight it from the highway because there is limited access to the canyon. The Barclay Hills residential development on the west side of the canyon has very poor access, with only one way in and one way out.

Waterboard Park is located along the bluff below Promontory Avenue. This area is considered a nature park, meaning that trees and brush cannot be cut to reduce fuel load. Like Newell Creek Canyon, Waterboard Park is home to many transients, and campfires have the potential to ignite a fire.

2.1.2.6 Landslide

Flooding in 1996 caused numerous landslide events in Oregon City. One of these events caused a sanitary sewer pump to begin sliding downhill. A report by Portland State University found that half of the 48 landslides that occurred in the region in 1996 were considered "natural," while the others were triggered by human activity.

Oregon City experienced another series of landslides as a result of the December 28, 2005 to January 1, 2006, storm and flood:

- On Trillium Drive, a storm sewer manhole that was supposed to spread water failed, causing water to flow down the side of a slope and erode the slope significantly.
- A landslide occurred on Morton Road that affected an apartment building. This landslide was the result of poor surface water management. A portion of a slope slid near the football field at Oregon City High School Jackson Campus. This slide caused no structural damage.
- A landslide at Newell Crest Drive impacted three homes and required one home to be permanently vacated.

- Landslides near Newell Creek Village Apartments severed water and storm sewer lines and required two buildings to be evacuated and ultimately demolished. The causes of these slides were related to a poorly managed private storm sewer system and reactivation of ancient landslides.

Oregon City experienced another series of landslides as a result of very heavy rain from December 19, 2015 to January 15, 2016. Heavy rains caused the mandatory evacuation of residents from two apartment complexes. Forest Edge Apartments had 4 buildings deemed uninhabitable and Berry Hill Apartments had 2 buildings. This left 52 units uninhabitable and 132 residents displaced. The American Red Cross set up a shelter at the Oregon City High School. Where 24 people (6 families) utilized the shelter between December 20th and January 2, 2016. The shelter closed on January 2nd when school resumed from holiday break. There were 5 families that still needed assistance after the shelter closed and the City of Oregon City made arrangement with the Best Western in Oregon City for these residents to relocate there for up to 3 weeks while actively looking for permanent shelter.

2.1.2.7 Transportation Accidents

This hazard may include major incidents involving motor vehicles, trains, aircraft, or vessels. An additional hazard is created by a major natural gas pipeline crossing through the southeast corner of Oregon City. Hazards increase significantly if incidents include a fire or explosion, a release of hazardous materials, or large numbers of casualties. Railroad tracks carrying both freight and passenger trains travel through the City. Flight paths for Portland International Airport pass over parts of the City. I-205 carries tens of thousands of vehicles and serves as a freight route. The Willamette River is navigable but poses minimal risk due to limited commercial traffic.

2.1.2.8 Volcano

Mount St. Helens' 1980 eruption is well known. Mount Hood, while not as active in recent years, has experienced four major eruptions during the last 15,000 years. The most recent occurred 200–300 years ago. Emissions also occurred in 1859, twice in 1865, and in 1903 when steam and fragments of rock and lava were ejected. During the past 2,000 years, lava domes at Mount Hood have grown and collapsed, creating hundreds of pyroclastic flows extending 7 miles down the mountain's southwest flank. This volcano remains in an active state.

2.1.3 Capability Assessment

The availability of the City's physical and staff resources may limit the City's capability to conduct short- and long-term response actions on an independent basis. City response capabilities are also limited during periods when essential staff is on vacation, sick or under furlough due to budgetary constraints.

The City has not developed a formal capabilities assessment to date. Should one be developed in the future, it will summarize the jurisdiction's prevention, protection, response and recovery capabilities involving the defined hazards. It will also further describe the jurisdiction's limitations on the basis of training, equipment and personnel.

2.2 Assumptions

This EOP is based on the following assumptions:

- The City will continue to be exposed to the hazards noted above, as well as others that may develop in the future.
- Outside assistance will be available in most emergency situations affecting the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- It is possible for a major disaster to occur at any time and at any place in the County. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can occur with little or no warning.
- Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this emergency plan.
- Proper implementation of this plan will reduce or prevent disaster-related losses.

3 Roles and Responsibilities

3.1 General

Local and County agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain depth of qualified staff within the command structure and response community.

The County Emergency Management Director is responsible for emergency management planning and operations for the area of the County lying outside the corporate limits of the incorporated municipalities of the County. The Mayor or other designated official (pursuant to city charter or ordinance) of each incorporated municipality is responsible for emergency management planning and operations for that jurisdiction. These responsibilities may be shared with County Emergency Management under agreement.

Oregon City conducts all emergency management functions in accordance with NIMS. To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts into all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event. Some responsibilities may be shared under mutual consent.

Most City departments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below, as well as in individual annexes.

3.2 Emergency Management Organization

The City does not have an office or division of emergency management services separate from its existing departments. The Police Chief (or designee) has the role of Emergency Program Coordinator and may, depending on the size or type

of incident, delegate the authority to lead response and recovery actions to other City staff. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the City's emergency management program can vary according to the location, size, and impact of the incident.

For the purposes of this plan, the City's emergency management structure will be referred to generally as the City EMO. Under this structure, the Police Chief (unless this role has been otherwise delegated) would be considered the role of Emergency Program Coordinator. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure. The EMO for the City is divided into two general groups—the Executive Group and Emergency Response Agencies—organized by function.

3.2.1 Executive Group

The Executive Group is referred to in this plan as a single body, but it may include representation from each City department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction and, as appropriate, including the private sector.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
  - The jurisdiction, including persons, property, and structures,
  - Vulnerable populations, including those with service animals, and
  - Individuals with household pets.
- Encouraging residents to be prepared and participate in volunteer organizations and training courses.

3.2.1.1 Mayor and City Commission

The ultimate responsibility for policy, budget, and political direction for the City government is borne by the City Council. During emergencies this responsibility includes encouraging positive support with citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and Federal officials. Additionally, the council will provide elected liaison with the community and other jurisdictions. In the event of a need for a State of Emergency, the Mayor or designee will initiate and terminate the State of Emergency through a Declaration ratified by the Council.

General responsibilities of the Mayor and City Commission include:

- Establishing emergency management authority by city ordinance.
- Adopting an EOP and other emergency management–related resolutions.
- Ensuring adequate program staffing and funding.
- Declaring a State of Emergency and providing support to the IC in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.

3.2.1.2 City Manager

The City Manager is responsible for continuity of government, overall direction of City emergency operations and dissemination of public information.

The City Manager is responsible for:

- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Directing the emergency operational response of City services.
- Maintaining departmental notification/call rosters.
- Ensuring that staff is trained to assume emergency responsibilities.

- Establishing internal lines of succession.
- Providing overall incident management and incident strategy during activation (assumption of command is at the discretion of the City Manager).
- Ensuring, through the City Recorder, that plans are in place for the protection and preservation of City records.
- Establishing and maintaining liaison with the Mayor and Commission.

3.2.1.3 Emergency Program Coordinator

The Police Chief (or designee) has the role of Emergency Program Coordinator for the City. The Emergency Program Coordinator has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Program Coordinator works with the Executive Group to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The Emergency Program Coordinator coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Program Coordinator is responsible for:

- Serving as staff advisor to the City Commission and City Manager for emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory.
- Ensuring the operational capability of the City EOC.
- Activating the City EOC.
- Keeping the governing body apprised of the City's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the City and County Emergency Management.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.4 City Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They should make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities as well as clearly reinforce preparedness expectations. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the City Manager.

3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All City departments are responsible for:

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the Police Department and City Manager's Office.
- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with standard operating procedures (SOPs).
- Identifying critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Ensuring that staff participate in preparedness training, exercises, and

plan review.

- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS-required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.

3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, emergency medical service (EMS) providers, and the public health, environmental health, and public works departments. This section is organized by function, with the primary responsibility assigned to the appropriate City or County agency.

3.2.3.1 Transportation

City Public Works Department and County Transportation and Development Department

Transportation responsibilities include:

- Planning for and identifying high-hazard areas, numbers of potential evacuees, and the number of people requiring transportation to reception areas (including vulnerable populations).
- Coordinating transportation needs for vulnerable populations.
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinating transportation services, equipment, and personnel using emergency routes.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and reassigning personnel during the evacuation period.

- Preparing and maintaining supporting SOPs and annexes.

See FA 3 – Infrastructure Services and the County EOP, ESF 1 – Transportation for more detail.

3.2.3.2 Communications

Alert and Warning

CCOM and City Police Department

Alert and warning responsibilities include:

- Disseminating emergency public information, as requested.
- Receiving and disseminating warning information to the public and key County and City officials.
- Preparing and maintaining supporting SOPs and annexes.

Communication Systems

CCOM and City Police Department

Communication responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services and the County EOP, ESF 2 – Communications for more detail.

3.2.3.3 Public Works and Engineering

City Public Works Department and County Transportation and Development Department

Public works and engineering responsibilities include:

- Barricading of hazardous areas.
- Performing priority restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.

- Assessing damage to streets, bridges, traffic control devices, the wastewater treatment system, and other public works facilities.
- Removing debris.
- Assessing damage to City-owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Preparing and maintaining supporting SOPs and annexes.

See FA 3 – Infrastructure Services and the County EOP, ESF 3 – Public Works and Engineering for more detail.

3.2.3.4 Firefighting

CCFD1

Fire service responsibilities include:

- Providing fire prevention before, suppression during, and emergency medical aid after a fire in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Providing hazardous materials spills containment, planning, and coordination.
- Inspecting shelters for fire hazards.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services and the County EOP, ESF 4 – Firefighting for more detail.

3.2.3.5 Emergency Management

Emergency Operations Center

Emergency Program Coordinator

Emergency operations center responsibilities include:

- Directing and controlling local operating forces.
- Maintaining contact with neighboring jurisdictions and the County EOC.
- Maintaining the EOC in an operating mode at all times or ensuring the ability to convert EOC space into an operating condition.

- Assigning representatives (by title) to report to the EOC and developing procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

See Chapter 5 – Command and Control, FA 1 – Emergency Services, and the County EOP Basic Plan and ESF 5 – Emergency Management for more detail.

3.2.3.6 Mass Care, Emergency Assistance, Housing, and Human Services

County Health, Housing and Human Services, American Red Cross and CCFD1

The City relies on the support of the County to provide Shelter and Mass Care Services and has adopted the procedures outlined in the County EOP. County Health, Housing and Human Services, with support from the Oregon Trail Chapter of the American Red Cross, is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, ESF 6 – Housing and Human Services and ESF 11 – Agriculture and Natural Resources. Mass care, emergency assistance, housing and human service responsibilities include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the Shelter Management program (stocking, marking, and equipping, etc.) for natural disasters.
- Coordinating support with other City and County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the American Red Cross and Salvation Army).
- Identifying sources of clothing for disaster victims (may coordinate with the Salvation Army or other disaster relief organization).

- Securing sources of emergency food supplies (with the American Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the City or County, local volunteers, or organized disaster relief agencies such as the American Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

See FA 2 – Human Services and the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.7 Logistics Management and Resource Support

City Finance Department and City Human Resources Department

Logistics management and resource support responsibilities include:

- Establishing procedures for employing temporary personnel for disaster operations.
- In cooperation with the Police Department, establishing and maintaining a staffing reserve.
- Coordinating deployment of reserve personnel to City departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services and the County EOP, ESF 7 – Logistics Management and Resource Support for more detail.

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

County Health, Housing and Human Services

The City relies on the County to provide public health and human services and has adopted the relevant parts of the County EOP. The County Health, Housing and Human Services (also referred to as H3S Department) Director is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks caused by bioterrorism,

epidemic or pandemic diseases, or novel and highly fatal infectious agents or biological or chemical toxin incidents in urban or rural areas in the County. The Health, Housing and Human Services Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in the County EOP, ESF 6 – Housing and Human Services and ESF 8 – Public Health and Medical Services. Public health responsibilities include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations, including making provisions for the vulnerable populations.
- Coordinating with the Medical Examiner and Funeral Directors to provide identification and disposition of the dead.
- Coordinating mass vaccination chemoprophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

See FA 2 – Human Services and the County EOP, ESF 8 – Public Health and Medical Services for more detail.

Emergency Medical Services

CCFD1 and American Medical Response

Emergency medical service responsibilities include:

- Coordinating provision of EMS.
- Requesting additional EMS assets as necessary.

See FA 1 – Emergency Services and the County EOP, ESF 8 – Public Health and Medical Services for more detail.

3.2.3.9 Search and Rescue

CCFD1 and County Sheriff's Office

Search and rescue responsibilities include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.

- Establishing and monitoring training standards for certification of search and rescue personnel.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services and the County EOP, ESF 9 – Search and Rescue for more detail.

3.2.3.10 Oil and Hazardous Materials Response

CCFD1 and Regional Hazardous Materials Team No. 3

Hazardous Materials Response

Oil and hazardous materials responsibilities include:

- Conducting oil and hazardous materials (chemical, biological, etc.) response.
- Assessing the health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and state agencies.
- Performing protective actions.
- Conducting environmental short- and long-term cleanup.
- Preparing and maintaining supporting SOPs and annexes.

Radiological Protection

Radiological protection responsibilities include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing City and County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses, provided by the State Radiation Protection Services or Federal government.
- Providing monitoring services and advice at the scene of accidents involving radioactive materials.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services and the County EOP, ESF 10 – Oil and Hazardous Materials for more detail.

3.2.3.11 Agriculture and Natural Resources

County Health, Housing and Human Services

Agriculture and natural resources–related responsibilities include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Protecting the safety and well-being of household pets.

See FA 2 – Human Services and the County EOP, ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.12 Energy and Utilities

Public/Private Utilities and City Public Works Department

Energy and utilities related responsibilities include:

- Working with local energy facilities to restore damaged energy utility infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See FA 3 – Infrastructure Services and the County EOP, ESF 12 – Energy for more detail.

3.2.3.13 Law Enforcement Services

City Police Department

Law enforcement responsibilities include:

- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.

- Isolating damaged areas.
- Providing damage reconnaissance and reporting.
- Evacuating disaster areas.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services and the County EOP, ESF 13 – Public Safety and Security for more information.

3.2.3.14 Recovery

City Administration and City Commission

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with County and State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support providing assistance as needed.
- Locating, purchasing and coordinating delivery of resources necessary during or after an incident in the City.

See FA 4 – Recovery Strategy and the County EOP, ESF 14 – Long-Term Community Recovery for more detail.

3.2.3.15 External Affairs

City Administration

External affairs responsibilities include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Arranging for media representatives to receive regular briefings on the City's status during extended emergency situations.

- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of Spanish-only-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services and the County EOP, ESF 15 – External Affairs for more details.

3.2.3.16 Evacuation and Population Protection

City Police Department and CCFD1

Evacuation and population protection responsibilities include:

- Defining responsibilities of City departments and private sector groups.
- Identifying high hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
  - Movement control,
  - Health and medical requirements,
  - Transportation needs,
  - Emergency Public Information materials, and
  - Shelter and reception location.
- Developing procedures for sheltering in place.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

City Community Development Department

Damage assessment responsibilities include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to EOC.

- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Compiling estimates of damage for use by City officials in requesting disaster assistance.
- Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.
- Preparing and maintaining supporting SOPs and annexes.

See FA 4 – Recovery strategy for more details.

3.2.3.18 Legal Services

City Counsel

Legal service responsibilities include:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
  - Implement wage, price, and rent controls.
  - Establish rationing of critical resources.
  - Establish curfews.
  - Restrict or deny access.
  - Specify routes of egress.
  - Limit or restrict use of water or other utilities.
  - Remove debris from publicly or privately owned property.
- Reviewing and advising City officials regarding possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.
- Preparing and recommending local legislation to implement emergency powers when needed.
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.

- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.
- Preparing and maintaining supporting SOPs and annexes.

3.2.3.19 Volunteer and Donation Management

Oregon City Police Department Community Outreach

Responding to incidents frequently exceeds the City's resources. Volunteers and donors can support response efforts in many ways, and it is essential that the City plan ahead to effectively incorporate volunteers and donated goods into its response activities.

3.2.2.20 Coordination with Special Facilities

Coordination with special facilities (e.g., schools, care facilities, correctional institutions) includes:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.
- Preparing and maintaining emergency plans and SOPs.

3.2.3.21 Other Agency Responsibilities

Other City department and agency heads not assigned a specific function in this plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the City Manager.

3.3 Local and Regional Response Partners

The City's emergency organization is supported by a number of outside organizations, including the County, service organizations, and the private sector.

3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City and County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response

and recovery are particularly dependent. Essential private sector responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from incidents that impact private sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

3.3.2 Nongovernmental Organizations

Nongovernmental organizations (NGOs) play enormously important roles before, during, and after an incident. In the City, NGOs such as the American Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. NGOs collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of NGOs in an emergency may include:

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food and shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping to coordinate assistance.

3.3.3 Individuals and Households

Although not formally a part of the City's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

3.4 County Response Partners

The County Emergency Management Director has been appointed under the authority of the Board of County Commissioners. The County Emergency Management Director is responsible for developing a Countywide emergency management program that, through cooperative planning efforts with the incorporated communities of the County, will provide a coordinated response to a major emergency or disaster.

See the County Emergency Operations Plan for details on the County's emergency management organization and detailed roles and responsibilities for County departments.

3.5 State Response Partners

Under the provisions of ORS 401.055 through 401.155, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-Declared Emergency. The administrator of OEM is delegated authority by ORS 401.260 to 401.280 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the Federal government.

Under the direction and control of department heads, agencies of State government represent the State emergency operations organization. Responsibility for conducting emergency support functions is assigned by the Governor to the department best suited to carry out each function applicable to the emergency situation. Some State agencies may call upon their Federal counterparts to provide additional support and resources following established procedures and policies for each agency.

See the State of Oregon Emergency Operations Plan for details on the State's emergency management organization and detailed roles and responsibilities for State departments.

3.6 Federal Response Partners

Federal response partners are typically requested by OEM in the event that State resources become limited or specialized services are needed. In most instances, Federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the Federal level follow the Oregon EMP and, if necessary, the NRF.

See the NRF for details on the Federal government's emergency management organization and detailed roles and responsibilities for Federal departments.

3.7 Responsibilities by Function

This section includes services required for an effective disaster management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, EMS providers, and public health, environmental health, and public works departments.

Departments or agencies assigned as primary may only be responsible for coordinating with other primary or supporting agencies to ensure continuity.

- **Primary County Agency(s):** Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function and will coordinate with supporting agencies.
- **Supporting County Agency(s):** Identify agencies with substantial support roles during major incidents.
- **Community Partners:** Identify nongovernmental organizations and private sector businesses that may be available to provide support during major incidents.

3.7.1 Transportation

Primary County Agency(s): Department of Transportation and Development (DTD)
Supporting County Agency(s): None at this time.
Community Partners: Local Public Works Agencies
Primary State Agency: ODOT
Primary Federal Agency: Department of Transportation

Transportation-related responsibilities include:

- Monitoring and reporting the status of and any damage to the County's transportation system and infrastructure.

- Identifying temporary alternative transportation solutions that can be implemented by others when County systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinating the restoration and recovery of County transportation systems and infrastructure, including maintaining infrastructure to reduce additional damage (e.g., keep culverts cleared of debris).
- Coordinating support of emergency operations activities among transportation stakeholders within the County's authority and resource limitations.

3.7.2 Communications

Primary County Agency(s): CCDM, C-COM, LOCOM
Supporting County Agency(s): CCSO
Community Partners: Clackamas Amateur Radio Emergency Services (CARES)
Primary State Agency: Department of Administrative Services
Primary Federal Agency: Department of Homeland Security

Alert and Warning

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.
- Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Unified Command, EOC Manager, or PIO.
- Receiving and disseminating warning information to the public and key County officials.

Communication Systems

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.
- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

3.7.3 Public Works

Primary County Agency(s): DTD
Supporting County Agency(s): None at this time.
Community Partners: Local Public Works Agencies
Primary State Agency: ODOT
Primary Federal Agency: Department of Defense/USACE, Department of Homeland Security

Responsibilities related to public works include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for life-saving and life-sustaining services.
- Coordinating repair of damaged public infrastructure and critical facilities.
- Coordinating repair and restoration of the County's critical infrastructure.
- Coordinating disaster debris management activities.

3.7.4 Firefighting

Primary County Agency(s): Fire Defense Board
Supporting County Agency(s): CCDM
Community Partners: Local Fire Departments and Districts
Primary State Agency: Oregon Department of Forestry, Oregon State Fire Marshal (OSFM)
Primary Federal Agency: United States Department of Agriculture/Fire Service

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Performing life-safety inspections and recommendations for activated emergency shelters.

3.7.5 Information and Planning

Primary County Agency(s): CCDM
Supporting County Agency(s): None at this time.
Community Partners: City Emergency Management Agencies
Primary State Agency: OEM
Primary Federal Agency: Department of Homeland Security/FEMA

The CCDM Director is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. County departments will be requested to designate personnel who can be made available to be trained by the CCDM and to work in the EOC

during an emergency. Other departments may be requested to provide assistance in an emergency.

The following tasks are necessary for the County to support and coordinate response operations during an emergency:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions.
- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.
- Ensuring that EOC personnel operate in accordance with ICS.
- Ensuring accurate record keeping.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

3.7.6 Mass Care

Primary County Agency(s): H3S
Supporting County Agency(s): CCDM
Community Partners: American Red Cross
Primary State Agency: Department of Human Services (DHS)
Primary Federal Agency: Health and Human Services

H3S is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in ESF 6 – Mass Care and ESF 17 – Agriculture and Animal Protection. Responsibilities related to mass care include:

- Maintaining and implementing procedures for care and shelter of displaced persons.
- Coordinating support with other County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County disaster management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the Red Cross and Salvation Army).
- Develop reunification plans including possible sites and resources needed (in coordination with the Red Cross)

- Identifying sources of clothing for disaster victims (may coordinate with the Red Cross, Salvation Army, or other disaster relief organizations).
- Securing sources of emergency food supplies (with the Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as those who experience DAFN (e.g., unaccompanied children, elderly) and pets.

3.7.7 Resource Support

Primary County Agency(s): CCDM
Supporting County Agency(s): None at this time
Community Partners: Local religious organizations and volunteer organizations, Voluntary Organizations Active in Disaster (VOAD)
Primary State Agency: Department of Administrative Services
Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve, in cooperation with law enforcement.
- Coordinating deployment of reserve personnel to County departments requiring augmentation.
- Providing support to logistics and tactical operations.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

3.7.8 Health and Medical

Health Services

Primary County Agency(s): H3S
Supporting County Agency(s): None at this time.
Community Partners: Local hospitals and clinics
Primary State Agency: Oregon Health Authority (OHA)
Primary Federal Agency: Health and Human Services

The H3S Director is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases and mental/ behavioral health associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be

caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The H3S Director also serves as the public health representative for the County EMO. Relevant operations are detailed in ESF 6 – Mass Care and ESF 8 – Health and Medical.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for populations with functional needs.
- Coordinating public health surveillance.
- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the deceased.
- Coordinating isolation and/or quarantine actions, as needed and permitted.
- Coordinating dissemination of public health information.
- Designating a coordinator/liaison to participate in all phases of the County disaster management program, when necessary or as requested.

Medical Services

Primary County Agency(s): H3S
Supporting County Agency(s): None at this time.
Community Partners: Local EMS agencies, hospitals, and clinics
Primary State Agency: OHA
Primary Federal Agency: Health and Human Services

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.

3.7.9 Search and Rescue

Primary County Agency(s): CCSO
Supporting County Agency(s): Fire Defense Board
Community Partners: None at this time
Primary State Agency: OEM, OSFM
Primary Federal Agency: Department of Defense, Department of Homeland Security/FEMA and United States Coast Guard

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.
- Providing training that meets training standards for certification of search and rescue personnel.

3.7.10 Hazardous Materials Response

Hazardous Materials Response

Primary County Agency(s): Fire Defense Board
Supporting County Agency(s): None at this time.
Community Partners: Local Fire Agencies
Primary State Agency: Department of Environmental Quality, OSFM Regional Hazardous Materials Team No. 3
Primary Federal Agency: Environmental Protection Agency (EPA)

Responsibilities related to hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc.).
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and State agencies.
- Recommending protective actions related to hazardous materials.
- Conducting environmental short- and long-term cleanup.

Radiological Protection

Primary County Agency(s): Fire Defense Board
Supporting County Agency(s): None at this time.
Community Partners: OSFM Regional Hazardous Materials Team No. 3
Primary State Agency: OHA, Radiation Protection Services
Primary Federal Agency: EPA

Responsibilities related to radiological protection include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.
- Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

3.7.11 Food and Water

Primary County Agency(s): CCDM, H3S
Supporting County Agency(s): None at this time.
Community Partners: American Red Cross, Salvation Army
Primary State Agency: DHS
Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to food and water include:

- Assessing food and water needs for the community.
- Identifying food and water resources.
- Storing food and water resources.
- Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.
- Coordinating transportation of food and water resources to the community.

3.7.12 Energy

Primary County Agency(s): CCDM
Supporting County Agency(s): DTD
Community Partners: Local utilities
Primary State Agency: Oregon Public Utility Commission
Primary Federal Agency: Department of Energy

Responsibilities related to energy include:

- Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

3.7.13 Military Support

Primary County Agency(s): CCSO
Supporting County Agency(s): CCDM
Community Partners: None at this time.
Primary State Agency: Oregon Military Department
Primary Federal Agency: Department of Defense

Responsibilities related to military support include:

- Working with the Oregon Military Department when it is necessary for them to:
  - Coordinate, employ, and control Oregon National Guard forces and military resources to assist civil authorities with the protection of life and property, and to maintain peace, order and public safety.
  - Mobilize and stage personnel and equipment to restore/preserve law and order and provide support to other ESFs, as directed by the State ECC and within Oregon National Guard capabilities.
  - Coordinate with the active federal military to ensure mutual support during federal disaster relief operations.

3.7.14 Public Information

Primary County Agency(s): Public and Governmental Affairs
Supporting County Agency(s): None at this time
Community Partners: Local media (print, television, and electronic)
Primary State Agency: OEM
Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to public information include:

- Preparing readily deployable content to communicate incident-specific information.
- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Coordinating with the EOC Public Inquiry Center to provide information to those impacted by the incident.
- Arranging for media representatives to receive regular briefings on the County's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of non-English-speaking and/or bilingual population centers within the County and preparing training and news releases accordingly.
- Monitoring the media and correcting misinformation.
- Overseeing and providing information to call-takers who receive requests for assistance from the public.

3.7.15 Volunteer and Donation Management

Primary County Agency(s): CCDM, H3S
Supporting County Agency(s): None at this time.
Community Partners: American Red Cross, Fire Corps, Medical Reserve Corps. Volunteers in Police Service, Community Emergency Response Teams (CERTs), local nongovernmental and religious organization, VOAD
Primary State Agency: OEM
Primary Federal Agency: FEMA

Responsibilities related to volunteer and donations management include:

- Coordinating the identification and vetting of volunteer resources.
- Matching volunteer resources and donations with the unmet needs of the community.
- Maintaining a donations management system to ensure the effective utilization of donated cash, goods, and services.

- Providing guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.
- Directing unaffiliated volunteers to, and coordinating with, government-sponsored/ organized volunteer organizations such as CERTs, Red Cross, Fire Corps, and/or Medical Reserve Corps, VOAD, Volunteers in Police Services, and volunteers associated with the nongovernmental and faith-based community in completing their assigned tasks.

3.7.16 Law Enforcement Services

Primary County Agency(s): CCSO
Supporting County Agency(s): None at this time.
Community Partners: Local law enforcement agencies
Primary State Agency: Oregon State Police (OSP)
Primary Federal Agency: Department of Justice

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.
- Isolating damaged areas.
- Providing damage reconnaissance and reporting.

3.7.17 Agriculture and Animal Protection

Primary County Agency(s): CCDM, H3S
Supporting County Agency(s): DTD (Dog Services)
Community Partners: Extension Office
Primary State Agency: Oregon Department of Agriculture
Primary Federal Agency: U.S. Department of Agriculture

Responsibilities related to agriculture and animal protection include:

- Coordinating animal/veterinary/wildlife response during a disaster, including:
  - Capturing/rescuing animals that have escaped confinement or been displaced from their natural habitat.
  - Providing emergency care to injured animals.
  - Providing humane care, handling, and sheltering to animals (including service animals, pets, and livestock).
- Protecting the State's natural resources from the impacts of a disaster.
- Maintaining and implementing procedures for the care and shelter of animals in a major emergency or disaster.

3.7.18 Business and Industry

Primary County Agency(s): Business and Community Services (BCS)
Supporting County Agency(s): CCDM
Community Partners: Clackamas County Business Alliance, Area Businesses and Industry
Primary State Agency: Oregon Business Development Department
Primary Federal Agency: Small Business Administration

Responsibilities related to business and industry include:

- Coordinating with business and industry partners to facilitate private-sector support of response and recovery operations.
- Identifying short-term recovery assistance to business and industry partners.
- Facilitating communication between business and industry partners and the local, tribal, and State emergency management organizations.
- Providing economic damage assessments for impacted areas.

3.7.19 Recovery

Primary County Agency(s): CCDM, BCS, DTD
Supporting County Agency(s): Finance, H3S
Community Partners: Clackamas County Business Alliance
Primary State Agency: OEM
Primary Federal Agency: Department of Homeland Security

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental-sector emergency recovery efforts.
- Participating with State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support, providing assistance as needed.
- Locating, purchasing, and coordinating delivery of resources necessary during or after a major emergency or disaster in the County.
- Ensuring accurate documentation of the recovery effort to secure federal reimbursement of funds.

3.7.20 Evacuation and Population Protection

Primary County Agency(s): CCSO
Supporting County Agency(s): DTD, CCDM, Fire Defense Board
Community Partners: None at this time
Primary State Agency: OSP
Primary Federal Agency: Department of Homeland Security

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of County departments and private-sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
  - Movement control
  - Health and medical requirements
  - Transportation needs
  - Emergency Public Information materials
  - Shelter and reception locations
- Developing procedures for sheltering in place.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- Conducting evacuation in accordance with County policy.
- If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

3.7.21 Damage Assessment

Primary County Agency(s): DTD
Supporting County Agency(s): CCDM, Technology Services and Facilities
Community Partners: CERT
Primary State Agency: OEM
Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to damage assessment include:

- Establishing a Damage Assessment Team from among County departments with assessment capabilities and responsibilities.
- Training and providing damage assessment team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.

- Evaluating the effect of damage on the County's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

3.7.22 Coordination with Special Facilities

Primary County Agency(s): CCDM, H3S
Supporting County Agency(s): None at this time.
Community Partners: None at this time
Primary State Agency: OEM
Primary Federal Agency: None at this time

Responsibilities related to coordination with special facilities (e.g., schools, care facilities, correctional institutions) include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.
- Preparing and maintaining emergency plans and SOPs.

4 Concept of Operations

4.1 General

Primary roles in the initial emergency response will focus on first responders, such as fire districts/departments and police departments, sometimes also involving hospitals, local health departments, and regional fire and HazMat teams. Typically, as the emergency situation evolves and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with recovery operations. In all emergency situations and circumstances, saving and protecting human lives receive priority.

The basic concept of emergency operations focuses on managing and using all available resources at the local level for effectively responding to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of emergency and disaster events. This EOP should be used when Oregon City or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency incident and not in response to day-to-day operations.

Responsibilities include management and coordination of large-scale events as well as identifying and obtaining additional assistance and resources for emergency response agencies from the County, State, and/or Federal government through the City EMO.

4.2 Phases of Emergency Management

This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan rather than a comprehensive emergency management plan, as its emphasis is on incident management rather than on program management. That said, this EOP impacts and is informed by activities conducted before and after any emergency operations take place. A brief description of the four phases of emergency management is provided below.

Figure 4-1 Phases of Emergency Management

Mitigation and Prevention activities seek to eliminate or reduce a disaster's likelihood and/or consequences. They involve actions to protect lives and property from threats as well as long-term activities that lessen the undesirable effects of unavoidable hazards.

Preparedness activities serve to develop and/or enhance the response capabilities that will be needed should an emergency arise. Planning, training, and exercises are the major activities that support preparedness.

Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved, state of affairs.

Response is the provision of emergency services during a crisis. These activities help to reduce casualties and damage and speed recovery. Activities include warning, protective actions, rescue, and other such operations. Response is the focus of this EOP.

4.3 Incident Levels

Incident levels assist response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations will not always fit neatly into these levels, and any incident has the potential to intensify and expand. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents.

4.3.1 Level 1

Level 1 situations are often referred to as "routine" crisis management or emergency situations that can be handled using resources available at the incident location. For these situations, it may not be necessary to implement an emergency plan. Outside assistance is usually not required.

4.3.2 Level 2

Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 911 call for police, fire, or medical assistance. Examples include

hazardous materials spills and traffic incidents with multiple injuries. The IC may implement selected portions of the City EOP.

4.3.3 Level 3

Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples of such situations include an airliner crash in populated area, a major earthquake, etc. Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

4.3.4 NIMS Incident Levels

While the City uses incident levels that are consistent with the County and State EOPs, incident types at the Federal level are based on the following five levels of complexity. (Source: U.S. Fire Administration)

Table 4-1 NIMS Incident Levels

Type 5	■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the IC) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, and a police traffic stop.
Type 4	■ Command staff and general staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and may ensure that the complexity analysis and delegation of authority are updated. ■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ■ The role of the agency administrator includes operational plans that contain objectives and priorities.

Table 4-1 NIMS Incident Levels	
Type 3	■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all of the Command and General Staff positions may be activated, as well as the Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.
Type 2	■ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will have briefings and will ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.4 Response Priorities

1. **Lifesaving/Protection of Property**: This is a focus on efforts to save lives of persons other than City employees and their dependents. It may include prevention or mitigation of major property damage if results of such damage would likely present an immediate danger to human life.

2. **Incident Stabilization**: This is a focus on protection of mobile response resources, isolation of the impacted area, and containment of the incident (if possible).

3. **Property Conservation**: This is a focus on the protection of public facilities essential to life safety/emergency response, protection of the environment whenever public safety is threatened, and protection of private property.

4.5 Incident Management

4.5.1 Activation

When an emergency situation arises and it is determined that the normal organization and functions of City government are insufficient to effectively meet response requirements, the Emergency Program Coordinator will activate and implement all or part of this EOP. In addition, the IC, Emergency Program Coordinator, Fire Battalion Chief, Law Enforcement Representative, Department Directors or City Manager may partially or fully activate and staff the City EOC based on an emergency's type, size, severity, and anticipated duration. An Emergency Declaration is not required to implement the EOP or activate the EOC. The Emergency Program Coordinator may implement the EOP as deemed appropriate for the situation or at the request of an IC. Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Program Coordinator with the following information:

- Operational status.
- Readiness and availability of essential resources.
- Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.).
- Significant concerns and issues dealing with potential or actual loss of life or property.

4.5.2 Initial Actions

Upon implementation of all or part of this EOP, the IC (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary. *See FA 1 – Emergency Services Annex for more detail.*
- Initiate emergency sheltering procedures with the American Red Cross and other community partners if evacuation procedures are activated. *See FA 2 – Human Services Annex for more detail.*
- Instruct appropriate City emergency service providers to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- Request the City Commission to prepare and submit a formal Declaration of Emergency through County Emergency Management when it is determined that local resources will not meet the needs of local emergency operations.
- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.
- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See FA 4 – Recovery Strategy Annex for additional information regarding community recovery procedures.*

4.5.3 Communications, Notification and Warning

Traditional communication lines, such as landline telephones, cellular phones, faxes, pagers, internet/e-mail, and radio will be used by City response personnel throughout the duration of response activities. *See FA 1 – Emergency Services for more detail.*

A public warning and broadcast system (Reverse 911 through CCOM) is established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. The City Police Department shall provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. The FA – Emergency Services Annex provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners can be activated and coordinated through the City EOC.

Plain language will be used during any multi-jurisdictional emergency response occurring in the City and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology

enables area commanders, State and local EOC personnel, Federal operational coordinators, and responders to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other.

4.5.3.1 Interoperability

The City will maintain the ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability also refers to having an emergency communications system that is the same or is linked to the same system that a jurisdiction uses for nonemergency procedures, and that effectively interfaces with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

4.5.4 Situational Awareness and Intelligence Gathering

4.5.4.1 Situational Awareness

This plan should be implemented within the context of the event or incident the City is facing. Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively. Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

Considerations that may increase the complexity of an event and heighten the need for good situational awareness include:

- Impacts to life, property and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.
- Potential crime scene (including terrorism).

- Political sensitivity, external influences and media relations.
- Area involved and jurisdictional boundaries.

4.5.4.2 Intelligence Gathering

Different from operational and situational intelligence gathered and reported by the Planning Section, intelligence/investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Beyond maintaining situational awareness of an incident, gathering timely and accurate outside intelligence and having procedures for analyzing that data and distributing it to the right people is critical to responding to an incident effectively. The County may choose to identify an intelligence position in its command structure. This position may be included as part of an expanded Command Staff or may fall to the Planning Section Chief or designee.

4.5.4.3 Coordination with State Fusion Center

The State of Oregon maintains a Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon TITAN Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from terrorism and terrorist activity by providing an "all crimes, all threat and all hazard" information clearinghouse for federal, state, local and tribal law enforcement agencies. The center's goals are to identify, prevent, detect, disrupt and assist in investigating terrorism-related crimes by providing an efficient, timely and secure mechanism to exchange critical information between law enforcement agencies at all levels, state executive leadership, government agencies and our public and private-sector partners. The OTFC supports by:

- Pre- and post- terrorism event investigatory support with analysis and dissemination of the conclusions.
- Maintain the State of Oregon Terrorism Suspicious Activity Report intake log.
- Provide real time intelligence/information support, previously coordinated, to Oregon Emergency Management and other appropriate emergency management agencies during an emergency event or operation.
- Provide updated all crimes or terrorism-related intelligence information to local, state and federal law enforcement agencies as requested or required.

- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through the Terrorism Information and Threat Assessment Network (TITAN).
- Provide an Oregon TITAN Fusion Center staff member to be collocated within the Oregon Emergency Coordination Center in the event of an emergency.
- Provide terrorism-related alerts, bulletins and assessments to public and private-sector companies and organizations as requested or required.

4.5.5 Resource Management

During an emergency, resources are normally managed at the incident command post under ICS. In a major emergency or disaster, it is necessary to manage resources deployed to any single incident at the incident command post as well as at the EOC. At the EOC and under the direction of the Public Works Director, a Resource Management Team may be assembled consisting of at least one representative from the Police, Fire, and Public Works Departments, with support from the Finance and Human Resources Departments.

This team will keep a continuous record of all resources (personnel, materials, supplies, and equipment) available for response efforts and of the incident or staging area to which each is assigned, or any other storage location; the length of time resources have been in or out of use; when they must be rotated off duty; when they will require food, fuel, or maintenance; and other information pertinent to its availability for use in the response effort.

4.5.5.1 Volunteer and Donations Management

The City should maintain a program that ensures the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

- Activation of a Volunteer and Donations Management coordinator within the City's emergency management organization to address volunteer and donations management.
- Implementation of a system for tracking and utilizing volunteers and donations.
- Coordination with the County, State and local volunteer agencies and Volunteer Organizations Active in Disaster groups,
- Establishment of facilities such as a warehouse and volunteer reception center.

- Communications support such as coordination of a call center.

The City may coordinate with the County to provide volunteer and donations management support.

4.5.5.2 Resource Typing

The City may choose to implement NIMS resource typing to better address resource and supply needs during an emergency. Resource typing is a method for standardizing nomenclature used when requesting equipment and managing resources during an incident; NIMS approves this method for ordering supplies and providing mutual aid to partners during an emergency.

Within many of the resource types are divisions for size, power, or quantity. These are commonly listed as Type I, Type II, Type III, and so on. If interpreted properly, a resource typing list can increase the usefulness of the tools requested in an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. Response personnel and support staff should practice using resource typing lists and become familiar with the standard terminology for commonly requested resources.

4.5.5.3 Credentialing of Personnel

The City should maintain a program for credentialing of response personnel that provides, respectively, documentation that identifies personnel and authenticates and verifies the qualifications of such personnel by ensuring that such personnel possess a minimum common level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

The City's credentialing program may include the following elements:

- Conduct identify enrollment of personnel in accordance with approved standards.
- Identify type and quality personnel in accordance with published NIMS Job Titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness for qualifying for the position.
- Certify personnel based on completion of identify vetting and meeting qualifications for position to be filled.
- Card personnel after completing certification of identity, qualifications and typing.
- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.

Ensure that personnel are credentialed only while they maintain employment and qualifications.

4.5.6 Access and Functional Needs Populations

The City defines populations with functional needs as populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Also referred to as Vulnerable Populations and Special Needs Populations, Access and Functional Needs Populations describes members of the community who experience exceptional physical, mental, or medical care needs and may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

See FA 2 – Human Services for additional information on Access and Functional Needs Populations.

4.5.7 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with short- and long-term recovery operations.

4.5.8 Transition to Recovery

Recovery comprises steps that the City will take during and after an emergency to restore government function and community services to the levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the City can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase of reassessing applications, processes, and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be

shown that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See FA 4 – Recovery Strategy for more detail.

4.6 Inter-jurisdictional Coordination

4.6.1 Municipalities

The City is responsible for the direction and control of its local resources during emergencies, including requesting additional resources from mutual aid partners. For resources not covered under mutual aid, requests shall be directed to County Emergency Management, including any requests for a State Declaration of Emergency or presidential disaster declaration.

4.6.2 Mutual Aid

State law (ORS 402.010 and 402.015) authorizes the City to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services.

State law (ORS 402.210) authorizes the creation of an intrastate mutual assistance compact among local governments within the State. This compact streamlines the process by which a local government requests assistance and temporarily acquires resources.

4.6.3 Special Service Districts

These districts provide services such as fire protection and water delivery systems that are not available from City or County government. Each is governed by an elected Board of Directors and has policies separate from City and County government. They often overlap City and County boundary lines and thus may serve as primary responders to emergencies within their service districts.

4.6.4 Private Sector

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Program Coordinator, or designee, will coordinate response efforts with business and industry. This includes providing assistance, as appropriate, in action taken by industry to meet State emergency preparedness regulations governing businesses, such as utility companies, that provide essential services. Schools, hospitals, nursing/care homes and other institutional facilities are required by Federal, State, or local regulations to have disaster plans. The PIO will also work with voluntary organizations to provide certain services in emergency situations, typically through previously established agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such

organizations as the American Red Cross, faith-based groups, amateur radio clubs, Community Emergency Response Teams, etc.

4.6.5 County Government

The County EMO, as defined in the County EOP, can be activated through County Emergency Management. The County provides direct County agency support at the local level and serves as a channel for obtaining resources from outside the County structure, including the assistance provided by State, regional, and Federal agencies. Local resources (personnel, equipment, funds, etc.) should be exhausted or projected to be exhausted before the County requests State assistance.

4.6.6 State Government

The State emergency organization, as defined in the State of Oregon EOP, can be activated through the OEM. This department provides a duty officer at all times. The State provides direct agency support to the local level and serves as a channel for obtaining resources from outside the State structure, including the assistance provided by the Federal government.

4.6.7 Federal Government

The County shall make requests for Federal disaster assistance to OEM. Federal resources may be requested and provided prior to the formal declaration of a disaster in emergency response situations. A Presidential Disaster Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.

5 Command and Control

5.1 General

The ultimate responsibility command and control of City departments and resources lies with the elected City Commission. Direction and control of City emergency operations will be conducted via ICS and MACS. The City EMO is responsible for maintaining the readiness of the ECC and identifying and training support staff. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the ECC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

5.2 On-Scene Incident Management

The initial City response structure consists of the IC and single-resource agencies (i.e., Public Works Department, Police Department, and the CCFD1). Depending on the incident, the Director/Chief of the responding agency may act as both the IC and chief of their respective resource agencies.

During the initial response, an IC from the appropriate agency will be located at the on-scene incident command post and will assume the responsibilities of the PIO, liaison officer, and safety officer command staff responsibilities until these responsibilities are delegated.

As the incident progresses, and to maintain an adequate span of control, the initial response structure will expand into an ICS structure supported by full command and general staff positions.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, the City may activate the EOC and assign an IC. The City will require and request additional personnel to support this expanded structure. Depending on the incident type, the City departments will provide staff to the EOC. Following a declaration of emergency, the City may receive assistance from the County and may utilize and support the County ICS structure. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the IC may change to meet the needs of the incident.

Upon activation of the City EOC, the City Manager is empowered to assume executive control over all departments, divisions, and offices of the City of Oregon City during a state of emergency. The City Manager (or designee) becomes the IC and is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The City Manager (or designee) may declare a "state of emergency," place this plan into effect, and activate and staff the City EOC on full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the Mayor and City Council at the first available opportunity. The City Manager is empowered to assume executive control over all departments, divisions, and offices of the City of during a state of emergency.

Outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used only as an adjunct to existing City services, and then only when the situation threatens to expand beyond the City's response capabilities.

5.4 Emergency Operations Center

Incident response activities will be supported from the EOC and will be activated upon notification of a possible or actual emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will, in fact, become the seat of government for the duration of the crisis. The EOC will serve as a MACS, if needed.

5.4.1 Emergency Operations Center Activation

During emergency operations and upon EOC activation, the EOC staff will assemble and exercise Direction and Control, as outlined below.

- The EOC will be activated by the IC, Emergency Program Coordinator, Law Enforcement Representative, Department Director or City Manager. The IC will assume responsibility for all operations and direction and control of response functions.
- The IC will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and Federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The IC may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.

- Department heads and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Emergency Program Coordinator will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

5.4.2 Emergency Operations Center Location

The **primary location** for the City EOC is:

Oregon City Fire Station 15
624 7th Street
Oregon City, OR

If necessary, the **alternate location** for the City EOC is:

Oregon City Police Department
320 Warner Milne Road
Oregon City, OR

Figure 5-1 Primary EOC Location

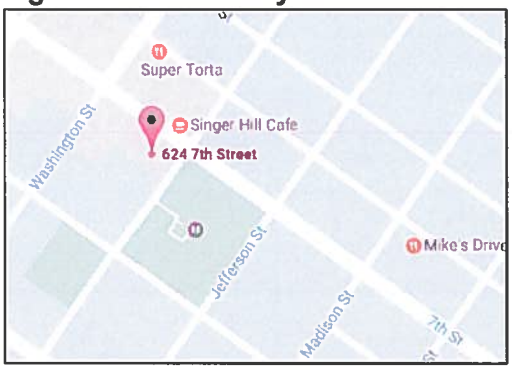
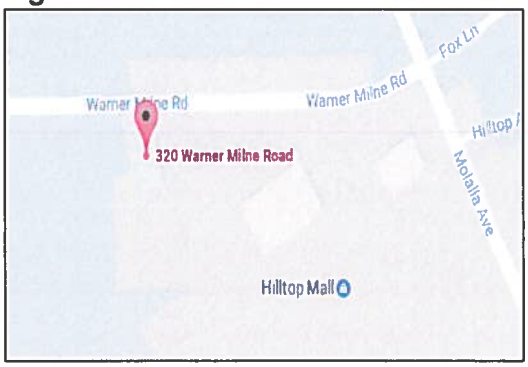


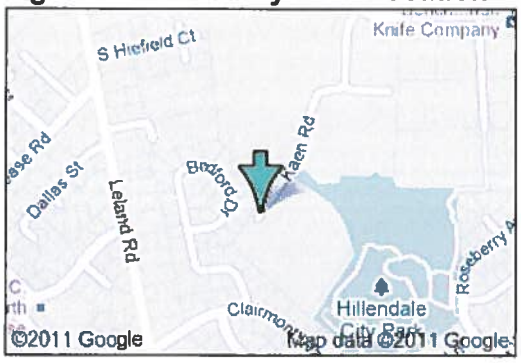
Figure 5-2 Alternate EOC Location



The **County EOC** is co-located with the Clackamas County Emergency Management and CCOM offices at:

2200 Kaen Road
Oregon City, OR 97045

Figure 5-3 County EOC Location



5.4.3 Emergency Operations Center Staffing

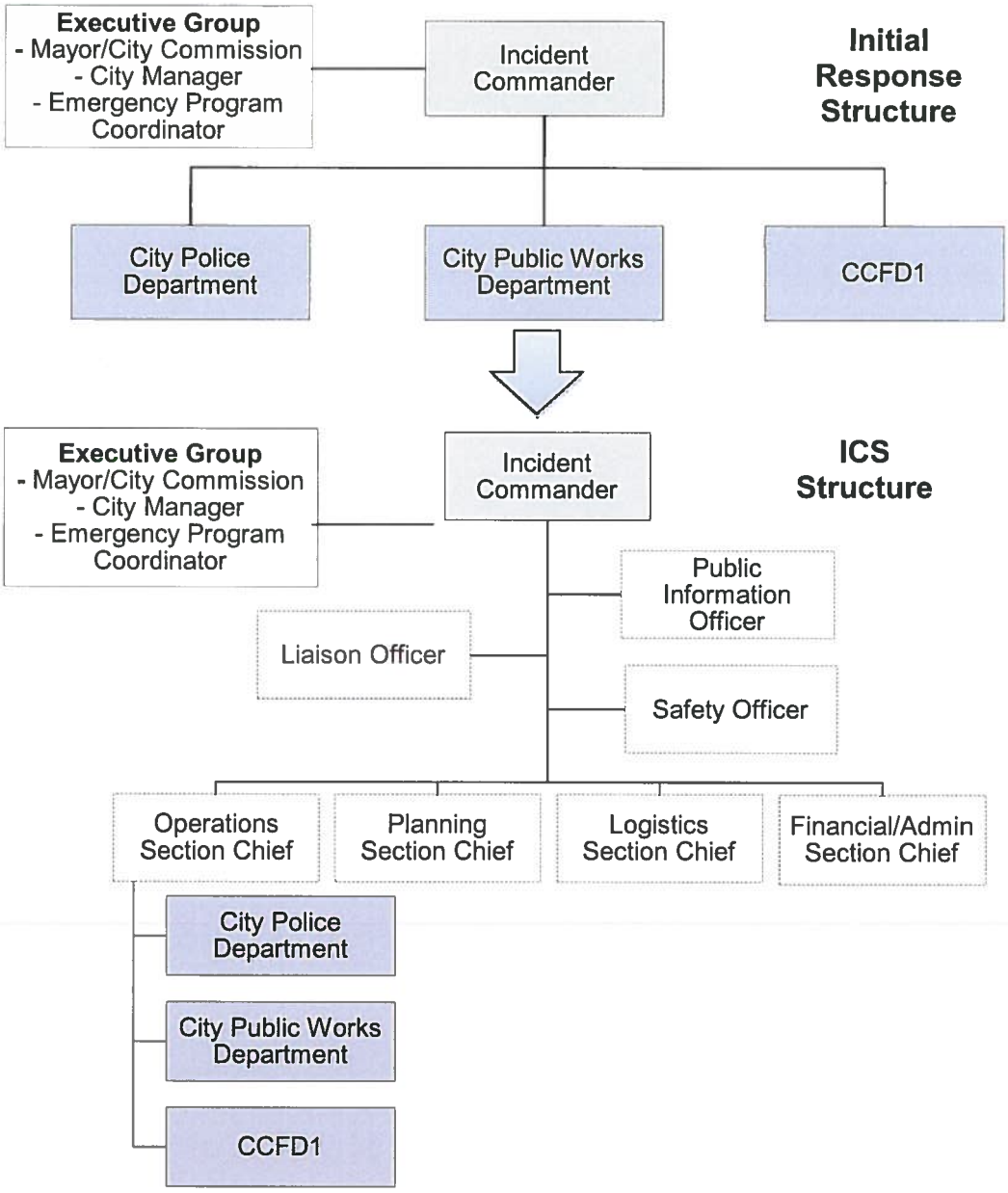
Due to limited personnel and resources available in the City, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency and add depth to existing City emergency management and response organizations.

5.5 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, and scalable all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's changing conditions.

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions. The City has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this EOP; however, this document is not an EOC manual. A transitional ICS organizational chart for the City is presented in Figure 5-1.

Figure 5-4 Example of a Scalable Command Structure for the City



5.5.1 Emergency Operations Center Command Staff

5.5.1.1 Incident Commander

The IC is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the IC is responsible for:

- Approving and supporting implementation of an IAP.
- Coordinating activities supporting the incident or event.

- Approving release of information through the PIO.
- Performing the duties of the following command staff if no one is assigned to the position:
  - Safety Officer
  - PIO
  - Liaison Officer
  - General Staff

5.5.1.2 Safety Officer

The Safety Officer is generally responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site control measures.
- Monitoring and assessing the health and safety of response personnel and support staff (including EOC staff).
- Preparing and implementing a site Health and Safety Plan and updating the IC regarding safety issues or concerns, as necessary.
- Exercising emergency authority to prevent or stop unsafe acts.

5.5.1.3 Public Information Officer

A lead PIO will most likely coordinate and manage a larger public information network representing local, County, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, establishing and staffing a Joint Information Center (JIC).
- Implementing information clearance processes with the IC.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.1.4 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the American Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the IC, government officials, and stakeholders.

The annexes attached to this plan contain general guidelines for the City governmental entities, organizations, and County officials and departments to carry out responsibilities assigned at the City EOC or other designated facility where response efforts will be coordinated.

5.5.2 Emergency Operations Center General Staff

5.5.2.1 Operations Section Chief

The Operations Section Chief position is typically filled by the lead agency managing response activities for a specific type of incident. The Operations Section is organized into functional units representing agencies involved in tactical operations. The following agencies are typically included in the Operations Section:

- Fire (emergencies dealing with fire, earthquake with rescue, or hazardous materials).
- Law Enforcement (incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations).
- Public Health Officials (contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health).
- Public Works (incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse).

Private entities, companies, and NGOs may also support the Operations section. The Operations Chief is responsible for:

- Providing organizational support and directing implementation of unit operational plans and field response activities.
- Developing and coordinating tactical operations to carry out the IAP.
- Managing and coordinating various liaisons representing community response partners and stakeholders.
- Directing IAP tactical implementation.
- Requesting resources needed to support the IAP.

5.5.2.2 Planning Section Chief

The Planning Section is responsible for forecasting future needs and events of the response effort while ensuring implementation of appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Section Chief is responsible for:

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.

5.5.2.3 Logistics Section Chief

The Logistics Section is typically supported by the units responsible for Supply, Food, Communications, Medical, Facilities, and Ground Support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Section Chief is responsible for:

- Providing and managing resources to meet the needs of incident personnel.
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Estimating future support and resource requirements.
- Assisting with development and preparation of the IAP.

5.5.2.4 Finance/Administration Section Chief

The Finance/Administration section is specific to the incident type and severity of resulting impacts. In some instances, agencies may not require assistance, or only a specific function of the section may be needed that can be staffed by a technical specialist in the Planning Section. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Section Chief is responsible for:

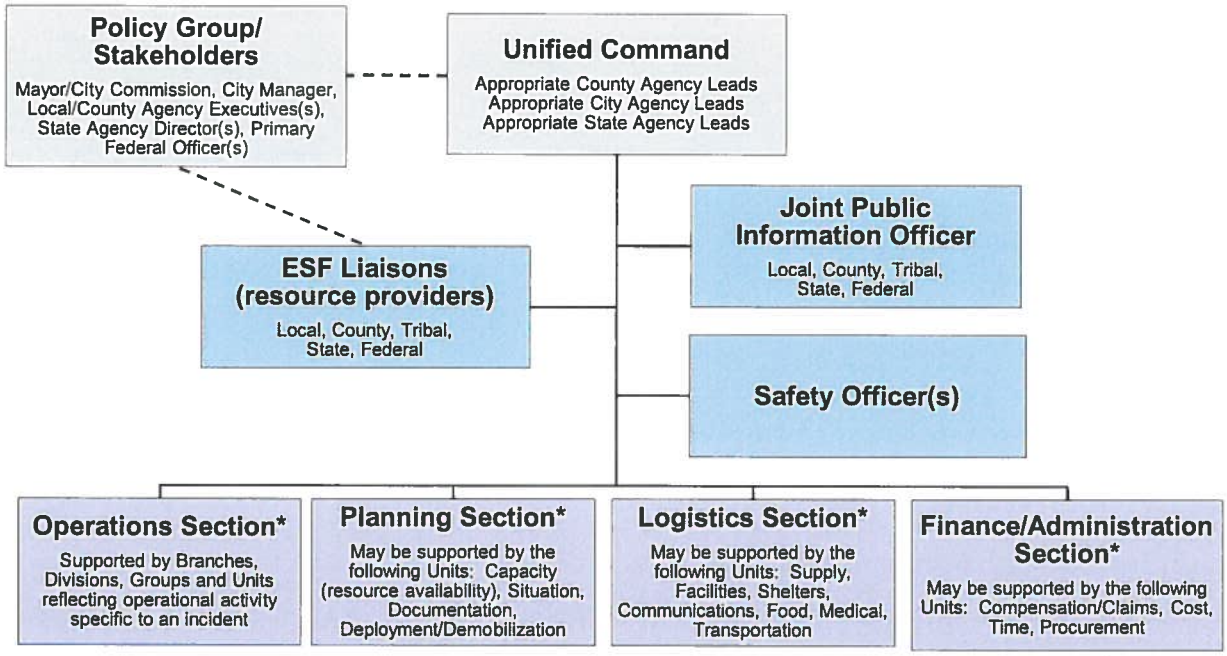
- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

5.5.3 Unified Command

In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, county, regional, state, and Federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure called Unified Command (UC) allows the IC position to be shared among several agencies and organizations that maintain jurisdiction. UC members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

In a large incident involving multiple jurisdictions and/or regional, state, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional persons are not required, the IC will directly manage all aspects of the incident organization. Figure 5-2 is an example of a UC organizational chart for the City. It provides operational flexibility to expand or contract staffing, depending on the incident's nature and size.

Figure 5-5 Example of Unified Command for the City



*Note: In any type of incident, a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist-related.

5.5.4 Multi-Agency Coordination

In the event the City is coordinating a response with other jurisdictions or agencies with authority over the incident it may choose to implement a Multi-Agency Coordination (MAC) Group. Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

6 Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

At a minimum, this EOP will be formally reviewed and re-promulgated every five years to comply with State requirements. This review will be coordinated by the Emergency Program Coordinator and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

- Verify contact information.
- Review the status of resources noted in the plan.
- Evaluate the procedures outlined in this plan to ensure their continued viability.

In addition, lead agencies will review the annexes and appendices assigned to their respective departments. A more frequent schedule for plan review and revision may be necessary.

Recommended changes should be forwarded to:

Chief James Band
Emergency Program Coordinator
Oregon City Police Department
320 Warner Milne Road
Oregon City, OR 97045

6.2 Training Program

The City Emergency Program Coordinator specifically coordinates training for City personnel and encourages them to participate in trainings hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the City. The Executive Assistant to the City Manager maintains records and lists of training received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and command and general staff. NIMS identifies these positions as follows:

- EMS personnel
- Firefighters
- Law enforcement personnel
- Public works/utility personnel
- Skilled support personnel
- Other emergency management response personnel
- Support/volunteer personnel at all levels.

Table 6-1 provides the minimum training requirements for the City's emergency personnel.

Table 6-1 Minimum Training Requirements

Emergency Personnel	Training Required
Emergency Managers and Incident Commanders	ICS-100, -200, -300, -400 IS-700, -701, -703, -704, -800
Other Command Staff, Section Chiefs, and Deputy Section Chiefs	ICS-100, -200, -300 IS-700, -701, -703, -704 (-702 for PIOs)
All other EOC personnel and first responders	ICS-100, -200 IS-700, -701, -703, -704
All other emergency response personnel, including volunteers	ICS-100 IS-700
Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.	

6.3 Exercise Program

The City will conduct exercises twice a year to test and evaluate this EOP. Whenever feasible, the City will coordinate with neighboring jurisdictions and State and Federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the City will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about the HSEEP program can be found at http://hseep.dhs.gov.

The Emergency Program Coordinator will work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Program Coordinator will conduct a review, or "hot wash," with exercise participants after each exercise. The Emergency Program Coordinator will also coordinate an After Action Report, which will describe the objectives of the exercise and document the results of the evaluation.

Similarly, reviews and After Action Reports will be facilitated after an actual disaster that will document activities related to the incident to improve the City's readiness.

6.5 Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats, disasters, and what to do when an emergency occurs. The City recognizes that citizen preparedness and education are vital components of overall readiness.

Information about the City's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the City's website www.orcity.org/police/emergency-information.

6.6 Funding and Sustainment

It is a priority of the City to fund and maintain an emergency management organization that ensures the City's ability to respond to and recover from disasters. The Emergency Program Coordinator will work with City Council and community stakeholders to:

- Identify funding sources for emergency management programs, personnel and equipment.
- Ensure that the City Council is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional and state partners to maximize use of scarce resources.

A Sample Disaster Declaration Forms

DECLARATION OF STATE OF EMERGENCY

To: _____,
Clackamas County Office of Emergency Management

From: _____,
The City of Oregon City, Oregon

At _____ (time) on _____ (date),

a/an _____ (description of emergency incident or event type) occurred in the City of Oregon City threatening life and property.

The current situation and conditions are:

_____

_____

_____

The geographic boundaries of the emergency are:

_____

_____

WE DO HEREBY DECLARE THAT A STATE OF EMERGENCY NOW EXISTS IN THE CITY OF OREGON CITY AND THAT THE CITY HAS EXPENDED OR WILL SHORTLY EXPEND ITS NECESSARY AND AVAILABLE RESOURCES. WE RESPECTFULLY REQUEST THAT THE COUNTY PROVIDE ASSISTANCE, CONSIDER THE CITY AN "EMERGENCY AREA" AS PROVIDED FOR IN ORS 401, AND, AS APPROPRIATE, REQUEST SUPPORT FROM STATE AGENCIES AND/OR THE FEDERAL GOVERNMENT.

Signed: _____

Title: _____ Date & Time: _____

This request may be passed to the County via radio, telephone, or fax. The original signed document must be sent to the County Emergency Management Office, with a copy placed in the final incident package.

INSTRUCTIONS FOR COMPLETING THE DISASTER DECLARATION FORM:

RESPONSIBILITY: Completion of the Disaster Declaration Form is the responsibility of the Lead Agency or of the Incident Commander.

TIMELINE: As soon as possible after the initial assessment is made; or when it becomes apparent that the provisions of the City Emergency Code are necessary; or when assistance beyond that of mutual aid is necessary.

DISTRIBUTION: Command and General staff, City Manager, Mayor and City Commission, Clackamas County Emergency Management, Oregon Emergency Management. This request may be passed to Clackamas County via radio, telephone, teletype, or fax. Hard copies must be sent to the Clackamas County Emergency Management and Oregon Emergency Management and a copy placed in the final incident package.

Clackamas County Emergency Management	503-655-8224*
	503-655-8531 (fax)
Oregon Emergency Management	503-378-2911
	503-588-1378 (fax)

SPECIAL INSTRUCTIONS:

FROM: Personnel of the City of Oregon City who may sign this declaration include the Mayor, City Manager, Emergency Program Coordinator, lead agency Director, and Incident Commander. If time is not critical, the Commission should meet to ratify the declaration. If time is of the essence, any of the above personnel may proceed with the declaration, with ratification occurring as soon as possible.

"Current situation and conditions" should include the rationale supporting the declaration of disaster, including (as appropriate), the need for additional powers to protect the public, the status of City response, commitment of City and mutual aid resources, and projection of incident potential.

"Geographic Boundaries" should be specific, unless the entire City is impacted.

"Forms of Assistance" requests should be specific, including numbers, special qualifications, and tasks to be assigned. For example, if the National Guard is requested, describe tasks for which its resources will be used.

* The Clackamas County EOC may provide other numbers during activation.

B Incident Command System Forms

Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

ICS Form No.	Form Title
ICS Form 201	Incident Briefing
ICS Form 202	Incident Objectives
ICS Form 203	Organization Assignment List
ICS Form 204	Assignment List
ICS Form 205	Incident Radio Communications Plan
ICS Form 205a	Communications List
ICS Form 206	Medical Plan
ICS Form 207	Incident Organizational Chart
ICS Form 208	Safety Message/Plan
ICS Form 209	Incident Status Summary
ICS Form 210	Resource Status Change
ICS Form 211	Incident Check-in List
ICS Form 213	General Message
ICS Form 214	Activity Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 218	Support Vehicle/Equipment Inventory
ICS Form 219	Resource Status Card (T-Card)
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan
ICS Form 225	Incident Personnel Performance Rating

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INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):

5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 1 Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

7. Current and Planned Objectives:

8. Current and Planned Actions, Strategies, and Tactics:

Time:	Actions:

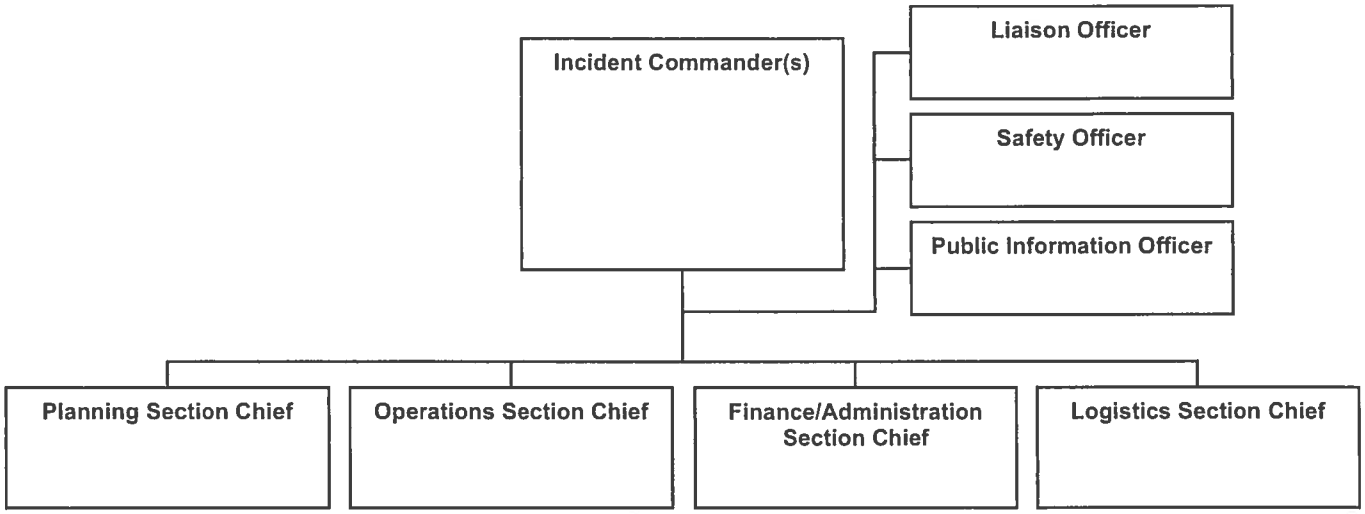
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 2 Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 3 Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	

6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 4 Date/Time: _____

ICS 201
Incident Briefing

Purpose. The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

Distribution. Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The "Map/Sketch" and "Current and Planned Actions, Strategies, and Tactics" sections (pages 1–2) of the briefing form are given to the Situation Unit, while the "Current Organization" and "Resource Summary" sections (pages 3–4) are given to the Resources Unit.

Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Initiated** • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	**Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.
5	**Situation Summary and Health and Safety Briefing** (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	**Current and Planned Objectives**	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	**Current and Planned Actions, Strategies, and Tactics** • Time • Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	**Current Organization** (fill in additional organization as appropriate) • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief	• Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	**Resource Summary**	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/ assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Objective(s):

4. Operational Period Command Emphasis:

General Situational Awareness

5. Site Safety Plan Required? Yes ☐ No ☐

Approved Site Safety Plan(s) Located at:

6. Incident Action Plan (the items checked below are included in this Incident Action Plan):

☐ ICS 202	☐ ICS 206	Other Attachments:
☐ ICS 203	☐ ICS 207	☐ _____
☐ ICS 204	☐ ICS 208	☐ _____
☐ ICS 205	☐ Map/Chart	☐ _____
☐ ICS 205A	☐ Weather Forecast/Tides/Currents	☐ _____

7. Prepared by: Name: _____ Position/Title: _____ Signature: _____

8. Approved by Incident Commander: Name: _____ Signature: _____

ICS 202	IAP Page _____	Date/Time: _____

ICS 202
Incident Objectives

Purpose. The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

Distribution. The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident. If needed, an incident number can be added.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Objective(s)**	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: **S**pecific – Is the wording precise and unambiguous? **M**easurable – How will achievements be measured? **A**ction-oriented – Is an action verb used to describe expected accomplishments? **R**ealistic – Is the outcome achievable with given available resources? **T**ime-sensitive – What is the timeframe?
4	**Operational Period Command Emphasis**	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	**Site Safety Plan Required?** Yes ☐ No ☐	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	**Incident Action Plan** (the items checked below are included in this Incident Action Plan): ☐ ICS 202 ☐ ICS 203 ☐ ICS 204 ☐ ICS 205 ☐ ICS 205A ☐ ICS 206 ☐ ICS 207 ☐ ICS 208 ☐ Map/Chart ☐ Weather Forecast/ Tides/Currents Other Attachments:	Check appropriate forms and list other relevant documents that are included in the IAP. ☐ ICS 202 – Incident Objectives ☐ ICS 203 – Organization Assignment List ☐ ICS 204 – Assignment List ☐ ICS 205 – Incident Radio Communications Plan ☐ ICS 205A – Communications List ☐ ICS 206 – Medical Plan ☐ ICS 207 – Incident Organization Chart ☐ ICS 208 – Safety Message/Plan
7	**Prepared by** • Name • Position/Title • Signature	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
8	**Approved by Incident Commander** • Name • Signature • Date/Time	In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.

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ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Incident Commander(s) and Command Staff:	
IC/UCs	
Deputy	
Safety Officer	
Public Info. Officer	
Liaison Officer	

4. Agency/Organization Representatives:	
Agency/Organization	Name

5. Planning Section:	
Chief	
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	

6. Logistics Section:	
Chief	
Deputy	
Support Branch	
Director	
Supply Unit	
Facilities Unit	
Ground Support Unit	
Service Branch	
Director	
Communications Unit	
Medical Unit	
Food Unit	

7. Operations Section:		
Chief		
Deputy		
Staging Area		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Air Operations Branch		
Air Ops Branch Dir.		

8. Finance/Administration Section:	
Chief	
Deputy	
Time Unit	
Procurement Unit	
Comp/Claims Unit	
Cost Unit	

9. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 203 | **IAP Page** _____ | Date/Time: _____

ICS 203
Organization Assignment List

Purpose. The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

Preparation. The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

Distribution. The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203 and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Incident Commander(s) and Command Staff** • IC/UCs • Deputy • Safety Officer • Public Information Officer • Liaison Officer	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	**Agency/Organization Representatives** • Agency/Organization • Name	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	**Planning Section** • Chief • Deputy • Resources Unit • Situation Unit • Documentation Unit • Demobilization Unit • Technical Specialists	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
6	**Logistics Section** • Chief • Deputy **Support Branch** • Director • Supply Unit • Facilities Unit • Ground Support Unit **Service Branch** • Director • Communications Unit • Medical Unit • Food Unit	Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
7	**Operations Section** • Chief • Deputy • Staging Area **Branch** • Branch Director • Deputy • Division/Group **Air Operations Branch** • Air Operations Branch Director	Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
8	**Finance/Administration Section** • Chief • Deputy • Time Unit • Procurement Unit • Compensation/Claims Unit • Cost Unit	Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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ASSIGNMENT LIST (ICS 204)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Branch: Division: Group: Staging Area:

4. Operations Personnel: Name Contact Number(s)

Operations Section Chief: _____

Branch Director: _____

Division/Group Supervisor: _____

5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Resource Identifier	Leader			

6. Work Assignments:

7. Special Instructions:

8. Communications (radio and/or phone contact numbers needed for this assignment):

Name/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)
/	
/	
/	
/	

9. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 204 | **IAP Page** _____ Date/Time: _____

ICS 204
Assignment List

Purpose. The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

Preparation. The ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander, but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

Distribution. The ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 204 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Branch** **Division** **Group** **Staging Area**	This block is for use in a large IAP for reference only. Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	**Operations Personnel** • Name, Contact Number(s) – Operations Section Chief – Branch Director – Division/Group Supervisor	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	**Resources Assigned**	Enter the following information about the resources assigned to the Division or Group for this period:
	• Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	• Leader	Enter resource leader's name.
	• # of Persons	Enter total number of persons for the resource assigned, including the leader.
	• Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
5 (continued)	• Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.

Block Number	Block Title	Instructions
6	**Work Assignments**	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	**Special Instructions**	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	**Communications** (radio and/or phone contact numbers needed for this assignment) • Name/Function • Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period: Date From: Date To: Time From: Time To:

4. Basic Radio Channel Use:

Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by (Communications Unit Leader): Name: _____ Signature: _____

ICS 205	IAP Page _____	Date/Time: _____

ICS 205
Incident Radio Communications Plan

Purpose. The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS 204).

Preparation. The ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

Distribution. The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on Assignment Lists.

Notes:

- The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Date/Time Prepared**	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	**Basic Radio Channel Use**	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.

Block Number	Block Title	Instructions
4 (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
5	**Special Instructions**	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
6	**Prepared by** (Communications Unit Leader) • Name • Signature • Date/Time	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

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COMMUNICATIONS LIST (ICS 205A)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Basic Local Communications Information:

Incident Assigned Position	Name (Alphabetized)	Method(s) of Contact (phone, pager, cell, etc.)

4. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 205A | **IAP Page** _____ | Date/Time: _____

ICS 205A
Communications List

Purpose. The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

Preparation. The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

Distribution. The ICS 205A is distributed within the ICS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

Notes:

- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Basic Local Communications Information**	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	• Incident Assigned Position	Enter the ICS organizational assignment.
	• Name	Enter the name of the assigned person.
	• Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

MEDICAL PLAN (ICS 206)

1. Incident Name:	2. Operational Period: Date From: Time From:	Date To: Time To:

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

4. Transportation (indicate air or ground):

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No

6. Special Medical Emergency Procedures:

☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

7. Prepared by (Medical Unit Leader): Name: _____ Signature: _____

8. Approved by (Safety Officer): Name: _____ Signature: _____

ICS 206	IAP Page _____	Date/Time: _____

ICS 206
Medical Plan

Purpose. The Medical Plan (ICS 206) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation. The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

Distribution. The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 206 serves as part of the IAP.
- This form can include multiple pages.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Medical Aid Stations**	Enter the following information on the incident medical aid station(s):
	• Name	Enter name of the medical aid station.
	• Location	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the medical aid station(s).
	• Paramedics on Site? ☐ Yes ☐ No	Indicate (yes or no) if paramedics are at the site indicated.
4	**Transportation** (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	• Ambulance Service	Enter name of ambulance service.
	• Location	Enter the location of the ambulance service.
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the ambulance service.
	• Level of Service ☐ ALS ☐ BLS	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	**Hospitals**	Enter the following information for hospital(s) that could serve this incident:
	• Hospital Name	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	• Address, Latitude & Longitude if Helipad	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	• Contact Number(s)/ Frequency	Enter the contact number(s) and/or communications frequency(s) for the hospital.

	• Travel Time
	  • Air
	  • Ground
		Enter the travel time by air and ground from the incident to the hospital.

	• Trauma Center ☐ Yes Level:_____	Indicate yes and the trauma level if the hospital has a trauma center.
	• Burn Center ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a burn center.
	• Helipad ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	**Special Medical Emergency Procedures**	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	**Prepared by** (Medical Unit Leader) • Name • Signature	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	**Approved by** (Safety Officer) • Name • Signature • Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

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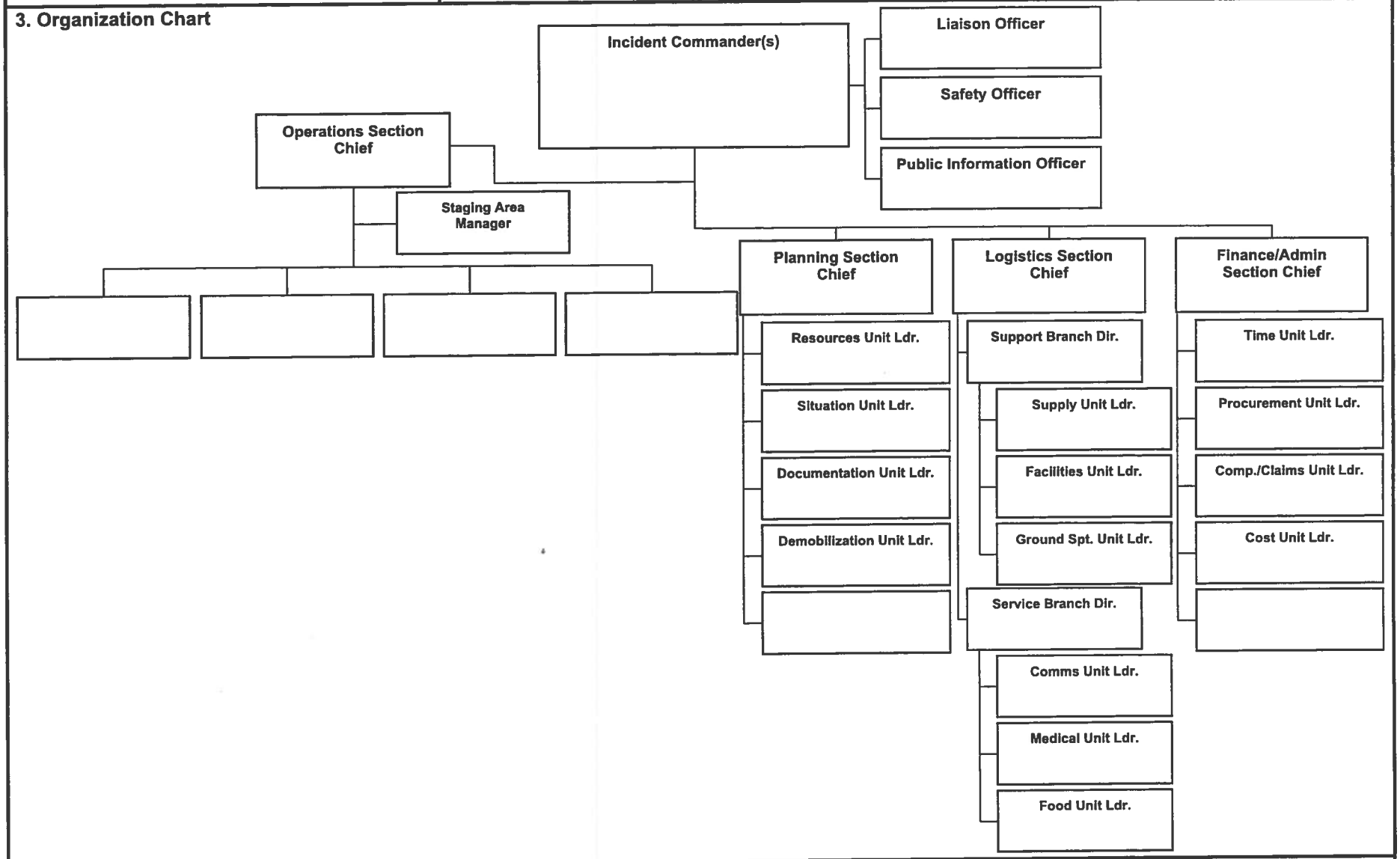
INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:	2. Operational Period: Date From: Time From:	Date To: Time To:

3. Organization Chart



ICS 207	IAP Page ___	4. Prepared by: Name:_____ Position/Title: _____ Signature: _____ Date/Time: _____

ICS 207
Incident Organization Chart

Purpose. The Incident Organization Chart (ICS 207) provides a **visual wall chart** depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Preparation. The ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the NIMS ICS Field Operations Guide. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

Distribution. The ICS 207 is intended to be **wall mounted** at Incident Command Posts and other incident locations as needed, and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 207 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.
- Also available as 8½ x 14 (legal size) chart.
- ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.
- Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	**Incident Name**	Print the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Organization Chart**	• Complete the incident organization chart. • For all individuals, use at least the first initial and last name. • List agency where it is appropriate, such as for Unified Commanders. • If there is a shift change during the specified operational period, list both names, separated by a slash.
4	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:

4. Site Safety Plan Required? Yes ☐ No ☐
Approved Site Safety Plan(s) Located At:

5. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 208	IAP Page _____	Date/Time: _____

ICS 208
Safety Message/Plan

Purpose. The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

Preparation. The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

Distribution. The ICS 208, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

Notes:
- The ICS 208 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan**	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	**Site Safety Plan Required?** Yes ☐ No ☐	Check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter where the approved Site Safety Plan(s) is located.
5	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:			2. Incident Number:	
*3. Report Version (check one box on left): ☐ Initial ☐ Update ☐ Final Rpt # (if used):	*4. Incident Commander(s) & Agency or Organization:		5. Incident Management Organization:	*6. Incident Start Date/Time: Date: _____ Time: _____ Time Zone: _____
7. Current Incident Size or Area Involved (use unit label – e.g., "sq mi," "city block"):	8. Percent (%) Contained _____ Completed _____	*9. Incident Definition:	10. Incident Complexity Level:	*11. For Time Period: From Date/Time: _____ To Date/Time: _____

Approval & Routing Information

*12. Prepared By: Print Name: _____ ICS Position: _____ Date/Time Prepared: _____	*13. Date/Time Submitted: Time Zone:
*14. Approved By: Print Name: _____ ICS Position: _____ Signature: _____	*15. Primary Location, Organization, or Agency Sent To:

Incident Location Information

*16. State:	*17. County/Parish/Borough:	*18. City:
19. Unit or Other:	*20. Incident Jurisdiction:	21. Incident Location Ownership (if different than jurisdiction):
22. Longitude (indicate format): Latitude (indicate format):	23. US National Grid Reference:	24. Legal Description (township, section, range):
*25. Short Location or Area Description (list all affected areas or a reference point):		26. UTM Coordinates:
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels):		

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.):				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.):				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			

* *Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information

*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date
C. Indicate Number of Civilians (Public) Below:		
D. Fatalities		
E. With Injuries/Illness		
F. Trapped/In Need of Rescue		
G. Missing *(note if estimated)*		
H. Evacuated *(note if estimated)*		
I. Sheltering in Place *(note if estimated)*		
J. In Temporary Shelters *(note if est.)*		
K. Have Received Mass Immunizations		
L. Require Immunizations *(note if est.)*		
M. In Quarantine		
N. Total # Civilians (Public) Affected:		

*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
C. Indicate Number of Responders Below:		
D. Fatalities		
E. With Injuries/Illness		
F. Trapped/In Need of Rescue		
G. Missing		
H. Sheltering in Place		
I. Have Received Immunizations		
J. Require Immunizations		
K. In Quarantine		
N. Total # Responders Affected:		

33. Life, Safety, and Health Status/Threat Remarks:

35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):

*34. Life, Safety, and Health Threat Management:	A. Check if Active
A. No Likely Threat	☐
B. Potential Future Threat	☐
C. Mass Notifications in Progress	☐
D. Mass Notifications Completed	☐
E. No Evacuation(s) Imminent	☐
F. Planning for Evacuation	☐
G. Planning for Shelter-in-Place	☐
H. Evacuation(s) in Progress	☐
I. Shelter-in-Place in Progress	☐
J. Repopulation in Progress	☐
K. Mass Immunization in Progress	☐
L. Mass Immunization Complete	☐
M. Quarantine in Progress	☐
N. Area Restriction in Effect	☐
	☐
	☐
	☐
	☐

36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

37. Strategic Objectives (define planned end-state for incident):

ICS 209, Page 2 of ___	* *Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information *(continued)*

38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:

1) critical resource needs identified above,
2) the Incident Action Plan and management objectives and targets,
3) anticipated results.

Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.

41. Planned Actions for Next Operational Period:

42. Projected Final Incident Size/Area (use unit label – e.g., "sq mi"):

43. Anticipated Incident Management Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

47. Remarks (or continuation of any blocks above – list block number in notation):

ICS 209, Page 3 of ___	* *Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

1. Incident Name:	2. Incident Number:

Incident Resource Commitment Summary

48. Agency or Organization:	49. **Resources** (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box):	50. Additional Personnel not assigned to a resource:	51. **Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead):
52. Total Resources			

53. Additional Cooperating and Assisting Organizations Not Listed Above:	
ICS 209, Page ___ of ___	* *Required when applicable.*

ICS 209
Incident Status Summary

Purpose. The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. The ICS 209 contains basic information elements needed to support decisionmaking at all levels above the incident to support the incident. Decisionmakers may include the agency having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident, decisionmakers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a "snapshot in time" to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

Reporting Requirements. The ICS 209 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, ICS 209s should be completed according to each jurisdiction or discipline's policies, mobilization guide, or preparedness plans. It is recommended that consistent ICS 209 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial ICS 209 when a new incident has reached a certain predesignated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, ICS 209 forms are completed either once daily or for each operational period – in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of ICS 209 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new ICS 209 forms for all operational periods.

Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting ICS 209s for an incident, based upon incident activity and support levels.

Preparation. When an Incident Management Organization (such as an Incident Management Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the ICS 209 at the incident. On other incidents, the ICS 209 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The ICS 209 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.

While most of the "Incident Location Information" in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the ICS 209, do not attach or send extremely large data files. Incident geospatial data that is distributed with the ICS 209 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time, and should follow existing naming conventions and standards.

Distribution. ICS 209 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the ICS 209 has been submitted outside the incident to a dispatch center or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular ICS 209s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the ICS 209 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original ICS 209 forms MUST be given to the incident's Documentation Unit and/or maintained as part of the official incident record.

Notes:

- To promote flexibility, only a limited number of ICS 209 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional, to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the ICS 209, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by NIMS. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility only pages 1–3 are numbered, for two reasons:
  - Possible submission of additional pages for the Remarks Section (Block 47), and
  - Possible submission of additional copies of the fourth/last page (the "Incident Resource Commitment Summary") to provide a more detailed resource summary.

Block Number	Block Title	Instructions
*1	**Incident Name**	**REQUIRED BLOCK.** • Enter the full name assigned to the incident. • Check spelling of the full incident name. • For an incident that is a Complex, use the word "Complex" at the end of the incident name. • If the name changes, explain comments in Remarks, Block 47. • Do not use the same incident name for different incidents in the same calendar year.

Block Number	Block Title	Instructions
2	**Incident Number**	• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline. • Examples include: o A computer-aided dispatch (CAD) number. o An accounting number. o A county number. o A disaster declaration number. o A combination of the State, unit/agency ID, and a dispatch system number. o A mission number. o Any other unique number assigned to the incident and derived by means other than those above. • Make sure the number entered is correct. • Do not use the same incident number for two different incidents in the same calendar year. • Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.
*3	**Report Version** (check one box on left)	**REQUIRED BLOCK.** • This indicates the current version of the ICS 209 form being submitted. • If only one ICS 209 will be submitted, check BOTH "Initial" and "Final" (or check only "Final").
	☐ Initial	Check "Initial" if this is the first ICS 209 for this incident.
	☐ Update	Check "Update" if this is a subsequent report for the same incident. These can be submitted at various time intervals (see "Reporting Requirements" above).
	☐ Final	• Check "Final" if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction). • Incidents may also be marked as "Final" if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).
	Report # (if used)	Use this optional field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.
*4	**Incident Commander(s) & Agency or Organization**	**REQUIRED BLOCK.** • Enter both the first and last name of the Incident Commander. • If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example: L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD, C. Taylor – St. Paul PD, Y. Martin – St. Paul FD, S. McIntyre – U.S. Army Corps, J. Hartl – NTSB
5	**Incident Management Organization**	Indicate the incident management organization for the incident, which may be a Type 1, 2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT, etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.

Block Number	Block Title	Instructions
*6	**Incident Start Date/Time**	**REQUIRED.** This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
7	**Current Incident Size or Area Involved** (use unit label – e.g., "sq mi," "city block")	• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.). • Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47). • Indicate that the size is an estimate, if a more specific figure is not available. • Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives. • If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47). • The incident may be one part of a much larger event (refer to introductory instructions under "Preparation). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.
8	**Percent (%) Contained or Completed** (circle one)	• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label. • For example, a spill may be 65% contained, or flood response objectives may be 50% met.
*9	**Incident Definition**	**REQUIRED BLOCK.** Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	**Incident Complexity Level**	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	**For Time Period**	**REQUIRED BLOCK.** • Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started. • The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	• Enter the start date (month/day/year). • Enter the start time (using the 24-hour clock).
	To Date/Time	• Enter the end date (month/day/year). • Enter the end time (using the 24-hour clock).

Block Number	Block Title	Instructions
APPROVAL & ROUTING INFORMATION		
*12	**Prepared By**	**REQUIRED BLOCK.** When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	**Date/Time Submitted**	**REQUIRED.** Enter the submission date (month/day/year) and time (using the 24-hour clock).
	Time Zone	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	**Approved By**	**REQUIRED.** When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person approving the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
*15	**Primary Location, Organization, or Agency Sent To**	**REQUIRED BLOCK.** Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.
INCIDENT LOCATION INFORMATION		
• Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems. • As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident. • Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information. • Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.		
*16	**State**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the State where the incident originated. • If other States or jurisdictions are involved, enter them in Block 25 or Block 44.
*17	**County / Parish / Borough**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the county, parish, or borough where the incident originated. • If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.

Block Number	Block Title	Instructions
*18	**City**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the city where the incident originated. • If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.
19	**Unit or Other**	Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.
*20	**Incident Jurisdiction**	**REQUIRED BLOCK WHEN APPLICABLE.** Enter the jurisdiction where the incident originated (the entry may be general, such as Federal, city, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).
21	**Incident Location Ownership** (if different than jurisdiction)	• When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction. • This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.
22	**22. Longitude** (indicate format): **Latitude** (indicate format):	• Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident. • Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as "33 degrees, 45 minutes, 01 seconds."
23	**US National Grid Reference**	• Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data.
24	**Legal Description** (township, section, range)	• Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).
*25	**Short Location or Area Description** (list all affected areas or a reference point)	**REQUIRED BLOCK.** • List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., "the southern third of Florida," "in ocean 20 miles west of Catalina Island, CA," or "within a 5 mile radius of Walden, CO"). • This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map. • Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).
26	**UTM Coordinates**	Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.

Block Number	Block Title	Instructions
27	**Note any electronic geospatial data included or attached** (indicate data format, content, and collection time information and labels)	• Indicate whether and how geospatial data is included or attached. • Utilize common and open geospatial data standards. • WARNING: Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. • NOTE: Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline). • NOTE: Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc. • NOTE: Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests. • NOTE: Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.
INCIDENT SUMMARY		
*28	**Significant Events for the Time Period Reported** (summarize significant progress made, evacuations, incident growth, etc.)	**REQUIRED BLOCK.** • Describe significant events that occurred during the period being reported in Block 6. Examples include: o Road closures. o Evacuations. o Progress made and accomplishments. o Incident command transitions. o Repopulation of formerly evacuated areas and specifics. o Containment. • Refer to other blocks in the ICS 209 when relevant for additional information (e.g., "Details on evacuations may be found in Block 33"), or in Remarks, Block 47. • Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered. • This block may be used for a single-paragraph synopsis of overall incident status.
29	**Primary Materials or Hazards Involved** (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	• When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. • Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
30	**Damage Assessment Information** (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	• Include a short summary of damage or use/access restrictions/ limitations caused by the incident for the reporting period, and cumulatively. • Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed. • Include any critical infrastructure or key resources damaged/destroyed/ impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts. • Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.
	A. Structural Summary	Complete this table as needed based on the definitions for 30B–F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summaries may also include impact to Shoreline and Wildlife, etc.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)		
*31	**Public Status Summary**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below. • Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33). • Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances. • NOTE: *Do not estimate any fatality information.* • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the ICS 209 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) *even if they are related to the incident.* o Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. o For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33. • NOTE: When providing an estimated value, denote in parenthesis: "est." **Handling Sensitive Information** • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	• Enter the total number of individuals impacted in each category for the entire duration of the incident. • This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	• For lines 31D–M below, enter the number of civilians affected for each category. • Indicate if numbers are estimates, for those blocks where this is an option. • Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* civilian/public fatalities. • See information in introductory instructions ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information.
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).

Block Number	Block Title	Instructions
*31 (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
*32	**Responder Status Summary**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. • Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. • Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. • NOTE: *Do not estimate any fatality information or responder status information.* • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the ICS 209 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. **Handling Sensitive Information** • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

Block Number	Block Title	Instructions
*32 (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	• Enter the total number of individuals impacted in each category for the *entire duration* of the incident. • This is a *cumulative* total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	• For lines 32D–M below, enter the number of responders relevant for each category. • Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* responder fatalities. • See information in introductory instructions ("Distribution") and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	• Enter the number of incident responders with serious injuries or illnesses due to the incident. • *For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment,* but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	**Life, Safety, and Health Status/Threat Remarks**	• Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. • This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. • Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. • Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).

Block Number	Block Title	Instructions
*34	**Life, Safety, and Health Threat Management**	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications In Progress	• Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident. • These may include use of threat and alert systems such as the Emergency Alert System or a "reverse 911" system. • Please indicate the areas where mass notifications have been completed (e.g., "mass notifications to ZIP codes 50201, 50014, 50010, 50011," or "notified all residents within a 5-mile radius of Gatlinburg").
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.

Block Number	Block Title	Instructions
35	**Weather Concerns** (synopsis of current and predicted weather; discuss related factors that may cause concern)	• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant. • Include current and/or predicted weather factors, and the timeframe for predictions. • Include relevant factors such as: o Wind speed (label units, such as mph). o Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., "from NNW," "from E," or "from SW"). o Temperature (label units, such as F). o Relative humidity (label %). o Watches. o Warnings. o Tides. o Currents. • Any other weather information relative to the incident, such as flooding, hurricanes, etc.
36	**Projected Incident Activity, Potential, Movement, Escalation, or Spread** and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	• Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes. • Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes. • Include an estimate of the acreage or area that will likely be affected. • If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.
37	**Strategic Objectives** (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued) **(PAGE 3)**		
38	**Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.** Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts. **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	Summarize major or significant threats due to incident activity based on currently available information. Include a breakdown of threats in terms of 12-, 24-, 48-, and 72-hour timeframes.

Block Number	Block Title	Instructions
39	**Critical Resource Needs** in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order: **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	• List the specific critical resources and numbers needed, in order of priority. *Be specific as to the need.* • Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support. • If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels. • Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a "heads up" for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed. • More than one resource need may be listed for each timeframe. For example, a list could include: o 24 hrs: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams o 48 hrs: Mobile Communications Unit (Law/Fire) o After 72 hrs: 1 Type 2 Incident Management Team • Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid. o Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42. o Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, "Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out"). • Do not use this block for noncritical resources.
40	**Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:** 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. **Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.**	• Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan. • Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints. • Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion. • Explain major problems and concerns as indicated.

Block Number	Block Title	Instructions
41	**Planned Actions for Next Operational Period**	• Provide a short summary of actions planned for the next operational period. • Examples: o "The current Incident Management Team will transition out to a replacement IMT." o "Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports." o "Continue refining mapping of the recovery operations and damaged assets using GPS." o "Initiate removal of unauthorized food vendors."
42	**Projected Final Incident Size/Area** (use unit label – e.g., "sq mi")	• Enter an estimate of the total area likely to be involved or affected over the course of the incident. • Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc. • Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.
43	**Anticipated Incident Management Completion Date**	• Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued. • Avoid leaving this block blank if possible, as this is important information for managers.
44	**Projected Significant Resource Demobilization Start Date**	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	**Estimated Incident Costs to Date**	• Enter the estimated total incident costs to date for the entire incident based on currently available information. • Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If costs decrease, explain in Remarks (Block 47). • If additional space is required, please add as an attachment.
46	**Projected Final Incident Cost Estimate**	• Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If additional space is required, please add as an attachment.

Block Number	Block Title	Instructions
47	**Remarks** (or continuation of any blocks above – list block number in notation)	• Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed. • List the block number for any information continued from a previous block. • Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc. • For Complexes that include multiple incidents, list all sub-incidents included in the Complex. • List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: o By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or o By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE). • Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping). • This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address). • Attach additional pages if it is necessary to include additional comments in the Remarks section.

INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)

- This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used.
- Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have *not* yet arrived.

For summarizing:

- When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the incident. For example,
  - Group State, local, county, city, or Federal responders together under such headings, or
  - Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resources for a city under that city's name).
- On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary.

Block Number	Block Title	Instructions
48	**Agency or Organization**	• List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc. • List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information. • Agencies or organizations may be listed individually or in groups. • When resources are grouped together, individual agencies or organizations may be listed below in Block 53. • Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified. o These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. o For example: ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel). ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel). • Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.
49	**Resources** (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	• List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information. o Examples: Type 1 Fire Engines, Type 4 Helicopters • Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. o These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. o For example: ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel). ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel). • NOTE: One option is to group similar resources together when it is sensible to do so for the summary. o For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as "structure fire engines" and "wildland fire engines" in separate columns with totals for each. • NOTE: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.
50	**Additional Personnel** not assigned to a resource	List the number of *additional* individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	**Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead)	• Enter the total personnel for each agency, organization, or grouping in the Total Personnel column. • WARNING: Do not simply add the numbers across! • The number of Total Personnel for each row should include both: o The total number of personnel assigned to each of the resources listed in Block 49, and o The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.

Block Number	Block Title	Instructions
52	**Total Resources**	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of *resources* in Block 49, as personnel totals will be counted under Block 51.
53	**Additional Cooperating and Assisting Organizations Not Listed Above**	• List all agencies and organizations that are not directly involved in the incident, but are providing support. • Examples may include ambulance services, Red Cross, DHS, utility companies, etc. • Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

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RESOURCE STATUS CHANGE (ICS 210)

1. Incident Name:	2. Operational Period: Date From: Time From:	Date To: Time To:

3. Resource Number	4. New Status (Available, Assigned, O/S)	5. From (Assignment and Status):	6. To (Assignment and Status):	7. Time and Date of Change:	

8. Comments:

9. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 210 Date/Time: _____

ICS 210
Resource Status Change

Purpose. The Resource Status Change (ICS 210) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

Preparation. The ICS 210 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

Distribution. The ICS 210 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

Notes:

- The ICS 210 is essentially a message form that can be used to update Resource Status Cards or T-Cards (ICS 219) for incident-level resource management.
- If additional pages are needed, use a blank ICS 210 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Resource Number**	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	**New Status** (Available, Assigned, Out of Service)	Indicate the current status of the resource: • Available – Indicates resource is available for incident use immediately. • Assigned – Indicates resource is checked in and assigned a work task on the incident. • Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., "O/S – Mech" (for mechanical issues), "O/S – Rest" (for off shift), or "O/S – Pers" (for personnel issues).
5	**From** (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Western Camp).
6	**To** (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	**Time and Date of Change**	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	**Comments**	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:	2. Incident Number:	3. Check-In Location (complete all that apply): ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other	4. Start Date/Time: Date: Time:

Check-In Information (use reverse of form for remarks or comments)

5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:							6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF											

ICS 211	17. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____

ICS 211
Incident Check-In List

Purpose. Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS 211). The ICS 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

Preparation. The ICS 211 is initiated at a number of incident locations including: Staging Areas, Base, and Incident Command Post (ICP). Preparation may be completed by: (1) overhead at these locations, who record the information and give it to the Resources Unit as soon as possible, (2) the Incident Communications Center Manager located in the Communications Center, who records the information and gives it to the Resources Unit as soon as possible, (3) a recorder from the Resources Unit during check-in to the ICP. As an option, the ICS 211 can be printed on colored paper to match the designated Resource Status Card (ICS 219) colors. The purpose of this is to aid the process of completing a large volume of ICS 219s. The ICS 219 colors are:

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

Distribution. ICS 211s, which are completed by personnel at the various check-in locations, are provided to the Resources Unit, Demobilization Unit, and Finance/Administration Section. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

Notes:

- Also available as 8½ x 14 (legal size) or 11 x 17 chart.
- Use reverse side of form for remarks or comments.
- If additional pages are needed for any form page, use a blank ICS 211 and repaginate as needed.
- Contact information for sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Check-In Location** ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other	Check appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post. Other may include…
4	**Start Date/Time** • Date • Time	Enter the date (month/day/year) and time (using the 24-hour clock) that the form was started.

Block Number	Block Title	Instructions
	Check-In Information	Self explanatory.
5	**List single resource personnel (overhead) by agency and name, OR list resources by the following format**	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	• State	Use this section to list the home State for the resource.
	• Agency	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).
	• Category	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.
	• Kind	Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.
	• Type	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.
	• Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is a Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
	• ST or TF	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.
6	**Order Request #**	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	**Date/Time Check-In**	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	**Leader's Name**	• For equipment, enter the operator's name. • Enter the Strike Team or Task Force leader's name. • Leave blank for single resource personnel (overhead).
9	**Total Number of Personnel**	Enter total number of personnel associated with the resource. Include leaders.
10	**Incident Contact Information**	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	**Home Unit or Agency**	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	**Departure Point, Date and Time**	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	**Method of Travel**	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	**Incident Assignment**	Enter the incident assignment at time of dispatch.
15	**Other Qualifications**	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

Block Number	Block Title	Instructions
16	**Data Provided to Resources Unit**	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	**5. Date:**	**6. Time**
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: _____	

ICS 213
General Message

Purpose. The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

Preparation. The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

Distribution. Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	**Incident Name** (Optional)	Enter the name assigned to the incident. This block is optional.
2	**To** (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	**From** (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	**Subject**	Enter the subject of the message.
5	**Date**	Enter the date (month/day/year) of the message.
6	**Time**	Enter the time (using the 24-hour clock) of the message.
7	**Message**	Enter the content of the message. Try to be as concise as possible.
8	**Approved by** • Name • Signature • Position/Title	Enter the name, signature, and ICS position/title of the person approving the message.
9	**Reply**	The intended recipient will enter a reply to the message and return it to the originator.
10	**Replied by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

ACTIVITY LOG (ICS 214)

1. Incident Name:	2. Operational Period: Date From: Time From:	Date To: Time To:
3. Name:	4. ICS Position:	5. Home Agency (and Unit):

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____

 Date/Time: _____

ACTIVITY LOG (ICS 214)

1. Incident Name:	2. Operational Period: Date From: Time From:	Date To: Time To:

7. Activity Log (continuation):

Date/Time	Notable Activities

ICS 214
Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	**ICS Position**	Enter the name and ICS position of the individual in charge of the Unit.
5	**Home Agency** (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	**Resources Assigned**	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	**Activity Log** • Date/Time • Notable Activities	• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name:				2. Operational Period: Date From: Time From: Date To: Time To:																
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources														7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
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			Req.																	
			Have																	
			Need																	
		11. Total Resources Required																14. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____		
		12. Total Resources Have on Hand																		
ICS 215		13. Total Resources Need To Order																		

ICS 215
Operational Planning Worksheet

Purpose. The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

Preparation. The ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

Distribution. When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

Notes:

- This worksheet can be made into a wall mount.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank ICS 215 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Branch**	Enter the Branch of the work assignment for the resources.
4	**Division, Group, or Other**	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	**Work Assignment & Special Instructions**	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	**Resources**	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	**Overhead Position(s)**	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	**Special Equipment & Supplies**	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	**Reporting Location**	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	**Requested Arrival Time**	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	**Total Resources Required**	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	**Total Resources Have on Hand**	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	**Total Resources Need To Order**	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:	2. Incident Number:
3. Date/Time Prepared: Date: Time:	4. Operational Period: Date From: Date To: Time From: Time To:

5. Incident Area	6. Hazards/Risks	7. Mitigations

8. **Prepared by** (Safety Officer): Name: _____ Signature: _____

Prepared by (Operations Section Chief): Name: _____ Signature: _____

ICS 215A Date/Time: _____

ICS 215A
Incident Action Plan Safety Analysis

Purpose. The purpose of the Incident Action Plan Safety Analysis (ICS 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

Preparation. The ICS 215A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (ICS 215). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

Distribution. When the safety analysis is completed, the form is distributed to the Resources Unit to help prepare the Operations Section briefing. All completed original forms must be given to the Documentation Unit.

Notes:

- This worksheet can be made into a wall mount, and can be part of the IAP.
- If additional pages are needed, use a blank ICS 215A and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Prepared**	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	**Incident Area**	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	**Hazards/Risks**	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	**Mitigations**	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	**Prepared by** (Safety Officer and Operations Section Chief) • Name • Signature • Date/Time	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.

SUPPORT VEHICLE/EQUIPMENT INVENTORY (ICS 218)

1. Incident Name:	2. Incident Number:	3. Date/Time Prepared: Date: Time:	4. Vehicle/Equipment Category:

5. Vehicle/Equipment Information

Order Request Number	Incident ID No.	Vehicle or Equipment Classification	Vehicle or Equipment Make	Category/ Kind/Type, Capacity, or Size	Vehicle or Equipment Features	Agency or Owner	Operator Name or Contact	Vehicle License or ID No.	Incident Assignment	Incident Start Date and Time	Incident Release Date and Time

ICS 218	6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 218
Support Vehicle/Equipment Inventory

Purpose. The Support Vehicle/Equipment Inventory (ICS 218) provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

Preparation. The ICS 218 is prepared by Ground Support Unit personnel at intervals specified by the Ground Support Unit Leader.

Distribution. Initial inventory information recorded on the form should be given to the Resources Unit. Subsequent changes to the status or location of transportation and support vehicles and equipment should be provided to the Resources Unit immediately.

Notes:

- If additional pages are needed, use a blank ICS 218 and repaginate as needed.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Prepared**	Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.
4	**Vehicle/Equipment Category**	Enter the specific vehicle or equipment category (e.g., buses, generators, dozers, pickups/sedans, rental cars, etc.). Use a separate sheet for each vehicle or equipment category.
5	**Vehicle/Equipment Information**	Record the following information:
	Order Request Number	Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant EMAC order request number.
	Incident Identification Number	Enter any special incident identification numbers or agency radio identifier assigned to the piece of equipment used only during the incident, if this system if used (e.g., "Decontamination Unit 2," or "Water Tender 14").
	Vehicle or Equipment Classification	Enter the specific vehicle or equipment classification (e.g., bus, backhoe, Type 2 engine, etc.) as relevant.
	Vehicle or Equipment Make	Enter the vehicle or equipment manufacturer name (e.g., "GMC," "International").
	Category/Kind/Type, Capacity, or Size	Enter the vehicle or equipment category/kind/type, capacity, or size (e.g., 30-person bus, 3/4-ton truck, 50 kW generator).
	Vehicle or Equipment Features	Indicate any vehicle or equipment features such as 2WD, 4WD, towing capability, number of axles, heavy-duty tires, high clearance, automatic vehicle locator (AVL), etc.
	Agency or Owner	Enter the name of the agency or owner of the vehicle or equipment.
	Operator Name or Contact	Enter the operator name and/or contact information (cell phone, radio frequency, etc.).
	Vehicle License or Identification Number	Enter the license plate number or another identification number (such as a serial or rig number) of the vehicle or equipment.
	Incident Assignment	Enter where the vehicle or equipment will be located at the incident and its function (use abbreviations per discipline or jurisdiction).

Block Number	Block Title	Instructions
5 (continued)	Incident Start Date and Time	Indicate start date (month/day/year) and time (using the 24-hour clock) for driver or for equipment as may be relevant.
	Incident Release Date and Time	Enter the date (month/day/year) and time (using the 24-hour clock) the vehicle or equipment is released from the incident.
6	**Prepared by** • Name • Position/Title • Signature	Enter the name, ICS position/title, and signature of the person preparing the form.

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ICS 219
Resource Status Card (T-Card)

Purpose. Resource Status Cards (ICS 219) are also known as "T-Cards," and are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel. These cards provide a visual display of the status and location of resources assigned to the incident.

Preparation. Information to be placed on the cards may be obtained from several sources including, but not limited to:

- Incident Briefing (ICS 201).
- Incident Check-In List (ICS 211).
- General Message (ICS 213).
- Agency-supplied information or electronic resource management systems.

Distribution. ICS 219s are displayed in resource status or "T-Card" racks where they can be easily viewed, retrieved, updated, and rearranged. The Resources Unit typically maintains cards for resources assigned to an incident until demobilization. At demobilization, all cards should be turned in to the Documentation Unit.

Notes. There are eight different status cards (see list below) and a header card, to be printed front-to-back on cardstock. Each card is printed on a different color of cardstock and used for a different resource category/kind/type. The format and content of information on each card varies depending upon the intended use of the card.

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

Acronyms. Abbreviations utilized on the cards are listed below:

- AOV: Agency-owned vehicle
- ETA: Estimated time of arrival
- ETD: Estimated time of departure
- ETR: Estimated time of return
- O/S Mech: Out-of-service for mechanical reasons
- O/S Pers: Out-of-service for personnel reasons
- O/S Rest: Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft
- POV: Privately owned vehicle

Prepared by:
Date/Time:
ICS 219-1 HEADER CARD (GRAY)

Prepared by:
Date/Time:
ICS 219-1 HEADER CARD (GRAY)

ICS 219-1: Header Card

Block Title	Instructions
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:	
Leader Name:	
Primary Contact Information:	
Crew/Team ID #(s) or Name(s):	
Manifest: ☐ Yes ☐ No	Total Weight:
Method of Travel to Incident: ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	
Home Base:	
Departure Point:	
ETD:	ETA:
Transportation Needs at Incident: ☐ Vehicle ☐ Bus ☐ Air ☐ Other	
Date/Time Ordered:	
Remarks:	
Prepared by: Date/Time:	
ICS 219-2 CREW/TEAM (GREEN)	

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Prepared by: Date/Time:	
ICS 219-2 CREW/TEAM (GREEN)	

ICS 219-2: Crew/Team Card

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work
# Pers	Enter total number of personnel associated with the crew/team. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Crew/Team ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).
Manifest ☐ Yes ☐ No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight for the crew/team. This information is necessary when the crew/team are transported by charter air.
Method of Travel to Incident ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew/team's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the crew/team's estimated time of arrival (using the 24-hour clock) at the incident.

Block Title	Instructions
Transportation Needs at Incident ☐ Vehicle ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew/team.
BACK OF FORM	
Incident Location	Enter the location of the crew/team.
Time	Enter the time (24-hour clock) the crew/team reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the crew/team's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew/team's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:	
Leader Name:	
Primary Contact Information:	
Resource ID #(s) or Name(s):	
Home Base:	
Departure Point:	
ETD:	ETA:
Date/Time Ordered:	
Remarks:	
Prepared by: Date/Time:	
ICS 219-3 ENGINE (ROSE)	

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Prepared by: Date/Time:	
ICS 219-3 ENGINE (ROSE)	

ICS 219-3: Engine Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for the resource(s).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.

Block Title	Instructions
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:

Agency	Cat/Kind/Type	Name/ID #

Front

Date/Time Checked In:	
Pilot Name:	
Home Base:	
Departure Point:	
ETD:	ETA:
Destination Point:	
Date/Time Ordered:	
Remarks:	

Prepared by:
Date/Time:

ICS 219-4 HELICOPTER (BLUE)

ST/Unit:	LDW:	# Pers:	Order #:

Agency	Cat/Kind/Type	Name/ID #

Back

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	

Prepared by:
Date/Time:

ICS 219-4 HELICOPTER (BLUE)

ICS 219-4: Helicopter Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	Name:	Position/Title:

Front

Date/Time Checked In:

Name:

Primary Contact Information:

Manifest: ☐ Yes ☐ No	Total Weight:

Method of Travel to Incident:
☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other

Home Base:

Departure Point:

ETD:	ETA:

Transportation Needs at Incident:
☐ Vehicle ☐ Bus ☐ Air ☐ Other

Date/Time Ordered:

Remarks:

Prepared by:
Date/Time:

ICS 219-5 PERSONNEL (WHITE CARD)

ST/Unit:	Name:	Position/Title:

Back

Incident Location:	Time:

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location:	Time:

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location:	Time:

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location:	Time:

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Prepared by:
Date/Time:

ICS 219-5 PERSONNEL (WHITE CARD)

ICS 219-5: Personnel Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
Name	Enter the individual's first initial and last name.
Position/Title	Enter the individual's ICS position/title.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Name	Enter the individual's full name.
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Manifest ☐ Yes ☐ No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight for the crew. This information is necessary when the crew are transported by charter air.
Method of Travel to Incident ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the crew's estimated time of arrival (using the 24-hour clock) at the incident.
Transportation Needs at Incident ☐ Vehicle ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the crew was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew.
BACK OF FORM	
Incident Location	Enter the location of the crew.
Time	Enter the time (24-hour clock) the crew reported to this location.

Block Title	Instructions
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the crew's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked-In:

Pilot Name:

Home Base:

Departure Point:

ETD: | **ETA:**

Destination Point:

Date/Time Ordered:

Manufacturer:

Remarks:

Prepared by:

Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location: | **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: | **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: | **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: | **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Prepared by:

Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

ICS 219-6: Fixed-Wing Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Manufacturer	Enter the manufacturer of the aircraft.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:	
Leader Name:	
Primary Contact Information:	
Resource ID #(s) or Name(s):	
Home Base:	
Departure Point:	
ETD:	ETA:
Date/Time Ordered:	
Remarks:	
Prepared by: Date/Time:	
ICS 219-7 EQUIPMENT (YELLOW)	

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Prepared by: Date/Time:	
ICS 219-7 EQUIPMENT (YELLOW)	

ICS 219-6: Fixed-Wing Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Manufacturer	Enter the manufacturer of the aircraft.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:
Leader Name:
Primary Contact Information:
Resource ID #(s) or Name(s):
Home Base:
Departure Point:
ETD: / ETA:
Date/Time Ordered:
Remarks:
Prepared by: Date/Time:
ICS 219-8 MISCELLANEOUS EQUIPMENT/TASK FORCE (TAN)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____	
Notes:	
Prepared by: Date/Time:	
ICS 219-8 MISCELLANEOUS EQUIPMENT/TASK FORCE (TAN)	

ICS 219-8: Miscellaneous Equipment/Task Force Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available work day that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number or name for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.

Block Title	Instructions
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:
Leader Name:
Primary Contact Information:
Resource ID #(s) or Name(s):
Home Base:
Departure Point:

ETD:	ETA:

Date/Time Ordered:
Remarks:
Prepared by: **Date/Time:**
ICS 219-10 GENERIC (LIGHT PURPLE)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location:	Time:

Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____
Notes:

Incident Location:	Time:

Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____
Notes:

Incident Location:	Time:

Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____
Notes:

Incident Location:	Time:

Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____
Notes:
Prepared by: **Date/Time:**
ICS 219-10 GENERIC (LIGHT PURPLE)

ICS 219-10: Generic Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.

Block Title	Instructions
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Sunrise: Sunset:

4. Remarks (safety notes, hazards, air operations special equipment, etc.):	5. Ready Alert Aircraft: Medivac: New Incident:	6. Temporary Flight Restriction Number: Altitude: Center Point:

7. Personnel:	Name:	Phone Number:
Air Operations Branch Director		
Air Support Group Supervisor		
Air Tactical Group Supervisor		
Helicopter Coordinator		
Helibase Manager		

8. Frequencies:	AM	FM
Air/Air Fixed-Wing		
Air/Air Rotary-Wing – Flight Following		
Air/Ground		
Command		
Deck Coordinator		
Take-Off & Landing Coordinator		
Air Guard		

9. Fixed-Wing (category/kind/type, make/model, N#, base):
Air Tactical Group Supervisor Aircraft:
Other Fixed-Wing Aircraft:

10. Helicopters (use additional sheets as necessary):

FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks

11. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 220, Page 1 Date/Time: _____

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Sunrise: Sunset:

12. Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.):

Category/Kind/Type and Function	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	Mission Start	Fly From	Fly To

11. Prepared by: Name: _____ Position/Title: _____ Signature: _____

Date/Time: _____

ICS 220
Air Operations Summary

Purpose. The Air Operations Summary (ICS 220) provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

Preparation. The ICS 220 is completed by the Operations Section Chief or the Air Operations Branch Director during each Planning Meeting. General air resources assignment information is obtained from the Operational Planning Worksheet (ICS 215), which also is completed during each Planning Meeting. Specific designators of the air resources assigned to the incident are provided by the Air and Fixed-Wing Support Groups. If aviation assets would be utilized for rescue or are referenced on the Medical Plan (ICS 206), coordinate with the Medical Unit Leader and indicate on the ICS 206.

Distribution. After the ICS 220 is completed by Air Operations personnel, the form is given to the Air Support Group Supervisor and Fixed-Wing Coordinator personnel. These personnel complete the form by indicating the designators of the helicopters and fixed-wing aircraft assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit.

Notes:

- If additional pages are needed for any form page, use a blank ICS 220 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Sunrise/Sunset**	Enter the sunrise and sunset times.
4	**Remarks** (safety notes, hazards, air operations special equipment, etc.)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
5	**Ready Alert Aircraft** • Medivac • New Incident	Identify ready alert aircraft that will be used as Medivac for incident assigned personnel and indicate on the Medical Plan (ICS 206). Identify aircraft to be used for new incidents within the area or new incident(s) within an incident.
6	**Temporary Flight Restriction Number** • Altitude • Center Point	Enter Temporary Flight Restriction Number, altitude (from the center point), and center point (latitude and longitude). This number is provided by the Federal Aviation Administration (FAA) or is the order request number for the Temporary Flight Restriction.
7	**Personnel** • Name • Phone Number	Enter the name and phone number of the individuals in Air Operations.
	Air Operations Branch Director	
	Air Support Group Supervisor	
	Air Tactical Group Supervisor	
	Helicopter Coordinator	
	Helibase Manager	

Block Number	Block Title	Instructions
8	**Frequencies** • AM • FM	Enter primary air/air, air/ground (if applicable), command, deck coordinator, take-off and landing coordinator, and other radio frequencies to be used during the incident.
	Air/Air Fixed-Wing	
	Air/Air Rotary-Wing – Flight Following	Flight following is typically done by Air Operations.
	Air/Ground	
	Command	
	Deck Coordinator	
	Take-Off & Landing Coordinator	
	Air Guard	
9	**Fixed-Wing** (category/kind/type, make/model, N#, base)	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident.
	Air Tactical Group Supervisor Aircraft	
	Other Fixed-Wing Aircraft	
10	**Helicopters**	Enter the following information about the helicopter resources allocated to the incident.
	FAA N#	Enter the FAA N#.
	Category/Kind/Type	Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance.
	Make/Model	Enter the make and model of the helicopter.
	Base	Enter the base where the helicopter is located.
	Available	Enter the time the aircraft is available.
	Start	Enter the time the aircraft becomes operational.
	Remarks	
11	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
12	**Task/Mission/Assignment** (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, Medivac, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used. Mission assignments may be listed by priority.
	Category/Kind/Type and Function	
	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	
	Mission Start	
	Fly From	Enter the incident location or air base the aircraft is flying from.
	Fly To	Enter the incident location or air base the aircraft is flying to.

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:	2. Incident Number:	
3. Planned Release Date/Time: Date: Time:	4. Resource or Personnel Released:	5. Order Request Number:

6. Resource or Personnel:

You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).

LOGISTICS SECTION

	Unit/Manager	Remarks	Name	Signature
☐	Supply Unit			
☐	Communications Unit			
☐	Facilities Unit			
☐	Ground Support Unit			
☐	Security Manager			
☐				

FINANCE/ADMINISTRATION SECTION

	Unit/Leader	Remarks	Name	Signature
☐	Time Unit			
☐				
☐				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
☐				
☐				

PLANNING SECTION

	Unit/Leader	Remarks	Name	Signature
☐				
☐	Documentation Leader			
☐	Demobilization Leader			

7. Remarks:

8. Travel Information:

Estimated Time of Departure: _____

Destination: _____

Travel Method: _____

Manifest: ☐ Yes ☐ No
Number: _____

Room Overnight: ☐ Yes ☐ No

Actual Release Date/Time: _____

Estimated Time of Arrival: _____

Contact Information While Traveling: _____

Area/Agency/Region Notified: _____

9. Reassignment Information: ☐ Yes ☐ No

Incident Name: _____

Location: _____

Incident Number: _____

Order Request Number: _____

10. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 221 Date/Time: _____

ICS 221
Demobilization Check-Out

Purpose. The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

Preparation. The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

Distribution. After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

Notes:

- Members are not released until form is complete when all of the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Planned Release Date/Time**	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	**Resource or Personnel Released**	Enter name of the individual or resource being released.
5	**Order Request Number**	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	**Resource or Personnel** You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). • Unit/Leader/Manager/Other • Remarks • Name • Signature	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	Logistics Section ☐ Supply Unit ☐ Communications Unit ☐ Facilities Unit ☐ Ground Support Unit ☐ Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
6 (continued)	**Finance/Administration Section** ☐ Time Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Other Section/Staff ☐	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Planning Section ☐ Documentation Leader ☐ Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
7	**Remarks**	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
8	**Travel Information**	Enter the following travel information:
	Room Overnight	Use this section to enter whether or not the resource or personnel will be staying in a hotel overnight prior to returning home base and/or unit.
	Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
	Actual Release Date/Time	Use this section to enter the resource's or personnel's actual release date (month/day/year) and time (using the 24-hour clock).
	Destination	Use this section to enter the resource's or personnel's destination.
	Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
	Travel Method	Use this section to enter the resource's or personnel's travel method (e.g., POV, air, etc.).
	Contact Information While Traveling	Use this section to enter the resource's or personnel's contact information while traveling (e.g., cell phone, radio frequency, etc.).
	Manifest ☐ Yes ☐ No Number	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
	Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region that was notified of the resource's travel. List the name (first initial and last name) of the individual notified and the date (month/day/year) he or she was notified.
9	**Reassignment Information** ☐ Yes ☐ No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.
	Incident Name	Use this section to enter the name of the new incident to which the resource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.

Block Number	Block Title	Instructions
10	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (using the 24-hour clock).

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name:	2. Incident Name:	3. Incident Number:
4. Home Unit Name and Address:	**5. Incident Agency and Address:**	
6. Position Held on Incident:	**7. Date(s) of Assignment:** From: To:	**8. Incident Complexity Level:** ☐1 ☐2 ☐3 ☐4 ☐5
		9. Incident Definition:

10. Evaluation

Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
11. Knowledge of the Job/ Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs. ☐	☐	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs. ☐	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work. ☐
12. Ability To Obtain Performance/Results: Quality, quantity, timeliness, and impact of work.	☐	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve. ☐	☐	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness. ☐	☐	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement. ☐
13. Planning/ Preparedness: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	☐	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information. ☐	☐	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed. ☐	☐	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact. ☐
14. Using Resources: Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	☐	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods. ☐	☐	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost conscious, sought ways to cut waste. ☐	☐	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency. ☐
15. Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations. ☐	☐	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities. ☐	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change. ☐
16. Communication Skills: Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread. ☐	☐	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously. ☐	☐	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives. ☐

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

1. Name:	2. Incident Name:	3. Incident Number:

10. Evaluation

Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
17. Ability To Work on a Team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	☐	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals. ☐	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level. ☐
18. Consideration for Personnel/Team Welfare: Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	☐	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members. ☐	☐	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members. ☐	☐	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal. ☐
19. Directing Others: Ability to influence or direct others in accomplishing tasks or missions.	☐	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task. ☐	☐	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations. ☐
20. Judgment/Decisions Under Stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization. ☐	☐	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information. ☐	☐	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results. ☐
21. Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	☐	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored. ☐	☐	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods. ☐	☐	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking. ☐
22. Physical Ability for the Job: Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	☐	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need. ☐	☐	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively. ☐	☐	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being. ☐
23. Adherence to Safety: Ability to invest in the IMT's future by caring for the safety of self and others.	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐	Demonstrated a significant commitment toward safety of personnel. ☐

24. Remarks:

25. Rated Individual (This rating has been discussed with me):

Signature: _____ Date/Time: _____

26. Rated by: Name: _____ Signature: _____

Home Unit: _____ Position Held on This Incident: _____

ICS 225 Date/Time: _____

ICS 225
Incident Personnel Performance Rating

Purpose. The Incident Personnel Performance Rating (ICS 225) gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

Preparation. The ICS 225 is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. The ICS 225 will be reviewed with the subordinate, who will sign at the bottom. It will be delivered to the Planning Section before the rater leaves the incident

Distribution. The ICS 225 is provided to the Planning Section Chief before the rater leaves the incident.

Notes:

- Use a blank ICS 225 for each individual.
- Additional pages can be added based on individual need.

Block Number	Block Title	Instructions
1	**Name**	Enter the name of the individual being rated.
2	**Incident Name**	Enter the name assigned to the incident.
3	**Incident Number**	Enter the number assigned to the incident.
4	**Home Unit Address**	Enter the physical address of the home unit for the individual being rated.
5	**Incident Agency and Address**	Enter the name and address of the authority having jurisdiction for the incident.
6	**Position Held on Incident**	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	**Date(s) of Assignment** • From • To	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	**Incident Complexity Level** ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	Indicate the level of complexity for the incident.
9	**Incident Definition**	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire,", "bridge collapse,", "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	**Evaluation**	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.

Block Number	Block Title	Instructions
	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
10	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11	**Knowledge of the Job/ Professional Competence:**	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)
12	**Ability To Obtain Performance/Results:**	Quality, quantity, timeliness, and impact of work.
13	**Planning/Preparedness:**	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	**Using Resources:**	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	**Adaptability/Attitude:**	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	**Communication Skills:**	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	**Ability To Work on a Team:**	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	**Consideration for Personnel/Team Welfare:**	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	**Directing Others:**	Ability to influence or direct others in accomplishing tasks or missions.
20	**Judgment/Decisions Under Stress:**	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	**Initiative**	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	**Physical Ability for the Job:**	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	**Adherence to Safety:**	Ability to invest in the IMT's future by caring for the safety of self and others.
24	**Remarks**	Enter specific information on why the individual received performance levels.
25	**Rated Individual** (This rating has been discussed with me) • Signature • Date/Time	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	**Rated by** • Name • Signature • Home Unit • Position Held on This Incident • Date/Time	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.

C

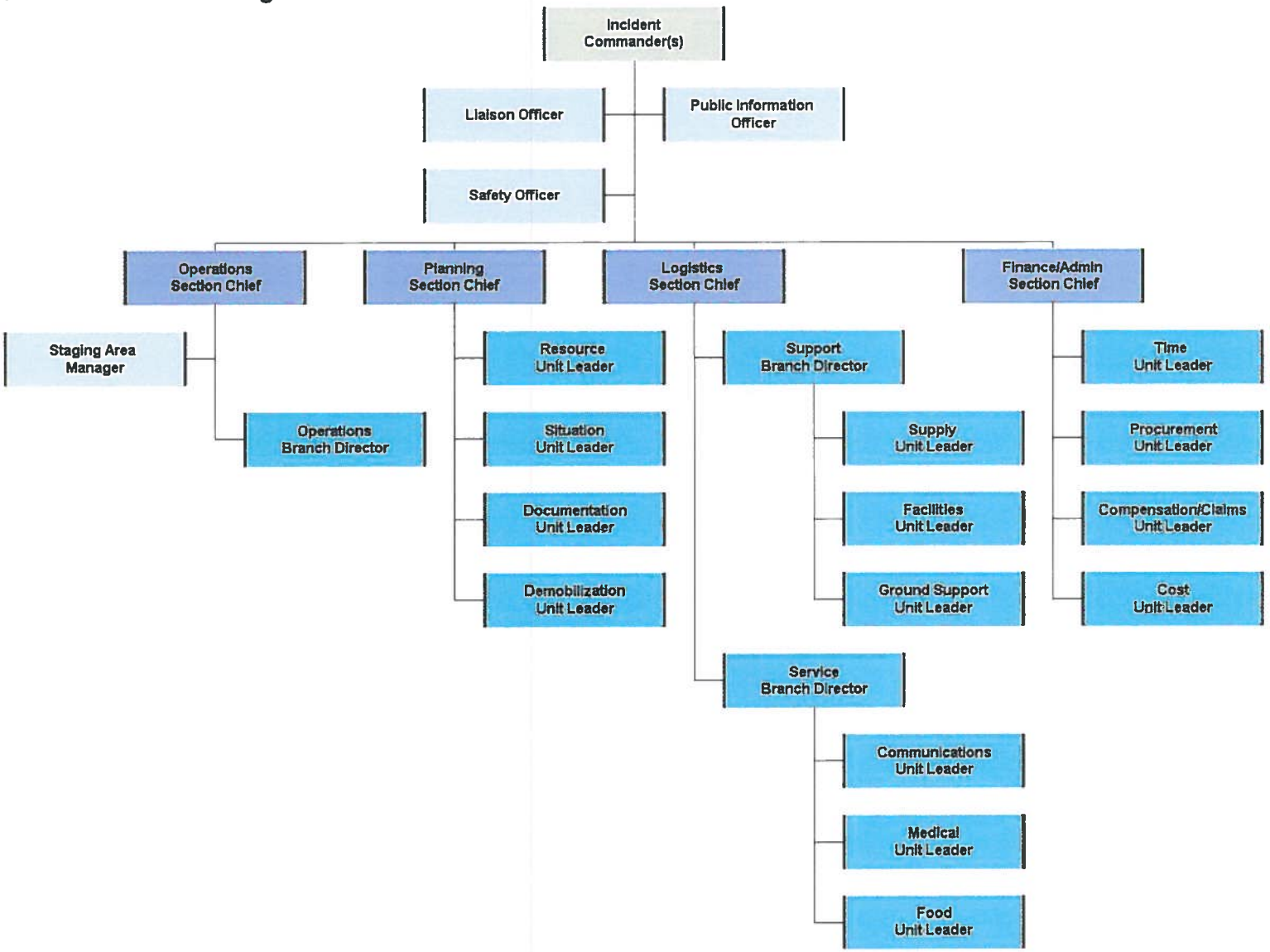
Emergency Operations Center Position Checklists

Index of EOC Position Checklists

The following checklists are included in this appendix.

1. Communication Unit Leader Checklist
2. Compensation/Claims Unit Leader Checklist
3. Cost Unit Leader Checklist
4. Demobilization Unit Leader Checklist
5. Documentation Unit Leader Checklist
6. Facilities Unit Leader Checklist
7. Finance – Administration Section Chief Checklist
8. Food Unit Leader Checklist
9. Ground Support Unit Leader Checklist
10. Incident Commander Checklist
11. Liaison Officer Checklist
12. Logistics Section Chief Checklist
13. Medical Unit Leader Checklist
14. Operations Branch Director Checklist
15. Operations Section Chief Checklist
16. Planning Section Chief Checklist
17. Procurement Unit Leader Checklist
18. Public Information Officer Checklist
19. Resources Unit Leader Checklist
20. Safety Officer Checklist
21. Service Branch Director Checklist
22. Situation Unit Leader Checklist
23. Staging Area Manager Checklist
24. Supply Unit Leader Checklist
25. Support Branch Director Checklist
26. Time Unit Leader Checklist

Figure C-1 EOC Position Organizational Chart



Communication Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from the Logistics Section Chief or Service Branch Director.
☐	2. Organize and staff Unit as appropriate: ▪ Assign Communications Center Manager and Lead Incident Dispatcher. ▪ Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.
☐	3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.
☐	4. Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.
☐	5. Assess Incident Command Post phone load and request additional lines as needed.
☐	6. Prepare and implement Incident Communications Plan (ICS Form 205): ▪ Obtain current organizational chart. ▪ Determine most hazardous tactical activity; ensure adequate communications. ▪ Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid. ▪ Determine Command communications needs. ▪ Determine support communications needs. ▪ Establish and post any specific procedures for use of Incident Command Post communications equipment.

☐ 7. Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:

- Determine specific organizational elements to be assigned telephones.
- Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.
- Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
- **Do not publicize OUTGOING call lines**.

☐ 8. Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.

☐ 9. Ensure radio and telephone logs are available and being used.

☐ 10. Determine need and research availability of additional nets and systems:

- Order through Supply Unit after approval by Section Chief.
- Federal systems:
  - Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through FEMA or the USDA Forest Service.

☐ 11. Document malfunctioning communications equipment, facilitate repair.

☐ 12. Establish and maintain communications equipment accountability system.

☐ 13. Provide technical information, as required, on:

- Adequacy of communications system currently in use.
- Geographic limitation on communications equipment.
- Equipment capabilities.
- Amount and types of equipment available.
- Anticipated problems in the use of communications equipment.

Communication Unit Leader Position Checklist

- [ ] 14. Estimate Unit needs for expected operations; order relief personnel.
- [ ] 15. Provide briefing to relief on current activities and unusual situations.
- [ ] 16. Document all activity on Unit Log (ICS Form 214).

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Compensation/Claims Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Finance/Administration Section Chief: ▪ Determine accidents/injuries to date. ▪ Determine status of investigations.
☐	2. Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.
☐	3. Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.
☐	4. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
☐	5. Ensure that volunteer personnel have been appropriately registered.
☐	6. Ensure written authority for persons requiring medical treatment.
☐	7. Ensure correct billing forms for transmittal to doctor and/or hospital.
☐	8. Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.
☐	9. Coordinate with Safety Officer to: ▪ Provide liaison with Occupational Safety and Health Administration (OSHA). ▪ Provide analysis of injuries. ▪ Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.
☐	10. Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.
☐	11. Provide briefing to relief on current activities and unusual events
☐	12. Document all activity on Unit Log (ICS Form 214).

Compensation/Claims Unit Leader Position Checklist

Claims Specialist:

- [ ] 1. Work closely with Operations and Planing for information from the field.
- [ ] 2. Some agencies/Units have "Claims Teams" who are trained to do claims investigation and documentation for large incidents.
- [ ] 3. Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often be a help coordinate and obtain information from other agencies or private entities).
- [ ] 4. "Damage assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.

Compensation for Injury Specialist:

- [ ] 1. Determine accidents/injuries to date.
- [ ] 2. Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.
- [ ] 3. Work with Safety Officer to determine trends of accidents and provide analysis of injuries.
- [ ] 4. Work with local agency representatives to find treatment options for injuries.
- [ ] 5. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- [ ] 6. Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.
- [ ] 7. Keep informed and report on status of hospitalized personnel.
- [ ] 8. Maintain log of all injuries occurring on incident.
- [ ] 9. Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).

Cost Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Finance/Administration Section Chief: ▪ Determine reporting time-lines. ▪ Determine standard and special reports required. ▪ Determine desired report format.
☐	2. Obtain and record all cost data: ▪ Agency Equipment costs. ▪ Contract or mutual aid equipment costs. ▪ Contract or mutual aid personnel costs. ▪ Damage to facilities, infrastructure, equipment or vehicles. ▪ Supplies. ▪ Food. ▪ Facility rental.
☐	3. Identify in reports all equipment/personnel requiring payment.
☐	4. Prepare incident cost summaries by operational period, or as directed by the Finance/Administration Section Chief.
☐	5. If cost share agreement is done, determine what costs need to be tracked. They may be different than total incident costs.
☐	6. Prepare resources use cost estimates for Planning: ▪ Make sure estimates are updated with actual costs as they become available. ▪ Make sure information is provided to Planning according to Planning's schedule.

☐ 7. Make recommendations on cost savings to Finance/Administration Section Chief. This must be coordinated with Operations and Planning Sections—use of high cost equipment may have justifications unknown to Finance/Administration.

☐ 8. Maintain cumulative incident cost records. Costs should reflect each individual entity (individual or crew personnel, individual pieces of equipment, food, facilities) the entity's agency or contractor, pay premiums (overtime/hazard). These records should reflect:

- Agency, contract, and/or mutual aid equipment costs.
- Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to agency facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

☐ 9. Ensure that all cost documents are accurately prepared.

☐ 10. Enter data into an agency cost analysis system (Incident Cost Analysis Reporting System (ICARS) or similar system, if appropriate).

☐ 11. Provide briefing to relief on current activity and unusual events.

☐ 12. Document all activity on Unit Log (ICS Form 214).

Demobilization Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Planning Section Chief: ▪ Determine objectives, priorities and constraints on demobilization.
☐	2. Review incident resource records to determine scope of demobilization effort: ▪ Resource tracking system. ▪ Check-in forms. ▪ Master resource list.
☐	3. Meet with agency representatives to determine: ▪ Agencies not requiring formal demobilization. ▪ Personnel rest and safety needs. ▪ Coordination procedures with cooperating-assisting agencies.
☐	4. Assess the current and projected resource needs of the Operations Section.
☐	5. Obtain identification of surplus resources and probable release times.
☐	6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).
☐	7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.
☐	8. Determine de-briefing requirements.
☐	9. Establish communications links with off-incident organizations and facilities.

Demobilization Unit Leader Position Checklist

☐ 10. Prepare Demobilization Plan (ICS Form 221):

- General - Discussion of demobilization procedure.
- Responsibilities - Specific implementation responsibilities and activities.
- Release Priorities - According to agency and kind and type of resource.
- Release Procedures - Detailed steps and process to be followed.
- Directories - Maps, telephone numbers, instructions and other needed elements.
- Continuity of operations (follow up to incident operations):
  - Public Information.
  - Finance/Administration.
  - Other.
- Designate to whom outstanding paperwork must be submitted.
- Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until:
  - Incident activity and work load are at the level the agency can reasonably assume.
  - Incident is controlled.
  - On-scene personnel are released except for those needed for final tactical assignments.
  - Incident Base is reduced or in the process of being shut down.
  - Planning Section has organized final incident package.
  - Finance/Administration Section has resolved major known finance problems and defined process for follow-up.
  - Rehabilitation/cleanup accomplished or contracted.
  - Team has conducted or scheduled required debriefings.

☐ 11. Obtain approval of Demobilization Plan (ICS Form 221) from Planning Section Chief.

☐ 12. Distribute Demobilization Plan (ICS Form 221) to processing points both on and off incident.

☐ 13. Monitor implementation of Demobilization Plan (ICS Form 221).

Demobilization Unit Leader Position Checklist

- [ ] 14. Assist in the coordination of the Demobilization Plan (ICS Form 221).
- [ ] 15. Provide briefing to relief on current activities and unusual events.
- [ ] 16. Document all activity on Unit Log (ICS Form 214).
- [ ] 17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

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Documentation Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Planning Section Chief.
☐	2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
☐	3. Establish work area: ▪ Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.
☐	4. Establish and organize incident files.
☐	5. Establish duplication services, and respond to requests.
☐	6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.
☐	7. Retain and file duplicate copies of official forms and reports.
☐	8. Accept and file reports and forms submitted by incident personnel.
☐	9. Check the accuracy and completeness of records submitted for files.
☐	10. Ensure that legal restrictions on public and exempt records are observed.
☐	11. Provide briefing to relief on current activities and unusual events.
☐	12. Document all activity on Unit Log (ICS Form 214).
☐	13. Give completed incident files to Planning Section Chief.

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Facilities Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Logistics Section Chief or Support Branch Director: ▪ Expected duration and scope of the incident. ▪ Facilities already activated. ▪ Anticipated facility needs.
☐	2. Obtain a copy of the Incident Action Plan (IAP) and determine: ▪ Location of Incident Command Post. ▪ Staging Areas. ▪ Incident Base. ▪ Supply/Receiving/Distribution Centers. ▪ Information/Media Briefing Center. ▪ Other incident facilities.
☐	3. Determine requirements for each facility to be established: ▪ Sanitation. ▪ Sleeping. ▪ Feeding. ▪ Supply area. ▪ Medical support. ▪ Communications needs. ▪ Security needs. ▪ Lighting.

☐ 4. In cooperation with other incident staff, determine the following requirements for each facility:

- Needed space.
- Specific location.
- Access.
- Parking.
- Security.
- Safety.

☐ 5. Plan facility layouts in accordance with above requirements.

☐ 6. Coordinate negotiation for rental office or storage space:

- < 60 days - Coordinate with Procurement Unit.
- > 60 days - Coordinate with Procurement Unit, agency Facilities Manager, and agency Finance Department.

☐ 7. Video or photograph rental office or storage space prior to taking occupancy.

☐ 8. Document all activity on Unit Log (ICS Form 214).

Finance/Administration Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.

✓	Task
☐	1. Obtain briefing from Incident Commander: ▪ Incident objectives. ▪ Participating/coordinating agencies. ▪ Anticipated duration/complexity of incident. ▪ Determine any political considerations. ▪ Obtain the names of any agency contacts the Incident Commander knows about. ▪ Possibility of cost sharing. ▪ Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.
☐	2. Obtain briefing from agency administrator: ▪ Determine level of fiscal process required. ▪ Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement. ▪ Assess potential for legal claims arising out of incident activities. ▪ Identify applicable financial guidelines and policies, constraints and limitations.

☐ 3. Obtain briefing from agency Finance/Administration representative:

- Identify financial requirements for planned and expected operations.
- Determine agreements are in place for land use, facilities, equipment, and utilities.
- Confirm/establish procurement guidelines.
- Determine procedure for establishing charge codes.
- Important local contacts.
- Agency/local guidelines, processes.
- Copies of all incident-related agreements, activated or not.
- Determine potential for rental or contract services.
- Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative?
- Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
- Ensure that proper tax documentation is completed.
- Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.

☐ 4. Ensure all Sections and the Supply Unit are aware of charge code.

☐ 5. Attend Planning Meeting:

- Provide financial and cost-analysis input.
- Provide financial summary on labor, materials, and services.
- Prepare forecasts on costs to complete operations.
- Provide cost benefit analysis, as requested.
- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 6. Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
- Arrival and demobilization of personnel and equipment – Planning Section.
- Daily incident status – Planning Section.
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
- Status of supplies – Supply Unit Leader and Procurement Unit Leader.
- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered? – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader.

☐ 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.

☐ 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.

☐ 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:

- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
- Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
- Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

☐ 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).

☐ 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:

- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
- Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.

☐ 12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.

☐ 13. Assist Logistics in resource procurement:

- Identify vendors for which open purchase orders or contracts must be established.
- Negotiate ad hoc contracts.

☐ 14. Ensure coordination between Finance/Administration and other Command and General Staff.

☐ 15. Coordinate Finance/Administration demobilization.

☐ 16. Provide briefing to relief on current activities and unusual events.

Finance/Administration Section Chief Position Checklist

- [ ] 17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).
- [ ] 18. Submit all Section documentation to Documentation Unit.

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Food Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Logistics Section Chief or Service Branch Director: ▪ Determine potential duration of incident. ▪ Number and location of personnel to be fed. ▪ Last meal provided. ▪ Proposed time of next meal.
☐	2. Determine food service requirements for planned and expected operations.
☐	3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).
☐	4. Determine location of working assignment.
☐	5. Ensure sufficient potable water and beverages for all incident personnel.
☐	6. Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.
☐	7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.
☐	8. Supervise administration of food service agreement, if applicable.
☐	9. Provide copies of receipts, bills to Finance/Administration Section.
☐	10. Let Supply Unit know when food orders are complete.
☐	11. Provide briefing to relief on current activities and unusual situations.
☐	12. Document all activity on Unit Log (ICS Form 214).

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Ground Support Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Logistics Section Chief or Support Branch Director: ▪ Fueling needs of apparatus on incident. ▪ Transportation needed for responders. ▪ Location of Supply Unit receiving and distribution point(s). ▪ Incident transportation maps and restrictions on transportation routes. ▪ Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.
☐	2. Staff Unit by the above considerations, as indicated.
☐	3. Consider the need to use agency pool vehicles or rental vehicles to augment transportation resources.
☐	4. Support out-of-service resources according to agreement for mutual aid and rental equipment.
☐	5. Notify Resources Unit of all changes on support and transportation vehicles.
☐	6. Arrange for and activate towing, fueling, maintenance, and repair services.
☐	7. Maintain fuel, parts, and service use records and cost summaries. Forward to Finance/Administration Section.
☐	8. Maintain inventory of support and transportation vehicles.

Ground Support Unit Leader Position Checklist

☐ 9. Provide transportation services:

- Review Incident Action Plan (IAP) for transportation requirements.
- Review inventory for needed resources.
- Request additional resources through Supply Unit. Give type, time needed, and reporting location.
- Schedule use of support vehicles.
- Document mileage, fuel consumption, and other costs.

☐ 10. Implement Transportation Plan:

- Determine time-lines.
- Identify types of services required.
- Assign resources required to implement Transportation Plan.

☐ 11. Ensure that the condition of rental equipment is documented prior to use and coordinate with Procurement Unit Leader.

☐ 12. Document all activity on Unit Log (ICS Form 214).

Incident Commander Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Ensure welfare and safety of incident personnel.
☐	2. Supervise Command and General Staff.
☐	3. Obtain initial briefing from current Incident Commander and agency administrator.
☐	4. Assess incident situation: ▪ Review the current situation status and initial incident objectives. Ensure that all local, State and Federal agencies impacted by the incident have been notified.
☐	5. Determine need for, establish, and participate in Unified Command.
☐	6. Authorize protective action statements, as necessary.
☐	7. Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents: ▪ Confirm dispatch and arrival times of activated resources. ▪ Confirm work assignments.
☐	8. Brief staff: ▪ Identify incident objectives and any policy directives for the management of the incident. ▪ Provide a summary of current organization. ▪ Provide a review of current incident activities. ▪ Determine the time and location of first Planning Meeting.
☐	9. Determine information needs and inform staff of requirements.
☐	10. Determine status of disaster declaration and delegation of authority.

☐ 11. Establish parameters for resource requests and releases:

- Review requests for critical resources.
- Confirm who has ordering authority within the organization.
- Confirm those orders that require Command authorization.

☐ 12. Authorize release of information to the media:

- If operating within a Unified Command, ensure all Incident Commanders approve release.

☐ 13. Establish level of planning to be accomplished:

- Written Incident Action Plan (IAP).
- Contingency planning.
- Formal Planning Meeting.

☐ 14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

Incident Commander Position Checklist

☐ 15. Approve and authorize implementation of the IAP:

- Review IAP for completeness and accuracy.
- Verify that objectives are incorporated and prioritized.
- Sign ICS Form 202.

☐ 16. Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel.
- Approve necessary changes to strategic goals and IAP.
- Ensure that Liaison Officer is making periodic contact with participating agencies.

☐ 17. Work with agency staff to declare state of emergency according to agency protocol.

☐ 18. Keep agency administrator informed on incident-related problems and progress.

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Liaison Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Incident Commander: ▪ Obtain summary of incident organization (ICS Forms 201 and 203). ▪ Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).
☐	2. Obtain cooperating and assisting agency information, including: ▪ Contact person(s). ▪ Radio frequencies. ▪ Phone numbers. ▪ Cooperative agreements. ▪ Resource type. ▪ Number of personnel. ▪ Condition of personnel and equipment. ▪ Agency constraints/limitations.
☐	3. Establish workspace for Liaison function and notify agency representatives of location.
☐	4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.
☐	5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.
☐	6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

☐ 7. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:

- Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).

☐ 8. Participate in Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 9. Document all activity on Unit Log (ICS Form 214).

Logistics Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Branch Director or Unit Leader.

✓	Task
☐	1. Obtain briefing from Incident Commander: ▪ Review situation and resource status for number of personnel assigned to incident. ▪ Review current organization. ▪ Determine which incident facilities have been/should be activated.
☐	2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.
☐	3. Confirm resource ordering process.
☐	4. Assess adequacy of current Incident Communications Plan (ICS Form 205).
☐	5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.
☐	6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel: ▪ Provide summary of emergency situation. ▪ Provide summary of the kind and extent of Logistics support the Section may be asked to provide.
☐	7. Notify Resources Unit of other Units activated, including names and location of assigned personnel.

☐ 8. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 9. Participate in preparation of Incident Action Plan (IAP):

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
- Ensure Incident Communications Plan (ICS Form 205) is prepared.
- Ensure Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of Transportation Plan.

☐ 10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

☐ 11. Research availability of additional resources.

☐ 12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.

☐ 13. Ensure coordination between Logistics and other Command and General Staff.

☐ 14. Ensure general welfare and safety of Section personnel.

Logistics Section Chief Position Checklist

- [ ] 15. Provide briefing to relief on current activities and unusual situations.
- [ ] 16. Ensure that all personnel observe established level of operational security.
- [ ] 17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).
- [ ] 18. Submit all Section documentation to Documentation Unit.

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Medical Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Service Branch Director or Logistics Section Chief: ▪ Obtain information on any injuries that occurred during initial response operations. ▪ Name and location of Safety Officer.
☐	2. Determine level of emergency medical activities performed prior to activation of Medical Unit: ▪ Number and location of aid stations. ▪ Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident. ▪ Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc. ▪ Medical supplies needed.
☐	3. Respond to requests for medical treatment and transportation.
☐	4. Request/supervise ambulance support. Order through established Incident chain of command.
☐	5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section**. Plan should include: ▪ Medical Assembly Area. ▪ Triage Area. ▪ Ambulance Traffic Route. ▪ Landing Zone for Life flight (incident and hospital). ▪ Aid Station Location(s). ▪ Hazard specific information (HAZMAT treatment, etc.). ▪ Closest hospitals. ▪ Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

Medical Unit Leader Position Checklist

- [ ] 6. Obtain Safety Officer approval for Medical Plan.
- [ ] 7. Coordinate Medical Plan with local hospitals.
- [ ] 8. Respond to requests for medical aid.
- [ ] 9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.
- [ ] 10. Respond to requests for medical supplies.
- [ ] 11. Prepare medical reports; provide copies to Documentation Unit.
- [ ] 12. Submit reports as directed; provide copies to Documentation Unit Leader.
- [ ] 13. Provide briefing to relief on current activities and unusual circumstances.
- [ ] 14. Document all activity on Unit Log (ICS Form 214).

Operations Branch Director Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Operations Section Chief or Incident Commander: ▪ Determine resources assigned to the Branch, current location, and activities. ▪ Review assignments for Divisions and/or Groups within Branch and modify based on effectiveness of current operations. ▪ If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander. ▪ Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.
☐	2. Attend Operations Briefing.
☐	3. Develop tactical assignments, with subordinates, for Branch control operations.
☐	4. Assign specific work tasks to Division/Group Supervisors.
☐	5. Resolve logistical problems reported by subordinates: ▪ Monitor radio transmissions and cell phone use to assess communications needs. ▪ Ensure resources receive adequate food, liquids, and rehabilitation. ▪ Request additional resources through approved ordering channels.
☐	6. Report to Operations Section Chief whenever: ▪ Incident Action Plan (IAP) is to be modified. ▪ Additional resources are needed. ▪ Surplus resources are available. ▪ Hazardous situations or significant events occur.
☐	7. Coordinate activities with other Branch Directors.

Operations Branch Director Position Checklist

- [ ] 8. Attend Planning Meetings at the request of the Operations Section Chief.
- [ ] 9. Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.
- [ ] 10. Ensure Branch fiscal record-keeping.
- [ ] 11. Document all activity on Unit Log (ICS Form 214).

Operations Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Incident Commander: ▪ Determine incident objectives and recommended strategies. ▪ Determine status of current tactical assignments. ▪ Identify current organization, location of resources, and assignments. ▪ Confirm resource ordering process. ▪ Determine location of current Staging Areas and resources assigned there.
☐	2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.
☐	3. Establish operational period.
☐	4. Establish and demobilize Staging Areas.
☐	5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP): ▪ Brief Staging Area Manager on types and numbers of resources to be maintained in Staging. ▪ Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
☐	6. Develop and manage tactical operations to meet incident objectives.

Operations Section Chief Position Checklist

☐ 7. Assess life safety:

- Adjust perimeters, as necessary, to ensure scene security.
- Evaluate and enforce use of appropriate protective clothing and equipment.
- Implement and enforce appropriate safety precautions.

☐ 8. Evaluate situation and provide update to Planning Section:

- Location, status, and assignment of resources.
- Effectiveness of tactics.
- Desired contingency plans.

☐ 9. Determine need and request additional resources.

☐ 10. Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.

☐ 11. Keep Resources Unit up to date on changes in resource status.

☐ 12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:

- Identify assignments by Division or Group.
- Identify specific tactical assignments.
- Identify resources needed to accomplish assignments.

☐ 13. Ensure coordination of the Operations Section with other Command and General Staff:

- Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
- Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
- Notify Logistics of communications problems.
- Keep Planning up-to-date on resource and situation status.
- Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
- Keep Safety Officer involved in tactical decision-making.
- Keep Incident Commander apprised of status of operational efforts.
- Coordinate media field visits with the Public Information Officer.

☐ 14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

☐ 15. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.

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Planning Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader

✓	Task
☐	1. Obtain briefing from Incident Commander: ▪ Determine current resource status (ICS Form 201). ▪ Determine current situation status/intelligence (ICS Form 201). ▪ Determine current incident objectives and strategy. ▪ Determine whether Incident Commander requires a written Incident Action Plan (IAP). ▪ Determine time and location of first Planning Meeting. ▪ Determine desired contingency plans.
☐	2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.
☐	3. Establish and maintain resource tracking system.
☐	4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.
☐	5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.
☐	6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms): ▪ Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required. ▪ Provide copy to Public Information Officer.
☐	7. Obtain/develop incident maps.
☐	8. Establish information requirements and reporting schedules for ICP and field staff.

☐ 9. Prepare contingency plans:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

☐ 10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

☐ 11. Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

☐ 13. Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.

☐ 14. Coordinate preparation of the Safety Message with Safety Officer.

☐ 15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.

☐ 16. Instruct Planning Section Units in distribution of incident information.

☐ 17. Provide periodic predictions on incident potential.

☐ 18. Establish a weather data collection system, when necessary.

☐ 19. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

☐ 20. Ensure Section has adequate coverage and relief.

☐ 21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.

☐ 22. Ensure preparation of demobilization plan, if appropriate.

☐ 23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.

☐ 24. Provide briefing to relief on current and unusual situations.

☐ 25. Ensure that all staff observe established level of operational security.

☐ 26. Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).

☐ 27. Submit all Section documentation to Documentation Unit.

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Procurement Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Finance/Administration Section Chief: ▪ Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident. ▪ Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group. ▪ Determine status of bid process. ▪ Determine current vendor list. ▪ Determine current blanket Purchase Order (PO) list. ▪ Determine time-lines established for reporting cost information.
☐	2. Contact Supply Unit on incident needs and any special procedures or requirements.
☐	3. Prepare and sign offers for rental, as necessary.
☐	4. Develop Incident Procurement Plan. This plan should address/include: ▪ Spending caps. ▪ Necessary Forms. ▪ Identify who has purchasing authority. ▪ Process for obtaining approval to exceed caps. ▪ Coordination process with Supply Unit. ▪ Supply of emergency purchase orders.

☐ 5. Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.

☐ 6. Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.

☐ 7. Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).

☐ 8. Establish contact with supply vendors, as needed.

☐ 9. Determine whether additional vendor-service agreements will be necessary.

☐ 10. Interpret contracts/agreements, and resolve claims or disputes within delegated authority.

☐ 11. Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.

☐ 12. Verify all invoices.

☐ 13. It is imperative that all contractors are accounted for and their time documented:

- Coordinate with all Sections.
- It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used.
- Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.

☐ 14. Complete final processing and send documents for payment.

☐ 15. Maintain final incident receiving documents:

- Obtain copies of all vendor invoices.
- Verify that all equipment time records are complete.
- Maintain comprehensive audit trail for all procurement documents.
- Check completeness of all data entries on vendor invoices.
- Compare invoices against procurement documents.
- Assure that only authorized personnel initiate orders.

Procurement Unit Leader Position Checklist

- [ ] 16. Provide briefing to relief on current activities and unusual events.
- [ ] 17. Document all activity on Unit Log (ICS Form 214).

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Public Information Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Incident Commander: ▪ Determine current status of Incident (ICS Form 209 or equivalent). ▪ Identify current organization (ICS Forms 201 and 203, resource lists, etc.). ▪ Determine point of contact for media (scene or Command Post). ▪ Determine current media presence.
☐	2. Participate in Administrative Officer's briefing: ▪ Determine constraints on information process. ▪ Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.
☐	3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.
☐	4. Coordinate the development of door-to-door protective action statements with Operations.
☐	5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

☐ 6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:

- Joint Information Center (JIC).
- Field (scene) Information.
- Internal Information.

☐ 7. Establish contact with local and national media representatives, as appropriate.

☐ 8. Establish location of Information Center for media and public away from Command Post.

☐ 9. Establish schedule for news briefings.

☐ 10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

☐ 11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.

☐ 12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.

☐ 13. Obtain approval for information release from Incident Commander:

- Confirm details to ensure no conflicting information is released.
- Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.

☐ 14. Release news to media, and post information in Command Post and other appropriate locations.

☐ 15. Record all interviews and copy all news releases:

- Contact media to correct erroneous or misleading information being provided to the public via the media.

☐ 16. Update off-incident agency personnel on a regular basis:

- Utilize electronic mail for agency updates.
- Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
- Provide standard statement which can be given to general requests for information.

☐ 17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:

- Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

☐ 18. Attend Planning Meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 19. Respond to special requests for information.

☐ 20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

☐ 21. Confirm the process for the release of information concerning incident-related injuries or deaths.

☐ 22. Document all activity on Unit Log (ICS Form 214).

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Resources Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Planning Section Chief.
☐	2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
☐	3. Establish check-in function at incident locations (ICS Form 211).
☐	4. Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.
☐	5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles: ▪ Review ICS Form 201 for resource information. ▪ Review Check-In List (ICS Form 211). ▪ Confirm resources assigned to Staging. ▪ Confirm resources assigned to tactical Operations organization. ▪ Confirm resources assigned to other Command and General Staff functions.
☐	6. Establish and maintain resource tracking system.
☐	7. Maintain master roster of all resources at the incident: ▪ Total number of personnel assigned to the incident. ▪ Total number of resources assigned to each Section and/or Unit. ▪ Total number of specific equipment/apparatus types.

☐ 8. Assist in preparation of the Incident Action Plan (IAP):

- Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).
- Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
- Prepare Organization Assignment List (ICS Form 203).
- Prepare Division/Group Assignment Sheets (ICS Form 204).

☐ 9. Participate in Planning Meetings, as assigned.

☐ 10. Provide briefing to relief on current and unusual situations.

☐ 11. Assist in identification of additional and special resources:

- Other disciplines.
- Technical Specialists.
- Resources needed to implement contingency plans.

☐ 12. Document all activity on Unit Log (ICS Form 214).

Safety Officer Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.
☐	2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
☐	3. Staff and organize function, as appropriate: ▪ In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline. ▪ Multiple high-risk operations may require an Assistant Safety Officer at each site. ▪ Request additional staff through incident chain of command.
☐	4. Identify potentially unsafe acts.
☐	5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.
☐	6. Ensure adequate sanitation and safety in food preparation.
☐	7. Debrief Assistant Safety Officers prior to Planning Meetings.
☐	8. Prepare Incident Action Plan Safety and Risk Analysis (USDA ICS Form 215A).
☐	9. Participate in Planning and Tactics Meetings: ▪ Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics. ▪ Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.
☐	10. Attend Planning meetings:

Sample Planning Meeting Agenda

	Agenda Item	Responsible Party
1	Briefing on situation/resource status.	Planning/Operations Section Chiefs
2	Discuss safety issues.	Safety Officer
3	Set/confirm incident objectives.	Incident Commander
4	Plot control lines & Division boundaries.	Operations Section Chief
5	Specify tactics for each Division/Group.	Operations Section Chief
6	Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7	Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8	Develop resource order.	Logistics Section Chief
9	Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
10	Provide financial update.	Finance/Administration Section Chief
11	Discuss interagency liaison issues.	Liaison Officer
12	Discuss information issues.	Public Information Officer
13	Finalize/approve/implement plan.	Incident Commander/All

☐ 11. Participate in the development of Incident Action Plan (IAP):

- Review and approve Medical Plan (ICS Form 206).
- Provide Safety Message (ICS Form 202) and/or approved document.
- Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section.

☐ 12. Investigate accidents that have occurred within incident areas:

- Ensure accident scene is preserved for investigation.
- Ensure accident is properly documented.
- Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).
- Prepare accident report as per agency policy, procedures, and direction.
- Recommend corrective actions to Incident Commander and agency.

☐ 13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

☐ 14. Document all activity on Unit Log (ICS Form 214).

Service Branch Director Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Logistics Section Chief: ▪ Determine number of personnel to be fed. ▪ Determine communications systems in use. ▪ Determine medical support needs of the incident. ▪ Confirm personnel already requested for Branch.
☐	2. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel: ▪ Provide summary of emergency situation. ▪ Provide summary of the communications, food, and medical needs of the incident.
☐	3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).
☐	4. Ensure that incident personnel receive adequate food and water.
☐	5. Coordinate with Operations to ensure adequate medical support to incident personnel.
☐	6. Participate in organizational meetings of Logistics Section personnel.
☐	7. Coordinate activities of Branch Units.
☐	8. Keep Logistics Section Chief apprised of Branch Activities.
☐	9. Document all activity on Unit Log (ICS Form 214).

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Situation Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Planning Section Chief. ▪ Review IGS Form 201 for incident status. ▪ Determine incident objectives and strategy. ▪ Determine necessary contingency plans. ▪ Identify reporting requirements and schedules-both internal and external to the incident.
☐	2. Organize and staff Unit, as appropriate: ▪ Assign Field Observers. ▪ Request Technical Specialists, as needed.
☐	3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists): ▪ Brief Technical Specialists on current incident status. ▪ Assign analysis tasks. ▪ Notify staff of time lines and format requirements. ▪ Monitor progress.

☐ 4. Compile, maintain and display incident status information for Incident Command Post (ICP) staff:

- Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
- Determine appropriate map displays.
- Review all data for completeness, accuracy, and relevancy prior to posting.
- Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.
- Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
- Ensure displays and maps are kept up to date.

☐ 5. Provide photographic services and maps:

- Photographic services may be used to document operations and intelligence activities, public information activities, and accident investigations.
- Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate.
- Ensure photographs are processed at the end of each operational period.
- Request or develop additional and specialized maps as required.
- Provide Incident Map(s) for Incident Action Plan (IAP).

☐ 6. Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

☐ 7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.

- [ ] 8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.
- [ ] 9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:
    - Provide copies to Command and General Staff.
    - Forward to agency administrator and to other entities, as directed.
- [ ] 10. Participate in Planning Meetings, as required.
- [ ] 11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.
- [ ] 12. Provide briefing to relief on current and unusual situations.
- [ ] 13. Document all activity on Unit Log (ICS Form 214).

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Staging Area Manager Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain a briefing from Incident Commander or Operations Section Chief: ▪ Determine types and numbers of resources to be maintained in Staging. ▪ Confirm process for requesting additional resources for Staging. ▪ Confirm process for reporting status changes.
☐	2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).
☐	3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.
☐	4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.
☐	5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.
☐	6. Post areas for identification and traffic control.
☐	7. Respond to requests for resources: ▪ Organize Task Forces or Strike Teams, as necessary.
☐	8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.
☐	9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.
☐	10. Maintain Staging Area in orderly condition.
☐	11. Demobilize Staging Area in accordance with instructions.
☐	12. Document all activity on Unit Log (ICS Form 214).

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Supply Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Logistics Section Chief or Support Branch Director: ▪ Determine charge code for incident. ▪ Confirm ordering process. ▪ Assess need for 24-hour staffing. ▪ Determine scope of supply process.
☐	2. Organize and staff Unit, as appropriate: ▪ Consider need for "lead agency" representation in ordering process. ▪ Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).
☐	3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering: ▪ Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff. ▪ Confirm process for coordinating contract related activities with the Procurement Unit. ▪ Confirm process for emergency purchase orders with Finance Section.
☐	4. Determine type and amount of supplies and equipment on hand and en route: ▪ Contact Resources Unit to determine resources on order.

Supply Unit Leader Position Checklist

☐ 5. Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS Form 208):

- Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
- Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
- Obtain estimated price for resources which expect reimbursement.
- Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.

☐ 6. Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.

☐ 7. Order, receive, distribute, and store supplies and equipment:

- Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA's).
- Relay this information to appropriate staff.

☐ 8. Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.

☐ 9. Alert Section Chief to changes in resource availability which may affect incident operations.

☐ 10. Develop and implement safety and security requirements for supply areas.

☐ 11. Review Incident Action Plan (IAP) for information affecting Supply Unit.

☐ 12. Maintain inventory of supplies and equipment.

☐ 13. Service re-usable equipment.

☐ 14. Keep and submit copies of all orders and related documentation to the Documentation Unit.

☐ 15. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.

☐ 16. Document all activity on Unit Log (ICS Form 214).

Support Branch Director Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Logistics Section Chief: ▪ Determine facilities activated in support of the incident. ▪ Determine ground support and transportation needs. ▪ Determine resource ordering process. ▪ Confirm personnel already requested for Branch.
☐	2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.
☐	3. Confirm facilities in use and determine the potential for additional facilities.
☐	4. Determine need for fuel delivery and vehicle support.
☐	5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.
☐	6. Staff Branch appropriately.
☐	7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel: ▪ Provide summary of emergency situation. ▪ Provide summary of the facility, supply, and ground support needs of the incident.
☐	8. Participate in organizational meetings of Logistics Section personnel.
☐	9. Coordinate activities of Branch Units.
☐	10. Keep Logistics Section Chief apprised of Branch Activities.
☐	11. Document all activity on Unit Log (ICS Form 214).

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Time Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

✓	Task
☐	1. Obtain briefing from Finance/Administration Section Chief: ▪ Determine incident requirements for time recording. ▪ Determine required time-lines for reports. ▪ Determine location of timekeeping activity. ▪ Determine number of personnel and rental equipment for which time will be kept.
☐	2. Organize and staff Unit, as appropriate.
☐	3. Advise Ground Support Unit, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.
☐	4. Establish contact with appropriate agency personnel representatives: ▪ Determine time-keeping constraints of individual agencies. ▪ Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.
☐	5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.
☐	6. Establish files for time records, as appropriate.
☐	7. Provide for records security.
☐	8. Ensure that all records are complete or current prior to demobilization.
☐	9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
☐	10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

- [ ] 11. Provide briefing to relief on current activity and unusual events.
- [ ] 12. Document all activity on Unit Log (ICS Form 214).

D References

Federal

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2010. (http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf)
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1998. (http://www.fema.gov/plan/prevent/damfailure/fema64.shtm)
- Homeland Security Presidential Directive 5: Management of Domestic Incidents, 2003. (http://www.dhs.gov/xabout/laws/gc_1214592333605.shtm)
- National Incident Management System, 2008. (http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf)
- National Response Framework, 2008. (http://www.fema.gov/emergency/nrf/)
- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973. (http://www.fdic.gov/regulations/laws/rules/6500-3600.html)
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988. (http://www.fema.gov/about/stafact.shtm)
- The Code of Federal Regulations (CFR), Title 44, Part 206. (http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=58d3c66822cc6df274ab5bb11faa77ff&rgn=div5&view=text&node=44:1.0.1.4.57&idno=44)

State

- Office of the State Fire Marshal, Oregon Fire Services Mobilization Plan, 2011. (http://www.oregon.gov/OSP/SFM/Oregon_Mob_Plan.shtml)
- Oregon Emergency Management, State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. 2010. (http://www.oregon.gov/OMD/OEM/docs/library/decl_guide_Nov_2010.pdf?ga=t)
- Oregon Revised Statutes (ORS) 401.305 through 401.335. (http://www.leg.state.or.us/ors/)

County

- Clackamas County, Emergency Operations Plan, 2016
- Memoranda of Agreement / Understanding

Other

- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.
- City of Oregon City, Natural Hazard Mitigation Plan, 2009.
- City of Oregon City, Continuity of Operations Plan.

E Acronyms and Glossary

Acronyms

ADA	Americans with Disabilities Act
AMR	American Medical Response
ARES	Amateur Radio Emergency Services
BCC	Board of County Commissioners
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive Act
City	City of Oregon City (governing body)
City	Oregon City
CCSO	Clackamas County Sheriff's Office
COG	Continuity of Government
COOP	Continuity of Operations
County	Clackamas County (governing body)
DRC	Disaster Resource Center
DSHS	Department of Social and Health Services
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FA	Functional Annex
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
HEAR	Hospital Emergency Administrative Radio
HSEEP	Homeland Security Exercise and Evaluation Program
I	Interstate
IA	Incident Annex
IAP	Incident Action Plan

IC	Incident Commander
ICAC	Internet Crimes Against Children
ICS	Incident Command System
IDA	Initial Damage Assessment
IFCC	Internet Fraud Complaint Center
JIC	Joint Information Center
JIS	Joint Information System
LEDS	Law Enforcement Data System
MACS	Multi-Agency Coordination System
MCI	Mass Casualty Incident
MERS	Mobile Emergency Response System
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NOAA	North American Oceanic and Atmospheric Administration
NRF	National Response Framework
NSS	National Shelter System
NTSB	National Transportation Safety Board
NW3C	National White Collar Crime Center
ODA	Oregon Department of Agriculture
ODF	Oregon Department of Forestry
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSP	Oregon State Police
PAC	Public Assistance Coordinator
PDA	Preliminary Damage Assessment
PIO	Public Information Officer

RACES	Radio Amateur Civil Emergency Service
SA	Support Annex
SBA	Small Business Administration
SOP	Standard Operating Procedure
State	State of Oregon
TDD	Telecommunications Device for the Deaf
TITAN	Terrorism Intelligence and Threat Assessment Network
UC	Unified Command
USDA	United States Department of Agriculture
VA	Veterans Administration
WMD	Weapons of Mass Destruction

Glossary of Key Terms

Actual Event: A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

After Action Report: The After Action Report documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

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

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

All Hazards: Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

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

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Audit: formal examination of an organization's or individual's accounts; a methodical examination and review.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Available Training Facilities: Available facilities refers to locations that are readily and immediately available to be utilized for NIMS training.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

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

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for managing the following functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

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

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

Committed Activities: Actions that an individual or an agency/department have agreed to see through until completion.

Common Communications Plan: An interoperable communications plan designed to be utilized for multi-agency and multi-jurisdictional incident management operations. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Constraints/Impediments Limitations or restrictions in conducting NIMS activities. The following list defines the constraints/impediments:

Education: The knowledge or skill obtained or developed by a learning process.

Equipment: Instrumentality needed for an undertaking or to perform a service including its associated supplies. Equipment can range from small personal items such as search and rescue gear (flashlights, dusk masks, etc.) to large-scale multi-jurisdictional systems (radio repeater systems, computer networks, etc.).

Exercise: Opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Federal Standards: Common rules, conditions, guidelines or characteristics, established by the Federal Government.

Funding: Sources of revenue that are allocated or can be allocated (pre-designated emergency funds) to support preparedness initiatives.

Organization: Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Personnel: Paid and volunteer staff who meet required qualification and certification standards necessary to perform assigned missions and tasks. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Plans: Documents such as procedures, mutual aid agreements, strategies, and other publications that may describe some of the following: governance, management, standard operating procedures, technology, and activities in support of defined missions and tasks. (http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc)

Policy: A course of action, guidance, or principle intended to influence and guide decisions, actions, and other matters.

Training: Specialized instruction and practice to improve performance and lead to task proficiency.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

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

Corrective Action Plan: A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.

Corrective Action: Improved procedures that are based on lessons learned from actual incidents or from training and exercises.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: Title assigned to someone leading a Branch in ICS.

Disciplines: A group of personnel with similar job roles and responsibilities. (e.g. law enforcement, firefighting, HazMat, EMS).

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency Incident: An urgent need for assistance or relief as a result of an action that will likely lead to grave consequences.

Emergency Management Assistance Compact: The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to

assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

Emergency Operations Centers: The physical location at which the coordination of information and resources to support domestic incident management 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, and medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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

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

Emergency: Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency is any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Entry-level First Responder: Entry-level first responders are defined as any responders who are not a supervisor or manager.

Equipment Acquisition: The process of obtaining resources to support operational needs.

Equipment: The set of articles or physical resources necessary to perform or complete a task.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Evaluation: The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Exercise: Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel (from first responders to senior officials) to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.

Federal Preparedness Funding: Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams that directly or indirectly support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.

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

Flexibility: A principle of the NIMS that provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

Framework: A conceptual structure that supports or contains set of systems and/or practices.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term "function" is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

Funding: Financial resources available to assist in achievement of tasks associated with NIMS implementation.

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

Grantee: A person/group that has had monies formally bestowed or transferred.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section (See Division).

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

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. Homeland Security Exercise and Evaluation Program also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at http://www.hseep.dhs.gov.

Improvement Plan: The After Action Report documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. For additional information, please see the NIMS document, page 96.

Incident Command Post: The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System: A standardized on-scene emergency management system which provides for the adoption of an integrated organizational structure. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. For additional information please refer to the NIMS document, page 14 at http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf

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

Incident Management Team: The IC and appropriate Command and General Staff personnel assigned to an incident.

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

Incident: An occurrence or event, naturally or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident-Specific Hazards: Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, earthquake, flood.

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

Initial Response: Resources initially committed to an incident.

Institutionalize ICS: Government officials, incident managers and emergency response organizations at all jurisdictional levels adopt the Incident Command System (ICS) and launch activities [in FY 2005] that will result in the use of the ICS for all incident response operations. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it reaches those who need it to perform their missions effectively and safely.

Interagency: An organization or committee comprised of multiple agencies.

Interoperability & Compatibility: A principle of NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under NIMS are to be effective in domestic incident management. Interoperability and

compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

Interstate: A region comprised of multiple states.

Intrastate: A region within a single state.

Inventory: An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

Joint Information Center: A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the Joint Information Center.

Joint Information System: Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., City, County, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Lessons Learned: Knowledge gained through operational experience (actual events or exercises) that improve performance of others in the same discipline. For additional information please visit https://www.llis.dhs.gov/

Leverage: Investing with borrowed money as a way to amplify potential gains.

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

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

Local Government: A County, municipality, City, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized

tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is: "any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Measure: A determination of a jurisdiction's specific level of NIMS compliance, evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

Metric: Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two categories; tier 1 and tier 2.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations—state, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems: A Multi-Agency Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities (NIMS, 33).

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit http://www.fema.gov/emergency/nims/rm/ma.shtm.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and behavioral health services requirements of the ESF 8 in the National Response Framework.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Integration Center: Provides strategic direction for and oversight of the National Incident Management System. Supports routine maintenance and the continuous refinement of the system and its components over the long term.

National Response Framework: A guide to how the United States conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

National: Of a nationwide character, including the State, local, and tribal aspects of governance and policy.

NIMS Adoption: The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system.

NIMS Baseline: An initial assessment of NIMS compliance conducted in 2005 and/or 2006 by participating jurisdictions at State, Territorial, local, and tribal levels.

NIMS Compliance Assistance Tool: The NIMS Compliance Assistance Tool will be a self-assessment instrument for State, territorial, tribal, local, private sector, and non-governmental organizations to evaluate and report their jurisdiction's achievement of all NIMS implementation activities.

NIMS Promotion and Encouragement: Activities such as meetings (e.g., conferences, working groups, etc.), mailings (e.g., newsletters, letters, etc.), email, or other established methods (e.g., broadcast media).

NIMS Standard Curriculum: A curriculum designed to provide training on the NIMS. This curriculum will be built around available federal training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum. Initially, the curriculum will be made up of NIMS awareness training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards. (http://www.fema.gov/pdf/emergency/nims/nsctd.pdf)

Non-Governmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of Non-Governmental

Organizations include faith-based charity organizations and the American Red Cross.

No-Notice Events: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

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

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

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

Plain Language: Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Planning: A method to developing objectives to be accomplished and incorporated into an EOP.

Preparedness Assistance Funding Streams: Funds made available by Federal Departments and agencies to support State, local, and tribal entities to prepare for, respond to, and manage the consequences of an all-hazards incident. Allocation of preparedness funding is stipulated in a grant or guidelines of a particular program. Monies can be used toward equipment acquisition, planning, operations, training, management and administration, exercises, and mitigation against all hazards.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context.

Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preplanned Event: A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Principle Coordinator: The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Public Information Systems: The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery Plan: A plan developed by a state, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

Resource Typing Standard: Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

Resource Typing: Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing

definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information, please visit http://www.fema.gov/emergency/nims/rm/rt.shtm .

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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

Response Asset Inventory: An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

Response Assets: Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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

Scalability: The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

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

Self-certification: Attest as being true or as meeting a standard based on an agency's or department's own evaluation of itself.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Equipment List: A list issued annually to promote interoperability and standardization across the response community at the local, state, and federal levels by offering a standard reference and a common set of terminology. It is provided to the responder community by the InterAgency Board for Equipment Standardization and Interoperability (IAB). The SEL contains a list of generic equipment recommended by the IAB to organizations in preparing for and responding to all-hazards.

Standard Operating Procedures: A complete reference document that details the procedures for performing a single function or a number of independent functions.

Standardization: A principle of NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

Standardized Terminology: Commonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRF to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.

State: When capitalized, refers to the governing body of Oregon.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: Plans, policies and procedures for how the jurisdiction will achieve NIMS Implementation, or the general direction selected to accomplish incident objectives set by the IC.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to state, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile home park design and hazardous material assessments).

Territory: A geographical area belonging to or under the jurisdiction of a governmental authority; a part of the United States (U.S.) not included within any State but organized with a separate legislature.

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

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

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Training Curriculum: A course or set of courses designed to teach personnel specific processes, concepts, or task-oriented skills.

Training: Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

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

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively,

because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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

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

Volunteer: For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

Source: **https://nimcast.fema.gov/nimscast/index.jsp**

Functional Annexes

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FA 1 Tasked Agencies	
Primary Agencies	City Police Department Clackamas County Fire District #1 (CCFD1) City Public Work Department
Supporting Agencies	Clackamas County Emergency Management Clackamas County Health, Housing and Human Services Clackamas County Sheriff's Office Clackamas County Transportation and Development Local Hospitals: Providence Willamette Falls Medical Center Ambulance Providers: American Medical Response (AMR) 911 Dispatch: Clackamas County Communications (CCOM)

1 Purpose and Scope

The Emergency Services Functional Annex (FA) outlines the basic City emergency services necessary to respond to a disaster.

This annex covers the following functions:

- Emergency Communications
- Alert and Warning
- Firefighting
- Emergency Management (Emergency Operations Center [EOC] Operations)
- Resource Management
- Search and Rescue
- Hazardous Materials Response
- Public Safety and Security
- External Affairs
- Evacuation and Population Protection

Emergency services information that is specific to a unique hazard (e.g., hazardous materials releases, terrorism, flood response, etc.) can be found in the appropriate Incident Annex.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- **Clackamas County Law Enforcement Intergovernmental Agreement**; Clackamas County Sheriff, Gladstone, West Linn, Molalla, Canby, Milwaukie, Sandy, Lake Oswego, and Oregon City (October 1991). The Sheriff, Chief of Police, or their representative is empowered to request assistance without advance notice from another or all other participating agencies when it appears that additional personnel, technology, and/or technical expertise is needed to respond to a major criminal incident, natural disaster, or extreme civil disorder occurring within the jurisdiction requesting assistance.

- **Clackamas County Major Crimes Team - Interagency Investigative Agreement**; Multiple agencies - see agreement for full list (January 2003). Provide guidelines and policies for the inter-agency investigation of major crimes committed in the venues of the participating agencies.

- **Clackamas County Multi-Disciplinary Inter-Agency Agreement for Drug Endangered Protocol**; Multiple members - see agreement for full list (April 2006). The agencies agree to perform all agency functions according to Oregon State law and statutes and the requirements of the Clackamas County Multi-Disciplinary Team Drug Endangered Protocol.

- **Critical Law Enforcement Intergovernmental Agreement**; Clackamas County, City of Canby, City of Gladstone, City of Milwaukie, City of Sandy, City of Lake Oswego, City of West Linn, City of Oregon City, City of Molalla (February 2004). This agreement makes equipment, personnel, and other resources available to public bodies when it reasonably appears that additional such resources are needed to respond to a major criminal incident, natural disaster, civil disorder, or special event occurring within the jurisdiction of the requesting entity.

- **Interagency Major Crimes Team Interagency Investigative Agreement**; Canby, Molalla, Clackamas County District Attorney, Oregon City, Clackamas County Sheriff's Office, Oregon State Police, Gladstone, Sandy, Lake Oswego, Tualatin, Milwaukie and West Linn (November 2006). This agreement provides guidelines and policies for the inter-agency investigation of major crimes committed in the venues of participating agencies.

- **Intergovernmental Agreement**; METRO and City of Oregon City (April 1998). This agreement provides a household hazardous waste collection facility at the Metro South Station in Oregon City.

- **Law Enforcement Services Mutual Aid Agreement**; Gladstone, Oregon City and West Linn (August 1985). This agreement provides for mutual aid law enforcement services.

- **Memorandum of Understanding**; Internet Crimes Against Children (ICAC) and City of Oregon City Police Department (January 2005). This agreement delineates the responsibilities of the ICAC Task Force, maximizes inter-agency cooperation, and formalizes relationships among participating agencies for policy guidance, supervision, planning, training, public, and media relations. It is the desire of the participating agencies to attain maximum inter-agency cooperation in a combined law enforcement effort aimed at reducing internet crimes against children.

- **Motor Carrier Safety Assistance Program Intergovernmental Agreement**; State of Oregon and City of Oregon City (May 2003). This agreement maximizes the utilization of commercial vehicle, driver, and cargo inspection; avoids duplication of efforts; expands the number of inspections performed; advances uniformity of inspection; and minimizes delays in schedules incurred by industry inherent to this type of enforcement activity.

- **National White Collar Crime Center (NW3C) - Internet Fraud Complaint Center (IFCC) Memorandum of Understanding**; NW3C-IFCC and Oregon City Police Department (July 2000). This agreement memorializes the conditions of the receiving party's request to receive internet fraud complaints from the IFCC.

- **Oregon Terrorism Intelligence and Threat Assessment Network (TITAN) Fusion Center Information Sharing Memorandum of Understanding**; Oregon TITAN Fusion Center and Oregon City Police Department. This agreement provides for the haring of critical information to detect, prevent, deter, and respond to potential terrorist activity.

- **Portland Metropolitan Interagency Agreement for Enhanced Safety Properties Program**; Multiple agencies - see agreement for full list (May 1996). This agreement identifies guidelines for the Enhanced Safety Properties Interagency Development Committee.

- **Portland Metropolitan Interagency Pursuit Agreement**; Multiple agencies - see agreement for full list (October 1995). This agreement identifies expected behavior and guidelines for interagency pursuits.

3 Situation and Assumptions

3.1 Situation

The City may encounter situations in which many, or all, of its emergency response agencies need to be activated. The three primary emergency service agencies are the City Police Department, City Public Works Department, and the Clackamas County Fire District No. 1 (CCFD1). If additional response resources are needed, mutual aid may be available from neighboring local governments and the County.

A listing of resources available for the City and neighboring jurisdictions can be found in the City Resource Directory.

3.2 Assumptions

- A natural or human-caused emergency or disaster may occur at any time requiring response capabilities beyond those normally available to the City.
- Emergency personnel are trained in the Incident Command System (ICS)/National Incident Management System (NIMS).
- Utilization of the City Emergency Operations Plan (EOP) does not require activation of the EOC. The need to activate the EOC will be determined at the time by the Incident Commander (IC), Fire Battalion Chief, Law Enforcement Representative, Department Director, or the City Manager.
- In an emergency, the City may assume a Unified Command (UC) approach.
- Due to limited City resources, and depending on how widespread the emergency, the City may not be able to meet the requests for emergency response/recovery assistance from other units of local government in the County during a major emergency.
- The City is responsible for coordinating response and recovery activities for a major emergency/disaster in the City, even when its own resources may be exhausted.
- Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be degraded by a particular hazard occurrence.
- Equipment is available to provide communications necessary for emergency operations. To the greatest extent possible, telephones, cell phones, and pagers will be the primary system for notification of key officials and critical workers.

- Additional communications equipment required for emergency operations will be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies.
- Both the media and the public will expect and demand that information regarding an emergency be provided in a timely manner.
- The local media, particularly radio and television, can perform an essential role in providing emergency instructions and status information to the public, both through news bulletins and Emergency Alert System (EAS) broadcasts.
- Most of the public will receive and understand official information related to evacuation.
- Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by local government authorities, though some individuals may refuse to evacuate. It is also assumed that most evacuees will use private transportation means; however, transportation may have to be provided for some.
- City staff/emergency responders will work to address the concerns of access and functional needs populations who may have trouble understanding or accessing official emergency information.
- Time constraints, route limitations, and hosting facilities' capacities to accommodate evacuees could significantly stress and deplete local resources.
- The timely and accurate assessment of damage to public or private property will be of vital concern to local officials following a disaster and will have great bearing upon the manner in which recovery is conducted in the City.
- Damage assessments may need to be undertaken at different periods during a disaster event. A "windshield" survey may be conducted initially to obtain an overall impression of the event's impact as part of preparing to issue the disaster declaration. A more detailed damage assessment will need to be performed to document the need for State and Federal aid.
- County, State, and Federal assistance will depend upon the adequate and timely documentation of the results of the disaster on the local community.

4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Incident Commander

- Activate the EOC, if necessary.
- Report to the EOC to assume overall responsibility for City government activities.
- Regularly brief the City Manager and City Commission on the developing situation.
- Designate an alternative EOC location, if necessary.
- Assign a representative of the City to the County EOC, if applicable.
- Coordinate the flow of public information to ensure consistency and appropriateness.

4.2 City Manager

- At the request of the IC, sign the evacuation order (a model order can be found in Appendix C-1).
- Regularly brief the City Manager and City Commission on the developing situation and request their assistance in public information and instruction as appropriate.

4.3 Clackamas County Fire District #1

- Provide a qualified representative to the EOC to fill role of Fire Branch Director in the Operations Section.
- If necessary, provide for the safety of personnel and their families before they report to their duty stations. Any firefighters who are unable to get to their home departments should report to the closest fire stations and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist law enforcement in traffic/crowd control as necessary.
- Coordinate activities through the City EOC.
- Establish and maintain an inner perimeter for hazardous materials incidents.

- Rescue trapped victims and victims in hazardous atmospheres.
- Assist in the evacuation process as requested.

4.4 City Police Department

- Provide a qualified representative to the EOC to fill role of Law Enforcement Branch Director in Operations Section.
- Provide for the safety of personnel and their families before they report to their duty stations. Any police department employees who are unable to get to their home departments should report to the closest police department and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist in traffic/crowd control as necessary.
- Assume primary responsibility for closing and/or rerouting traffic on city streets to assist movement of people, to keep people out of danger, and/or to keep them from impeding emergency response activities.
- Coordinate and assist the Oregon Department of Transportation (ODOT) and Oregon State Police (OSP) in closing State highways and/or rerouting traffic through the City, if applicable.
- Direct overall evacuation operations, if necessary.
- Document evacuation contacts and process.
- Establish and maintain an outer perimeter.
- Rescue persons threatened by armed and dangerous suspects.
- Sign the evacuation order.
- Provide security for emergency housing facilities as requested.

4.5 Public Works Department

- Provide a qualified representative to report to the EOC to assume overall responsibility for Public Works activities under the direction of the Operations Chief.
- Provide for the safety of personnel and their families before they report to their duty stations. Any public works employees who are unable to get to their home departments should report to the closest public works department and offer to be part of the staffing pool.
- Relocate equipment as necessary.

- Assist the Police Department in closing streets and/or rerouting traffic, as applicable.
- Provide damage assessment information to the City EOC, as applicable.
- Work with ODOT, the County, and adjacent City public works organizations to keep routes open and free of debris and to provide highway signs and barricades.

4.6 Community Development Department

- Provide a qualified representative to report to the EOC to assume overall responsibility for planning activities.
- Planning Department duties and responsibilities include compiling, analyzing, and coordinating overall planning activities in support of emergency operations.

4.7 Building Official

- Building Official duties and responsibilities involving seismic events require the application of systematic "rapid evaluation" techniques for assessing the condition of key structures. The priority application for structure assessment is as follows:
  - EOC
  - Public works staging area
  - Emergency shelters
  - Other structures as directed by EOC.

4.8 Finance Department

- Provide a qualified representative to report to the EOC and assume responsibility for all necessary fiscal activities.
- Financial department duties and responsibilities include tracking, analyzing, approving, and reporting fiscal activities in support of emergency operations.
- Document fiscal resources dedicated to the evacuation process.
- Estimate economic impact of closing City businesses due to an evacuation.

4.9 City Attorney

- Advise Command Staff, City Manager and City Commission on the legal implications of evacuation activities.
- Assist as requested.

4.10 Other City Departments

- Provide support activities as outlined in the City EOP.

4.11 Other Organizations

- Organizations such as ODOT, OSP, local ambulance service, and local hospitals may assign liaisons as points of contact within the City EOC for coordination and communication.
- Upon request, the Clackamas County Sheriff and OSP should assist the City Police Department with traffic and crowd control, and well as incident security.
- The American Red Cross will oversee all emergency housing activities, including:
  - Directing American Red Cross personnel to meet evacuees at reception areas and assigning evacuees to emergency housing facilities.
  - Providing information to City staff concerning numbers of evacuees being sheltered, etc.

5 Concept of Operations

5.1 Emergency Management Organization

The City has established this EOP in accordance with NIMS and designated that the Chief of Police (or designee) and CCFD1 Emergency Manager serve together as the Emergency Management Organization's Emergency Program Coordinator. The Emergency Program Coordinator is responsible for developing and training an Emergency Management Organization capable of managing the response and recovery of a major emergency, in accordance with the provisions of this plan.

Oregon Revised Statutes 401.305 and 401.335 give the City responsibility and authority to direct activities that will allow the City to mitigate, prepare for, respond to, and recover from emergencies or major disasters. The EOP may be implemented at the discretion of the Emergency Program Coordinator or IC.

Day-to-day supervision of the EOP is the responsibility of the Emergency Program Coordinator. If the EOC is activated, the Emergency Program

Coordinator (or designee) is responsible for organizing, supervising, and operating the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone service is interrupted, members of the Operations and General Staff should ensure the safety of their families and then report to the EOC.

The IC has the authority to involve any or all City personnel in the response to a disaster or other emergency incident. The declaration of an emergency nullifies leaves and vacations as deemed necessary by the Mayor or City Commission.

Emergency contact information for the EOC staff is housed in the individual departments, the City Manager's Office, and with the City Recorder.

5.2 Emergency Operations Center

Response activities for localized incidents will be coordinated from a local EOC and will be activated upon notification of a possible or actual emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will become the seat of government for the duration of the crisis. The EOC will serve as a multiple agency coordination system (MACS), if needed.

5.2.1 Facilities and Equipment

The City's EOC is established at a location in which City officials can receive relevant information regarding the emergency and provide coordination and control of emergency operations.

The primary location for the EOC is:

Oregon City Fire Station 15
624 7th Street
Oregon City, OR

Facilities available at the EOC: Auxiliary power, 10 tables, 40 chairs, three white boards, fax machine, eight phones, one computer, and emergency food.

If necessary, the **alternate location** for the City EOC is:

Hilltop Fire Station 16
19340 Molalla Ave
Oregon City, OR

Facilities available at the EOC: Auxiliary power, 10 tables, 40 chairs, three white boards, fax machine, eight phones, one computer, and emergency food.

The **County EOC** is co-located with the Clackamas County Emergency Management and CCOM offices at:

2200 Kaen Road
Oregon City, OR 97045

However, the location of the EOC can change, as dictated by the nature of the disaster and the resource requirements needed to adequately respond. Coordination and control for City emergency operations will take place from the EOC as long as environmental and incident conditions allow; however, the IC will designate a facility should it be necessary to relocate. The IC may request that County Emergency Management allow the City to utilize County facilities.

5.2.2 Emergency Operations Center Activation

The Emergency Program Coordinator has primary authority to activate the EOC. If the Emergency Program Coordinator is not available, and conditions warrant, EOC activation can be ordered by the IC, Fire Battalion Chief, Law Enforcement Representative, any Department Director, or the City Manager.

The activating official should contact Police Records (during regular working hours) or CCOM 911 (after hours) and identify the required personnel. Police Records or 911 personnel will then make contact with the required personnel.

As soon as practical, the Emergency Program Coordinator will notify County Emergency Management that the EOC has been activated. County Emergency Management will be briefed and a preliminary determination made regarding the likelihood of a disaster declaration.

5.2.2.1 External Communications

- All incident-related calls should be referred to the EOC, with the exception of requests for general information that can be satisfied by the prepared statement provide by the Public Information Officer (PIO). Any requests for assistance or information not satisfied by the prepared statement should be referred to the appropriate EOC function.
- Phone lines will be dedicated to providing a communications link between the Communications Points and the EOC (*see Section 6.1.1.2 for more information on Communication Points*). This number shall not be released to the public, or any other entities, and will not be used by EOC staff for other purposes.
- Communications between the EOC and Communications Points may be further augmented with written messages; runners may be assigned to transfer written messages from Communications Points to the EOC.
- Although radio links exist between the Police, Fire, and Public Works Departments and the EOC, due to the tactical communications needs of the incident, the EOC will not communicate with the departments

via radio unless it is the only functioning communication medium. Radio traffic from the incident to the EOC will be answered in the EOC.

5.2.2.2 Internal Communications

- During activation, communications in the EOC are the responsibility of the Communications Unit within the EOC Logistics Section.
- Within the EOC, messages internal to a section will be documented on the Unit Log. Messages external to the unit or section will be documented on the Message Form. The Message Manager will maintain files of message form copies to ensure documentation of messages and action taken. These files will be delivered to the Planning Section at the end of each 24-hour period.

5.2.3 Emergency Operations Center Activation Triggering Mechanism

The level of response required by an incident will provide guidelines for EOC activation.

LEVEL 1 Often referred to as "routine" crisis management or emergency situations, Level 1 situations can normally be handled using resources available at the incident location. It may not be necessary to implement an emergency plan for this level. Outside assistance is usually not required.

LEVEL 2 Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). The request often takes the form of a 911 call for police, fire, or medical assistance. Examples include hazardous materials spills and traffic incidents with multiple injuries. Portions of the City EOP may be implemented.

LEVEL 3 Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples include an airliner crash in a populated area, a major earthquake, etc. Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

Some emergencies require a self-triggered response. In the event of an emergency in which telephone or pager service is interrupted, EOC Command and General Staff should ensure the safety of their families and then report to the EOC. The EAS may also be used to notify personnel to respond to the EOC.

5.2.4 Emergency Operations Center Access

Since the EOC is an operational center dealing with a large volume of incoming and outgoing, often sensitive, information, access shall be limited to designated emergency operations personnel. Others may be allowed access as determined by the IC (or designee). Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.2.5 Emergency Operations Center Staffing Pattern

City departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff position. Roles and Responsibilities for Command and General Staff are detailed in Section 5 of this EOP's Basic Plan.

5.2.6 De-Activation Guidelines

Each situation will need to be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the IC.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the City EOC during the day with limited staffing to facilitate the dissemination of information on disaster relief programs available for the public and local government. This alternative should be weighed against the option of immediately requiring the City Manager and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal.

The City Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, this needs to be disseminated to the same agencies that were notified when it was activated.

6 Emergency Services Functions

6.1 Communications

6.1.1 Emergency Communications Systems

Emergency communication systems for the City include various radio systems (including ham radios), cellular phones, and pagers.

CCOM serves as the formal alert and warning and emergency message distribution point for the City. Emergency messages may be received via radio, telephone, or Law Enforcement Data System (LEDS) and will be distributed according to departmental procedures. Messages that affect the overall emergency preparedness of the City, such as information about the movement of hazardous materials or weather alerts will be distributed to the City Police

Department and Emergency Program Coordinator. It is the responsibility of the Emergency Program Coordinator or IC to determine what further notifications should be made and actions taken in response to the message.

After normal working hours, the City Police Department will use the emergency contact list available in the Oregon Police Department, CCFD1 Station 15, and City Hall to contact responding department representatives. Once these representatives have been contacted, it is their responsibility to determine and to activate the appropriate departmental response and further contacts that must be made.

6.1.1.1 General Responsibilities

- Police, CCFD1, Public Works, and Amateur Radio groups will identify and train communications personnel to staff EOC radios.
- All departments will identify and train personnel to staff EOC and City Communication Point telephones.
- Police, CCFD1, Public Works, Library, Information Services, and amateur radio groups will identify trained personnel to serve as Communications Unit Leaders, Message Center Managers, Radio Operators, and Call Takers.
- Information Services will provide technical support and assistance for landline and cellular telephone, fax, and electronic mail communications mediums.

6.1.1.2 Communications Points

Communications points are contacts usually employed by the public to obtain information about an emergency or to request assistance. In the event of an emergency, timely, standard information must be provided to all communications points. The PIO will provide all communications points with a standard statement about the incident and will provide updates as the incident evolves. All information must be approved by Command.

- **Dispatch**
  - Day-to-day dispatch and emergency communications responsibilities for the City are contracted through CCOM. CCOM will serve as the primary after-hours notification point for the City.
  - Emergency messages may be received via radio, telephone, the Oregon Emergency Response System (OERS), or LEDS and will be distributed according to the lead agency contact list provided to CCOM by the City of Oregon City. Once notified by CCOM, it is the responsibility of the lead agency contact to

determine what further notifications should be made and actions taken in response to the message.

- In a major emergency, CCOM will continue to receive requests for assistance and information related to the emergency. CCOM may refer incident-related calls to the EOC at the request of the EOC staff.

■ **Department Staff**

- During a major emergency, all City departments can expect to receive calls from the public and media concerning the incident. It is vital that information released from all sources be uniform. Departments may refer all such calls to the EOC, or respond with a prepared statement provided by the PIO.

6.1.1.3 Communications Systems

■ **Radio Systems**

Note: the transition to a trucked 800-MHz radio system has arrived. The VHF Radio system as listed below is the back-up system for the county.

- **Police Department Radio**

☐ Net 1 (dispatch)		155.430
☐ Net 2 (dispatch)		155.190
☐ Net 3 (dispatch)		155.760

- **CCFD1 Radio**

☐ A 01	CCF#1 (dispatch)	154.190
☐ A 02	CCF#2	153.890
☐ A 03	CCF#3	154.220
☐ A 04	CCF#4	154.325
☐ A 05	CCF#5 (training)	153.830
☐ A 06	CCF#6	154.205
☐ A 07	CCF#7	154.340
☐ A 08	State Fire Net	154.280
☐ A 09	Marion #1	153.770
☐ A 10	Marion #2	154.160

☐	A 11	Marion #3	154.415
☐	A 12	Marion #4	154.385
☐	A 13	Columbia #1	154.400
☐	A 14	Columbia #2	154.130
☐	A 15	Columbia #3	154.295
☐	A 16	Weather	162.55
☐	B 01	ODF-Forest Grove	151.145
☐	B 02	ODF-Marion	151.160
☐	B 03	CCSO Net 2	155.190
☐	B 04	West Linn City Net	154.055

- **Public Works Radio**

☐	Public Works	153.920 VHF
☐		156.000

- **Amateur Radio** – Emergency communications can be enhanced by amateur radio operations. The EOC has voice, packet, and high-frequency amateur radio communications. Amateur Radio support is provided by the Oregon City Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Service (RACES)/Clackamas County Amateur Radio Emergency Services (CCARES). The use of amateur radio requires the presence of a licensed operator in the EOC.
- **Radio Maintenance** – The City contracts all maintenance of its radio systems.
- **Frequency Management** – Frequency management during emergencies is the responsibility of CCOM, the IC and Logistics. Any of these may request that a talk group or frequency be closed to all but incident-related traffic. Overall incident communications planning is the responsibility of the Logistics Section within the EOC.

■ **Cellular Phones** – Cellular telephones may form a key component of the emergency communications plan. In the event of an emergency, all City cellular telephones may be recalled and reissued in support of the incident.

- **Fax machines** – Fax machines can greatly reduce radio traffic and increase accuracy.

- **E-mail** – The citywide e-mail system may be used to keep communications points up to date.

6.1.1.4 Additional Communication Resources

Very large or long-term incidents may require additional communications assets.

- **State/Federal Wildland Systems** – Additional radios and other communications devices, including repeaters, radio-telephone interconnects, and satellite downlink capabilities, may be available through the Oregon Department of Forestry, the U.S. Forest Service, or the Bureau of Land Management.

- **Oregon State Police** – OSP has a mobile EOC/communications van that may replace or augment emergency communications. The van contains OSP frequencies; programmable high-band, UHF, CB, and HAM radios; cellular phones; and search and rescue and Oregon Police Emergency Network frequencies.

- **FEMA** – The Federal Emergency Management Agency (FEMA) has several Mobile Emergency Response Systems (MERS), which are mounted on vans. MERS has a variety of communication resources, including satellite-based radios. The closest MERS is in Bothell, Washington.

6.1.1.5 EOC Communications Capabilities

- The Oregon City EOC has Police, CCFD1, and amateur radio voice and packet capabilities. A handheld radio on the Public Works frequency must be brought to the EOC on activation.

6.1.2 Alert and Warning

The effectiveness of an alert and warning system depends largely upon the specificity and clarity of instructions and upon whether the public perceives the warning entity as credible at the time the warning is issued. In addition, messages must be geographically precise, repeated more than once, and broadcast in more than one medium.

The City's alert and warning system utilizes the local EAS, reverse 911 (through CCOM), police and fire vehicle public address systems, and door-to-door contact. Police and fire vehicle public address systems and door-to-door contact are to be used either as a last resort or for highly localized hazards. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately or in combination to alert and warn the public of an emergency. In addition, special facilities such as schools, hospitals, utilities, and industrial facilities may need notification as well.

6.1.2.1 General Guidelines

- Upon detection of an emergency condition arising within the City, the IC will decide whether there is a need for immediate alert and shall attempt to notify the Emergency Program Coordinator and direct its implementation.
- The City may also receive warning information from the County by telephone, the OSP, Fire Net, and Oregon Emergency Management (OEM) through LEDS. When warning information is received by telephone, the information should be confirmed by a return telephone call.
- If the emergency is localized, City law enforcement may alert residents in the area by telephone, mobile public address systems, and door-to-door contact.
- The City will educate residents about its alert and warning system.
- A log of warnings issued during the incident shall be maintained by the assigned PIO.

6.1.2.2 Emergency Alert System

The national EAS consists of linked broadcast stations and governmental communication systems to provide emergency alert and warning to the public. The City's primary public broadcast stations have been identified as KXL (750 kHz AM) and KGON (92.3 MHz FM). All participating television and radio stations rebroadcast the information given to the primary station.

Detailed instructions for the activation and use of the EAS are outlined in Appendix B-1 and the Clackamas County EAS Plan. This plan can be activated by the Emergency Program Coordinator or the IC. Sample EAS messages can be found in Appendix B-2.

6.1.2.3 Other Methods of Alert

Most marked police vehicles and most fire vehicles are equipped with mobile or hand-held public address systems that may be used for alert and warning.

Door-to-door alert may be necessary in the event of a rapidly emerging incident that poses a clear threat to public safety. Residents will be directed to temporary shelter depending upon the weather and the expected duration of the emergency.

Direction of these assets shall be the responsibility of the IC through the Law Enforcement Branch Director, with input and support from the Planning, Logistics, and Operations Sections.

See the Clackamas County EOP, ESF 2 – Communications for more detail.

6.2 Fire Services

The CCFD1 Chief is responsible for directing the City's fire and rescue response to a major emergency and coordinating response activities with the EOC. A designated representative shall serve as the EOC Fire Protection Branch Director, coordinating the fire and rescue information and processing requests for allowing fire and rescue resources, as appropriate.

CCFD1 is responsible for the timely issuance of fire warnings and information to the public and for notifying appropriate City management. In the event of an evacuation, warning may be delegated to the Police Department as part of the evacuation process. In the event of a natural or technological disaster that could increase the chances of fire, or during periods of extremely hot, dry, and windy weather, additional public information briefings may be conducted.

See the Clackamas County EOP, ESF 4 – Firefighting for more detail.

6.3 Resource Management

The City EOC staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources. The City will commit all its resources, if necessary, to protect life and property.

During a major emergency, it will be necessary to make difficult choices among competing requests for the same resource. To ensure that the status of resource requests and commitments can be maintained throughout the emergency, the Logistics and Planning Sections of the EOC staff will track resources assigned to the emergency. The Operations Section will assist in identifying resource needs and resources that can be released from the incident.

The IC has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the IC has the final allocation authority. In the event of a long-term emergency affecting major City operations, the City department directors and the City Commission may re-order City services and priorities to support the incident.

In the event of a disaster impacting the entire region, additional coordination entities may be established to assist in resource management and allocation. EOC staff will cooperate with such entities according to established agreements, guidelines, and procedures.

The Operations, Logistics, and Planning Sections have primary responsibility for coordinating the resource management effort, including the following tasks:

- Operations Section
  - Provide the EOC staff with additional resource needs.
  - Identify resources that are excess and can be released or reassigned.

- Assign and supervise tactical resources.

- Planning Section
  - Provide the EOC staff with a timely inventory of needs and commitments.
  - Identify public facilities that are essential to the life of the community, provide a recommended priority list to the Command and General Staff, and assist in the coordination of facility repair and restoration of services.

- Logistics Section
  - Serve as the primary point of contact for resource requests from the public, EOC staff, field resources, cooperating jurisdictions, and resource management organizations.
  - Resource lists appear in separate references in the EOC. In addition, each department is responsible for developing and maintaining mutual aid agreements to augment resources, and department-specific inventories of resources that might be available to them in an emergency.

6.3.1 General Guidelines

Under emergency conditions, members of the EOC staff will allocate resources according to the following guidelines:

- **Resource Priorities -** Deploy resources according to the following priorities:
  - Protection of life
    - Responders
    - At risk populations
    - Public at large
  - Incident stabilization
    - Protection of mobile response resources
    - Isolation of the impacted area
    - Containment of the incident, if possible
  - Property conservation.
    - Protection of public facilities essential to life safety or emergency response

- Protection of the environment where degradation will adversely impact public safety
- Protection of private property

- **Resource Distribution** - Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- **Citizen Requests** - Coordinate citizen appeals for assistance through the PIO at the EOC. Local media will be used to provide citizens with information about where to make these requests.
- **Mutual Aid** - Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
- **State and Federal Assistance** - Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the City for County, State, and Federal resources. Activation of County, State, and/or Federal resources will be accomplished in a timely manner through a State of Emergency Declaration and request for assistance from the County.

6.3.2 Emergency Fiscal Management

During an emergency, the City is likely to find it necessary to redirect City funds in order to effectively respond to the incident. Although the authority to adjust department budgets and funding priorities rests with the City Commission, emergency procurement authority is delegated to the City Manager with the approval of the City Commission. Tracking the expenditures related to an incident is the responsibility of the Finance Section.

If an incident in the City requires major redirection of the City's fiscal resources, the following general procedures will be followed:

- The City Commission will meet in emergency session to decide how to respond to the emergency funding needs.
- The City Commission will declare a State of Emergency and assist the IC in requesting assistance through the County.
- If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Manager (or designee) may act on emergency funding requests. The Mayor and City Commission will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for

all incident-related personnel time, losses, and purchases will be established by the Finance Section.

See the Clackamas County EOP, ESF 7 – Logistics Management and Resource Support for more detail.

6.4 Emergency Medical Services

Ambulance services in the City are provided by American Medical Response (AMR).

See the Clackamas County EOP, ESF 8 – Public Health and Medical Services for more detail.

6.5 Search and Rescue

Search and Rescue for the City will be conducted by the Clackamas County Sheriff's Office.

See the Clackamas County EOP, ESF 9 – Search and Rescue for more detail.

6.6 Hazardous Materials Response

The CCFD1 has a limited capacity to address hazardous materials incidents. Additional resources need to be requested through the State Regional Hazardous Materials Teams located in Salem, Oregon.

See the Clackamas County EOP, ESF 10 – Oil and Hazardous Materials for more detail.

6.7 Law Enforcement Services

The City Police Chief is responsible for directing the City's law enforcement response to a major emergency and coordinating response activities with the EOC. The Chief, or a designated representative, shall serve as the EOC Law Enforcement Branch Chief, coordinating the flow of law enforcement information and processing requests for and allocating additional law enforcement resources, as appropriate.

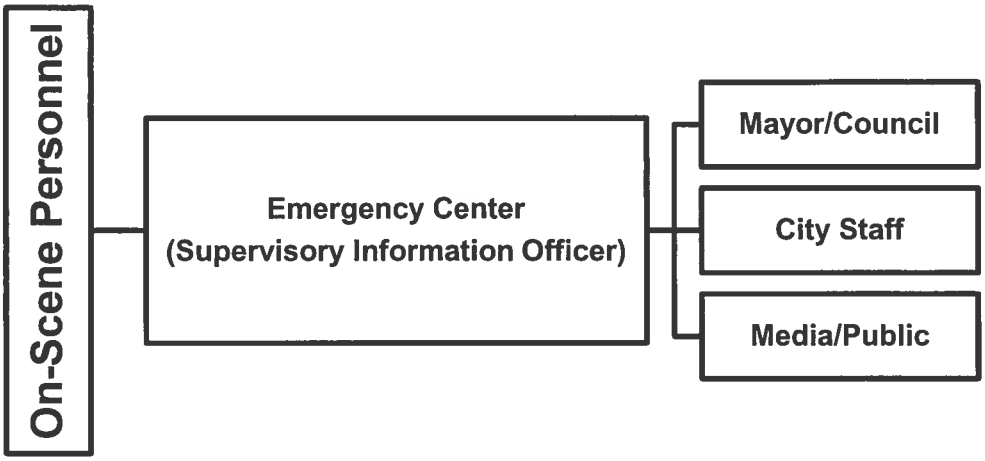
See the Clackamas County EOP, ESF 13 – Public Safety and Security for more detail.

6.8 Emergency Public Information

Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the IC. Once the EOC is activated, PIO functions are directed from the EOC, with news releases approved by the Emergency Program Coordinator and/or IC. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.

6.8.1 Information Flow

Although the information process is fluid and must be able to respond to a variety of sources and requests for information, the following flow of incident information should be observed whenever possible.



Appendix B-3 of this annex contains guidelines for the release of information to the media.

6.8.2 Joint Information System

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A joint information system will be implemented in conjunction with ICS, and a local and/or regional Joint Information Center (JIC) will be established under UC. The City will ensure that procedures are consistent with those implemented by the existing regional and State public information network.

Depending on the size and nature of the incident, the JIC may be co-located with an existing EOC/command post or may be designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the general public and media partners.
- Implement information clearance processes set by the IC.
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

6.8.3 Information Center/Media Briefing Facilities

During an emergency, an Information Center and media briefing areas may be established to provide information to the media during large, long-term incidents.

An Information Center Manager may be assigned to manage the activities of the center. The following areas may be available to serve as Information Center during emergencies:

- City Hall Commission Chambers

In the event of a major, protracted incident, it may be more convenient for the City, and efficient for the press, for briefings to take place at a conference center or large hotel, where activities will not interfere with the conduct of the incident. If circumstances allow, the information staff may assist the media in such logistical support as finding hotel rooms, providing coffee and refreshments for early morning briefings, making arrangements for additional phones, etc.

6.8.4 Field Information and Media Access to the Scene

The Field Information Officer is the member of the information staff assigned to manage media operations at the scene. The person filling this position should be from the lead agency.

- In cooperation with the EOC and the Safety Officer, the IC may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration for the safety of media personnel, the impact on response, and the wishes and concerns of the victims.

- If it is not safe or practical to admit all media representatives to the scene, a media "pool" may be created, in which media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a "staged" photo opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.

- Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy.

- Victims and their families should be provided access to public officials without having to face media, as appropriate. Efforts should be made to provide a secure entrance to City Hall, or arrange a meeting/ interview room away from the press.

- The media may be allowed access to response personnel, at the discretion of the Operations Section Chief and the IC, only if such an interview does not interfere with the response effort. A member of the information staff should accompany press at the scene.

- Response personnel will not comment on the incident without the consent of the IC. Inquiries should be directed to the designated PIO, with approval of the IC and the department of jurisdiction.
- When an incident takes place on private property, access will be coordinated with the owners of the site, when possible.
- As is true with all unauthorized personnel at the scene of an incident, law enforcement officials have the authority to arrest and remove members of the press who are interfering with the safe management of the incident, or whose actions represent a threat to the safety of themselves, responders or the public.

6.8.5 Community Assistance

The Logistics Chief may establish a "Community Assistance" group as part of the public information staff. Community Assistance staff will receive inquiries and requests for non-emergency assistance from the general public. Community assistance telephone numbers may be publicized through the media.

City communication points must receive up-to-date information about the incident, including the telephone numbers for community assistance, since the public will attempt to contact the City through these familiar routes.

See the Clackamas County EOP, ESF 15 – External Affairs for more detail.

6.8.6 Multi-Agency Coordination Operations

When the Clackamas County MAC group has been convened, a PIO will be assigned responsibility for establishing and maintaining information coordination with the incident information staff. In general, the incident staff will be responsible for statements about the conduct of the incident itself and the City's activities (e.g., changes to normal priorities, suspension of services). The MAC information staff will be responsible for addressing regional activities as a whole. The MAC PIO and the supervisory PIO are responsible for coordinating information release with the MAC Coordinator and the IC.

6.9 Evacuation and Population Protection

The City Commission, City Manager, or the IC may order an evacuation. The City Commission must approve and sign the evacuation order after considering both the legal and social implications of this action. If, however, for the health and safety of citizens, time does not permit access to the City Commission, the City Manager or IC may order an evacuation and notify the City Commission as soon as practical. See Appendix C-1 of this annex, sample Evacuation Order.

Overall, evacuation operations fall under the direction of the City Police Department. However, if the evacuation area is contaminated by hazardous materials, the evacuation will be conducted by the Fire District. See Appendix C

of this annex, Evacuation. Alert and warning functions notify affected persons of impending evacuations.

6.9.1 Evacuation Considerations

6.9.1.1 Identification of Need

Not all emergencies requiring protective action on the part of the public require evacuation. The City Commission, City Manager and IC must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating.

6.9.1.2 Identification of Area Affected

Before an evacuation can be implemented, the following activities must be performed:

- Identify high-hazard areas, including those that may be impacted if the incident escalates or conditions change.
- Identify potential evacuation routes, their capacities, and their vulnerability to the hazard (see Appendix C-4, Evacuation Traffic Policy).
- Alert and warn the public at risk. Include specific information about the risk, the protective actions that need to be taken, and the possible risks of non-compliance.

6.9.1.3 Determination of Time Needed for Evacuation

To determine evacuation time requirements, the following factors should be considered:

- Time from response to decision to evacuate.
- Time needed to alert and instruct the public, usually estimated to be from 15 to 60 minutes, depending upon the time of day and other factors.
- Time needed to mobilize the population once warned; under ideal circumstances, 2500 vehicles can pass a single point in one hour (estimate four persons per vehicle).
- Time required to evacuate the hazard area.

6.9.2 Special Populations

Special populations within the City that may need assistance during evacuations include students and residents of nursing homes and hospitals. Correctional institutions and juvenile foster care are the responsibility of the County. All identified institutions are required to have internal disaster plans that address

evacuation. In addition, the Logistics Section may assist in procuring specialized transportation resources such as ambulances and vehicles to transport the handicapped.

6.9.3 Shelter-in-Place

If sufficient time is not available to evacuate, and/or the nature of the incident makes evacuation unsafe, Incident Command may choose to direct those in the affected area to shelter in place. Sheltering in place restricts affected people to their current locations. Other restrictions may also be necessary (see Appendix B-2, Emergency Alert System Templates).

6.9.4 Implementation Guidelines

6.9.4.1 Command Staff

- The IC, regardless of agency or whether on-scene or in the EOC, shall determine the need and the extent of the area to be evacuated, develop an evacuation plan, activate the alert and warning system, and direct the implementation of the evacuation plan.

- In the event of a major evacuation in response to an incident under the overall Command of a non-law enforcement agency, unified command between that agency and the Police Department should be considered to facility coordination of evacuation operations. In addition, a Police Officer may be assigned to the Planning Section to assist in development of evacuation contingency plans.

- The Command Staff will utilize the alert and warning guidelines described in Section 6.1.2 of this annex, to warn the public of the emergency condition and provide the public with evacuation and shelter information.

- The IC will establish an inside and outside security perimeter, and shall provide criteria for access to them. Security of the inner perimeter shall be the responsibility of the lead emergency response agency; security of the outer perimeter shall be maintained by the Police Department. The outer perimeter will allow for the potential escalation of the hazard, thus ensuring an ample margin of safety for emergency personnel. The Command Post will be established within the outer perimeter (unless Command is in the EOC), and only personnel meeting Command criteria for access will be allowed to enter this area.

- The IC will identify appropriate reception areas for evacuees and shall assign personnel to provide liaison to those in the reception area and security to the facility. If reception or sheltering is needed, the Logistics Function should be activated and County Emergency

Management requested to activate American Red Cross Shelter and transportation.

- As the emergency response progresses and more information becomes available, information staff will utilize the procedures described in Section 6.8 of this annex to provide the media and the public with information on:
  - Modes of transportation for evacuees unable to provide their own.
  - The reason for the evacuation.
  - The location of reception and shelters.
  - Possible results of failure to evacuate.
- Ensure that an official evacuation order is signed by the City Manager or designee, the law enforcement designee, and the IC.
- Notify OEM and Clackamas County Emergency Management of the evacuation.
- If it is anticipated that shelters will be needed, contact Clackamas County Emergency Management for assistance.
- After the emergency event has ended:
  - IC(s) will allow the early return of persons needed to staff essential services and to open vital businesses as soon as this can be done safely.
  - IC(s) will direct a general return to the evacuated area as soon as possible.
  - The PIO will advise the public and the media of the termination of the evacuation order and the lifting of the security perimeter.

6.9.4.2 Operations Section

- Law Enforcement
  - Supervise personnel necessary to support evacuation, including reserves and mutual aid.
  - Coordinate strategic considerations with Command and develop tactics for evacuation operations (evacuation protocol is provided in Appendix C).
  - Implement evacuation plan.

- Establish and maintain control of outer perimeter, restrict access to those who are properly authorized and protected.
- Supervise and conduct mobile public address system and door-to-door alert and warning.
- Establish and maintain crowd and traffic control.
- Request resources through Logistics Section (if activated).
- Designate neighborhood congregation points for evacuees who need transportation to reception areas or shelters. Notify Command of persons who need assistance in leaving their homes.
- Keep Command, Planning Section, and PIO apprised of activities.

■ Public Works

- Maintain clear evacuation routes.

■ CCFD1

- Perform rescue, as assigned.

6.9.4.3 Planning Section

■ With input from on-scene personnel, determine and mark evacuation routes, safety perimeters, transportation pick-up points, reception areas, and shelters on EOC maps. Long evacuation routes, such as might be used during a national security crisis, should include designated rest areas, facilities for vehicle fuel and maintenance and information centers.

■ Provide the above information to the PIO, Operations Section, and assisting agencies, such as mutual aid cooperators and the American Red Cross.

■ Document and track resources assigned to the evacuation effort, including personnel, vehicles, and facilities.

■ Track and document progress of evacuation operations, provide contingency planning.

6.9.4.4 Logistics Section

■ Arrange transportation for groups or individuals requiring assistance or special considerations to evacuate, such as elderly and disabled persons, hospital patients, residents of nursing homes, and prisoners.

- Advise Command in the activation of appropriate shelter or reception facilities.
- As requested, assist the American Red Cross in movement of volunteers to reception areas and shelters. A Facilities Unit Leader or Facility Manager may be assigned to provide liaison and coordination between the EOC and American Red Cross shelters.
- Procure the additional personnel needed to support shelter operations. This may include, but not be limited to, shelter security, Facility Unit Leader, Facility Managers, Ground Support Unit Leader, etc.
- Facilitate procurement of additional barricades, signs, etc.
- Provide transportation for essential workers as necessary.
- Contact the appropriate Facility Manager to use the facility as a reception area as needed.

6.9.4.5 Finance Section

- Support other sections as requested.
- Document fiscal resources dedicated to the evacuation effort.
- Provide information on the financial impact of the evacuation to the planning process.

7 Supporting Plans and Procedures

The following plans and procedures are currently in place to support emergency services for the City:

- Plan for Response to Deadline Force Incidents by Clackamas County Law Enforcement Agencies; Draft, April 2008
- County Emergency Operations Plan.
  - ESF 2 – Communications
  - ESF 4 – Firefighting
  - ESF 5 – Emergency Management
  - ESF 7 – Resource Management
  - ESF 9 – Search and Rescue
  - ESF 10 – Oil and Hazardous Materials
  - ESF 13 – Public Safety and Security

- ESF 15 – External Affairs

- County Interoperable Communications Plan, 2007
- State of Oregon Fire Services Mobilization Plan, 2010
- Northwest Area Contingency Plan, 2010

8 Appendices

- Appendix A Emergency Operations Center Operations
  - A-1 Emergency Operations Center Organizational Chart
  - A-2 Incident Briefing Agenda
- Appendix B Emergency Public Information Templates
  - B-1 Local Emergency Alert System Procedures
  - B-2 Emergency Alert System Templates
  - B-3 Guidelines for Release of Information to the Media
  - B-4 Sample Media Statement Format
  - B-5 Warning Log
- Appendix C Evacuation
  - C-1 Evacuation Order
  - C-2 Evacuation Routes
  - C-3 Evacuation Checklist
  - C-4 Evacuation Traffic Policy
  - C-5 Evacuation Protocols

Appendix A Emergency Operations Center Operations

A-1 Emergency Operations Center Organizational Chart

A-2 Incident Briefing Agenda

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Appendix A-1 Emergency Operations Center Organizational Chart

To be developed.

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Appendix A-2 Incident Briefing Agenda

Briefing Date and Time: _____

SITUATION STATUS

1. Initial Assessment of Incident
    a. Cause and extent of damage
    b. Forecasts (including threat projection, cascading effects, hazardous materials footprint)
    c. Casualty estimates
    d. Helicopter/airplane fly-over with video
2. Assessment of damage (using Initial Damage Assessment Reports - gathered by Plans/Intelligence Section)
    a. Government - county/cities
    b. Residential
    c. Business (including downtown, shopping malls, etc.)
    d. Industrial
3. Critical infrastructure damage and restoration schedule
    a. Critical transportation routes (Bridges, Overpasses and Main Culverts (Willamette River Bridge, I-205 at Clackamas River, McLoughlin Blvd at Willamette River, I-205 at Main Street, Washington Street at Abernethy Creek, Holcomb Blvd at Oregon 213, McLoughlin Tunnel at UPRR, Anchor Way at Abernethy, George Abernethy Bridge/I-205 over Willamette, Hwy 213/Redland Road overpass, McLoughlin Blvd. at Clackamas Road, McLoughlin at Abernethy Culvert, S.E. 82nd Pedestrian Bridge), Arterials (Meyers Road, Central Point Road, South End Road, Leland Road, Molalla Ave, Beavercreek Road, Warner Milne Road, Warner Parrott Road, Linn Avenue, Division Street, McLoughlin Blvd/Highway 99E, High Street, 5th Street, 7th Street, Anchor Way, Redland Road, Abernethy Road, Washington Street, Holcomb Boulevard, Main Street [7th to McLoughlin Blvd]. Glen Oak Road, Maple Lane Road, Highway 213, Interstate 205)
    b. Utilities (power, water, natural gas)
    c. Hospitals and mortuaries

d. Prisons and jails

e. Food and agriculture

4. Status of communications systems and restoration schedule

   a. 911 centers and interagency radio systems

   b. Telephones

   c. Commercial radio

RESOURCE STATUS

5. Outline EOC Management Structure Assignments (using ICS) for current and oncoming shifts; include date/time of EOC activation and when shift changes occur

   a. Policy Group Liaison (Commissioner)

   b. Incident Commander

   c. Command Staff

      1) Liaison (Intergovernmental)

      2) Public Information Officer

   d. General Staff

      1) Operations Section Chief

      2) Planning Section Chief

      3) Logistics Section Chief

      4) Finance Section Chief

6. Current public safety response, capability and need for assistance beyond mutual assistance:

   a. Transportation (emergency support)

   b. Communications

      1) 911 centers and interagency radio systems

      2) Telephones

      3) Commercial radio and television

   c. Public Works/Engineering (public assets and private construction companies)

d. Firefighting

e. Intelligence and planning

f. Mass care

g. Service and support

h. Health and medical services

i. Search and rescue

j. Hazardous materials (public assets and private companies with hazardous materials teams)

k. Food and water (delivery needs/resources)

1) American Red Cross

2) School cafeterias

3) Forest Service trucks - State and Federal contract

4) Jail cooking capability

5) Grocery stores and restaurants

6) For response workers

l. Energy

m. Public safety

n. Damage assessment

o. Evacuation

p. Shelters (needs and supply)

1) Number of established/locations

2) Number of people sheltered by location/total

3) Problems encountered

q. Volunteers

7. Insurance claims procedures and response - establishment of Disaster Recovery Centers

8. Need for Declaration of Emergency Disaster by City Commission

a. National Guard Assistance

b. Financial assistance (County/State/Federal)

c. Other State agency resources (people or equipment not available through mutual aid agreements)

9. Critical contacts established
    a. City departments
    b. County and other cities
    c. OEM/FEMA
    d. ODOT
    e. Elected officials (Governor, State and Federal Representatives and Senators, mayors, adjacent county commissioners or city commission members, Board of Commissioners)
    f. Media (Oregon City News, local radio, EAS station)
10. Documentation – video-taping, logs, photos, minutes and tapes of meetings

Proposed 12-hour STRATEGIC RESPONSE PLAN

11. Need for evacuation and action being taken by police, fire, public works, and the EAS, provision for vandalism protection for evacuated areas
12. Summary
    a. Major actions to be taken and priorities established
    b. Establish time lines and responsibilities
    c. Schedule meetings for next 8–12 hours (EOC, Policy Group, Department)
    d. Schedule of news release and location (schedule for last one, next one)
13. Continuing Concerns

Appendix B Emergency Public Information Materials

B-1 Local Emergency Alert System Procedures

B-2 Emergency Alert System Templates

B-3 Guidelines for Release of Information to the Media

B-4 Sample Media Statement Format

B-5 Warning Log

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Appendix B-1 Local Emergency Alert System Procedures

City of Oregon City officials authorized to activate the area EAS plan include:

- Any Command officer acting as IC in an incident that, in his or her judgment, threatens public safety.
- Any member of the Command or General Staff at the direction of the IC. Delegation of this authority by the IC to another member of the incident staff must be documented in writing at the time of the order.
- The following personnel have authority in their own right to activate the EAS. However, this should not be done without the knowledge and concurrence of the IC:
  - City Manager
  - Police Chief
  - CCFD1 Operations Deputy Chief or on duty Battalion Chief
  - CCFD1 Emergency Program Manager
- Due to the 24-hour accessibility to emergency responders, CCOM will provide the authentication point for City implementation of this plan. In the event of a major disaster that involves the failure or the overloading of the telephone system, the EAS may be used to notify off-duty personnel to return to work.
- Upon notification that a City official intends to activate the EAS, CCOM will either supply that person with the phone number for KXL 750 AM/KGON 92.3 FM or will perform the activation under the direction of the activating official.
- Upon activation of the EAS, CCOM will notify[1]:
  - Clackamas County Emergency Management.
  - City Police Chief.
  - Oregon City Police Watch Commander.
  - CCFD1 Fire Chief.
  - CCFD1 Battalions 2 and 3.

[1] In the event that 911 activities preclude the timely performance of this notification, C-Com may contact Oregon City Police Records and request that Police Records perform this activity.

- City Manager.
- City PIOs.
- Oregon City Police Records.
- CCFD1 Emergency Program Manager.

■ When the threat to public safety has passed, the activating official will advise CCOM to contact KXL 750 AM/KGON 92.3 FM and terminate emergency transmissions.

Appendix B-2 Emergency Alert System Templates

SHELTER IN PLACE

"At (__*time*__) today, Oregon City public safety officials responded to an industrial accident involving hazardous materials. The accident occurred at (__*location and time*__) today. The Incident Commander, City Manager, and the Chiefs of Police and Fire request that all persons in (__*names of areas*__) remain inside their houses or other closed building until their radio, television, or public safety officials say they can leave safely. If you are in the affected area, turn off heat, ventilation, and cooling systems and window or attic fans. Close all windows, doors, and vents and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and experience difficulty breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building. Failure to follow these instructions may result in exposure to the hazardous materials. Listen to the radio or television for further information."

PREPARE TO EVACUATE

"At (__*time*__) today, Oregon City public safety officials responded to a potentially serious condition involving (__*description of situation*__). The incident is occurring at (__*location*__). The Incident Commander, City Manager, and the Chiefs of Police and Fire request all persons in (__*affected area*__) to stay indoors and prepare to evacuate. If you are in your home, gather all necessary medications and clothing. You do not need to evacuate at this time, but stay tuned to this station for further instructions. This message will be repeated at intervals until conditions change."

EVACUATION

"At (__*time*__) today, Oregon City public safety officials reported an incident involving (__*description of situation*__). The incident occurred at (__*location and time*__). The Incident Commander, City Manager, and the Chiefs of Police and Fire request all persons in (__*names of area*__) to evacuate the area in an

orderly manner. Please take the following actions to secure your home before you leave (__*instructions may include shutting off gas and water, etc.*__). Drive or walk towards (__*evacuation route*__). Emergency personnel will pass along this route to direct you out of the area. Please observe normal traffic laws. Failure to leave the area may result in severe injury or death. This message will be repeated until conditions change."

TERMINATION OF EMERGENCY TRANSMISSIONS

"Oregon City public safety officials have determined that the incident that occurred at (__*location and time*__) no longer represents a threat to public safety. All those who have been evacuated may now return home. Those who have been directed to take shelter in their homes may now leave. The City of Oregon City thanks this station for its assistance, and those impacted for their cooperation and patience. This station will now return to normal programming."

Appendix B-3 Guidelines for Release of Information to the Media

The following guidelines shall be used in evaluating and releasing information concerning the incident:

1. **Emergency Information Dissemination -** Emergency information dissemination should be restricted to approved, specific, and verified information concerning the incident, and should include:

   a. Nature and extent of emergency occurrence.

   b. Impacted or potentially affected areas of the City.

   c. Advice on emergency safety procedures, if any.

   d. Activities being conducted by the City to combat the hazardous conditions, or mitigate the effects.

   e. Procedures for reporting emergency conditions to the EOC.

   Accurate information will be provided to the media. Facts that can be confirmed should be released as soon as possible. If little information is available, the following statement should be issued:

   "We are aware that an (__incident/accident__) involving (__type of incident__) occurred at approximately (__time__), in the vicinity of (__general location__). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (__location__), and will alert the media at least 1/2 hour prior to the briefing. At this time, the briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance."

2. **Consistent Information -** Information concerning the incident should be consistent for all members of the media. If the incident is being managed by a Unified Command, a unified approach to information management shall be used whenever possible. Releases will be reviewed and approved by all ICs participating in the Unified Command. When working with private sector entities, public safety issues will be the responsibility of the public safety agencies; questions about corporate policies or processes will be referred to the private sector cooperator.

3. **Objective Information -** Information should be presented in an objective manner.

4. **Rumor Control -** Rumor control is vital during emergency operations. Sensitive or critical information must be authorized and verified before release. Unconfirmed rumors or information from unauthorized sources may be responded to in the following manner:

   "We will not confirm that until we have been able to check out the

information through authorized sources. Once we have confirmed information, we will release it to all members of the press at the same time."

5. **Commonly Requested Information -** Information that media representatives often request appears below. Using this as a tool to prepare for press briefings can help ensure that concise, accurate information is available and that participating personnel are not caught off-guard:

   a. Emergency: What is it?

   b. Location: Where is it?

   c. Time: When did it occur? How long will it last?

   d. Casualties

      - Number killed or injured.
      - Number who escaped.
      - Nature of injuries received.
      - Care given to the injured.
      - Disposition of the dead.
      - Prominent individuals who were killed, injured or escaped.
      - How escape was handicapped or cut off.

   e. Property Damage

      - Estimated value of loss.
      - Description – kind of building, etc.
      - Importance of the property, e.g. historic value, environmental impact, etc.
      - Other property threatened.
      - Insurance protection.
      - Previous emergencies in the area.

   f. Causes

      - Testimony of participants.
      - Testimony of witnesses.
      - Testimony of responders.
      - How emergency was discovered.

- Who sounded the alarm.
- Who summoned aid.
- Previous indications or warnings of danger.

g. Rescue and Relief

- The number of responders engaged in rescue and relief operations.
- Any prominent persons involved in the relief effort.
- Equipment used.
- Handicaps to rescue.
- Care of destitute or homeless.
- How the emergency was prevented from spreading.
- How property was saved.
- Acts of heroism.

h. Descriptions of the Crisis or Disaster

- Spread of the emergency.
- Blasts and explosions.
- Crimes or violence.
- Attempts at escape or rescue.
- Duration.
- Collapse of structures.
- Color of flames.
- Accompanying incidents.
- Number of spectators – spectator attitudes and crowd control.
- Unusual happenings.
- Anxiety, stress of families, responders, survivors, etc.

i. Legal Actions

- Inquests, Medical Examiner reports, etc.
- Insurance company actions.
- Professional negligence or inaction.

- Suits stemming from the incident.

6. **Restricted Information** - Do not release information that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:
    a. Personal conjecture about the course of the emergency or the conduct of response.
    b. Opinions about evidence, or a suspect or defendant's character, guilt, or innocence.
    c. Contents of statements used in alibis, admissions, or confessions.
    d. References to the results of various tests and examinations.
    e. Statements that might jeopardize the testimony of witnesses.
    f. Demeaning information/statements.
    g. Information that might compromise the effectiveness of response and recovery.
7. **Fatalities** - In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the District Attorney's and Medical Examiner's office.
8. **Confidential Information** - Confidential information is not to be released. This includes home phone numbers of City personnel, volunteer emergency workers, and any unpublished fire stations and City telephone numbers.
9. **Media Access** – The PIO will allow media access to the EOC only under limited, controlled circumstances and only with the prior approval of the IC. Before being admitted to the EOC, media representatives shall display appropriate identification and shall be escorted by a member of the information staff.
10. **Information Briefings and Deadlines** - Public information briefings, releases, interviews, and warnings shall be logged, and if possible, tape-recorded. Copies shall become part of the final incident package. Whenever possible and appropriate, media briefings shall be scheduled in cooperation with media deadlines. For national media representatives, these times are generally 1100 and 1500 EST. For local television, the deadline is 1500 for local evening news. The *Oregon City News* needs stories by 1700 Thursday for publication the following Wednesday. The *Oregonian* needs stories by 1700 for publication the next day. Do not commit to firm briefing times unless it is certain that these times can be kept. It may be more efficient to notify the media one hour in advance of a briefing.
11. **Information Center/Media**

Appendix B-4 Sample Media Statement Format

MEDIA RELEASE

Date: _____

Time: _____

Press Release #: _____

TYPE OF INCIDENT: _____

Location: _____

Date: _____ Time: _____

Narrative details about incident: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

For further information, please contact _____

at _____.

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Appendix B-5 Warning Log

1. **Date:** _____ **Time:** _____

   Warning #: _____ **EAS Station:** ❑ KXL ❑ KGON

2. **Situation** (Describe emergency incident. Include description of threat to life/safety, and specific geographic boundaries affected and covered by this warning.):

   _____

   _____

   _____

   _____

3. **Content of Warning** (Include exact wording of warning given.):

   _____

   _____

   _____

   _____

4. **Method of Warning:**

   EAS____ Mobile Public Address____ Door to Door____

   Signature of authorizing official: _____

5. **Warning Terminated:**

   Date: _____ Time: _____

   Ensure that all methods of alert and warning have been notified to terminate activities.

   Signature of terminating official: _____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

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Appendix C Evacuation

C-1 Evacuation Order

C-2 Evacuation Routes

C-3 Evacuation Checklist

C-4 Evacuation Traffic Policy

C-5 Evacuation Protocols

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Appendix C-1 Evacuation Order

1. An emergency condition, as a result of _____, exists in Oregon City, and the City has declared a State of Emergency.
2. The City has determined that there is a need to evacuate portions of the City.
3. Such evacuation is needed to ensure the safety of the public. Therefore:
    a. Oregon City is requesting the immediate evacuation of:
    _____
    _____
    b. Oregon City requests that those needing special assistance call _____ or place a white flag, (towel, rag, paper, etc.) on the front door knob or in the front window. The above number has been established to respond to evacuation assistance requests.
    c. Oregon City is restricting all entry into the hazard area. No one will be allowed to re-enter the area after _____am/pm.
    d. Information and instructions from Oregon City will be transmitted by broadcast radio from KXL (750 kHz AM) and KGON (92.3 MHz FM). Public information will also be available from American Red Cross representatives at shelters now being opened to the public for emergency housing. As resources allow, a reception area or American Red Cross shelter is located at:
    _____
    e. Oregon City will advise the public of the lifting of this order when public safety is assured.

Date _____ Signed _____

City Manager

Date _____ Signed _____

Chief of Police

Date _____ Signed _____

Incident Commander

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Appendix C-2 Evacuation Routes

To be developed.

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Appendix C-3 Evacuation Checklist

✓	Action Item	Assigned
	PLANNING:	
	1. Determine area(s) at risk: ▪ Determine population of risk area(s) ▪ Identify any special facilities and functional needs populations in risk area(s)	
	2. Determine evacuation routes for risk area(s) and check the status of these routes.	
	3. Determine traffic control requirements for evacuation routes.	
	4. Estimate public transportation requirements and determine pickup points.	
	5. Determine temporary shelter requirements and select preferred shelter locations.	
	ADVANCE WARNING:	
	6. Provide advance warning to special facilities and advise them to activate evacuation, transportation and reception arrangements. Determine if requirements exist for additional support from local government.	
	7. Provide advance warning of possible need for evacuation to the public, clearly identifying areas at risk.	
	8. Develop traffic control plans and stage traffic control devices at required locations	
	9. Coordinate with special facilities regarding precautionary evacuation. Identify and alert functional needs populations.	
	10. Prepare temporary shelters selected for use.	
	11. Coordinate with transportation providers to ensure that vehicles and drivers will be available when and where needed.	
	12. Coordinate with school districts regarding closure of schools.	
	13. Advise neighboring jurisdictions that may be affected of evacuation plans.	
	EVACUATION:	
	14. Advise neighboring jurisdictions that evacuation recommendation or order will be issued.	
	15. Disseminate evacuation recommendation or order to special facilities and functional needs populations. Provide assistance in evacuating, if needed.	
	16. Disseminate evacuation recommendation or order to the public through available warning systems, clearly identifying areas to be evacuated.	

✓	Action Item	Assigned
	17. Provide amplifying information to the public through the media. Emergency public information should address: ▪ What should be done to secure buildings being evacuated ▪ What evacuees should take with them ▪ Where evacuees should go and how should they get there ▪ Provisions for functional needs populations and those without transportation	
	18. Staff and open temporary shelters	
	19. Provide traffic control along evacuation routes and establish procedures for dealing with vehicle breakdowns on such routes.	
	20. Provide transportation assistance to those who require it.	
	21. Provide security in or control access to evacuated areas.	
	22. Provide Situation Reports on evacuation to the County.	
	RETURN OF EVACUEES	
	23. If evacuated areas have been damaged, reopen roads, eliminate significant health and safety hazards, and conduct damage assessments.	
	24. Determine requirements for traffic control for return of evacuees.	
	25. Determine requirements for and coordinate provision of transportation for return of evacuees.	
	26. Advise neighboring jurisdictions that return of evacuees will begin.	
	27. Advise evacuees through the media that they can return to their homes and businesses; indicate preferred travel routes.	
	28. Provide traffic control for return of evacuees.	
	29. Coordinate temporary housing for evacuees that are unable to return to their residences.	
	30. Coordinate with special facilities regarding return of evacuees to those facilities.	
	31. If evacuated areas have sustained damage, provide the public with information that addresses: ▪ Documenting damage and making expedient repairs ▪ Caution in reactivating utilities and damaged appliances ▪ Cleanup and removal/disposal of debris ▪ Recovery programs	
	32. Terminate temporary shelter & mass care operations.	
	33. Maintain access controls for areas that cannot be safely reoccupied.	

Appendix C-4 Evacuation Traffic Policy

In the event of an evacuation in the City:

1. All City employees not directly involved in the incident shall be available for traffic control and direction.

2. The IC has the authority to close local roads and restrict access to and from all areas of the City.

3. The IC has the authority to remove stalled and parked vehicles that impede the flow of traffic.

4. Traffic flow direction may be altered, reversed, etc. at the direction of the Incident Commander when the situation warrants.

5. Changes in traffic flow will be coordinated with the County Sheriff, Oregon State Police, Oregon Department of Transportation, Lake Oswego Police Department, West Linn Police Department, Gladstone Police Department, and Oregon City Public Works.

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Appendix C-5 Evacuation Protocols

I. General Policy

Under Oregon City code, the Mayor and Commission have the legal authority to impose a mandatory evacuation order on citizens in their own homes. This authority is delegated to the Police Department and ICs. In an incident in which it is determined that the health and safety of citizens will be better protected by evacuation, citizens will be informed of the need to leave a hazardous area, and the possible consequences of not leaving. Citizens who obstruct the evacuation process may be arrested according to the provisions in City Code 9.08.020, 7B-Interfering in Emergencies and Ordinance #03-1015.

These protocols cover door-to-door, siren alert, and mobile public address processes. These methods may be conducted singly, in combination, or in conjunction with the Emergency Alert and Cable Interrupt Systems.

II. Door-to-Door

Door-to-door contact is an effective but time intensive method of alerting, warning, and evacuating an area. This method allows more detailed information to be shared with the population and enables confirmation that individuals received the warning, understood the instructions, and knew the consequences of their actions.

A. **Receive assignment from officer supervising the evacuation.** Your supervisor should give you a prepared statement that includes:

1. Type of incident, expected duration, and available time to evacuate.
2. Recommended actions to be taken by the public.
3. Implications of not taking the recommended actions.
4. Evacuation route.
5. Reception/shelter locations.
6. Neighborhood congregation point for those needing transportation.

Your supervisor should also brief you on the number of personnel assisting in the evacuation.

B. Conduct door-to-door evacuation.

1. Knock, ring bell, etc. Allow at least one minute for response, more at night.
2. If no answer, document time and address, move to next facility.
3. If answered, read prepared statement and:

a. **Determine how many persons are in the building.**

b. **Determine whether they intend to leave**, have a place to go, and have transportation. If yes to all, document time and address. Using plastic flagging, mark the building in a conspicuous place to indicate contact has been made. Go to the next facility.

c. **If they do not intend to leave**, ask if they understand the possible dangers if they stay, document the time, address, and number of people remaining. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to next facility.

d. **If they intend to leave, but do not have transportation**, document the number of people needing assistance, the time and address and special transportation requirements (ambulance, handicapped van, etc.) and report this information immediately to your supervisor. Advise citizens who are able to walk to proceed to the designated congregation point; do not stop your activities to remove them from the area.

e. **If they intend to leave, but do not have a place to go**, refer them to the shelter or reception point. Document time and action taken. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to the next facility.

C. Reporting

After clearing a portion of your assigned area (this may be block by block in a residential area, by store in a shopping center, by floor in an office building or hospital, or by apartment building in a major apartment complex), report information collected to your supervisor. Your supervisor should inform the IC or Operations Section Chief and the Planning Section (if activated).

BECAUSE OF THE EXTRA TIME NEEDED TO ARRANGE TRANSPORTATION, INFORMATION ON PEOPLE NEEDING EVACUATION ASSISTANCE SHOULD BE TRANSMITTED AT THE TIME OF COLLECTION.

III. Mobile Public Address

Mobile public address is more time efficient than door-to-door contact but is able to convey only a limited amount of information. It is most effective used in combination with the EAS and door-to-door contact. It may be used to alert and

warn the public prior to the request to evacuate, or to advise of protective actions short of evacuation.

A. **Receive assignment from officer supervising the evacuation.** Your supervisor should give you a prepared statement that includes:

1. Type of incident, expected duration, and available time to evacuate.
2. Recommend actions to be taken by the public.
3. Implications of not following actions.
4. Evacuation route.
5. Neighborhood congregation point for those needing transportation.
6. Reception/shelter point.
7. TV or radio station with more information.

B. Conduct alert

1. Repeat message at each intersection and at least once mid-block, depending upon length of block.
2. Do not stop to give information, etc.

C. Reporting

When an assigned area has been covered, note the date and time and report the completion to your supervisor. Your supervisor should advise the IC or the Operations Section Chief and the Planning Section (if activated).

2 FA 2 – Human Services

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FA 2 Tasked Agencies	
Primary Agencies	City Administration
Supporting Agencies	Ambulance Service: American Medical Response (AMR) American Red Cross (Oregon Trail Chapter) Clackamas County Emergency Management Clackamas County Fire District No. 1 (CCFD1) Clackamas County Health, Housing and Human Services Clackamas County Sheriff's Office Local hospitals and medical facilities, including Providence Willamette Falls Medical Center Salvation Army School District: Oregon City School District

1 Purpose and Scope

The Human Services Functional Annex (FA) provides information regarding the City's response to the needs for **non-emergency medical** mass care/sheltering, human services, and public health support for victims of natural and technological emergencies and disasters.

This annex covers the following functions:

- Mass Care
- Emergency Assistance
- Housing
- Human Services
- Public Health Services
- Evacuation and Population Protection
- Volunteer and Donations Management
- Care of Emergency Response Personnel and Emergency Operations Center (EOC) Staff

For larger events that may require short- or long-term housing for disaster victims, County Emergency Management will coordinate this need with the City Emergency Program Coordinator. Emergency shelter includes the use of pre-identified shelter sites in existing structures, creation of temporary facilities or shelters, and use of other facilities outside the incident area, should evacuation be necessary.

Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Emergency first aid, consisting of basic first aid and

referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items such as food, water, and ice is managed and coordinated via established sites within the City. Some situations may require coordination and management of volunteer services and donated goods is necessary to maximize benefits without hindering response activities.

Emergency response agencies for the City will also identify and coordinate assistance for individuals with special needs (called vulnerable populations) within the impacted area. Vulnerable populations may be characterized by age (children and elderly), physical and/or mental disabilities, language (non-English-speaking), existing disease/medical conditions, dependency on service animals, and any other condition or threat that could warrant special consideration under emergency circumstances.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- Although a formal agreement has not been developed between the American Red Cross and the City, Human Services will be primarily implemented by American Red Cross when activated by County request. The agreement provides for shelter and mass care provisions if requested by the County.
- It is the policy of the City not to sanction or refer citizens to shelter and feeding operations that are not managed by the American Red Cross.

3 Situation and Assumptions

3.1 Situation

Emergencies or disasters can necessitate evacuation of people from residences that are temporarily uninhabitable, damaged, or destroyed. Providing for these victims will consist of making facilities and services available and coordinating activities with government agencies and volunteer disaster assistance organizations. Emergency shelter or housing needs may be short or long term. When the need arises, it is the responsibility of the City to work with the various human service agencies to meet those needs.

3.2 Assumptions

- Although City government has primary responsibility for implementing and coordinating the resources and services included in this annex, the American Red Cross will manage and coordinate sheltering and mass care operations to the extent of its capability. The Salvation Army will support these operations, and other professional

and/or volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations will continue to do so.

- The American Red Cross will have agreements in place for use of specific shelters that could be activated by calling the local American Red Cross representative. These shelters may be used for specific events associated with the City and County, as well as housing evacuees from neighboring counties if the need should arise.
- Permission to use American Red Cross–approved facilities for disaster operations and sheltering will be obtained and agreed upon in writing. Pre-identified facilities intended for shelter and mass care will be available and operational at the time of need.
- City government and other available response agencies will manage and coordinate all shelter and mass care activities until the American Red Cross has arrived on scene, assessed the situation, and activated procedures for preparing and operating shelters.
- Assistance will be available through mutual aid agreements between Oregon City and the County, other counties, other regions, and State and Federal emergency agencies and organizations.
- Unique demands will be placed upon the delivery of human services, including crisis counseling, emergency assistance, and the care of access and functional needs populations. As a consequence, the clientele groups of both local and State human service organizations will increase.
- Under localized emergency conditions, a high percentage of evacuees (50 percent or more) will seek lodging with friends or relatives rather than go to established facilities.
- If the threat of an evacuation is due to a visible hazard, or has been discussed in the media, some spontaneous evacuation will occur prior to an implementing order. Therefore, mass care operations may have to commence early in any disaster period.

4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Emergency Program Coordinator

- Coordinate emergency preparedness planning and exercise activities with the American Red Cross.

- Identify local government's authority, responsibility, and role in providing long-term temporary emergency housing for disaster victims.
- Assess the situation and issue appropriate notifications to activate and staff the EOC, including notification of the American Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.
- Establish a communications link with affected jurisdictions, volunteer agencies, and the public and ensure that they are kept informed of available shelters.
- Assist in coordinating logistics to support operations and ensure that the provisions of any memorandum of understanding (MOU) are implemented, as necessary.
- Coordinate with local, State, and Federal agencies in damage assessment and cost recovery activities, as well as identify long-term temporary emergency housing options.
- Ensure that necessary communication activities are conducted to inform the public of disaster recovery activities, including information regarding long-term temporary emergency housing assistance.
- Continue to assist in restoration of normal services and operations, as appropriate.
- Conduct an after action debriefing/evaluation regarding the overall effectiveness of the City's efforts in providing emergency food and shelter.

4.2 American Red Cross

- Develop and maintain plans, procedures, and policies for establishing, managing, and operating a feeding and sheltering system to meet the needs created by a major disaster.
- Develop and maintain MOUs with local governments to define and clarify roles and responsibilities in preparing for and responding to disasters.
- Participate in the annual training exercises conducted by the City Emergency Management Organization to test the Emergency Operations Plan (EOP).
- Implement the response actions outlined in the MOU with the City, as necessary.

- Evaluate the direct or indirect effects of the hazard on available shelter resources.
- Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.
- Coordinate activities with voluntary organizations active in disaster, faith-based organizations, other social service agencies, and local, State, and Federal government to provide emergency food and shelter.
- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare a report on the condition of shelter facilities and make arrangements for returning to normal use.
- Compile a record of emergency expenditures.
- Critique the provision of shelters for people displaced from their residences and institute reforms, as required.

4.3 Clackamas County Fire District No. 1

- Provide personnel, supplies, materials, and facilities as available in support of this function.
- Assist with medical care and treatment, as appropriate.
- Provide fire and line safety inspections, as appropriate.

4.4 Other Human Service Agencies

- **Clackamas County Health, Housing and Human Services** – Clackamas County Health, Housing and Human Services provides medical, health, welfare, mental health, and crisis management services to all citizens within Clackamas County. Contact with these departments and divisions during a major emergency or after hours will be made through County Emergency Management at 503-655-8224, 911, or the County EOC, if activated.
    - The County EOC will be the primary location for coordination and control of human services emergency operations. For localized emergencies or extreme environmental conditions, the County Health Officer or the County Chair may authorize other locations. The IC or City Manager may make a request for another location.
    - Telephone, radio, and the Emergency Alert System will be used to coordinate emergency health and human services.

Telephone will be the primary communications medium, if available. The County Chair's Public Information Office will coordinate emergency public information concerning emergency health services.

- Non-government organizations, agencies, and institutions will be requested to provide their own administrative and logistical support except for assistance agreed upon and approved by the Director of Health, Housing and Human Services.

- **State of Oregon** – The Oregon Department of Human Resources is the agency responsible for coordinating the activities of the State's social service agencies. The Department of Human Resources includes the following two divisions, which may both play a major role in disaster assistance:

  - **Adult and Family Services** – The Adult and Family Services Division provides low-income assistance, including cash payments, medical coverage, food stamps, day care, and job placement assistance.

  - **Health Division** – The Health Division is the lead State agency for all radiation emergencies other than transportation incidents. This agency provides radiation monitoring expertise, detection equipment, and training. It also provides such health services as immunization and vector control. It coordinates emergency laboratory services to assess the potential of biological agents. Emergency contact with these agencies will be initiated through OERS at 1-800-452-0311.

  - **Senior and Disabled Services Division** - The Oregon Senior and Disabled Services Division can assist in the event of a disaster that impacts its clients.

5 Concept of Operations

5.1 General

The City Commission has overall responsibility for ensuring the welfare of citizens and visitors within the City during an emergency or disaster. In cooperation with available volunteer disaster assistance organizations, the City Emergency Program Coordinator will ensure the provision of basic human services. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, the City will assist and coordinate post-disaster housing needs of the homeless. While coordinated City/American Red Cross decision-making is desirable, the American Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) will provide additional support

for disaster victims.

In the case of unmet needs, the Emergency Program Coordinator will make requests for County assistance via the EOC to County Emergency Management. Not all emergencies will entail mass care assistance; however, a limited amount of emergency food and clothing will be needed and provided.

Initial preparedness efforts will begin with identification of population groups requiring special assistance during an emergency (e.g., senior citizens and the handicapped). Needs should be matched to capabilities and resources, and any gaps should be addressed through planning, training, and exercises. When an incident occurs and evacuation is required, preparations will begin for receiving evacuees at selected facilities. Essential personnel, including volunteers, will be alerted; pre-positioned material resources (cots, blankets, food, etc.) will be made ready; and medical facilities will be alerted to the possibility of receiving evacuee patients. Participating agencies will provide food and clothing as needed, assist with registration of evacuees/victims, and provide information to assist victims needing additional services. Once the incident transitions to the recovery phase, human needs of victims should be continually assessed and met as necessary via one or more DRC.

5.2 Direction and Control

The City will seek the assistance of the American Red Cross and other similar agencies in implementing this section of the EOP. A liaison from the American Red Cross will be requested to report to the City EOC to assist in coordinating emergency housing, sheltering, and feeding activities; however, depending upon the size and scope of the disaster, this coordination may occur at the County EOC through the City's EOC's liaison at that location.

It is not the intent of the City to supplant the American Red Cross as the primary provider and coordinator of emergency housing, sheltering, and feeding services; however, the City is not relieved of its obligation to ensure the welfare of its citizens in times of emergencies, as outlined in Chapter 401 of the Oregon Revised Statutes.

Shelter/lodging facility managers will be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC will be landline and cellular telephones. If telephones cannot be used or are overloaded, law enforcement personnel will provide radio assistance. Shelter facility managers should arrange for persons in their facility to monitor prescribed communication sources for guidance and announcements.

6 Oregon City Human Services Functions

6.1 Mass Care

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through

both mobile and fixed feeding sites. The American Red Cross will assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in American Red Cross shelters.

6.1.1 Assembly/Reception Facility

In the event an incident requires the temporary evacuation or relocation of citizens, on-scene staff may choose to refer them to an assembly area, such as a school. Sheltering in excess of 4–6 hours should be requested through the American Red Cross. Activation of assembly facilities can be accomplished by contacting the facility manager.

6.1.2 Shelter

Protective shelters are life-preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations. The latter category of facilities is the focus of this annex and is designated as Reception and Care facilities in local American Red Cross sheltering plans.

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Public school facilities will receive prime consideration for use as emergency mass care facilities; such use will be coordinated with school officials. Selected facilities will be located far enough from the hazard area to preclude the possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained by the American Red Cross. The City Manager will obtain permission from owners to use other facilities as required. When American Red Cross facilities are opened, the American Red Cross will be responsible for maintaining all functions and staffing according to American Red Cross policy. The American Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to the City during the first 72 hours of an incident include:

- Predetermined sheltering sites and supplies available through the American Red Cross.
- General purpose tents available through the Oregon National Guard and requested by the County EOC to Oregon Emergency Management.
- If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

- City of Oregon City has 100 cots, blankets and pillows immediately available for use during first 72 hours.

A designated member of the City EOC staff may serve as the City Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, the American Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support back-up communications, if needed.

Food will be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and, if possible, should include meeting dietary requirements of victims with special dietary needs. The American Red Cross will be responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies. The American Red Cross will coordinate all mass feeding and other services needed at open shelters within the City's jurisdiction with City Emergency Management via the City EOC.

6.1.3 Sheltering Service and Companion Animals

The City, the American Red Cross, and other organizations or groups providing sheltering and mass care will comply with Americans with Disabilities Act (ADA) requirements for service animals, with the facility owners' limitations, and with County and State of Oregon Health Code requirements.

However, pets are not allowed in American Red Cross shelters. Depending on the emergency, evacuees may be requested to provide food and water for pets prior to leaving their homes, or they may take small animals to a pet care facility. Clackamas County Animal Control may also be able to provide limited shelter for threatened small animals.

6.1.4 Bulk Distribution

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice through Federal, State, and local governmental entities and non-governmental organizations is coordinated at these sites. The American Red Cross will coordinate all bulk distribution activities needed within the City's jurisdiction with the City Emergency Program Coordinator via the City EOC.

Agencies and organizations involved in supporting and managing bulk distribution include:

- City Manager's Office
- CCFD1
- American Red Cross

- Salvation Army
- Private sector partners
- Disaster assistance personnel, including both paid and volunteer staff

6.1.5 Fallout Shelters

There are no fully equipped or maintained public fallout shelters within the City, nor do the City, any state agencies or the American Red Cross have personnel trained in fallout shelter management. In light of this resource gap, it will be the policy of the City to remove citizens from the source of the radiation rather than shelter in place.

6.2 Emergency Assistance

6.2.1 Disaster Welfare Information

Disaster Welfare Information collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunifying family members within the affected area. The American Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing persons lists. County Amateur Radio Emergency Services provides support to the American Red Cross and City Emergency Management in gathering, disseminating, and managing disaster welfare information.

6.2.2 Disaster Resource Center(s)

Upon a Presidential disaster declaration, a Disaster Resource Center (DRC) may be established. In addition to numerous grant and assistance programs available through the DRC, the Individual and Family Grant Program provides grants to meet disaster-related necessary expenses or serious needs for which assistance by other means is either unavailable or inadequate.

Logistics Section personnel may be called upon to arrange a large facility (often a school, church, or community center) to serve as a DRC. The Federal Emergency Management Agency (FEMA) is responsible for operating DRCs, which are often located in facilities such as schools, churches, and community centers. A DRC provides a location where citizens can meet with local, State, Federal, and volunteer agency representatives to apply for disaster assistance. Advertising of these facilities will be coordinated by the Public Information Officer (PIO) through the Joint Information Center (JIC), located in the Federal/State disaster field office. Federal, State, local, and volunteer agencies may provide or accept applications for the following services through the DRC:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, technical assistance, and Federal grants for the purchase or transportation of livestock.
- Information regarding the availability of and eligibility requirements for food stamps.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster-related benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.
- Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments.
- Veterans' assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration (VA) if a VA-insured home has been damaged.
- Other specific programs and services appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, etc. for State and Federal damage assessment teams.

If Federal mobile homes are to be supplied for use as emergency shelter, the Logistics section may assist in site choice and preparation consistent with the City's local comprehensive land use plan.

6.3 Long-Term Housing

All housing needs identified during and following emergency incidents or disasters impacting the City will be coordinated through the County Emergency Management Director via the County EOC. In some disaster situations, the Federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, local and County government will coordinate post-disaster housing needs for the homeless population.

6.4 Human Services

6.4.1 Access and Functional Needs Populations

The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and Federal regulations and guidance. The City will seek the assistance of the County Health, Housing and Human Services and other human service agencies or organizations to assist in coordinating the emergency housing, sheltering, and feeding of Access and Functional Needs Populations. The following is a detailed description of the types of support individuals within each functional need category may require:

- **Maintaining Independence.** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, ostomy supplies, etc.); durable medical equipment (wheelchairs, walkers, scooters, etc.); service animals; and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.

- **Communication.** Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.

- **Transportation.** Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation.

- **Supervision.** Before, during, and after an emergency, individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's disease, or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves, and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.

- **Medical Care.** Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with managing unstable, terminal, or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require support of trained medical professionals.

6.4.2.1 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the City, and whenever possible, the City will consider preparedness, evacuation, shelter operations and public outreach and education activities that identify issues particular to children. Such issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of children. This includes involving members of the community who are familiar with children's issues.

- **Evacuation.** Identifying where children are located (schools, daycares) and how they will be evacuated.

- **Shelter.** Identifying resources for diapers, formula, and food appropriate for all ages; portable cribs and playpens; and staffing resources needed to supervise unaccompanied children.

- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

6.4.2.2 Household Pets and Service Animals

Whenever possible, the City will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to household pets and service animals. Such issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community who are familiar with pet and service animal issues.

- **Shelter.** Identifying resources for food, crates, and staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

6.4.2.3 Managing, Transportation and Communicating

Agencies and organizations involved in managing, transporting, and communicating with Access and Functional Needs Populations during an emergency and pertaining to mass care include:

- Area hospitals
- Private clinics and care facilities
- American Red Cross and other volunteer agencies
- School districts
- Local radio stations serving the City

Nursing homes and residential care facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities.

4.4.2.4 Programs in Place

The City has the following programs in place for vulnerable populations:

- The City provides hearing impaired devices for the public during City meetings and will accommodate other reasonable requests, including translation, when notified 48 hours in advance.
- At a minimum, three City employees speak Spanish, including positions in the Courthouse, Planning department, and Police department. At this time, the City does not maintain a list of what languages employees speak.
- City facilities are accessible to people with disabilities.
- Transportation services for people with disabilities include Transportation Reaching People, which is a volunteer program run by the County; the Tri-met lift program; and the Pioneer Center, which provides transportation services on a first come, first served basis.
- To learn more about FEMA's Office of Disability Integration and Coordination and the Functional Needs Support Services Guidance, visit http://www.fema.gov/about/odic/.

6.4.2 Behavioral Health

Agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and access and functional needs populations include:

- Area hospitals
- County and regional volunteer organizations
- Local nursing homes and care facilities

See the Clackamas County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more detail.

6.5 Public Health Services

Available emergency medical resources for the City consist of Providence Willamette Falls Medical Center, and AMR.

The County Health, Housing and Human Services will direct the County response to medical and health emergency issues.

See the Clackamas County EOP, ESF 8 – Public Health and Medical Services for more detail.

6.5.1 Emergency Medical Services

- **Activation**
  - **Multiple Patient Scenes** – Multiple patient scenes do not constitute an emergency under this plan.
  - **Mass Casualty Incidents** – During an incident that involves multiple injuries, emergency medical services are coordinated through a regional Mass Casualty Incident (MCI) Plan, which includes all area hospitals, rescue units, and ambulances in the Portland metropolitan area.
    - The MCI Plan is coordinated through the designated medical resource hospital and uses a dedicated emergency medical communications network, the Hospital Emergency Administrative Radio (HEAR) system.
    - The MCI Plan is activated by an event (e.g., multiple vehicle accident, explosion, etc.) in which five or more victims are involved, or a potential situation (e.g., fire, aircraft difficulty, etc.) in which 10 or more victims may be involved. The first responding or reporting agency (e.g., fire, police, or emergency medical

services) is requested to notify 911, which will notify the medical resource hospital. The medical resource hospital will then perform an all call (all-hospital notification and bed inventory) as judged appropriate by the emergency physician. If medical triage is deemed necessary, appropriate routing of patients from the scene will be performed via the HEAR system. Whenever possible, all injured responders shall be transported to a single hospital to expedite on-the-job injury paperwork and to ensure continued contact and support to injured employees and their families.

- ☐ Command and control of an MCI within the City will be established and maintained through CCFD1 and the City EOC staff.

- **National Disaster Medical System (NDMS)** – The City participates in the National Disaster Medical System. The NDMS is a federally sponsored network of communities with hospitals and emergency response teams ready to provide medical assistance during a national MCI. In the event of a major MCI, patients would be transported from the devastated area to one or more NDMS reception cities. Upon arrival, patients will be triaged and sent to area hospitals. The NDMS will also be involved in the medical aspects of long-term disaster response and recovery. If the disaster involves a disruption to the medical system, it may be necessary to develop plans to assist citizens who have power-dependent health problems, such as in-home oxygen and dialysis, or who are on maintenance medications and are unable to renew their prescriptions without assistance. In these events, the City will coordinate its efforts with the NDMS, Clackamas County Health, Housing and Human Services, and Clackamas County Emergency Management.

6.5.2 Mass Casualty Scene Management

- **Response-Transportation Incidents** - Medical and rescue crews shall not attempt to question train engineers, bus drivers, or aircraft flight crews as to the cause of the incident. Such questions are the responsibility of the investigating agency. Additional security may be needed to protect such personnel from the media.

- **Incident Investigation** - The National Transportation Safety Board (NTSB) is responsible for incident investigations on all aircraft and selected incidents involving surface transportation. The Federal Aviation Administration (FAA) may assist the NTSB in incident investigation. Investigations of incidents involving public use aircraft

(i.e., aircraft used by government entities) are normally conducted by the agency operating the aircraft. Coordination of the incident with these agencies is vital. None of the investigative agencies have the authority to direct emergency services during the rescue phase, but they may direct the removal of bodies and debris. It is NTSB policy to be on the scene of a major incident as soon as possible. In minor incidents, the FAA, instead of the NTSB, may respond to the scene. It is vital that the Incident Commander contact the NTSB prior to removing deceased victims or moving aircraft wreckage. This can be accomplished by contacting any FAA facility, or by contacting the NTSB directly at:

NTSB Seattle Office: 206-870-2200 (0800-1630)
425-227-1999 (FAA Communications: 24 Hour)

- **Debris Removal and Scene Security** - Mass casualty scenes involving public transportation should be treated as potential crime scenes. Removal of incident-related debris from the impact area except as necessary to facilitate rescue should not be attempted by City personnel without clear direction from the appropriate authority. Incident investigation is highly dependent upon the preservation of the incident scene that should be maintained in as close to impact condition as possible. Removal of debris will ordinarily be accomplished by, or under the direction of, investigative agencies such as the NTSB or FAA. Scene security is extremely important and shall be the responsibility of the City Police Department. When responding to and securing the scene of a transportation incident, the following steps shall be considered:

    - If bodies must be removed prior to the arrival of investigators, attempt to identify them, and mark the position in which each body was found. The location and position of bodies may be valuable clues to the cause of the incident. Assign a photographer to document the incident scene and the location of bodies prior to their removal. The following procedure shall be used prior to and during removal:

        - Use spray paint to number the location of each body, making sure the number is easily visible on the ground or on debris next to the body.
        - Photograph the scene, making sure the number will appear in the photograph.
        - Mark the body bag with the same number.
        - Place the body in the body bag.

- Bags for personal effects should be marked with the same number.
- Subsequent paperwork should reference the same number.

- Mark any cuts or tears in metal or other materials made for the purpose of rescuing victims to differentiate them from those that were the result of the incident.
- Protect the scene from "souvenir" hunters. This may require lighting the scene at night to ensure a secure perimeter.

6.5.3 Mass Fatalities

Under normal circumstances, the Medical Examiner is responsible for determining cause of death, investigating the scene of the fatality, disposing of human remains, and notifying next of kin. However, in the event of a catastrophic disaster, the City may become responsible for those functions. For a multiple-fatality incident, the following process shall be followed:

- Contact the Clackamas County Medical Examiner's Office and determine its ability to respond to the incident. If the office is unable to respond or cannot implement its agreement with the Funeral Directors, dispatch police or fire personnel with instructions to:
  - Determine and document the cause of death to the best of their abilities.
  - Photograph the scene.
  - Obtain body bags and place personal effects with the body.
  - Confirm identification if possible.
  - Transport remains to a funeral home or temporary morgue.
  - Relay identification of the deceased (if it can be determined) to the Planning Section.
- With the approval of Command, the Planning Section will contact Funeral Home Directors and Police and Fire Chaplains to notify the next of kin.
- The Planning Section will provide copies of documentation to the Medical Examiner's Office.

6.5.4 Care for Families and Victims

Special care should be taken to provide up-to-date information to friends and family of victims. Consideration should be given to keeping all such people in a central location where they can be protected from the press and where information

can be provided as it becomes available. These services will generally take place under the direction of other entities, such as the airline, in the event of an air disaster. The PIO, however, should expect calls from relatives, the press, and concerned citizens and may be requested to assist in providing information to friends and families of victims. If possible, a member of the clergy, a social worker, counselor, or member of the Trauma Intervention Program should be assigned to each family.

6.5.5 Temporary Morgue Services

Although the City has several permanent mortuaries, temporary morgues may be necessary in the event of an incident that results in either damage to these facilities, or numbers of fatalities that exceed their capabilities. Identification of victims may be a long and complicated process. Facilities that might be used as temporary morgues include school gymnasiums, armories, or other secure, air conditioned buildings. These facilities should provide:

- A receiving entrance protected from public view.
- A plainly marked general information area, easily accessible and located where it will not interfere with free passage to the operational area.
- A waiting room and public restrooms.
- Separate rooms for interviews with individuals seeking missing persons.
- Private viewing rooms for identification purposes.
- A telephone area and personnel adequate to handle incoming and outgoing calls.
- A working area for the press.
- A working area for the clergy.

In addition to the above features, the facility should provide work spaces with the following provisions:

- Storage space for bodies. This should be divided to provide segregated areas for male adults, female adults, male children, female children, and those whose sex cannot be determined.
- 220 volt, AC current for X-ray equipment.
- Tables for examination.
- Running water.

- Good ventilation.
- Good lighting.

Organizations and agencies that may, upon request, provide services to help manage a temporary morgue operation include:

- American Red Cross.
- City Police Department.
- Clackamas County Criminologists.
- Clackamas County Medical Examiner.

6.6 Volunteer and Donations Management

The City Manager's Office and CCFD1 will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City EOC, with support from the American Red Cross, Salvation Army, and other volunteer organizations. These activities are intended to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow Incident Command System (ICS)/National Incident Management System (NIMS) standards.

6.7 Care of Response Personnel and EOC Staff

6.7.1 Emergency Operations Center Staff

Arrangements for the feeding and sheltering of EOC staff is the responsibility of the Logistics Section. As space allows, EOC staff will sleep and eat at the EOC. Sleeping areas may also be set up in other facilities.

6.7.2 Response Personnel

Response personnel will be released to their homes or stations to sleep. If necessary, space may be arranged in a shelter. This shelter should be different than the one used for disaster victims or evacuees.

6.7.3 Families of City Response Personnel

Families of response personnel may be sheltered together in the event of an extended incident involving a major shelter operation. This will facilitate keeping families informed and help maintain the morale of response personnel.

7 Supporting Plans and Procedures

- County Emergency Operations Plan
  - ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services

- ESF 8 – Public Health and Medical Services
- ESF 11 – Agriculture and Natural Resources
- ESF 14 – Long-Term Community Recovery

- Potential Shelter Locations – The most current list is available through Clackamas County Emergency Management. EOC staff may request that a shelter be opened by calling the Clackamas County Emergency Management through 911 or other number provided by them at that time.

8 Appendices

- Appendix A - Shelter Materials
  - A-1 - Shelter Survey Form
  - A-2 - Sample Shelter Agreement

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Appendix A Shelter Materials

A-1 Shelter Survey Form

A-2 Sample Shelter Agreement

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Appendix A-1 Shelter Survey Form

This form is intended to record information needed to make decisions when it becomes necessary to open a shelter.

Directions:
Please print all information. Complete one survey for each area within a facility that is to be used as a shelter or, if the entire facility is to be used as a shelter, for each facility. Complete all sections as thoroughly as possible, indicating numbers, space dimensions, etc.

This form is generic to many types of facilities; some of the questions on this form may not apply to every site. In such cases, answer "not applicable" (N/A).

General Facility Information

Facility Information

Facility Name:	
Name/description of area in this facility being surveyed for use as a shelter (e.g. Gymnasium):	
Are there other areas in this facility being surveyed? If yes, name them.	
Governing Agency/Owner:	
Street Address:	
Town/City:	Zip Code:
Latitude:	Longitude:
Map Locator Information (Map name, page, grid):	
Mailing Address (if different):	
Business Phone Number: ( ) -	Fax Number: ( ) -
Email Address (if applicable):	
Primary Contact to Authorize Facility Use: Name: _____ Day Phone: (_____) _____-_____ After Hours/Emergency Phone: (_____) _____-_____ Mobile Phone: (_____) _____-_____ Email:_____	**Alternate Contact to Authorize Facility Use:** Name: _____ Day Phone: (_____) _____-_____ After Hours/Emergency Phone: (_____) _____-_____ Mobile Phone: (_____) _____-_____ Email:_____

Primary Contact to Open Facility:	**Alternate Contact to Open Facility:**
Name:	Name:
Day Phone: (_____) _____-_____	Day Phone: (_____) _____-_____
After Hours/Emergency Phone: (_____) _____-_____	After Hours/Emergency Phone: (_____) _____-_____
Mobile Phone: (_____) _____-_____	Mobile Phone: (_____) _____-_____
Email: _____	Email: _____

Facility Physical Information

*****Attach a sketch or copy of the facility floor plan. *****

Availability for Use/Use Restrictions

Some facilities are only available during certain times due to other activities. Please indicate the periods that the facility is available.

☐ Facility available for use at any time of the year

☐ Facility **only** available for use during the following time periods:

From: to

From: to

☐ Facility **is not** available for use during the following time periods:

From: to

From: to

Is the facility within 5 miles of an evacuation route? ☐ Yes ☐ No

Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? ☐ Yes ☐ No

Are there trees, towers, or other potential hazards that could impact the safety of the facility or block access to it after a disaster? ☐ Yes ☐ No

If yes, please describe:

Is smoking allowed in the facility buildings? ☐ Yes ☐ No

Is smoking allowed on the facility grounds? ☐ Yes ☐ No

Capacity

Shelter Capacity - How many persons can be accommodated for sleeping?

Area available for shelter use:

Length: _____ x Width: _____ = Total Area: _____

Record only useable space. For example, if a room is 600 square feet, but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.

The area listed above ☐ is ☐ is not ☐ is partially disabled accessible.

Calculation of Shelter Capacity (Total Area ÷ Square feet per person = Capacity)

Recommended range of square feet per person by shelter type:

Evacuation shelter: 15 to 30 square feet per person

General shelter: 40 to 60 square feet per person

Special Needs Shelter: 80 square feet per person

Type of Shelter	Total Area	Square Feet/ per person	Capacity *
☐ Evacuation			
☐ General			
☐ Special Needs			

* Does the actual layout of the area being surveyed decrease the usable space and significantly impact the capacity of the area? If so, explain.

Seating Capacity - How many persons can be accommodated in fixed (not pull-out) seating areas (bench and flip-up type seating)?

☐ Bench	Measured linear feet of bench _____ ÷ 16 ft²/person = Bench seating capacity _____
☐ Chairs	Number of chairs counted = _____ = Seating capacity _____
☐ Not applicable	

Parking

Number of on-site parking spaces (Do not include on-street parking in this figure):

Number of handicapped parking spaces:

Do curb cuts exist in and exiting the parking area that are at minimum 35 inches wide? ☐ Yes ☐ No

When the facility **is** in normal use (i.e., school in session):	When the facility **is not** in normal use (i.e., school not in session):
☐ On-site parking is adequate for shelter residents ☐ Off-site parking is available as noted below (e.g. on streets around the school): _____ _____ ☐ There is **not** adequate on-site or off-site parking available	☐ On-site parking is adequate for shelter residents ☐ Off-site parking is available as noted below (e.g., on streets around the school): _____ _____ ☐ There is **not** adequate on-site or off-site parking available

General Facility Construction

Facility Construction		Number of stories:	Approximate year of construction:
☐ Wood frame	☐ Prefabricated		
☐ Concrete	☐ Trailer	Elevator: ☐ Yes ☐ No	Chair Lift: ☐ Yes ☐ No
☐ Masonry	☐ Bungalow		
☐ Metal	☐ Pod		
☐ Portable Classroom	☐ Other	Where, in relation to shelter area?	Quantity:
If "Other," describe:			

☐ Accessible doorways (minimum 35 inches wide)	☐ Ramps (minimum 35 inches wide): ☐ Fixed ☐ Portable ☐ Level landings
☐ Automatic doors or appropriate door handles	

Open Space: Indicate quantity and size (square feet)
☐ Athletic field(s):
☐ Fenced court(s):
☐ Secured playground area
☐ Other:

Fire Safety

Some facilities are that appear to be suitable for sheltering might not meet local fire codes based on building capacity. It is recommended that local codes be examined to determine if the facility meets them.

Does the facility have inspected fire extinguishers?	☐ Yes ☐ No
Does the facility have functional fire sprinklers?	☐ Yes ☐ No
Does the facility have a fire alarm?	☐ Yes ☐ No
If yes, choose one:	☐ Manual (pull down) ☐ Automatic
Does the fire alarm directly alert the fire department?	☐ Yes ☐ No
Does the facility have an internal fire hose system?	☐ Yes ☐ No
Does the facility have smoke detectors in/near the shelter area?	☐ Yes ☐ No

Sanitation Facilities

Indicate the quantity of only those sanitation facilities that will be accessible to shelter staff and residents near the area being surveyed for use as a shelter. If more than one area within the facility is being surveyed, only describe the sanitation facilities that will be for the exclusive use of the shelter area described in this survey.

Standards for ADA compliant accessible features for people with disabilities:

Toilets: Bathroom stall (38 inches wide); Grab bars (33–36 inches wide)

Showers: Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower heat (48 inches in height) or Hand-held spray unit with hose accessible for people with disabilities:

Sinks: Sink (34 inches in height); Towel dispenser (39 inches in height)

	Urinals		Toilets		Showers		Sinks	
	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant
Men's								
Women's								
Unisex								
Total								

Are there any limitations on the availability of these facilities? ☐ Yes ☐ No

If yes, describe limitations (only during specific time blocks, etc.):

Are there baby diaper changing tables in any of the restroom facilities? ☐ Yes ☐ No

Food Preparation Facilities		
☐ There are no food preparation or food service capabilities at this facility.		
☐ Full-service kitchen: food is stored, prepared, and served on site. If full-serviced, number of meals that can be produced: _____		
☐ Food is prepared off site by a central kitchen and served on site Central Kitchen Contact: _____ Phone Number: ( )		
☐ Warming oven kitchen		
Appliances/Equipment: Indicate quantity and size (square feet) as appropriate.		
Refrigerators:	Walk-in refrigerators:	Industrial refrigerators:
Freezers:	Walk-in freezers:	Roasters:
Burners:	Griddles:	Warmers:
Ovens:	Convection ovens:	Microwaves:
Steamers:	Steam kettles:	Food processors:
Ice Machines:	Sinks:	Number of sink compartments:
Commercial dishwasher *(approved sanitation levels):*	Non-commercial dishwasher:	
Location of equipment if in area other than kitchen:		

Dining Facilities	
Dining area on site: ☐ Yes ☐ No	Location:
Snack bar: ☐ Yes ☐ No	If yes, seating capacity:
Cafeteria: ☐ Yes ☐ No	If yes, seating capacity:
Other indoor seating: ☐ Yes ☐ No	If yes, describe, include size and seating capacity:
Total estimated seating capacity for eating:	
Standards for accessible for people with disabilities Tables (28–34inches in height); Serving line/counter (28–34 inches in height); Aisles (minimum 38 inches wide)	

Are there accessible tables? ☐ Yes ☐ No If yes, number:	Are serving line/counters accessible? ☐ Yes ☐ No	Are aisles accessible? ☐ Yes ☐ No

Additional comments related to food preparation or dining areas:	
Health Service Facilities	
Number of private rooms available:	Access to locked refrigeration? ☐ Yes ☐ No
Total square footage of available space for health care needs:	
Location of health service area:	
Laundry Facilities	
Number of clothes washers:	Number of clothes dryers:
Availability to shelter operator:	☐ Yes ☐ No
Are laundry facilities coin operated?	☐ Yes ☐ No
Special conditions or restrictions:	

Facility Services Information

Electricity		
Emergency (generator power) on site: ☐ Yes ☐ No	Capacity in kilowatts:	
Is facility staff required to operate emergency generator? ☐ Yes ☐ No		
This generator powers: ☐ Throughout the shelter area. ☐ Only emergency lights and other critical circuits in shelter area. ☐ No generator serves the shelter area.		
Estimated run-time without refueling (in hours):	☐ Auto start ☐ Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: ☐ Yes ☐ No	If yes, quantity (in gallons):	
Utility company/vendor:	Emergency phone number: ( ) -	
Generator fuel vendor:	Emergency phone number: ( ) -	
Generator repair contact:	Emergency phone number: ( ) -	

Heating	
Source of heat: ☐ Electric ☐ Natural Gas ☐ Propane ☐ Oil ☐ Gasoline ☐ Diesel	
Shelter area is heated: ☐ Yes ☐ No	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Cooling	
Source of cooling: ☐ Electric ☐ Natural Gas ☐ Propane	
Shelter area is air conditioned: ☐ Yes ☐ No	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Water	
Source of water: ☐ Municipal ☐ Well(s) ☐ Trapped Water	
If trapped, potable (*drinkable*) storage capacity in gallons:	Non-potable (*undrinkable*) storage capacity in gallons:
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Cooking: *refer to **Food Preparation Facilities** for additional information on facility cooking capacities.	
Source of cooking energy: ☐ Electric ☐ Natural Gas ☐ Propane	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -

Communications Information	
Radio:	
Is there a NOAA Weather Radio at this facility? ☐ Yes ☐ No If yes, where is it located?	
Is there an emergency communications (ham) radio at this facility? ☐ Yes ☐ No If yes, where is it located? Who is trained/authorized to operate it? Name: Contact #: ( )	
Telephone/fax machines:	
Telephone service: ☐ Traditional land line ☐ VOIP (internet line)	
Are there business telephone available to shelter staff: ☐ Yes ☐ No	If yes, list any restrictions:
Business telephone available to shelter occupants: ☐ Yes ☐ No	If yes, list any restrictions:
Are there accessible telephones (49 inches from floor)? ☐ Yes ☐ No If yes, number of accessible phones:	Is there Telecommunications Device for the Deaf (TDD) availability? ☐ Yes ☐ No
Are there earpiece telephones (volume adjustable)? ☐ Yes ☐ No	Are there fax machines available to shelter staff? ☐ Yes ☐ No
Is there speaker telephone/conference availability? ☐ Yes ☐ No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Computers:	
Type of internet service connection: ☐ Dial-up ☐ High-Speed ☐ Cable ☐ Wireless	
Computers available to shelter staff: ☐ Yes ☐ No	Is there public access to computers? ☐ Yes ☐ No
Number of computers:	
Location of computers for evacuee use:	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -

Television:	
Is there a TV available for shelter use?	☐ Yes ☐ No
Location of cable TV drop for shelter area:	

Shelter Management Information

This section is designed to identify shelter use capabilities of the facility for registration, management, and pet-care.

Shelter Management	
Location of shelter registration:	Is there a computer network drop in this area? ☐ Yes ☐ No
Location of office for shelter management team:	Is there a computer network drop in this area? ☐ Yes ☐ No
	Phone number in this office:
Shelter supply kit is located:	
Key for kit is located:	

Pet Care Capacity: if applicable	
Pets could be housed: ☐ On site in existing facility ☐ On site using additional resources (Tents/Trailers) ☐ Combination of existing facility and additional resources ☐ Off site	Capacity:_____ Capacity:_____
Location of pet intake area:	Location of pet shelter area:
Is the space used for the pet shelter area located near chemicals: ☐ Yes ☐ No	
Location of outdoor pet walking area:	

Facility Staff		
Facility personnel required when using facility:	☐ Yes	☐ No
Facility kitchen staff required when using facility kitchen:	☐ Yes	☐ No
Voluntary organizations *(such as church or fire auxiliaries)* required when using the facility:	☐ Yes	☐ No
Sanitation/maintenance staff required:	☐ Yes	☐ No
Will any of the above groups be experienced or trained in shelter management?	☐ Yes	☐ No

Shelter Agreement Information	
Does the facility/owner have a current agreement for use as emergency shelter? ☐ Yes ☐ No	
Date:	Updated:
Additional information about agreement, if applicable:	
Additional notes (use additional page as needed):	
Survey completed/updated by:	**Date:**
Printed name and title of authorized facility personnel:	*Signature of authorized personnel:*
Agency/organization of authorized facility personnel:	
Printed name and title of shelter surveyor:	*Signature of shelter surveyor*
Agency/organization of surveyor:	

Shelter Determination:

☐ Facility can be used as general emergency shelter.
☐ Facility can be used as an evacuation shelter.
☐ Facility can be used as a special needs shelter.
☐ Facility can be used as a pet-friendly shelter
☐ Facility will not be used as a shelter.

Facility is ADA Compliant: ☐ Partially ☐ Fully ☐ Not ADA Accessible

Is this shelter entered in the National Shelter System (NSS)? ☐ Yes ☐ No
NSS ID:_____

Appendix A-2 Sample Shelter Agreement

Oregon City coordinates the provision of mass care services to individuals, families, and communities impacted by a disaster. Certain disaster relief activities are supported by private facility owners who permit their buildings to be used as a temporary shelter for disaster victims and designated community organizations, like the American Red Cross or Salvation Army, who support relief activities. This agreement is between Oregon City Administration and a facility owner ("Owner") so that the City can use the facility as an emergency shelter during a disaster that directly or indirectly impacts the City.

Parties and Facility

Owner:

Legal name: _____

Chapter: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

_____

_____

_____

Oregon City

Department/Agency: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

_____

_____

_____

Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write "See attached facility list" and attach a facility list that includes the complete street address of each building that is part of this Agreement).

_____

_____

_____

_____

Terms and Conditions

- Use of Facility: Upon request and if feasible, the Owner will permit Oregon City to use the Facility on a temporary basis as an emergency public shelter.
- Shelter Management: Oregon City will have primary responsibility for the operation of the shelter and will designate a relief organization personnel member, the Shelter Manager, to manage the sheltering activities. The Owner will designate a Facility Coordinator to coordinate with the Shelter Manager regarding the use of the Facility by Oregon City.
- Condition of Facility: The Facility Coordinator and Shelter Manager (or designee) will jointly conduct a pre-occupancy survey of the Facility before it is turned over to Oregon City to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that Oregon City should not use while sheltering in the Facility. Oregon City will exercise reasonable care while using the Facility as a shelter and will make no modifications to the Facility without the express written approval of the Owner.
- Food Services: Upon request by Oregon City, or Shelter Manager, and if such resources exist and are available, the Owner will make the food service resources of the Facility, including food, supplies, equipment and food service workers, available to feed the shelter occupants. The Facility Coordinator will designate a Food Service Manager to coordinate the provision of meals at the direction of and in cooperation with the Shelter Manager. The Food Service Manager will establish a feeding schedule, determine food service inventory and needs, and supervise meal planning and preparation. The Food Service Manager and Shelter Manager will jointly conduct a pre-occupancy inventory of the food and food service supplies in the Facility before it is turned over to Oregon City.
- Custodial Services: Upon request by Oregon City, and if such resources exist and are available, the Owner will make its custodial

resources, including supplies and custodial workers, available to provide cleaning and sanitation services at the shelter. The Facility Coordinator will designate a Facility Custodian to coordinate the provision of cleaning and sanitation services at the direction of and in cooperation with the Shelter Manager.

- Security: In coordination with the Facility Coordinator, the Shelter Manager, as he or she deems necessary and appropriate, will coordinate with law enforcement regarding any public safety issues at the Shelter.
- Signage and Publicity: Oregon City may post signs identifying the shelter as an Oregon City emergency shelter in locations approved by the Facility Coordinator and will remove such signs when the shelter is closed. The Owner will not issue press releases or other publicity concerning the shelter without the express written consent of the Shelter Manager. The Owner will refer all media questions about the shelter to the Shelter Manager.
- Closing the Shelter: Oregon City will notify the Owner or Facility Coordinator of the closing date for the shelter. Before the County vacates the Facility, the Shelter Manager and Facility Coordinator will jointly conduct a post-occupancy survey to record any damage or conditions. The Shelter Manager and Facility Coordinator or Food Service Manager will conduct a post-occupancy inventory of the food and supplies used during the shelter operation.
- Reimbursement: Oregon City will reimburse the Owner for the following:
    - *Damage to the Facility or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of Oregon City. Reimbursement for facility damage will be based on replacement at actual cash value. Oregon City will select from among bids from at least three reputable contractors. Oregon City is not responsible for storm damage or other damage caused by the disaster.
    - *Reasonable costs associated with custodial and food service personnel* which would not have been incurred but for Oregon City's use of the Facility for sheltering. Oregon City will reimburse at per-hour, straight-time rate for wages actually incurred but will not reimburse for (i) overtime or (ii) costs of salaried staff.
    - *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such costs would not have been incurred but for Oregon City's use

of the premises (both parties must initial all utilities to be reimbursed by Oregon City):

	Owner initials	County initials
Water		
Gas		
Electricity		
Waste Disposal		

The Owner will submit any request for reimbursement to the County within 60 days after the shelter closes. Any request for reimbursement for food, supplies ,or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel with the dates and hours worked at the shelter.

- Insurance: Oregon City, and designated relief organizations supporting mass care activities, shall carry insurance coverage in the amounts of at least $1,000,000 per occurrence for Commercial General Liability and Automobile Liability. Oregon City shall also carry Workers' Compensation coverage with statutory limits for the jurisdiction within which the facility is located and $1,000,000 in Employers' Liability.
- Indemnification: Oregon City shall defend, hold harmless, and indemnify the Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death, and property damage arising from the negligence of Oregon City during the use of the premises.
- Term: The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

Owner (legal name)	
By (signature)	By (signature)
Name (printed)	Name:
Title	Title :
Date	Date

3 FA 3 – Infrastructure Services

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FA 3 Tasked Agencies	
Primary Agencies	City Public Works Department
Supporting Agencies	Clackamas County Fire District No. 1 (CCFD1) Clackamas County Transportation and Development Oregon Department of Transportation (ODOT) Water: City of Oregon City, South Fork Water Board Sewer: City of Oregon City Electricity: Portland General Electric Gas: NW Natural Garbage Service: Oregon City Garbage Company Telephone and Internet Service: Verizon, Qwest, and Comcast

1 Purpose and Scope

This Infrastructure Services Functional Annex (FA)provides information regarding the coordination of infrastructure, public works, damage assessment, and engineering services during all phases of emergency management. Public works resources (personnel, equipment, facilities, materials, and supplies) will be coordinated through the City Public Works Department or the City Emergency Operations Center (EOC) (depending on the situation) following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers. This support function contains the various sub-functions outlined below.

The annex covers the following functions:

- Transportation
- Infrastructure Repair and Restoration
- Energy and Utilities
- Damage Assessment
- Debris Management

2 Policies and Agreements

The following policies and agreements are currently in place to support infrastructure services for the City:

- **Oregon Public Works Emergency Response Cooperative Assistance Agreement**; Oregon Department of Transportation and Oregon City (March 2010). This agreement enables public works agencies to support each other during an emergency, provides the mechanism for immediate response to the requesting agency when the responding agency determines it can provide the needed resources and

expertise, and sets up the documentation needed to seek maximum reimbursement possible from appropriate federal agencies.

- **Oregon Water/Wastewater Agency Response Network (ORWARN)**; ORWARN is composed of member utilities providing voluntary emergency assistance to each other. ORWARN facilitates rapid and short-term deployment of emergency services, in the form of personnel, equipment, and materials.

3 Situation and Assumptions

3.1 Situation

The City has identified critical infrastructure and resources to be protected and prioritized during an emergency event or disaster, to the greatest extent possible. During an emergency situation, the protection of human lives will take precedence during all facets of response, and essential services within the City will be maintained as long as conditions permit.

In addition, a utility failure would impact the availability of essential services such as the water supply, electrical power, natural gas, telephone, and sanitary sewer services. While a failure may result from natural or human causes, the severity of the incident must be measured by the duration of the disruption of the service and its impact on life and property.

3.2 Assumptions

- Response operations for the City Public Works Department will include assisting police and fire departments in traffic control and rescue operations, and clearing and maintaining critical lifeline routes.
- In a response to a natural hazards event such as flood, windstorm, or earthquake, the Public Works Department will generally be assigned or assume the lead agency role.

4 Roles and Responsibilities

4.1 General Responsibilities

The activities and responsibilities for each department in support of infrastructure services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1.1 Emergency Program Coordinator

- Regularly brief the Mayor, City Commission, and City Manager on situational developments.

- Collect resource requirement information from all City departments and the CCFD1.
- Evaluate the situation and determine whether the emergency operations plan needs to be implemented.
- Assess developing conditions and evaluate their potential impact.
- Research sources of needed resources.
- Establish and maintain contact with the County; provide updates on conditions.
- Consider activating the EOC.
- Document actions taken and costs incurred.
- Facilitate post-incident analysis.

4.1.2 Public Works Department

Public Works is responsible for:

- Developing and maintaining an emergency notification list of department personnel.
- Opening emergency response routes for rescue and life-saving operations.
- Restoring streets and managing street traffic, including traffic control devices.
- Restoring wastewater (sanitary sewer) and storm water system capacities.
- Restoring and operating sanitary sewer pump stations and pressure mains.
- Interfacing with utility providers to ensure timely restoration of services.
- Removing and disposing of debris from public rights-of-way and City property that was a direct result of a disaster event.
- Maintaining storm water flow.
- Administering existing contracts and developing new ones to restore infrastructure and services.

- Keeping the City's fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well-being; this will be given top priority during an emergency.
- Keeping the City's emergency generators operational.
- Coordinating with the police to assist in traffic control.
- Developing and maintaining operating procedures for disaster response.
- Establishing contracts and relationships with contractors and vendors who may play key roles in repair and restoration of County infrastructure.
- Requesting assistance through the County, if necessary.
- Documenting incident actions and costs incurred.
- Notifying regulating agency(s), as appropriate.

4.1.3 CCFD1

CCFD1 is responsible for:

- Notifying appropriate personnel of the developing situation.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential safety issues and making recommendations to the Safety Officer.
- Providing communication resources and support as needed.
- Providing fire suppression personnel and equipment to support public works response and recovery activities.

4.1.4 Police Department

The Police Department is responsible for:

- Alerting personnel of developing conditions.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential security and safety issues and making recommendations to the Safety Officer.

- Providing police personnel and equipment to support public works response and recovery activities.
- Providing communication resources and support as needed.

4.1.5 Utilities

- Coordinating response activities with City Public Works Department regarding restoration of services.
- Making repairs and restoring services as soon as possible.
- Supporting the City with equipment, personnel, etc., as appropriate.

5 Concept of Operations

When this Emergency Operations Plan (EOP) is activated, all activities and resources in support of infrastructure services will be coordinated by the City EOC staff as identified and managed using the Incident Command System (ICS). The City Public Works Department is the lead agency for infrastructure operations and solid waste (debris) management.

Public Works will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public Works will also place emphasis on supporting law enforcement, fire, and search and rescue with evacuation and traffic control capabilities. Other operational priorities include:

- Damage assessment.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Identification and labeling of uninhabitable/unsafe structures.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).
- Coordination with utility restoration operations (power, gas, and telecommunications).
- Prioritization of efforts to restore, repair, and mitigate infrastructure owned by the City and County.

Public Works will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

See the Clackamas County EOP, Support Annex (SA) C – Damage Assessment for more detail

The County Transportation and Development division will address larger debris management issues for the County. If needed, the City will request the following infrastructure services from County Emergency Management:

- Identification and labeling of uninhabitable/unsafe structures.
- Establishment of priorities and processes for issuing demolition and building permits.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.

6 City Infrastructure Services Functions

6.1 Transportation

- Monitor and report on the status of and damage to the transportation system and infrastructure as a result of an emergency incident.
- Identify temporary alternative transportation solutions that can be implemented.
- Coordinate with County and State transportation agencies to implement the restoration and recovery of transportation systems and infrastructure.

See the Clackamas County EOP, Emergency Support Function (ESF) 1 – Transportation for more detail.

6.2 Infrastructure Repair and Restoration

City Public Works actions may include:

- Conduct pre-incident and post-incident assessments of public works and infrastructure.
- Execute emergency contract support for life-saving and life-sustaining services.
- Coordinate technical assistance, including engineering expertise, construction management, and contracting and real estate services.

- Provide emergency repair of damaged public infrastructure and critical facilities.

See the Clackamas County EOP, ESF 3 – Public Works and Engineering for more detail.

6.3 Energy and Utilities

Energy and utility related actions may include:

- Collect, evaluate, and share information on energy/utility system damage and estimations of the impact of outages/failures within affected areas.
- Coordinate restoration of service in impacted areas.
- Ensure backup power and utility sources for critical facilities.

See the Clackamas County EOP, ESF12 – Energy for more detail.

6.4 Debris Management

A Debris Management Plan defines the roles, responsibilities, and procedures and provides guidance for development and implementation of all elements involved in managing debris removal operations in the response and recovery phases of a disaster. The City is currently participating in the development of a regional debris management plan which, when completed, will be housed in the Public Works Department. City debris management activities would be coordinated by the City Public Works Department in coordination with the County Department of Public Works.

See the Clackamas County EOP, Support Annex B – Debris Management for more detail.

7 Supporting Plans and Procedures

- County Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 3 – Public Works and Engineering
  - ESF 12 – Energy
  - SA B – Debris Management
  - SA C – Damage Assessment
- Key Facilities List – available at the City EOC

8 Appendices

- Appendix A Resource Inventory

Appendix A - Resource Inventory

To be developed.

4 FA 4 – Recovery Strategy

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FA 4 Tasked Agencies	
Primary Agencies	City Administration
Supporting Agencies	

1 Purpose and Scope

The Recovery Strategy Functional Annex (FA) outlines the basic City services and resources necessary to recover from a disaster.

This annex covers the following functions:

- Damage Assessment
- Public Assistance
- Individual Assistance

2 Policies and Agreements

The following policies and agreements are currently in place to support recovery for the City:

- None at this time

3 Situation and Assumptions

The recovery phase of an emergency is the period of time following the response period when actions are taken to help citizens return to a normal, or safer, life as soon as possible after an emergency.

Recovery is both a short- and long-term process. In the short term, emphasis is placed on restoring vital services to the community and identifying and providing basic needs to the public. Long-term recovery restores the community to its normal state, or better. It is at this point that knowledge gained by the incident is converted to mitigation measures for future hazard risks.

Local, County, and Federal government are responsible for assisting the public and private sectors in disaster recovery. A widespread disaster may affect the functionality of business, disrupt employment, interrupt government services, and impact tax revenue. Recovery is function undertaken during and after an event, along with the response. Expeditious recovery will limit costs, damages, and long-term impacts on the community. The purpose of this Recovery Strategy annex is to provide a strategy for the City to coordinate its recovery efforts with its partners at the State and Federal level.

In most cases, recovery begins during an event's response phase, when damage is identified and assessed. Damages are classified as being in the private or public sector. The extent of damages in dollars will determine what, if any, State or Federal assistance may be available during the recovery phase. To request this

assistance, a local proclamation of emergency must be made and communicated to the Governor. Good record keeping and mitigation planning will support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private non-profit organizations support recoveries as well. The American Red Cross and Salvation Army are examples of those involved in such efforts. The Governor can also request direct assistance from selected Federal agencies without a formal presidential declaration.

A comprehensive guide to Community Recovery in the State of Oregon can be found at the following internet site: http://www.oregon.gov/OMD/OEM/fin_rec/disaster_recover_guide.shtml.

4 Roles and Responsibilities

4.1 Emergency Operations Center Staff

During recovery, many of the Section Chiefs' responsibilities and activities continue, but sometimes with a change in focus. These responsibilities are described below.

4.1.1 Operations Section

- Coordinate restoration of roads, bridges, and essential service facilities, and work on long-term reconstruction.
- Coordinate temporary housing and feeding of displaced persons.
- Perform initial damage assessments.

4.1.2 Planning Section

- Demobilize resources.
- Document emergency activities.
- Complete situation status reports.
- Coordinate resource management with the Logistics Section and Incident Commander.
- Create maps.

4.1.3 Logistics Section

- Make arrangements for a Disaster Recovery Center (DRC) for the Federal Emergency Management Agency (FEMA).
- Document emergency activities.

- Coordinate temporary housing and feeding of displaced persons.
- Coordinate resource management with the Planning and Finance Sections.

4.1.4 Finance Section

- Keep records of all costs incurred.
- Document emergency activities.
- Prepare documents for submission to State and Federal government.
- Coordinate and document damage assessment.

4.1.5 Public Information Officer

- Disseminate public information.
- Document all emergency activities.

4.2 City Departments

4.2.1 Emergency Program Coordinator

- Activate the disaster assessment team or process. Ensure that damage information is received from private nonprofit organizations.
- Receive and compile disaster information to:
  - Share the information with the appropriate County and municipal agencies
  - Prioritize response and recovery activities
  - Determine whether additional resources are needed
  - Submit forms to County Emergency Services as needed.
- Coordinate with appropriate agencies to address unmet needs.
- Receive and disseminate information to decision makers to prioritize recovery efforts and determine the need for State or Federal assistance.
- Coordinate the involvement of community response partners regarding the Preliminary Damage Assessment (PDA) and disaster declaration process.
- Assist County, State, and Federal agencies with conducting PDAs.
- Ensure completion of documentation of disaster-related response and recovery costs.

- Coordinate with local officials to identify and recommend mitigation projects.

4.2.2 Other City Agencies

- Assist with the damage assessment process and disaster declaration process as requested.
- Document disaster-related response and recovery costs.
- Coordinate with local officials to identify and recommend mitigation projects.

5 Concept of Operations

5.1 Short-Term Recovery Activities

During the recovery phase of an emergency, the City Manager or Incident Commander has the final authority to establish priorities for recovery activities and the allocation of resources to support them. Some activities, such as damage assessment, will most likely begin during the response phase of the emergency once the incident is stabilized. Short-term recovery activities may include:

- Damage assessment and posting of unsafe and unusable buildings, roads, or bridges.
- Assessment of victims' needs.
- Removal of disaster debris.
- Removal of human and animal remains.
- Testing of drinking water and, if necessary, establishing new or additional drinking water supplies.
- Emergency repairs of sanitary, sewer, and storm drainage systems.
- Repair of utility lines, such as electricity and natural gas.
- Establishment of security in affected areas.

5.2 Long-Term Recovery Activities

Long-term recovery activities are generally conducted by the same resources used for similar activities during non-emergency times. These activities include:

- Restoring non-vital government services.
- Demolishing and reconstructing damaged areas.
- Monitoring restoration activities.

- Establishing, in coordination with the Federal government, a DRC *(See FA 2 – Human Services for more detail)*, if necessary.
- Identifying areas to improve and implement changes (such as building codes, emergency plan, training deficiencies, etc.) that could mitigate damage in future emergencies.

5.3 Requests for State and Federal Assistance

5.3.1 Local Emergency Declaration

When the City is faced with an emergency or disaster condition that requires a coordinated response beyond that which occurs routinely, and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements, the Mayor (or designee) may decide to declare a local emergency.

A local emergency declaration provides City officials with the additional authority that may be needed to address emergency conditions; can facilitate large-scale evacuations; and, once the appropriate response is beyond the capability of the County, can set the stage for requesting state assistance.

See the Basic Plan, Chapter 1 for procedures for declaring a state of emergency.

5.3.2 Local Request for State Assistance

If an emergency has occurred wholly within the boundaries of the City, a request for assistance from the State must be submitted to the County for transmittal to Oregon Emergency Management (OEM) for consideration by the Governor. The State has a reasonable expectation that counties will endeavor to assist cities within their jurisdictions before turning to the State and/or Federal government for assistance.

Requests for assistance submitted to the County for transmittal to the State must include:

- The type of emergency or disaster.
- The location(s) affected.
- Deaths, injuries, population still at risk.
- The current emergency conditions or threat.
- An initial estimate of the damage and impacts.
- Actions taken and resources committed by local governments.
- Specific information about the assistance being requested.

5.3.3 County and Federal Recovery Efforts

Community recovery assistance from the county and Federal levels comes in the form of activating ESF 14 – Long-Term Community Recovery. This support function provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments, nongovernmental organizations, and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF 14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding and by providing technical assistance for community recovery and recovery planning support. For information regarding County recovery procedures, refer to ESF 14 in the County EOP. For information at the Federal level, ESF 14 can be found at http://www.fema.gov/pdf/emergency/nrf/nrf-esf-14.pdf.

NOTE: Detailed information regarding local and state recovery processes is provided in the State Disaster Recovery Guidebook, Part I – Overview.

6 City Recovery Functions

6.1 Damage Assessment

Damage assessment is conducted in two phases: Initial Damage Assessment (IDA) and secondary damage assessment. The IDA, a Planning Section responsibility, provides supporting information for the disaster declaration and is the responsibility of the City. The secondary damage assessment is an in-depth analysis of the long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the American Red Cross.

6.1.1 Windshield Surveys

During the initial phase of an event with widespread property damage (such as windstorm, earthquake, etc.), normal communication links may not exist. It is important to get an account of the damage as soon as possible in order to prioritize resource assignments.

As appropriate after an event, units from appropriate agencies may begin a process called "windshield surveys." Windshield surveys consist of response agency units driving throughout the City in a systematic manner to survey predetermined high-priority facilities. When damage is discovered, a description of the situation is to be reported. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

6.1.2 Initial Damage Assessment

During an emergency or disaster, local governments conduct a quick initial assessment of damages and impacts, sometimes as part of a request for State or Federal resources to augment local ones. The Community Development Director coordinates this assessment and usually assigns some IDA responsibilities to other local government departments.

The IDA evaluates the damages and costs related to a disaster, the impact of the disaster on the community, and which State, Federal, or volunteer agency programs might be able to provide needed assistance. With respect to Federal assistance, a determination during the IDA of the extent of affected homes, businesses, and public facilities assists State officials in determining whether they need to follow-up with other damage or impact assessments, including perhaps a PDA for Individual Assistance, Public Assistance, or both.

As soon as it can safely be done during or following the event, local officials should complete the Initial Damage Assessment Summary Report Form and forward it to the County. Counties should forward the completed form to OEM.

Table RS-1 outlines the City's priorities for damage assessment.

Table RS-1 – Oregon City Damage Assessment Priorities

Priority #1	Public Safety and Restoration of Vital Services
Emergency Operations	Emergency Operations Center Fire Stations City Police Department facilities
Hazardous Industries	Hazardous occupancy industry Natural gas pipelines Electrical power stations and other like facilities
Utilities & Transportation Infrastructure	Sanitary sewer Storm and water lines Bridges and overpasses
Medical Facilities	Mass care and shelter facilities Medical clinics
Other Vital Public Services	Schools and other public facilities Food suppliers Other major businesses
Note: Each facility should be analyzed on structural integrity, safety, functional capability, and estimated costs to repair or replace.	
Priority #2	**Assessment of Damage to Support Emergency or Major State or Emergency Declaration**
	Multi-family complexes Single-family residences Other businesses

6.1.3 Secondary Damage Assessment

The IDA should provide the basis for secondary assessment activities. Secondary damage assessments most often occur during the recovery phase after initial response activities have taken place and build upon that information to provide supporting documentation for State and Federal disaster assistance. While assessment will have begun with the Planning Section in the EOC, often the PDA will occur after the EOC has been demobilized. If demobilization has occurred, the

final incident package, including all damage assessment information, shall be transferred to the Financial Officer of record. He or she may choose to assign the Finance staff most involved in the incident to manage the long-term recovery, or may assign these duties internally as necessary.

Finance staff should plan to perform the following tasks:

- Identify a Recovery Coordinator for each department that will have projects.
- Establish and maintain contact with OEM and Clackamas County Emergency Management. Determine:
  - Reporting and inspection time lines
  - Support needed by State/Federal Teams
  - Process for obtaining approval for activities taken during recovery activities.
- Coordinate the assignment of personnel to Damage Assessment teams (these personnel will most likely be from Public Works or Community Development). The section should arrange appointments with managers/owners of affected facilities in order to facilitate the process.
- Provide current cost and damage assessment information to the Command and General Staff and to the Mayor and Commission, City Manager, and department Directors.

See the State Disaster Recovery Guidebook, Part I – Overview for more detailed information on damage assessment.

6.2 Public Assistance

Requests for Public Assistance for the City will be coordinated with County Emergency Management.

6.2.1 Eligible Entities and Projects

Eligible applicants under the Public Assistance Program are units of local government, state agencies, organizations and agencies of native peoples, and private nonprofit organizations that meet certain criteria.

As a local government, the City qualifies as an applicant under the Federal Public Assistance Program. However, this basic qualification is only the first step in complying with eligibility criteria. To be eligible for assistance, a project must result from a Presidentially declared emergency or major disaster, must lie within the designated disaster area, must be the responsibility of an eligible applicant, and must not fall within the authority of another Federal agency.

6.2.2 Request for Public Assistance

Applicants notify FEMA of their intent to apply for public assistance by submitting a Request for Public Assistance form. This request officially declares to FEMA that an applicant intends to apply for Public Assistance. The form outlines general information identifying the applicant, including the applicant's name, address, and primary and secondary contacts. If the applicant is unable to submit the request to OEM at the Applicants' Briefing, the applicant must submit the form within 30 days of the date of designation of the county for Public Assistance. An applicant need not wait until all damage is identified before requesting assistance.

Federal and State personnel will review each public assistance request to ensure the applicant's eligibility. Once a request has been submitted, the project formulation process can begin. Project formulation is the process of documenting the eligible facility, the eligible work, and the eligible cost for damaged projects.

6.2.3 Steps to Obtain Disaster Assistance

There are five primary steps to obtaining public disaster assistance:

- A request is submitted by the applicant.
- A Public Assistance Coordinator (PAC) is assigned to each applicant.
- The applicant presents a list of damages to the PAC at the kickoff meeting. This list serves as the basis for completing Project Worksheets. The applicant then has 60 days from the date of the kickoff meeting to report or identify damages to FEMA.
- The PAC and State staff work with the applicant/subgrantee to identify any special considerations, ensure that all damage and emergency work costs are identified, and ensure that the scope-of-work on Project Worksheets is eligible and complete.
- Upon approval of Project Worksheets, the funds are obligated to OEM, who is the grantee and will disburse Public Assistance funds to the subgrantee. Federal funds for small projects will be disbursed after approval, and Federal funds for large projects will be disbursed as work is accomplished.

See the State Disaster Recovery Guidebook, Part IV – Programs Which Assist Public Agencies for more detailed information on public assistance.

6.3 Individual Assistance

Individual Assistance programs strive to meet the disaster-related needs of individuals and families while utilizing disaster assistance resources as efficiently as possible. Disaster recovery officials especially strive to avoid duplication of benefits. Efficient use of recovery resources is also aided by providing assistance

through a sequence of programs. Those with serious unmet disaster-related needs proceed through each step until all avenues, public and private, have been explored to meet those needs.

6.3.1 Insurance

Claims should be made in accordance with appropriate insurance policies in effect for the peril that caused the disaster. Disaster assistance programs are not a replacement for proper insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as good as that provided by insurance. Moreover, most natural disasters that affect an individual or family are not widespread enough to result in the implementation of Federal disaster assistance programs. Hence, in the vast majority of cases, insurance and voluntary agency assistance are the only avenues for helping families and individuals recover.

6.3.2 Voluntary Agency Assistance

Many voluntary agencies provide disaster recovery assistance to individuals and families. Like insurance, voluntary agencies should be viewed as having resources which are utilized prior to governmental disaster assistance programs. In cases for which there is a Presidential declaration, access to some voluntary agency assistance may be gained at or through DRCs. Most voluntary agency assistance is intended to meet immediate disaster-related needs such as shelter, food, clothing, health and medical care including counseling and mental health assistance, essential household furnishings, bedding, transportation, and sometimes temporary assistance to rent housing.

See Appendix D, Typical Individual Assistance of this annex for additional individual assistance programs.

6.3.3 Disaster Recovery Centers

If individual assistance is authorized, the Logistics Section may be called upon to establish a local DRC to assist qualified citizens with filing claims for financial and housing assistance. Appropriate facilities include schools, churches, and community centers. In Oregon City, school gymnasiums should receive particular consideration for this purpose.

Local, State, and Federal entities will:

- If individual assistance is authorized, establish a local DRC to assist qualified citizens with filing claims for financial or housing assistance.
- If public assistance is authorized, dispatch assessors to develop, in coordination with local representatives, disaster survey reports for public damage and response costs.
- Provide technical assistance and advice regarding recovery and mitigation activities to both citizens and public agencies, as appropriate.

- Coordinate public information and assistance activities with the EOC Public Information Officer (PIO); and keep local authorities informed of assistance provided to local residents, businesses, and local entities.

Advertising of these facilities will be coordinated by the PIO through the Joint Information Center (JIC) (if activated) located in the Federal/State Disaster Field Office. Federal, State, local and volunteer agencies may provide or accept applications for the following services through the DRC:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing, so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, technical assistance, and Federal grants for the purchase or transportation of livestock.
- Information on the availability of food stamps and eligibility requirements.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster-related tax benefits.
- Consumer counseling concerning various disaster-related tax benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.
- Social Security assistance for recipients or survivors, such as death or disability benefits or monthly payments.
- Veteran's assistance, such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veteran's Administration (VA) if a VA-insured home has been damaged.

- Other specific programs and services as appropriate to the disaster.

See the State Disaster Recovery Guidebook, Part II – Programs Which Assist Families and Individuals for more detailed information on individual assessment.

7 Supporting Plans and Procedures

- County Emergency Operations Plan
  - ESF 14 – Long-Term Recovery
  - SA C – Damage Assessment
- State of Oregon Disaster Recovery Guidebook

8 Appendices

- Appendix A Damage Assessment Materials
  - A-1 Initial Damage Assessment Checklist
  - A-2 Preliminary Damage Assessment Checklist
  - A-3 Initial Damage Assessment Summary Report Form
- Appendix B Public Assistance Materials
- Appendix C Individual Assistance Materials
  - C-1 Disaster Recovery Center Requirements Checklist
  - C-2 FEMA DRC Requirements Worksheet
- Appendix D Typical Individual Assistance Programs

Appendix A Damage Assessment Materials

A-1 Initial Damage Assessment Checklist

A-2 Preliminary Damage Assessment Checklist

A-3 Initial Damage Assessment Summary Report Form

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Appendix A-1 Initial Damage Assessment Checklist

As its name suggests, an IDA is meant to be an *initial* assessment of the damage and impacts caused by the disaster. Do not spend a great deal of time on details at this stage. The IDA only needs to outline enough damage and impacts to the community to bring in the right programs for a closer assessment.

All those using information obtained from an IDA should be cautioned concerning the limitations of the data and should expect variations between this initial assessment and the actual number of applications received should disaster assistance programs be offered.

General

The following guidelines should be followed when conducting an IDA:

- Examine and note areas of major damage and damage that is likely to be expensive to repair and mitigate.
- Although insured losses should be noted, do not spend a great deal of time trying to collect detailed insurance information during the IDA. Determining the details of insurance in place is time consuming and unnecessary at this stage. If detailed insurance information is needed, it can be collected during a second assessment, such as the joint PDA.

  Note: An exception to this rule is "small disasters," which require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead a Small Business Administration (SBA) "damage survey."
- The Individual Assistance Initial Damage Assessment (IDA) Field Data Collection Form is designed to assist you in conducting the IDA for homes and businesses.
- The Infrastructure (Public Assistance) Initial Damage Assessment Data Collection Form may assist you in conducting the IDA for public sector damages.
- Analyze IDA data based on the following questions:
  - Is the damage primarily to the agricultural sector? If so, you may want to ask the State to look into U.S. Department of Agriculture assistance.
  - Are the impacts primarily to businesses that have suffered significant damage or other problems that would cause loss of revenue? If so, you may want to ask the state to look into SBA programs.

- Is the damage primarily to homes? If so, perhaps the State should request SBA assistance or request an Individual Assistance joint PDA.
- Is the damage primarily to publicly owned facilities? If so, perhaps the State should request a Public Assistance joint PDA.

Whom to Involve

Since speed and accuracy are essential in obtaining the maximum amount of information in the shortest amount of time, there should be more than one person involved in the IDA process. The Local Emergency Program Manager should assemble a team to assist, including members such as:

- American Red Cross officials: depending on the capabilities of the American Red Cross that serves your area, you may want to ask the American Red Cross to coordinate the IDA effort with respect to homes and to assess the number of persons significantly impacted by the disaster. In some cases, the American Red Cross will have already done so; you may be able to utilize information they have already gathered.
- Building inspectors and tax assessors from local governments, and appraisers from lending institutions or insurance companies, to evaluate buildings, manufactured homes, and businesses.
- City/County engineers, public works officials, utility officials, etc. for an assessment of damages to roads, bridges, other public facilities, and utility systems.
- Hospital and urgent care facility officials for information on injuries and fatalities.
- School district officials to provide school damage figures.
- County health officials for an assessment of disaster effects on community health.
- Officials in charge of levees, drainage systems, private nonprofit and recreational facilities, etc.
- County agent for farm and ranch damage assessment.

Collecting Initial Damage Assessment Data by Telephone Bank

Local jurisdictions may want to establish a telephone bank to collect IDA information on damage and impacts to homes and businesses. If you decide to utilize the telephone bank approach, work with local media to reach affected

individuals, families, and businesses. For each, try to collect at least the following:

- Name of individual, family, or business.
- Address of the damaged or impacted structure.
- Mailing address if different.
- Telephone numbers where the person reporting the damage or impacts can be reached.
- If the damaged structure is a home, is it a primary home or a second home? Is it a rental? If so, count the home twice: once as a home, a second time as a business. Try to obtain the appropriate points of contact for both.
- Is the loss/damage insured?
- Obtain a brief description of, and, if possible, estimated cost associated with the damage or impact; collect only enough information to allow you to categorize the damage as minor, major, or destroyed. Also note homes and businesses that are not damaged but that are directly impacted, such as loss of potable water, loss of septic system, loss of driveway access, etc. Homes meeting this criteria should be noted as "affected habitable"; businesses as "interrupted."

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Appendix A-2 Preliminary Damage Assessment Checklist

To prepare for the arrival of State and Federal joint PDA officials, local jurisdictions should do as much of the following as time permits.

General

- The Local Emergency Program Manager should coordinate the PDA or designate a PDA Coordinator. This person should have a working knowledge of the PDA process and forms, and thorough familiarity with local geography, government officials, and public facilities.
- Line-up appropriate officials who will become the local government representatives on the joint PDA Teams. For Individual Assistance consider assessors, building department inspectors, etc. For Public Assistance consider building department inspectors, road department engineers and technicians, bridge engineers, etc.
- Prepare maps which note the locations and nature of the damage.
    - Delineate any areas where the damage is primarily to homes,
    - businesses,
    - and agricultural land.
    - Indicate the location of each damaged public facility, and the government agency responsible for its care.
    - Mark the location of sites where disaster related costs were incurred.
    - If possible, all damage sites should be identified by local officials before state/federal inspectors arrive.
- On the same maps, indicate the best routes of travel accounting for roads and bridges which are out-of service due to the disaster, and methods for efficient routing such as travel "loops" likely to be taken by the joint PDA Teams.
- Also on the maps, indicate areas where major utilities are still out of service, areas with septic tanks or wells, areas that are still experiencing the effects of the disaster, and health and safety hazards such as hazardous materials spills, biological hazards, downed power lines, etc.
- If possible, provide photographs of damage sites to State and Federal inspectors.

- Assemble and briefly summarize information on the resources committed by the jurisdiction in responding to the disaster. Be sure to include the time commitment, overtime, etc. of the City staff who have been involved.

- Ask everyone involved in the joint PDA to look for ways of rebuilding damaged structures to lessen damage and hardship next time; provide these ideas to the hazard mitigation PDA teams.

- Set up a joint PDA team support facility that includes:
  - Tables and chairs.
  - Displays, such as maps, chalk boards, dry erase boards, flip charts, bulletin boards, etc.
  - Telephones and telephone directories.
  - Copies of the Oregon Blue Book.
  - One or more photocopiers.
  - Availability of drinking water, coffee, etc.
  - Restrooms.
  - If available and appropriate, your EOC can serve as the joint PDA team support facility.

- Make arrangements for a facility to conduct the joint PDA public official and team briefings such as a courtroom, public auditorium, lecture hall, etc.

- Be prepared to provide high clearance vehicles for the use of the teams; these vehicles should be driven by the local representative and should comfortably seat up to five people.

- If necessary, assist State and Federal joint PDA team members to find lodging and meals during their stay in the disaster area.

Individual Assistance

- Develop a written summary of the impacts of the disaster that answers the following questions:
  - Have there been injuries or deaths? Are persons missing?
  - Are families isolated due to the disaster?
  - Are public health and safety significantly compromised?

- Is debris on private property a health and safety hazard? Does it prevent access to homes?
- Are services such as medical care, schools, mail delivery, public transportation, communication, etc. significantly affected?
- Are utilities out of service, e.g., electricity, gas, water, sewer, drainage systems, dikes, etc.? When will service be restored? Are outages widespread or concentrated in one area?
- Were many private vehicles destroyed?
- Is there increased unemployment due to the disaster?

■ Gather and assemble the following information about the area(s) affected by the disaster:

- Which affected areas are urban, suburban, or rural? Commercial? Industrial? Delineate these areas on the teams' maps.
- What was the area's economic base and condition prior to the disaster?
- What was the pre-disaster market value of homes in the disaster area(s)? Be prepared to provide dollar ranges to fit "high," "medium," and "low" categories.

■ Ask the American Red Cross to make available any information they have collected during their "windshield" and "on-site detailed" damage assessments.

■ Work with OEM and FEMA to obtain information regarding insurance coverage in the disaster areas. FEMA will conduct some of this research from their regional office.

■ What resources are available in the area to provide temporary housing for displaced persons? Vacant rental homes, mobile homes, or apartments?

■ If flooding occurred, make estimates for the team about water depths and velocities and the duration of flooding. Was the water contaminated with chemicals? Sewage? Other?

■ Assign local, State, Federal, and volunteer agency officials to each team; have each team cover both dwellings and businesses in a geographic area.

- Dispatch teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, you may want to reassign one or more geographic areas to a team or teams likely to finish before others.

Public Assistance

- Develop a written description of the impacts of the disaster on local government, including:
  - Population served by the local government.
  - Budget balance before and after the disaster.
  - Capability of local government to deal with the interruption or loss of essential public services, continuing public health and safety problems, and the loss of public facilities, equipment, materials, etc.
  - Public service impacts that will continue without Federal assistance, including deferral of permanent repairs, reductions in ongoing services, delays in planned capital improvements, continued isolation of families or communities, etc.
- If the time the joint PDA will begin has been well established, go make appointments for the team at sites where the damage or the impact of the damage is greatest.
- In lieu of making appointments, develop a list of contacts for each damage site, including telephone numbers and times when they are easiest to reach.
- Ensure that local government representatives designated to serve on joint PDA teams have knowledge of repairs already made and repairs needing to be made, as well as a knowledge of the location of damage sites.
- Be prepared to provide State and Federal officials a detailed cost breakdown of labor, equipment, materials, and supplies for all completed work, including work completed through contracts with private-sector companies. While a variety of forms can be used to summarize these items, the format chosen must document "who, what, when, where, and how."
- Be prepared to describe which sites will be repaired or reconstructed by contract, and those which will be repaired by local forces. If a contractor's estimate has been received, make it available to State and Federal inspectors.

- If damaged facilities are to be rebuilt to conform with new codes, specifications, or standards, be prepared to provide inspectors with copies of the specifications, local resolutions, ordinances, etc., which require upgrading of the facilities.

- Time permitting: Using as many "Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Forms" as necessary, develop a list of work performed and facilities damaged as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include both work that has been completed and that which has not. Organize the information by category-of -work.

- Assign local, state, and federal officials to each team; have each team cover a geographic area.

- Dispatch the teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, you may want to reassign one or more geographic areas to a team or teams likely to finish before the others.

Hazard Mitigation

- Think of the joint PDA as an opportunity to quickly identify hazard mitigation opportunities before much of the permanent repair work has been accomplished.

- Talk with the people who helped you to accomplish the IDA about any hazard mitigation opportunities they discovered during the IDA; provide this information to the State and Federal inspectors (FEMA and SBA).

- Resources permitting, assign a local representative to join FEMA and OEM hazard mitigation staff assigned to accomplish the hazard mitigation portion of the joint PDA. Assemble as many teams as appropriate and as resources permit; often, there will be only one hazard mitigation PDA team per local jurisdiction.

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Appendix A-3 Initial Damage Assessment Summary Report Form

Electronic copies of the following damage assessment forms can be found at http://www.oregon.gov/OMD/OEM/fin_rec/section_b_form.shtml.

- Individual Assistance Initial Damage Assessment Field Data Collection Form
- Estimated Disaster Economic Injury Worksheet For Businesses
- Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Form - Instructions for form are attached (Excel Spreadsheet)
- Individual Assistance IDA and PDA Calculation and Summary Form
- Initial Damage Assessment Summary Report Form (Excel Spreadsheet)
- Individual Assistance Joint Preliminary Damage Assessment Team Assignments
- Joint Preliminary Damage Assessment Individual Assistance Field Form (Adapted from FEMA Form 76-39)
- Public Assistance Preliminary Damage Assessment Site Estimate (Joint FEMA-OEM Form adapted from a FEMA Form)
- Public Assistance Preliminary Damage Assessment Summary (FEMA Form 90-80)

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Insert Damage Assessment Summary forms

FA 4-27 – FA 4-50

Appendix B Public Assistance Materials

Electronic copies of the following public assistance materials can be found at http://www.fema.gov/government/grant/pa/forms.shtm.

- Request for Public Assistance (FF90-49)
- Hazard Mitigation Proposal (FF90-61)
- Project Worksheet (FF90-91)
- PW-Damage Description and Scope of Work Continuation Sheet (FF90-91A)
- PW-Cost Estimate Continuation sheet (FF90-91B)
- PW-Maps and Sketches Sheet (FF90-91C)
- PW-Photo Sheet (FF90-91D)
- Validation Worksheet (FF90-118)
- Project Validation Form (FF90-119)
- Special Considerations Questionnaire (FF90-120)
- PNP Facility Questionnaire (FF90-121)
- Historic Review For Determination of Adverse Effect (FF90-122)
- Force Account Labor Summary Record (FF90-123)
- Materials Summary Record (FF90-124)
- Rented Equipment Summary Record (FF90-125)
- Contract Work Summary Record (FF90-126)
- Force Account Equipment Summary Record (FF90-127)
- Applicant's Benefit Calculation (FF90-128)

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Insert Public Assistance Materials Forms

FA 4-53 – FA 4-88

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

HAZARD MITIGATION PROPOSAL (HMP)

Sheet _____ of _____ Sheets

NAME OF APPLICANT	CATEGORY	DSR NUMBER

SCOPE OF MITIGATION WORK:

ESTIMATE OF WORK

QUANTITY	UNIT	MATERIAL AND/OR DESCRIPTION	UNIT	COST (Dollars)
		TOTAL (Not to be included in DSR)		

RECOMMENDED BY (Signature)*	AGENCY	DATE
CONCURRENCE BY STATE INSPECTOR (Signature)*	AGENCY	DATE
CONCURRENCE BY LOCAL REPRESENTATIVE (Signature)*	AGENCY	DATE

NOTE: *Signature by the Federal Inspector is not an approval of this work, and signature by the State and local applicant is not a commitment to perform the work.

FEMA Form 90-61, JUL 07 REPLACES ALL PREVIOUS EDITIONS.

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U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

PROJECT WORKSHEET

O.M.B. No. 1660-0017
Expires October 31, 2008

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 90 minutes per response. Burden means the time, effort and financial resources expended by persons to generate, maintain, disclose, or to provide information to us. You may send comments regarding the burden estimate or any aspect of the collection, including suggestions for reducing the burden to: Information Collections Management, U.S. Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472, Paperwork Reduction Project (OMB Control Number 1660-0017). You are not required to respond to this collection of information unless a valid OMB number appears in the upper right corner of this form. **NOTE: Do not send your completed questionnaire to this address.**

DISASTER FEMA-_____-DR-____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
DAMAGED FACILITY			WORK COMPLETE AS OF _____ : _____ %	
APPLICANT		COUNTY		
LOCATION			LATITUDE	LONGITUDE

DAMAGE DESCRIPTION AND DIMENSIONS

SCOPE OF WORK

Does the Scope of Work change the pre-disaster conditions at the site? ☐ Yes ☐ No

Special Considerations issues included? ☐ Yes ☐ No Hazard Mitigation proposal included? ☐ Yes ☐ No

Is there insurance coverage on this facility? ☐ Yes ☐ No

PROJECT COST

ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
				TOTAL COST ▶	

PREPARED BY	TITLE	SIGNATURE
APPLICANT REP.	TITLE	SIGNATURE

PROJECT WORKSHEET
INSTRUCTIONS

The Project Worksheet must be completed for each identified damaged project. A project may include damages more than one site.

After completing all Project Worksheets, submit the worksheets to your Public Assistance Coordinator.

Identifying Information

Disaster: Indicate the disaster declaration number as established by FEMA (i.e. "FEMA 1136-DR-TN", etc.).
Project No.: Indicate the project designation number you established to track the project in your system (i.e. 1,2,3, etc.).
PA ID No.: Indicate your Public Assistance identification number on this space. This is optional.
Date: Indicate the date the worksheet was prepared in MM/DD/YY format.
Category: Indicate the category of the project according to FEMA specified work categories (i.e., A,B,C,D,E,F,G). This is optional.
Applicant: Name of the government or other legal entity to which the funds will be awarded.
County: Name of the county where the damaged facility is located. If located in multiple counties, indicate "Multi-County."
Damage facility: Identify the facility and describe its basic function and pre-disaster condition.
Work Complete as of: Indicate the date the work was assessed in the format of MM/DD/YY and the percentage of work completed to that date.
Location: This item can range anywhere from an "address," "intersection of...," "1 mile south of...on..." to "county wide." If damages are in different locations or different counties please list each location. Include latitude and longitude of the project if known.
Damage Description and Dimensions: Describe the disaster-related damage to the facility, including the cause of the damage and the area or components affected.
Scope of Work: List work that has been completed, and work to be completed, which, is necessary to repair disaster-related damage.
Does the Scope of Work change the pre-disaster conditions of the site: If the work described under the Scope of Work changes the site conditions (i.e. increases/decreases the size or function of the facility or does not replace damage components in kind with like materials), check (x) yes. If the Scope of Work returns the site to its pre-disaster configuration, capacity and dimensions check (x) no.
Special Considerations: If the project includes insurable work, and/or is affected by environmental (NEPA) or historic concerns, check (x) either the Yes or No box so that appropriate action can be initiated to avoid delays in funding. Refer to *Applicant Handbook* for further information.
Hazard Mitigation: If the pre-disaster conditions at the site can be changed to prevent or reduce the disaster-related damage, check (x) Yes. If no opportunities for hazard mitigation exist check (x) no. Appropriate action will be initiated and avoid delays in funding. Refer to *Applicant Handbook* for further information.
Is there insurance coverage on this facility: Federal law requires that FEMA be notified of any entitlement for proceeds to repair disaster-related damages from insurance or any other source. Check (x) yes if any funding or proceeds can be received for the work within the Scope of Work from any source besides FEMA.

Project Cost

Item: Indicate the item number on the column (i.e. 1, 2, 3, etc.). Use additional forms as necessary to include all items.
Code: If using the FEMA cost codes, place the appropriate number here.
Narrative: Indicate the work, material or service that best describes the work (i.e. "force account labor overtime", "42 in. RCP", "sheet rock replacement", etc.).
Quantity/Unit: List the amount of units and the unit of measure ("48/cy", "32/lf", "6/ea", etc.).
Unit Price: Indicate the price per unit.
Cost: This item can be developed from cost to date, contracts, bids, applicant's experience in that particular repair work, books which lend themselves to work estimates, such as RS Means, or by using cost codes supplied by FEMA.
Total Cost: Record total cost of the project.

Prepared By: Record the name, title, and signature of the person completing the Project Worksheet.
Applicant Rep.: Record the name, title, and signature of Applicant's representative.

Records Requirements

Please review the *Applicant Handbook, FEMA 323* for detailed instructions and examples.
For all completed work, the applicant must keep the following records:

- *Force account labor documentation sheets identifying the employee, hours worked, date and location;
- *Force account equipment documentation sheets identifying specific equipment, operator, usage by hour/mile and cost used;
- *Material documentation sheets identifying the type of material, quantity used and cost;
- *Copies of all contracts for work and any lease/rental equipment costs.

For all estimated work, keep calculations, quantity estimates, pricing information, etc. as part of the records to document the "cost/estimate" for which funding is being requested.

U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

PROJECT WORKSHEET - Damage Description and Scope of Work Continuation Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER FEMA-_____ -DR-___	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

PREPARED BY:	TITLE:

FEMA Form 90-91A, FEB 06

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U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

PROJECT WORKSHEET - Cost Estimate Continuation Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER	PROJECT NO.	PA ID NO.	DATE	CATEGORY

APPLICANT	COUNTY

PROJECT COST

ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST

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U.S. DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY **PROJECT WORKSHEET - Maps and Sketches Sheet**				O.M.B. No. 1660-0017 Expires October 31, 2008
DISASTER FEMA-_____ -DR-____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

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U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Photo Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER FEMA-_____ -DR-____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

PHOTO	PHOTO
DESCRIPTION	DESCRIPTION

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
VALIDATION WORKSHEET

DISASTER:
FEMA- _____ **-DR-** _____

APPLICANT	PA ID NO.	PROJECT WORKSHEET NO.
SPECIALIST	**AGENCY**	**TELEPHONE NO.**

I- GENERAL- ALL PROJECTS

VALIDATION ITEM	REMARKS

☐ Review projects
☐ Visit site
☐ Statement of work
  ☐ Accurate
  ☐ Complete
  ☐ Eligible
☐ Pictures
☐ Sketches/drawings	

II- COMPLETED WORK

☐ Forced Account Labor
  ☐ Eligible employee
  ☐ Hours
  ☐ Regular
  ☐ Overtime
☐ Fringe benefits
  ☐ Regular
  ☐ Overtime
☐ Calculations	

III- FORCE ACCOUNT EQUIPMENT

☐ Labor hours exceeds or match Equipment hours ☐ FEMA rates used ☐ PAC approved rates used ☐ Mileage used for automobiles, busses, pickups, and ambulances ☐ Calculations	

IV- LEASED/RENTAL EQUIPMENT

☐ Invoice ☐ Price reasonable ☐ Operation/labor cost ☐ Gasoline/oil/lubricants ☐ Eligible repairs/parts ☐ Calculations	

V- MATERIALS

☐ Purchase orders/invoices ☐ Inventory records/stock tickets ☐ Calculations	

VI- CONTRACT	
VALIDATION ITEM	**REMARKS**
☐ Price reasonable ☐ Competitive bids ☐ Exception ☐ Follow procurement procedures ☐ Calculations	
VII- WORK TO BE COMPLETED	
☐ Cost estimating method approved by PAC ☐ Calculations	
VIII- SPECIAL CONSIDERATIONS	
☐ Insurance ☐ Mitigation ☐ Environmental ☐ Historic	

ADDITIONAL REMARKS

FEMA Form 90-118, NOV 98, Back

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

PROJECT VALIDATION FORM

DISASTER:
FEMA- _____ **-DR-** _____

APPLICANT	DATE	PA ID NO.

SPECIALIST	AGENCY

CONTACT PERSON	TELEPHONE NO.

The projects listed below were validated from:

☐ **Sample 1 C.V.** ☐ **Sample 1 and 2 C.V.**

VALIDATION

A	B	C	D	E
Project Worksheet No.	**Applicant Estimate**	**Eligibility Variance**	**Cost Estimate Variance**	**Comments**
	$	$	$	
SUBTOTAL	B $	C $	D $	**PERCENT OF VARIANCE** % *(F divided by B)*
TOTAL VARIANCE (COL. C + D) = F			F $	

II-VALADIATION RESULTS

☐ VARIANCE WITHIN 20% 1st VALIDATION ☐ VARIANCE WITHIN 20% 2nd VALIDATION
☐ VARIANCE WITHIN 20% 1st & 2nd VALIDATION

III-RECOMMENDATION

☐ APPROVE FUNDING, VARIANCE WITHIN 20% ☐ PROVIDE TECHNICAL ASSISTANCE, VARIANCE EXCEEDS 20%

FEMA Form 90-119, NOV 98

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
SPECIAL CONSIDERATION QUESTIONS

O.M.B. NO. 1660-0017
Expires October 31, 2008

APPLICANT	PA ID NO.	DATE

PROJECT NAME	PROJECT NO.	LOCATION

Form must be filledout - for each project.

1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.)
☐ Yes ☐ No ☐ Unsure
Comments

2. Is the damaged facility located within a floodplain or coastal high hazard area/or does ti have an impact on a floodplain or wetland?
☐ Yes ☐ No ☐ Unsure
Comments

3. Is the damaged facility or item of work located within or adjacent to a Coastal Barrier Resource System Unit or an Otherwise Protected rea?
☐ Yes ☐ No ☐ Unsure
Comments

4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)
☐ Yes ☐ No ☐ Unsure
Comments

5. Dose the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?
☐ Yes ☐ No ☐ Unsure
Comments

6. Is the damaged facility on the National Register of Historic Places or the state historic listing? Is it older than 50 years? Are there other, sililar buildings near the site? ☐ Yes ☐ No ☐ Unsure

Comments

7. Are there any pristine or undisturbed areas on, or near, the project site? Are there large tracts of forestland?
☐ Yes ☐ No ☐ Unsure

Comments

8. Are there any hazardous materials at or adjacnt to the damaged facility and/or item of work?
☐ Yes ☐ No ☐ Unsure

Comments

9.Are there any other environmental or controversial issues associated with the damaged facility and/or item of work?
☐ Yes ☐ No ☐ Unsure

Comments

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PNP FACILITY QUESTIONNAIRE

O.M.B. NO. 1660-0017
Expires December 31, 2011

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FEMA and State personnel will use this questionnaire to determine the eligibility of specific facilities of an approved Private Non-Profit (PNP) organization (See 44 CFR 206.221). Owners of critical facilities (i.e., power, water (including providing by an irrigation organization or facility, if it is not provided solely for irrigation purposes), sewer, wastewater treatment, communications and emergency medical care) can apply directly to FEMA for assistance for emergency work (debris removal and emergency protective measures) and permanent work (repair, restore or replace a damaged facility). Owners of non-critical facilities can apply directly to FEMA for assistance for emergency work, but must first apply to the U. S. Small Business Administration (SBA) for assistance for permanent work. If the owner of a non-critical facility does not qualify for an SBA loan or the cost to repair the damaged facility exceeds the SBA loan amount, the owner may apply to FEMA for assistance.

1. Name of PNP Organization _____

2. Name of the damaged facility and location

_____

3. What was the primary purpose of the damaged facility _____

4. Is the facility a critical facility as described above? ☐ Yes ☐ No

5. Who may use the faciltiy _____

6. What fee, if any, is charged for the use of the faciltiy _____

7. Was the facility in use at the time of the disaster? ☐ Yes ☐ No

8. Did the facility sustain damage as a direct result of the disaster? ☐ Yes ☐ No

9. What type of assistance is being requested? _____

10. Does the PNP organization own the facility? ☐ Yes ☐ No

11. If "Yes" obtain proof of ownership; check here if attached. ☐

12. Does the PNP organization have the legal responsibility to repair the facility? ☐ Yes ☐ No

13. If "Yes", provide proof of legal responsibility; check here if attached. ☐ Yes ☐ No

14. Is the facility insured? ☐ Yes ☐ No

15. If "Yes", obtain a copy of the insurance policy; check here if attached. ☐

Additional information or comments:

CONTACT PERSON | DATE

FEMA Form 90-121, FEB 09

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

HISTORIC REVIEW ASSESSMENT FOR DETERMINATION OF ADVERSE EFFECT

PA ID NO.	PROJECT NO.	LATITUDE/LONGITUDE

ADDRESS/LOCATION OF FACILITY/SITE	HISTORIC NAME AND ID #

HISTORIC STATUS ☐ NHL ☐ NR/NR eligible ☐ State Register or other ☐ Contributing to Historic District

1. Describe disaster damage, particularly as it relates to character-defining features:

2. The proposed scope of work will (check all that apply):

☐ Repair or replace non character-defining features
☐ Repair and or/replace historic features/elements in kind to return facility to pre-disaster condition.
☐ Alter or remove historic features/elements.
☐ Add non-historic features/elements to a historic facility, setting or
☐ Disturb, destroy or make archeological resources
☐ Include mitigation, an alternate project or an improved project.
☐ Other _____

3. Describe measures to prevent or minimize loss or impairment of character-defining features:

4. Attachments:

☐ Maps ☐ Field Notes ☐ Scope of Work ☐ Site Plan ☐ Nation Register Nomination Form
☐ Drawings ☐ Research Material ☐ Project Worksheet ☐ Specifications ☐ Summary Views of Interested Parties
☐ Photographs ☐ Archeological ☐ Other

5. Conclusions:

☐ 5a. No Character-defining features will be affected.
☐ 5b. The above action(s) meets the conditions for a Programmatic Exclusion #_____ of the Programmatic Agreement governing historic review.
☐ 5c. The above action(s) substantially conforms with the applicable parts of the Secretary of Interior's Standards and Guidelines for Archeology and Historic Preservation.
☐ 5d. Further consultation with the SHPO and applicant in accordance with the Programmatic Agreement is required.
☐ 5e. Development of STMA or Memorandum of Agreement is required to treat the adverse effect.

6. Assessment of Adverse Effect (check one) ☐ No Adverse Effect ☐ Adverse Effect

7. Specialist: Your signature shows that you have reviewed this form and related material for conformity with requirements in FEMA's Programmatic Agreement governing compliance with the National Historic Preservation Act; applicable parts of the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings 1992 (Standards), the Secretary of the Interior's Guidelines for Archeological Documentation (Guidelines), or any other applicable Secretary of the Interior's Standards, CR 44 CFR Part 206, and FEMA Management Policies, and have provided your best professional opinion.

COMMENTS

NAME	FIELD OF EXPERTISE	DATE

8. Action Taken and Date

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

FORCE ACCOUNT LABOR SUMMARY RECORD

PAGE _____ OF _____

O.M.B. No. 1660-0017
Expires December 31, 2011

APPLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATION/SITE		CATEGORY	PERIOD COVERING
DESCRIPTION OF WORK PERFORMED			

NAME / JOB TITLE	DATES AND HOURS WORKED EACH WEEK								COSTS				
	DATE								TOTAL HOURS	HOURLY RATE	BENEFIT RATE/HR	TOTAL HOURLY RATE	TOTAL COSTS
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												
NAME	REG.												
JOB TITLE	O.T.												

TOTAL COSTS FOR FORCE ACCOUNT LABOR REGULAR TIME	$
TOTAL COST FOR FORCE ACCOUNT LABOR OVERTIME	$

I CERTIFY THAT THE INFORMATION ABOVE WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED	TITLE	DATE

FEMA Form 90-123, FEB 09

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

MATERIALS SUMMARY RECORD

PAGE _____ OF _____

O.M.B. No. 1660-0017
Expires December 31, 2011

APPLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATION/SITE		CATEGORY	PERIOD COVERING

DESCRIPTION OF WORK PERFORMED

VENDOR	DESCRIPTION	QUAN.	UNIT PRICE	TOTAL PRICE	DATE PURCHASED	DATE USED	INFO FROM (CHECK ONE) INVOICE	INFO FROM (CHECK ONE) STOCK
GRAND TOTAL								

I CERTIFY THAT THE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED	TITLE	DATE

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

RENTED EQUIPMENT SUMMARY RECORD

PAGE ____ OF ____

O.M.B. No. 1660-0017
Expires December 31, 2011

APPLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATION/SITE		CATEGORY	PERIOD COVERING
DESCRIPTION OF WORK PERFORMED			

TYPE OF EQUIPMENT Indicate size, Capacity, Horsepower Make and Model as Appropriate	DATES AND HOURS USED	RATE PER HOUR		TOTAL COST	VENDOR	INVOICE NO.	DATE AND AMOUNT PAID	CHECK NO.
		W/OPR	W/OUT OPR					

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
CONTRACT WORK SUMMARY RECORD

PAGE ____ OF ____

O.M.B. No. 1660-0017
Expires December 31, 2011

APPLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATIOJN/SITE	CATEGORY		PERIOD COVERING

DESCRIPTION OF WORK PERFORMED

DATES WORKED	CONTRACTOR	BILLING/INVOICE NUMBER	AMOUNT	COMMENTS- SCOPE
GRAND TOTAL				

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CERTIFIED	TITLE	DATE

FEMA Form 90-126, FEB 09

Print Form

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
FORCE ACCOUNT EQUIPMENT SUMMARY RECORD

PAGE ____ OF ____

O.M.B. No. 1660-0017
Expires April 30, 2013

APLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATION/SITE		CATEGORY	PERIOD COVERING

DESCRIPTION OF WORK PERFORMED

TYPE OF EQUIPMENT		OPERATOR'S NAME	DATES AND HOURS USED EACH DAY								COSTS		
INDICATE SIZE, CAPACITY, HOURSEPOWER, MAKE AND MODEL AS APPROPRIATE	EQUIPMENT CODE NUMBER		DATE								TOTAL HOURS	EQUIPMENT RATE	TOTAL COST
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
GRAND TOTAL													

I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED	TITLE	DATE

FEMA Form 90-127, AUG 10

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DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY **APPLICANT'S BENEFITS CALCULATION WORKSHEET**	PAGE _____ OF _____	*O.M.B. No. 1660-0017* *Expires December 31, 2011*

APPLICANT	PA ID NO.
DISASTER	PROJECT NO.

FRINGE BENEFITS (by %)	REGULAR TIME	OVERTIME
HOLIDAYS		
VACATION LEAVE		
SICK LEAVE		
SOCIAL SECURITY		
MEDICARE		
UNEMPLOYMENT		
WORKER'S COMP.		
RETIREMENT		
HEALTH BENEFITS		
LIFE INS. BENEFITS		
OTHER		
TOTAL in % annual salary		

COMMENTS

I CERTIFY THAT THE INFORMATION ABOVE WAS TRANSCRIBED FROM PAYROLL RECORDS OR OTHER DOCUMENTS WHICH ARE AVAILABLE

Name	TITLE	DATE

FEMA Form 90-128, FEB 09

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Appendix C Individual Assistance Materials

C-1 Disaster Recovery Center Requirements Checklist

C-2 FEMA DRC Requirements Worksheet

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Appendix C-1 Disaster Recovery Center Requirements Checklist

General Information

DRCs are sited only in jurisdictions where the need exists and local officials request them. There is no State or Federal reimbursement for costs associated with use of the building selected (e.g., rent and utility costs).

Local officials must be willing to provide security at the facility during daily operations. DRCs may be open for as short as a few days and as long as a few weeks. Site selection for DRCs is a joint local, State, and Federal responsibility. This process is facilitated when local officials have prepared ahead of time and identified buildings that could serve as DRCs.

Required

The following should be considered in identifying possible facilities to serve as DRCs:

- The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the DRC). This may vary from as few as 1200 square feet to more than 4500 square feet. Consequently, it is advisable to identify a variety of buildings of different sizes in different locations within your jurisdiction.
- Sufficient tables and chairs for the needs of the situation should be readily available (in the facility, or easily moved to the facility). Each agency working at the facility will need at least one table and five chairs.
- The building must have heat, electricity, good lighting, potable water, rest rooms, and adequate parking.
- Appropriate emergency medical support should be quickly available to the building.
- Appropriate fire protection should be readily available.
- Access to and through the building must be barrier-free for disabled persons. (DRCs must meet Americans with Disabilities Act requirements and have a certification to that effect from the local building official on file prior to the disaster.)
- The building owner must be willing to allow FEMA and the SBA to install telephone lines.

Preferred

- The public should generally be familiar with the building.
- The building should be proximate to most of the affected population. Travel time should be reasonable for most of the people affected by the disaster. Public transportation should be available, if possible.
- Custodial support should be available at the facility.
- An indoor waiting area near the entrance to the building is helpful.
- Bilingual support should be available, if appropriate.
- Child care is a useful addition if it can be provided at the facility.
- Local officials should be prepared to help provide supplies, such as trash cans, writing pads, pencils, local telephone directories, maps of the disaster area(s), string, masking tape, etc.

Appendix C-2 FEMA DRC Site Requirements List

FEMA DRC SITE REQUIREMENTS WORKSHEET

The following is the worksheet that FEMA uses to evaluate potential DRC facilities:

Date site evaluated:	**Primary or secondary site (circle one)**
Site address:	**County name:**
Site contact/telephone number:	**City name:**
After hours contact/telephone:	**County E.M. Director/telephone:**
Site accessible hrs: **days:**	**Site keys: location and who has them?**

DRC SITE REQUIREMENTS	YES/NO	COMMENTS
Proximate to affected area(s)?		
Parking adequate? (preferably 40 spaces or more, but no fewer than 20 spaces)		
Electricity, water, lighting adequate? - adequate power available for fax machines and computers? - water system functioning? - emergency lighting system available? - exterior lighting available?		
Secure, safe, and sanitary facility? - building sound, of good construction, and non-leaking condition? - electric wiring in sound condition or sealed off from contact with staff and clients? (no exposed wiring - no missing receptacle cover plates or damaged receptacles) - sprinkler system operating or fire extinguishers available? - dry floors with no holes or other obstructions? - heating and/or cooling system(s) verified as inspected and functioning properly? - restrooms functional or portable units available? - adequate ventilation of working area? - can doors be locked? - are windows secure? - parking lot lighted/safe for staff and clients to walk to their cars?		
Lease or use agreement?		
Agreement between county/city officials?		
Building is handicap accessible? - adequate handicap parking? - ramp for wheelchair (if necessary)? - doorways wide enough to accommodate wheelchair? - restrooms handicapped accessible, including wheelchair?		
Space required: (1,200 sq. ft. minimum)		
Existing telephones available to FEMA? Number?		
Incoming telephone cable capacity? - number of pairs feeding the facility and cable type? - pre-existing service and telephone or circuit numbers? - contact local telephone company to verify availability of circuits to support minimum of 16 phone lines - Verify that inside wiring can be easily accomplished. Existing cabling may not be reliable. Insure that access to areas including ceilings, telephone rooms, and crawl spaces is available.		
Tables and chairs available to FEMA? Number? **(minimum 15 tables, 60-75 chairs)**		
Fax available to FEMA? - number of faxes: _____ - make/model #: _____ (identify for each in comments)		
Janitorial and trash pickup services? Frequency?		
Crowd control devices such as ropes, cones, etc.?		

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Appendix D Typical Individual Assistance Programs

Typical Individual Assistance Programs
HUMANITARIAN SERVICE GROUPS (e.g., American Red Cross, Church Groups, Voluntary Organizations, Community Service Groups) **Funded by:** Agency or group **Administered by:** Agency or group at temporary or permanent locations **Details:** These services can be requested by individuals or by local or state officials. Services provided include immediate emergency aid, such as clothing, food, medical assistance, shelter, cleanup help, transportation, furniture, and medical supplies
EMERGENCY FOOD STAMP PROGRAM **Funded by:** Food and Nutrition Services (U.S. Department of Agriculture [USDA]) **Administered by:** State Department of Social and Health Services (DSHS) **Details:** This program provides food coupons to qualified disaster victims. It requires a request to the USDA by the DSHS, based on a request to DSHS by State Emergency Management in coordination with local Emergency Management.
INSURANCE ASSISTANCE **Administered by:** American Insurance Association, FEMA, and National Flood Insurance Program **Details:** This program provides counseling regarding insurance problems or questions.
CONSUMER PROTECTION **Administered by: State Attorney General's Office** **Details:** This program provides counseling regarding consumer problems, such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. It may involve coordination with the Insurance Commissioner and/or legal counsel.

Typical Individual Assistance Programs

CRISIS COUNSELING

Administered by: Clackamas County Health, Housing and Human Services

Details: This service is available only after a special request by the Governor and approved by FEMA. It provides referral services and short-term counseling for mental health problems caused or aggravated by a disaster.

INDIVIDUAL AND FAMILY GRANT PROGRAM

Funded by: 75% Federal, 25% State

Administered by: State Emergency Management

This program is intended to provide assistance to individuals and families to permit them to meet disaster-related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement for an insurance program.

TEMPORARY HOUSING PROGRAM

Funded by: 100% Federal

Administered by: Federal Emergency Management Agency

Details: This program provides financial assistance or government-owned dwellings, if available, for those whose primary residences are uninhabitable due to a disaster.

DISASTER LOANS

Funded by: U.S. Small Business Administration

Administered by: U.S. Small Business Administration

Physical Disaster Loans - Low-interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters.

Business Loans (Physical Disaster Loans) - Low-interest loans to businesses for repair, replacement, or rehabilitation of disaster-damaged property.

Economic Injury Disaster Loans - For businesses suffering economic loss as a result of a single sudden physical event of catastrophic nature. The Small Business Administration's maximum loan is up to $500,000. Funds can be used for indebtedness and operating expenses.

Typical Individual Assistance Programs
EMERGENCY LOANS, FARMERS HOME ADMINISTRATION **Administered by:** U.S. Department of Agriculture **Details:** These low-interest loans are available to farmers, ranchers, and agricultural operators (either tenant-operator or owner-operator) for physical and production losses. The loans may also be used to repair or replace farm property and supplies or for repayment of farm operating debts incurred during the disaster year. They may also be available if approved by the USDA, following a governor's request
DISASTER UNEMPLOYMENT ASSISTANCE **Funded by:** Federal Emergency Management Agency **Administered by:** U.S. Department of Labor through the State Employment Security Department **Details:** This program provides weekly benefit payments to those out of work due to a disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.
TAX ASSISTANCE **Administered by:** Internal Revenue Service and Tax Information for Indian Tribal Governments **Details:** This program provides counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses, or farming/ranching operations. Benefits may also result from filing amended state income tax returns.
SOCIAL SECURITY BENEFITS **Funded by:** Social Security Administration **Administered by:** Social Security Administration **Details:** Assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and Social Security Insurance payments.

Typical Individual Assistance Programs
VETERAN'S BENEFITS **Funded by:** Veterans Administration (VA) **Administered by:** Veterans Administration **Details:** This program provides assistance in applying for VA death benefits, pensions, insurance settlements, and adjustments to VA-insured home mortgages. VA representatives will also record address changes, if necessary.
LEGAL SERVICES **Administered by:** Federal Emergency Management Agency **Details:** Free legal counseling is available to low-income persons for disaster-related problems. This may include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

Incident Annexes

1 IA 1 – Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❒ Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the City EOP and supporting procedures/plans.	
	❒ Monitor weather and flood reports.	
	❒ Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	❒ Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
	▪ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.	
	▪ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.	
	❒ Have personnel participate in necessary training and exercises, as determined by the City Emergency Program Coordinator in coordination with lead agencies and coordinators.	
	❒ Participate in City and County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	❒ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	*Citywide database*
	❒ Ensure that landslide and flood response equipment and personnel inventories are current for the City. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	❒ Inform City Emergency Program Coordinator and County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	❒ Work with the county planning department to establish appropriate infrastructure protection measures in landslide/flood-prone areas.	
	❒ Provide public safety information and educational programs regarding emergency preparedness and response.	

Severe Weather Incident Checklist

Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	❒ Activate the City EOP when severe weather and/or landslides incidents pose threats to the city.	
	❒ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	*FA 1 of the City EOP*
	❒ Estimate emergency staffing levels and request personnel support.	
	❒ Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	❒ Develop work assignments for ICS positions (recurring).	*ICS Form 203: Organization Assignment List*
	❒ Notify supporting agencies as well as the Mayor and City Council.	
	▪ Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	❒ Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the City.	*ICS Form 209: Incident Status Summary*
	▪ Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
	❒ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	❒ Confirm or establish communications links among local and County EOCs and other Agency Operations Centers. Confirm operable phone numbers and verify the functionality of alternate communications resources.	*FA 1 of the City EOP*
	❒ Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.	*C-COM maintains a comprehensive listing*
	❒ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❒ Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	*Local, agency, and facility-specific SOPs*
	❒ Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	❒ Determine the need to conduct evacuations and sheltering activities (recurring).	*FA1 of the City EOP*
	❒ Determine the need for additional resources, and request them as necessary through appropriate channels (recurring).	*FA 1 of the City EOP*
	❒ Submit a request for an emergency/disaster declaration, as applicable.	*Basic Plan of the City EOP*
	❒ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❒ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms; FA 1 of the City EOP*
	❒ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	❒ Establish a JIC and designate a lead PIO for the City.	*FA 1 of the City EOP*
	❒ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (recurring).	
	❒ Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and Lead PIO before dissemination to the public.	*FA 1 of the City EOP*
	❒ Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❒ Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	❒ Develop situation reports (recurring). At regular intervals, the EOC IC and staff will assemble a situation report.	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❒ Develop and update the IAP (recurring). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❒ Implement objectives and tasks outlined in the IAP (recurring).	
	❒ Coordinate with private sector partners as needed.	
	❒ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	❒ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	❒ Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	❒ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*FA 1 of the City EOP*
	❒ Release mutual aid resources as soon as possible.	
	❒ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❒ Deactivate/demobilize the EOCs, Agency Operations Centers, and command posts.	
	❒ Correct any response deficiencies reflected in the Improvement Plan.	
	❒ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❒ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

2 IA 2 – Flooding

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and develop exercises relevant to flood events.	
	❑ Coordinate the City preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	*Citywide database*
	❑ Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	❑ Annually review and update the EOP and SOPs, as needed.	*City EOP, Annexes, and agency-specific SOPs*
	❑ Review flood prone areas.	
	❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EMP*
	❑ Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	*FA 1 of the City EOP*
	❑ Identify and review local contractor lists to see who may provide support specific to flood response.	
	❑ Review, revise, and, where necessary, establish mutual aid agreements with other City agencies and private contractors relative to multiple agency response to floods.	
RESPONSE PHASE	❑ The IC will provide overall guidance for the deployment of resources.	
	❑ Activate mutual aid agreements.	
	❑ Activate the City EOC and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities.	*Basic Plan of the City EOP and agency and company-specific plans*
	❑ Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*SOPs and command structure for City EOC, Incident Action Plan*
	❑ Submit requests for disaster/emergency declaration, as applicable.	*Basic Plan of the City EOP*
	❑ Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the City EOC, as the situation requires.	*FA 1 of the City EOP*

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Support search and rescue operations by coordinating resource requests outside of the jurisdiction.	*FA 1 of the City EOP*
	❑ Request the American Red Cross to activate sheltering plans and open/staff shelters, if needed.	*American Red Cross Shelter Plans*
	❑ Establish a JIC. ❑ Formulate emergency public information messages and media responses using "one voice, one message" concepts.	*FA 1 of the City EOP*
	❑ Record all EOC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. These should be documented in EOC logbooks.	*Existing ICS and EOC forms, ICS Form 214 – Unit Log*
	❑ Begin damage assessments in coordination with the Public Works Department and County/local government.	*FA 3 of the City EOP*
	❑ Assist with in coordinating public works activities, such as debris removal from: ▪ Storm drains ▪ Bridge viaducts ▪ Main arterial routes ▪ Public rights-of-way ▪ Dams (via established liaisons at the City EOC) ▪ Other structures, as needed	*FA 3 of the City EOP*
	❑ Contact local contractors for support, if necessary. Establish contact with private sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	
	❑ Coordinate with City Police Departments, County Sheriff's Office, and other local police departments to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	*FA 1 of the City EOP*
	Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY PHASE	❑ Monitor secondary hazards associated with floods (landslides, contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards.	
	❑ Deactivate/demobilize the City EOC. Deactivate mutual aid resources as soon as possible.	*FA 1 of the City EOP, ICS Form 221 – Demobilization Plan*
	❑ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	*FA 1 of the City EOP and agency-specific recovery plans*
	❑ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	❑ Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.	
	❑ Participate in After Action Reports and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

3 IA 3 – Drought

Note: Ultimate responsibility for providing water service to the citizens lies with the local water districts. Each jurisdiction is responsible for its own water supplies and maintenance of facilities. Assistance from the County and State will be provided in the form of personnel and equipment, as requested by the affected area.

Drought Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the City and County EOPs and supporting procedures and plans.	
	❑ Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
	❑ Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	
	▪ Prepare scripts to be used on local television station(s) for emergency broadcast. Include release instructions.	
	▪ Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	❑ Have personnel participate in necessary training and exercises, as determined by City Emergency Program Coordinator and County Emergency Management.	
	❑ Participate in drought preparedness activities, seeking understanding of interactions with participating agencies in a drought scenario.	
	❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	*Citywide database*
	❑ Identify local contractors and vendors that could assist during a drought and develop MOUs with those private businesses.	
	❑ Inform the City Emergency Program Coordinator and County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	❑ Work with the local planning commission to ensure that new construction does not increase hazards or vulnerability threat.	
	❑ Ensure that city maps of water mains, valves, and public sewer systems are up to date and accessible.	
	❑ Provide public safety information and educational programs regarding emergency preparedness and response.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RESPONSE PHASE	❑ When deemed necessary, activate the EOP when drought and other water shortage incidents pose a threat.	
	❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The Tribal and/or the County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Notify supporting agencies.	
	▪ Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	❑ Determine the type, scope, and extent of the incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	*ICS Form 209: Incident Status Summary.*
	▪ Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	❑ Confirm or establish communications links among local and county EOCs, other Agency Operations Centers, and the State ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	❑ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.	*C-COM maintains a comprehensive listing*

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	❑ Implement local plans and procedures for drought and/or water shortage operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	*Local, agency, and facility-specific Standard Operating Procedures*
	❑ Conduct and obtain current damage reports and determine the affected area (*recurring*).	
	❑ Repair and restore essential services and vital systems as required.	
	❑ Secure assistance from private contractors/vendors as needed.	
	❑ Provide emergency power as needed to maintain service to the community.	
	❑ Initiate curtailment procedures if shortages or overload conditions appear imminent.	
	❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring*).	
	❑ Submit a request for emergency/disaster declaration, as applicable.	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	❑ Establish a JIC and designate a lead PIO for the jurisdiction.	
	❑ Formulate emergency public information messages and media responses, utilizing "one message, many voices" concepts (*recurring*).	
	▪ Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and lead PIO, with support from Tribal liaison(s) prior to dissemination to the public.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the IC/EOC manager and staff will assemble a situation report.	
	❑ Develop and update the IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	❑ Once the threat to public safety is eliminated, conduct and/or coordinate recovery operations.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	❑ Make recommendations to city and county governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize EOCs, Agency Operations Centers, and command posts.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

4 IA 4 – Major Fire

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Program Coordinator and Fire District.	
	❑ Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	❑ Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	*Citywide database*
	❑ Inform the City Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	❑ Activate the City EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will be included.	*Section 5 of the City EOP, agency and company-specific plans*
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203-Organization Assignment List*
	❑ Notify supporting fire services agencies.	*FA 1 of the City EOP*
	❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	❑ Determine the scope and extent of the fire (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209-Incident Status Summary*
	❑ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	❑ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	❑ Confirm or establish communications links among City EOC, County EOC, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify the functionality of alternative communication equipment/channels.	*FA 1 of the City EOP*
	❑ Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*FA 1 of the City EOP; CCOM maintains a comprehensive listing*

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ The Fire Chief assumes duties to direct resources for fires within the City. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	*FA 1 of the City EOP*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if the scope of response increases.	
	❑ Implement local plans and procedures for fire operations.	*Agency-specific SOPs*
	❑ Obtain current and forecasted weather to project potential spread of the fire (*recurring*).	
	❑ Determine the need to conduct evacuations and sheltering activities (*recurring*).	*FA 1 of the City EOP*
	❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring*).	*FA 1 of the City EOP*
	❑ Submit request for a local or countywide disaster/emergency declaration, as applicable.	*Basic Plan of the City EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms; FA 1 of the City EOP*
	❑ Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	❑ Establish a JIC.	*FA 1 of the City EOP*
	❑ Formulate emergency public information messages and media responses, utilizing "one message, many voices" concepts (*recurring*).	
	❑ Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief (or designee). Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	*FA 1 of the City EOP*
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Produce situation reports (*recurring*). At regular intervals, the EOC Director and staff will assemble a Situation Report.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	
RECOVERY/ DEMOBILIZATION	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	❑ Ensure an orderly demobilization of emergency operations, in accordance with current demobilization plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	*FA 1 of the City EOP; Agency recovery plans*
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the City EOC.	*FA 1 of the City EOP*
	❑ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 5 – Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Have personnel participate in necessary training and exercises, as determined by the City Emergency Program Coordinator, the Fire Protection District, and the County ESF 10 Lead.	
	❑ Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenarios.	
	❑ Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	*Citywide database*
	❑ Inform the City Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	❑ In most incidents, the local fire district will initially respond, assume initial IC responsibilities, and request activation/deployment of the HazMat Team.	*FA 1 of the City EOP*
	❑ Determine the type, scope, and extent of the HazMat incident (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
	▪ Notify 911-dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.	
	▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.	
	❑ Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.	*Northwest Area Contingency Plan (NWACP)*
	❑ Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	❑ Establish access control to the incident site through local law enforcement agencies.	
	❑ If the situation warrants, request activation of the City or County EOCs via the IC through the City Manager.	*FA 1 of the City EOP*

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Activate the City EOC, coordinate response activities among Agency Operations Centers and Incident Command Posts, and establish Incident or Unified Command as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	*FA 1 of the City EOP*
	❑ If applicable, establish immediate gross decontamination capability for victims.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Notify HazMat supporting agencies.	*FA 1 of the City EOP*
	▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support.	
	❑ Contact OERS at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat team. *Note: The primary regional HazMat response team is located in Salem.*	*OERS is available 24 hours a day.*
	❑ Assign liaisons to the City EOC representing government agencies; private entities (e.g., railroad companies, chemical manufacturers, etc.); and other stakeholders.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	❑ Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, and the State ECC. Confirm operable phone numbers and backup communication links.	*FA 1 of the City EOP*
	❑ Ensure that all required notifications have been completed. Consider other local, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*FA 1 of the City EOP; CCOM maintains a comprehensive listing*
	▪ For incidents occurring on State highways, ensure that ODOT has been notified.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), ODA, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	❑ A lead PIO will be designated by the City Manager. The PIO will issue information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies.	*FA 1 of the City EOP*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure as dictated by the incident.	
	❑ Implement local plans and procedures for HazMat operations. Implement agency-specific protocols and SOPs. Ensure that copies of all documents are available to response personnel.	*FA 1 of the City EOP*
	▪ For responses requiring assistance from the Oregon Department of Environmental Quality Regional Response Team, refer to the Geographic Response Plan applicable to the incident site and support procedures according to the Northwest Area Contingency Plan.	
	❑ Obtain current and forecasted weather to project potential spread of the plume (*recurring*).	*FA 1 of the City EOP*
	❑ Based upon the incident's size, type of chemical/substance, and weather projections, establish a safe zone and determine a location for an on-site staging and decontamination. Re-evaluate as the situation changes.	
	❑ Determine the need for implementing evacuation and sheltering activities (*recurring*).	*FA 1 of the City EOP*
	❑ Establish a victim decontamination and treatment area(s).	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring*).	*FA 1 of the City EOP*
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Basic Plan of the City EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms* *FA 1 of the City EOP*

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Develop plans and procedures for registering regional HazMat teams as they arrive on the scene and receive deployment orders.	
	❑ Establish the JIC, as needed.	*FA 1 of the City EOP*
	❑ Formulate emergency public information messages and media responses, using "one message, many voices" concepts *(recurring)*.	*FA 1 of the City EOP*
	▪ Public information will be reviewed and approved for release by the IC and the lead PIO before dissemination to the public and/or media partners.	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages and names of those sending and receiving them should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals the IC/EOC Director and staff will assemble a Situation Report.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners, as needed.	
	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the IC and/or Safety Officer.	
	❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City EOC, the responsible party (if known), and the Oregon Department of Environmental Quality.	

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*FA 1 of the City EOP*
	❑ Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private sector partners.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the City EOC.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 6 – Earthquake/ Seismic Activity

NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activating the EOC to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Sheriff's Department and the Fire Service. After the initial assessment to determine the extent of damage, injury, and loss of life, the ICS/Operations section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Road Department may be expected to assume the role of lead department in the ICS/Operations section for the City's earthquake response. The Road Department's efforts in this response and early recovery phase of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

Earthquake/Seismic Activity Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity, including the EOP and supporting procedures and plans.	
	❑ Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
	❑ Conduct pre-incident planning for sheltering and evacuation related to earthquakes.	
	▪ Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
	▪ Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	❑ Have personnel participate in necessary training and exercises, as needed.	
	❑ Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	❑ Ensure that emergency contact lists are updated, and establish a pre-event duty roster allowing for 24/7 operational support for the County and City EOCs.	*Citywide database*
	❑ Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	❑ Inform the Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	

Earthquake/Seismic Activity Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Work with planning department and local planning commissions to establish appropriate infrastructure protection measures in landslide-prone areas.	
	▪ Implement seismic inspection procedures on a regular basis and incorporate improvements to structures, while also updating appropriate mitigation plans.	
	❑ Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	❑ Activate the EOP when earthquake and/or seismic incidents pose threats.	
	❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The City and/or the County EOC may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will be included.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, remaining cognizant of aftershocks.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Notify supporting agencies.	
	▪ Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	❑ Determine the type, scope, and extent of the incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Obtain the status of impacts within the jurisdiction.	*ICS Form 209: Incident Status Summary.*
	▪ Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*

Earthquake/Seismic Activity Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Confirm or establish communications links among local and County EOCs, other Agency Operations Centers, and the state ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	❑ Ensure that all required notifications have been completed. Consider other local, regional, tribal, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.	*CCOM maintains a comprehensive listing*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	❑ Implement local plans and procedures for earthquake operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs	*Local, agency, and facility-specific Standard Operating Procedures*
	❑ Conduct and obtain current damage reports and determine the affected area (*recurring*).	
	❑ Determine the need to conduct evacuations and sheltering activities (*recurring*). Evacuation activities will be coordinated among County ESF 1 – Transportation, ESF 5 – Emergency Management, ESF 6 – Mass Care, Housing, and Human Services, and ESF 15 – Public Information and External Affairs.	
	❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring*).	
	❑ Submit a request for emergency/disaster declaration, as applicable.	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	❑ Establish a JIC and designate a lead PIO for the jurisdiction.	

Earthquake/Seismic Activity Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Formulate emergency public information messages and media responses, utilizing "one message, many voices" concepts (*recurring*).	
	▪ Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and lead PIO prior to dissemination to the public.	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the IC/EOC Manager and staff will assemble a situation report.	
	❑ Develop and update the IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners, as needed.	
	❑ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	

Earthquake/Seismic Activity Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 – Demobilization Plan*
	❑ Once the threat to public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize EOCs, Agency Operations Centers, and command posts.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

7 IA 7 – Terrorism

Background Information

This annex can be applied to incidents involving Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) materials.

Law enforcement agencies will normally take the lead role in crisis management. The City Police department has the lead role in terrorism crisis management within the City and the County Sheriff's Office elsewhere in the County. The lead agencies for the State and Federal government are Oregon State Police and the Federal Bureau of Investigations (FBI).

The laws of the United States assign primary authority to State and local governments to respond to the consequences of terrorism; the Federal government provides assistance as required. The City and County EOCs typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. Oregon Emergency Management and the Federal Emergency Management Agency are the State and Federal consequence management leads.

Definitions for crisis management and consequence management can be found in Appendix G of this EOP.

Terrorism Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Continue to maintain and revise, as needed, the appropriate emergency response plans relating to terrorism response, including the City EOP and annexes.	
	❑ Have personnel participate in necessary training and exercises, as determined by City Emergency Program Coordinator.	
	❑ Participate in City, County, regional, State, and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
	❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC. Include appropriate regional, State, and Federal emergency contacts for terrorism response.	*Citywide database*
	❑ Ensure that terrorism response equipment and personnel inventories for the City and for the regional teams are updated. This includes response to CBRNE agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Inform City Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	❑ Provide public safety information and educational programs for terrorism emergency preparedness and response.	
SURVEILLANCE PHASE (BIO ONLY)	❑ Activate Incident/Unified Command upon recommendation from the City Police Department. Unified Command may consist of County, regional, State, and Federal crisis management and consequence management agencies.	
	❑ Mobilize appropriate emergency personnel and first responders. When necessary, send fire, HazMat, law enforcement, public health, and other response personnel to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
	❑ Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.	
	❑ Assess the situation and confirm the WMD/CBRNE incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard ICS forms may be necessary.	*ICS Form 209: Incident Status Summary*
	❑ Activate public notification procedures. Contact agency and partner emergency personnel to ensure that they are aware of the incident status and are available and staffed to respond.	
	❑ Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	
	❑ Conduct hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the ultimate purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Draft an IAP. Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Maintain communication between field response crews, local/County EOCs, Regional EOC, and State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.	
	❑ Gather additional information. Include photographs and video recording.	
	❑ Determine whether the threat level for the affected area should be elevated and inform appropriate agencies if so.	
	❑ Determine if any advisories should be issued to the public.	
RESPONSE PHASE	❑ If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
	▪ Be cognizant of any secondary devices that may be on site.	
	▪ Be cognizant that CBRNE agents may be present.	
	❑ Investigate the crime scene and collect vital evidence.	
	❑ Activate the City EOP.	
	❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During terrorism incidents, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	▪ Establish an ICP near the incident location. The ICP should be located uphill and upwind of the incident location.	
	❑ Notify supporting agencies (dependent on the type of incident) and the City Council.	*FA 1 of the City EOP*

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	■ Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.	
	❑ Determine the type, scope, and extent of the Terrorism incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	*ICS Form 209: Incident Status Summary*
	■ Notify the regional HazMat team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, Federal agencies (including the FBI), and ESF leads/coordinators of any situational changes.	
	■ Verify that the hazard perimeter and hazard zone security have been established.	
	■ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
	■ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.	
	❑ Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
	❑ Disseminate appropriate warnings to the public.	*FA 1 of the City EOP*
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	■ Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	❑ Confirm or establish communications links among primary and support agencies, the City EOC, the County EOC, and State ECC. Confirm operable phone numbers and backup communication links.	*FA 1 of the City EOP*
	❑ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*CCOM maintains a comprehensive listing*
	■ Notification to the Oregon State Police and the FBI is required for all terrorism incidents.	
	■ If an incident occurs on State highways, ensure that ODOT has been notified.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	■ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	■ If agricultural areas and livestock are potentially exposed, contact local Extension Services (Oregon State University), County Health Department, ODA, and the State Veterinarian, as applicable to situation.	*ESF 11 Annex to the County EOP*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.	
	❑ Implement local plans and procedures for terrorism operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	*County Terrorism Response Plan*
	❑ Obtain current and forecasted weather to project potential HazMat vapor plumes (*recurring*). ■ Note: Vapor plume modeling support may be obtained through regional HazMat teams and/or through State, and/or Federal environmental protection agencies.	*FA 1 of the City EOP*
	❑ Determine the need to implement evacuations and sheltering activities (*recurring*). Determine whether to implement shelter-in-place for surrounding residences and public facilities should be made. ■ Note: Refer to the USDOT Emergency Response Guidebook for determining the appropriate evacuation distance from the source.	*FA 1 of the City EOP*
	❑ Determine the need for and activate emergency medical services (*recurring*).	*FA 1 of the City EOP*
	❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring*).	*FA 1 of the City EOP*
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Basic Plan of the City EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders.	
	❑ Establish a JIC.	*FA 1 of the City EOP*
	❑ Formulate emergency public information messages and media responses, utilizing "one message, many voices" concepts (*recurring*).	
	▪ Public information will be reviewed and approved for release by the IC and lead PIO before dissemination to the public and/or media partners.	*FA 1 of the City EOP*
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Director and staff will assemble a situation report.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners, as needed.	
	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the IC and/or Safety Officer.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations, in accordance with current demobilization and community recovery plans.	*FA 1 of the City EOP*
	❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City, the responsible party (if known), and the Oregon Department of Environmental Quality. Support from the Environmental Protection Agency may be necessary.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the EOC.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 8 – Public Health-Related

Public Health-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Have personnel participate in training and exercises, as determined by City Emergency Program Coordinator and County Emergency Management and/or the Public Health Department.	
	❑ Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	*Citywide database*
	❑ Engage the other County public health departments, Oregon Department of Human Services, Centers for Disease Control and Prevention, and FEMA in public health planning and preparedness activities to ensure that lines of communication and roles/responsibilities are clear across the participating entities.	
	❑ Inform the City Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	❑ Monitor and report the presence of contagious infections within the City.	
	❑ Evaluate the ability of existing health care facilities to handle public health emergencies.	
	❑ Maintain medical supplies and equipment.	*Hospital Standard Operating Procedures*
	❑ Coordinate with the Sanitarian to ensure drinking water quality.	*Water District Standard Operating Procedures*
	❑ Coordinate with the Sanitarian to provide safe wastewater and sewage disposal.	*Water District Standard Operating Procedures*
RESPONSE PHASE	❑ The County Public Health Department will initially respond, assume initial IC responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
	❑ Determine the type, scope, and extent of the public health incident (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
	▪ Notify 911 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	▪ Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protective equipment requirements.	

Public Health-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	■ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
	❑ Ensure that area hospitals have been notified.	*HOSCAP*
	❑ Once the public health threat has been characterized, determine the appropriate methods needed to minimize the spread of disease through collaboration with other County public health departments and the Oregon State Public Health Department.	
	■ If the pathogen or agent requires laboratory analysis, County Public Health may request analytical assistance from the Oregon State Public Health Laboratory.	
	■ If animal health and vector control is required, these services are to be requested through County Emergency Management or from Extension Services.	
	■ Coordinate sanitation activities and potable water supply provisions.	
	■ Determine the need for emergency disease control stations and, if deemed necessary, implement such stations.	
	❑ If quarantine is in place, establish access control to the area through local law enforcement agencies.	
	❑ Collect and report vital statistics.	
	❑ Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
	■ Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.	
	❑ If necessary, conduct a damage assessment for public health facilities and systems.	
	❑ Hospital conducts an inventory of its Health Resources and Services Administration cache. If more health resources are needed, requests for these supplies should be made through the County EOC.	*HOSCAP*
	❑ Activate the County EOC, coordinate response activities among AOCs and ICP, and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be	

Public Health-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	necessary.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Notify all other supporting agencies of the response, requesting additional support as necessary.	
	▪ Identify local, regional, State, and Federal agencies that may be able to mobilize resources to the County EOC for support.	
	❑ Assign a liaison to other County EOCs to facilitate resource requests.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	❑ Confirm or establish communications links among primary and support agencies, other EOCs, and the State ECC. Confirm operable phone numbers and backup communication links.	
	❑ The County Emergency Management Director, in collaboration with the County Public Health Department, designates a County PIO representative. The PIO will issue public health information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies.	
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, as dictated by the incident.	
	❑ Implement local plans and procedures for public health emergencies. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	
	❑ Determine the need for implementing evacuation and sheltering activities (*recurring*). Evacuation assistance should be coordinated among ESF 1 – Transportation, ESF 5 – Emergency Management), ESF 6 – Mass Care, Housing, and Human Services, and ESF 15 – Public Information and External Affairs.	
	❑ Establish treatment area(s).	
	❑ Determine the need for additional resources, and request as necessary through appropriate channels (*recurring*).	

Public Health-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Submit a request for emergency/disaster declaration, as applicable.	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Establish a JIC, as needed.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	
	▪ Public information will be reviewed and approved for release by the IC and the PIO prior to dissemination to the public and/or media partners.	
	▪ Develop and disseminate public information programs regarding personal health and hygiene.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202: Incident Objectives*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Coordinate with private sector partners as needed.	

Public Health-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Ensure that all reports of injuries and deaths due to a public health emergency are communicated to the County EOC for transmittal to the County Health, Housing and Human Services as soon as it is available.	
	❑ For handling of fatalities, coordination between the County Health Department and County EOC is needed for medical examiner services.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations, in accordance with current demobilization and community recovery plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the County EOC.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

9

IA 9 – Animal and Agriculture-Related

Animal and Agriculture-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Program Coordinator and County Emergency Management.	*NIMS Implementation and Training Plan*
	❑ Participate in preparedness activities, seeking understanding of interactions with participating agencies in an animal disease– or agriculture-related emergency.	
	❑ Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the EOC. Contact lists should include the following agencies (notification procedures will depend on the nature of the incident): ▪ Oregon Department of Fish and Wildlife ▪ ODA ▪ Extension Service ▪ Farm Service Agency ▪ Health Department ▪ Oregon State Public Health Division ▪ Local and State Veterinarians	*Citywide database*
	❑ Inform City Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	❑ Following positive laboratory results for an animal disease stemming from a significant animal/agriculture-related outbreak or contamination concern, activate the EOC, and establish Incident or Unified Command, as appropriate. Identify the lead animal/agriculture agency. Staffing levels will vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will be included.	
	❑ Establish a site Health and Safety Plan and identify appropriate personal protective equipment to be implemented among response and support staff throughout the duration of the emergency. The Safety Officer will develop this plan, make changes to procedures and practices as deemed necessary by the situation, and schedule regular safety briefings to the command staff.	
	❑ If incident response exceeds local capabilities and/or resources, submit a request for an emergency/disaster declaration, according to established city procedures.	

Animal and Agriculture-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Contact law enforcement if the ODA requires enforcement of a quarantine area. The County Emergency Manager (or designee) will contact the County Court with information regarding required measures and resources. Local police departments and the Oregon State Police may be called upon to provide additional resources.	
	❑ Impose animal movement restrictions by emergency order, if necessary (enforcement activities supported by law enforcement agencies).	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203-Organization Assignment List*
	❑ Notify appropriate supporting agencies. Support agencies may include, but are not limited to: ■ USDA • Animal Plant Health Inspection Service • Foreign Animal Disease Diagnostic Lab • Food Safety Inspection Service ■ ODA • State Veterinarian's Office • Regional Veterinary Emergency Response Teams ■ Private Veterinarians ■ ODFW ■ Oregon Department of Environmental Quality ■ Health Department ■ Extension Service ■ Farm Service Agency ■ Oregon State University, College of Veterinary Medicine	
	❑ Identify local, regional, or State agencies that may be able to mobilize resources and staff to the City EOC for supporting response operations.	
	❑ With support from the local health department, State Veterinarian, and Area Veterinarian In-Charge, determine the scope and extent of the outbreak/disease (*recurring*). Verify reports and obtain estimates of the areas/livestock operations in the City that may be affected.	*ICS Form 209-Incident Status Summary*
	■ Notify command staff, support agencies, adjacent jurisdictions, ESF coordinators, and/or liaisons of any situational changes.	

Animal and Agriculture-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	❑ Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, Agency Operations Centers, and State ECC. Confirm operable phone numbers and backup communication links. ▪ *Note: Depending on the type and size of the incident, an Area Command Center may be instituted at the ODA.*	
	❑ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify appropriate industry groups and animal/plant agriculture businesses. Provide status of incident and conditions of actual or perceived disease threat.	*CCOM maintains a comprehensive listing*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of response increases.	
	❑ Implement local plans and procedures for responding to animal/agriculture-related emergencies. Ensure that copies of the following documents are available to response personnel. Implement agency-specific protocols and SOPs. ▪ *Oregon Animal Disease Emergency Management Plan (2004)* ▪ *Applicable animal disease-specific protocols, including Public Health plans focusing on potentially contagious diseases*	*Agency-specific Standard Operating Procedures*
	❑ Determine the need to conduct human and/or animal evacuations and sheltering activities (*recurring*).	
	❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring*), including activation of intergovernmental agreements and memoranda of understanding. ▪ *Note: All resources activated through mutual aid agreements needs to be tracked by the EOC for cost and liability purposes.*	

Animal and Agriculture-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs. ▪ *Note: The EOC will coordinate requests by the lead animal disease/public health agency for local and mutual aid resources.*	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Manage and coordinate volunteers through the EOC via the Volunteer Coordinator. Individuals, organizations, or groups wishing to volunteer their assistance during any phase of a disaster need to be registered by the City. Volunteers may be used in credentialed capacity only. Written proof is expected at the time of sign up.	
	❑ Establish a JIC. In the case of animal disease that could spread or pose risk to humans, the County Health Officer, (or designee) will address medical and public health issues and concerns within the JIS via the JIC, if it is activated.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	
	▪ Public information focusing on animal/agriculture-related incidents will be developed in conjunction with ODA (State Veterinarian's Office), local/state public health agencies, Extension Services, and other support agencies. Public information dissemination will be coordinated through the City EOC and JIC. Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks	*EOC position checklists, ICS Form 214 – Unit Log*
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC IC, Emergency Program Coordinator and staff will assemble a situation report.	

Animal and Agriculture-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Develop, update, and implement an IAP (*recurring*) for each operational period. This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Ensure that all reports of injuries, illness, and deaths occurring during animal/agriculture emergency response are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current city procedures and implement community recovery plans (including COOP/COG).	
	❑ Coordinate with appropriate organizations for the deployment of inspectors and veterinarians to verify/certify viability of animals/plants following a disease outbreak or contamination incident.	*Specific Agency Standard Operating Procedures*
	❑ Release mutual aid resources as soon as possible.	
	❑ Coordinate disposal of infected livestock, contaminated animal carcasses/feed, and other potentially contaminated items following response procedures. Consult with the Oregon Department of Environmental Quality for identification of disposal sites and appropriate procedures.	
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the EOC.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

10 IA 10 – Transportation Accidents

IA 10. Transportation Accidents

Two major types of transportation accidents are considered in this incident annex: air and rail. Motor vehicle accidents that occur on roadways within the city would not normally constitute a major emergency under the Emergency Operations Plan (EOP), unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes. The Fire District and Police Department will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Transportation Accidents

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Program Coordinator.	
	❑ Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	❑ Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	*Citywide database*
	❑ Inform the City Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	❑ Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Program Coordinator and Fire District.	
	❑ Assess the City's transportation infrastructure (e.g. roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
	❑ Develop alternate routes based on assessment of hazard threats to transportation infrastructure and based on input from the County EOC, ODOT, and other road owners.	
RESPONSE PHASE	❑ Notification of the occurrence of a transportation incident will come through CCOM or observance by field personnel.	
	❑ Conduct a scene assessment to determine the appropriate level of emergency medical, transportation, and HazMat response. Based on the location of the accident, mass casualty and/or evacuation procedures may be required.	*ICS Form 209: Incident Status Summary*
	❑ Determine the type, scope, and extent of the HazMat incident (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*IA 5. Hazardous Material Incident Annex*

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Develop alternate routes based on assessment of damages to city transportation infrastructure and based on input from the City EOC, ODOT, and other road owners. Estimate emergency staffing levels and request personnel support.	
	❑ City personnel should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.	
	❑ The Police Department has the authority to secure the crash site to maintain the integrity of the accident site (after fire suppression and victim rescue operations are complete).	
	❑ Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hours)	
	❑ For railroad accidents, the IC should contact the railroad company's emergency response center, as well as the NTSB, prior to removing any victims or wreckage.	
	❑ Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site.	
	❑ Activate the City EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	
	❑ If appropriate, the IC (or designee) will activate the EAS by contacting the National Weather Service (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	❑ Notify supporting emergency response agencies, ODOT, NTSB, and FAA if the accident involves an aircraft.	
	❑ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Confirm or establish communications links among the City EOC, the County EOC, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify the functionality of alternative communication equipment/channels.	
	❑ Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	
	▪ For incidents occurring on State highways, ensure that the ODOT has been notified.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon Statue University), ODA, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	❑ Appoint a PIO to formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring).*	
	❑ Public information focusing on transit access points, control, and traffic control will be reviewed by the Chief of Police (or designee). Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	
	❑ If necessary, establish a JIC staffed by PIOs from various agencies.	*FA 1 of the City EOP*
	❑ Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
	❑ Advise the County EOC and ODOT of road restrictions and resource/support needs.	
	❑ Coordinate provision of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.	
	❑ Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the TSA, NTSB, and FBI.	
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Basic Plan of the City EOP*

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ If necessary, determine the need to conduct evacuations and sheltering activities.	
	❑ Coordinate with the American Red Cross to provide Shelter and Family Referral Services through the EOC.	
	❑ Determine the need for additional resources and request as necessary through appropriate channels.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	❑ Produce situation reports (*recurring*). At regular intervals, the EOC Director and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	❑ Coordinate with the American Red Cross to assist families affected by the transportation incident	
	❑ Ensure an orderly demobilization of emergency operations, in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	❑ Release mutual aid resources as soon as possible.	
	❑ If necessary, provide critical incident stress management to first responders.	
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the City EOC.	
	❑ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

11 IA 11 – Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and develop exercises relative to volcanic events.	
	❑ Provide information and training on volcano-hazard response to emergency workers and the public. ▪ Implement a public outreach program on volcano hazards. ▪ Review public education and awareness requirements.	*FA 1 of the City EOP*
	❑ Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
	❑ Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	*Citywide database*
	❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EMP*
	❑ Inform City Emergency Program Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	❑ Activate the City EOC and establish Incident or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	*FA 1 of the City EOP, agency and company-specific plans*
	❑ Activate and implement the City EOP.	
	❑ Notify supporting agencies. ▪ Identify local, regional, and State agencies that may be able to mobilize resources and staff to the City EOC for support	
	❑ Provide local warnings and information and activate appropriate warning/alert systems.	*FA 1 of the City EOP*
	❑ Support a Regional Coordination Center, if necessary.	
	❑ Establish a JIC. ▪ Provide a PIO for the JIC. ▪ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	*FA 1 of the City EOP*

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, County, State, and/or Federal resources. If applicable, submit request for local disaster/emergency declaration following established County procedures.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203-Organization Assignment List*
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*ICS Form 209-Incident Status Summary*
	▪ Dedicate time during each shift to prepare for shift change briefings.	
	❑ Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, and State ECC; confirm operable phone numbers and backup communication links.	
	❑ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*Incident Action Plan*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
	❑ Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (*recurring*).	
	❑ Determine need to conduct evacuations and sheltering activities (*recurring*). Request that the American Red Cross activate and implement local sheltering plans.	*FA 2 Annex of the City EOP and American Red Cross Shelter Plans*
	❑ Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the City and/or County EOCs, as the situation requires. The following emergency functions may provide lead roles during various phases of evacuation: ▪ ESF 1 – Transportation ▪ ESF 2 – Emergency Telecommunications and Warning ▪ ESF 13 – Public Safety and Security ▪ ESF 15 – Emergency Public Information	*FA 1 of the City EOP*
	❑ Determine the need for additional resources and request as necessary through the City EOC (*recurring*).	*FA 1 of the City EOP*

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*FA 1 of the City EOP*
	❑ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*ICS Resource Tracking forms and EOC forms*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending /receiving, them should be documented as part of the EOC log.	*Existing EOC forms/templates*
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Director and staff will assemble a situation report.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement elements of the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	*ICS Form 202 – Incident Objectives*
	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the IC and/or Safety Officer.	

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY/ DEMOBILIZATION PHASE	❑ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored. Deactivate/demobilize the City EOC.	*FA 1 of the City EOP and agency-specific recovery*
	❑ Release mutual aid resources as soon as possible.	
	❑ Monitor secondary hazards associated with volcano eruption and/or significant activity (e.g., landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, and air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Correct any response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

12 IA 12 – Dam Failure (Clackamas River)

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Tasked Agencies	
Primary County Agency	Sheriff's Office Clackamas County Disaster Management (CCDM)
Supporting County Agencies	Clackamas County Fire Defense Board Health, Housing, and Human Services (H3S) Department of Transportation and Development (DTD)/Public Works
Community Partners	Estacada Police Department Oregon City Police Department Estacada Rural Fire Protection District Clackamas Fire District #1 Gladstone Fire Department American Medical Response, Incorporated Cities: Estacada, Oregon City, Gladstone, West Linn, Lake Oswego, Milwaukie, Portland Utility Providers
State Agency	Oregon Office of Emergency Management (OEM)
Federal Agency	United States Forest Service

1 Introduction

1.1 Purpose

The purpose of this annex is to establish procedures for warning, evacuation and sheltering of the affected population[1] who would be endangered in the event of the failure of one of the Portland General Electric Company (PGE) dams along the Clackamas River. This annex provides guidance for all stakeholders in the affected area. It also addresses similar emergency response actions which might be required in the event of flooding caused by emergency releases from one of the PGE dams along the Clackamas River.

1.2 Scope

There are multiple PGE dams and projects along the Clackamas River covered in PGE's Emergency Action Plans. Failure of dams will occur in different manners and impact time will vary. Maps have been created to reflect both a Sunny Day (best case) and Probable Maximum Flood (worst case) scenario.

[1] For the purpose of this annex, the "affected population" is defined as: "Any resident and/or business in need of evacuation that is located within or adjacent to the inundation zone, including anyone who could be at a park or public access point below the impacted dam."

For the purpose of this annex, these have been divided into three main sections which impact residents, business and recreational areas along the Clackamas River.

- River Mill
- North Fork (including the Faraday Diversion Dam)
- Timothy Lake (part of the Oak Grove Development Project)

1.3 Policies and Authorities

The designated On-Scene Incident Command (Leading Fire or Law Agency) or Emergency Operations Center (EOC) Command both have authority to order evacuation for the affected population should one of the dams along the Clackamas River fail for any reason.

- Oregon Revised Statutes (ORS) 401.6.03.600 gives counties and cities the authority to evacuate persons from a designated emergency area.
- ORS 401.309 authorizes a county or city to order mandatory evacuation only after an Emergency Declaration has been declared and only when necessary for the public safety
- Clackamas County Code, Emergency Regulations, 6.03.060 authorizes the Board of County Commissioners (BCC) to order and enforce evacuation as an emergency measure.
- H.R. 3858 [109th]: Pets Evacuation and Transportation Standards Act of 2006 requires state and local to include evacuation, transport, and care of household pets and service animals in their disaster or emergency plan.

2007 HB 2371 requires operators of care facilities to develop plans and train employees to evacuate clients/residents to a place of safety when conditions of imminent danger require relocation.

2 Situation and Assumptions

2.1 Situation

PGE maintains multiple dams along the Clackamas River. There are three main projects as outlined in Section 1.2, above; the situation is summarized below.

- The River Mill Dam is located on the Clackamas River just outside of the City of Estacada. The River Mill Dam was constructed in 1911 and holds approximately 1,200 acre feet of water within its reservoir. The River Mill Dam is the furthest downstream dam on the river.
- The North Fork Dam and Faraday Diversion Dams are located on the Clackamas River just 4.7 and 6.4 miles, respectively, southeast of the City of Estacada. A failure on the North Fork Dam will cause the failure of the River Mill Dam. The North Fork Dam was completed in 1958 and creates a reservoir of approximately 6,300 acre feet of water used primarily for daily regulation. The North Fork Dam has three spill gates and very little storage or hold back capabilities. The Faraday Diversion Dam was constructed in 1965 and holds an estimated 100 to 200 acre feet of water used primarily as a spillway for the North Fork Dam. Due to the interdependencies of both the North Fork and Faraday Dams, the consequences of failure or large release for the North Fork are more severe than those of Faraday.

- The Timothy Lake Dam is part of a larger Oak Grove Development Project, which also includes Harriet and Frog Lake Dams. The Timothy Lake Dam is located approximately 28 miles southeast of Estacada. The Timothy Lake Dam was completed in 1958 and has a reservoir of approximately 69,000 acre feet. Harriet and Frog Lake Dams serve as catchments for Timothy Lake. Due to the interdependencies of all three dams, the consequences of failure or large release form Timothy Lake are more severe than those of Harriet or Frog Lake.
- Recent studies indicate that these dams are in an area that could be affected by a Cascadia Subduction Zone earthquake event. For further information on the earthquake hazard, see the Clackamas County Hazard Vulnerability Analysis.
- Were either of the PGE dams along the Clackamas River to suffer a catastrophic failure, human lives and property in the flood pathway would be endangered. This danger would be relative to the amount of water stored behind the dam and released at the time of the failure.
- PGE has developed inundation area maps showing the extent of flooding and expected flood wave arrival times following a failure of the dam to help inform planning efforts. For the purposes of this Annex, Clackamas County Geographic Information Systems (GIS) has developed detailed maps that also include structure locations (private, business and critical infrastructure), street names, river miles, egress/ingress routes, assembly areas and other pertinent information identified by stakeholders. Each scenario has a series of their own maps, which can be viewed in the Clackamas County EOC library, "eocshare" drive and via stakeholder agencies.
- The inundation areas are estimates only and actual time and water depths will vary greatly depending on the time of year, the depth of water behind the dam at the time of dam failure, the Clackamas River depth, and debris and other obstructions in the river.
- The inundation area includes unincorporated areas of Clackamas County, multiple parks and recreational areas as well the cities in of Estacada, Oregon City, Gladstone, Milwaukie, West Linn, Lake Oswego and Portland.
- Many people live in the identified catastrophic failure inundation area. Additionally, there are several popular recreational areas operating year round and seasonally including campgrounds, recreational vehicle parks, boating and day use areas.
- PGE constructed and retains ownership of all dams along the Clackamas River.
- PGE monitors and controls the amount of water stored behind the dam according to Federal Energy Regulatory Commission regulations. These regulations provide safety for those below the dam and maximize water storage capacity for use throughout the year.
- The Clackamas County Sheriff's Office (CCSO) has jurisdiction over the Clackamas River and all waterways in the county which include elements of the Water Rescue Consortium.
- Estacada Rural Fire Protection District #69 (ERFPD) and Clackamas Fire District #1 have primary response for residents and properties within the boundaries of their jurisdictions.

2.2 Failure Conditions

Dam failure conditions, based on the 2016 PGE Emergency Action Plan, are as follows:

- Condition 1/C/High Flows - Non-Failure Emergency: No Danger of Dam Failure (example such as a minor earthquake or high reservoir levels)
- Condition 2/B/Warning – Potential Failure situation is developing and could lead to a dam failure (example is a major earthquake, flood, piping of material out of the dam)
- Condition 3/A/Evacuation – Imminent or Actual Dam Failure has occurred

2.3 Assumptions

Certain conditions might develop at any of these dams that would require the warning and evacuation of the "affected population"—specifically, people located within the dam failure inundation area downstream from the dam.

- Numerous circumstances can impact the ability to provide adequate notification of an emergency or failure.
    - Not all dam failure scenarios allow ample warning, e.g., a Cascadia Subduction Zone earthquake, or a human caused/adversarial attack may cause the dam to fail rapidly, before authorities have time to issue a warning.
    - Proximity to the dam will affect the timeliness of warnings in relation to the timing of impacts. Residents or recreationists within close proximity to any of these dams might have only minutes to get to high ground, while those further downstream may have several hours based on their distance from the dam and the anticipated speed of the flood.
    - If a dam failure is caused by a major earthquake, damage to the public telephone system, both landline and cellular, and the Internet may hinder efforts to warn those in the path of the flood.
    - Damage to bridges and roads, as well as other issues created by a major earthquake could also complicate efforts to notify and/or evacuate the public.
    - A significant earthquake may cause such damage to the entire county that local response resources will be overwhelmed leaving very little response capability to deal with a potential dam failure.
- Sufficient local resources will be available to conduct the basic operations outlined in this annex. This assumption may not be valid if a dam emergency is associated with a significant earthquake.
- Once an evacuation order is given, many evacuees will seek shelter with relatives or friends, or arrange other accommodations. Others will need emergency shelter provided for them.
- Most evacuees will be able to self-evacuate out of the inundation area, while others will need evacuation assistance.
- Evacuation assistance will be required by some pet and livestock owners.
- Most evacuations are limited to a defined geographic area and coordinated by law enforcement and/or fire responders at the scene.
- Most instances that would require a medium-to-large scale evacuation will have some warning and therefore some pre-event activities accomplished which may include establishing an Evacuation Planning Team, activating the Joint Information Center (JIC), and using pre-developed evacuation plans for a limited number of high or frequent at-risk areas.

- The County has primary responsibility to plan and conduct evacuations that occur in unincorporated areas.
- Cities have primary responsibility to provide support and assistance for localized evacuations occurring within their municipal boundary.
- If requested, Clackamas County Disaster Management (CCDM)/EOC Command can assist On-Scene Command and/or cities with evacuation planning and coordination.
- Evacuations present special challenges because of the time limitations that may exist for planning and implementation; significant interdependencies among the affected population; transportation difficulties; special needs considerations and other variables.
- On-scene Command decides whether evacuation is the most appropriate protective measure, and ensures appropriate implementing actions are taken.
- CCDM will activate the EOC as needed to support planning and coordination for a major evacuation involving large numbers of people and/or a large geographic area.
- Evacuation operations include:
  - Safe movement of people and pets/service animals from the at-risk area;
  - Shelter and mass care for evacuees;
  - Security of evacuated areas; and
  - Return of evacuees when it is safe to do so.
- If given advance warning, residents will frequently leave the at-risk area (self-evacuate) before told to do so; other residents may refuse to evacuate when instructed to do so.
- The County or any city may order mandatory evacuation if it is authorized as an emergency measure by an Emergency Declaration.
- Residents may refuse or delay evacuation unless they can take their pets with them.
- On-Scene Command may need additional resources for safe evacuation, transport and sheltering people with disabilities and access and functional needs (DAFN) (e.g., children; the elderly; individuals with physical impairments, disabilities or other medical conditions; homeless or transient populations; and individuals with limited English proficiency).
- All participating agencies will need to closely coordinate and cooperate during an evacuation that crosses jurisdictional boundaries to ensure evacuee safety and welfare are not compromised.

3 Roles and Responsibilities of Tasked Agencies

All agencies tasked under this annex will develop and maintain written internal operating plans and implementing procedures, and will train employees in their use.

3.1 On-Scene Incident Command

Incident Command may be fire or law enforcement with jurisdiction over the impacted area

- Coordinate evacuation planning with County EOC and/or city.
- Designate boundaries of evacuation area and implement evacuation plan.
- Request County/city authority if evacuation is mandatory.
- Designate evacuee destination(s).
- Establish and operate evacuation routes.
- Develop evacuation instructions for residents.

- Develop and implement evacuation notification plan.
- Ensure evacuation plans include DAFN populations, as well as pets and service animals.
- Ensure evacuee safety and welfare (unless responsibility has been transferred)
- Secure the evacuated area and establish criteria/procedures for re-entry
- Get Oregon Emergency Response System (OERS) number

3.2 Law Enforcement Agencies

- Primary responsibility for planning, coordinating and conducting evacuations
- Coordinate evacuation route planning and related logistical and operational support
- Direct and coordinate evacuation of jail and other detention facilities
- Provide traffic and crowd control
- Secure evacuated area and key facilities
- Stage and brief incoming personnel who have been assigned to conduction evacuation including mutual aid resources
- Assist, as needed and if time and resources allow evacuation of DAFN populations
- Provide security for shelter and mass care operations as resources allow
- Conduct water rescue operations

3.3 Fire Agencies

- Primary responsibility for coordinating and conducting rescue operations in a hazardous environment
- Assist law enforcement in planning and conducting evacuation
- Assist with evacuations of DAFN populations requiring transportation
- Conduct decontamination operations if required

3.4 EOC Command

- Identify On-Scene Incident Commander for the evacuation
- Coordinate planning and support for evacuations that occur in unincorporated areas
- Provide planning support and coordinate activities for evacuations affecting multiple jurisdictions within the County or with neighboring jurisdictions
- Respond to requests for evacuation assistance from cities or On-Scene Command
- Ensure the state the BCC and the Oregon Office of Emergency Management (OEM) is notified of the emergency, so it can make proper notifications and keep officials apprised of the situation
- Get OERS number if not already not already obtained by Incident Command
- Coordinate resource requests and Emergency Public Information activities
- Coordinate with the Department of Health, Housing, and Human Services (H3S) and the Red Cross to provide and manage shelter and mass care operations
- Coordinate with Dog Services and EOC Operations to ensure that pet shelter is established
- Answer questions pertaining to evacuation and other subjects through activation of the County Public Inquiry Center.
- Activate hazard evacuation pre-planning team if time permits
- Initiate re-entry into evacuated areas
- After the emergency has ended, coordinate the following activities:

- Advise the public and the media of the termination of the evacuation directive and the lifting of the security perimeter (as appropriate)
- Provide the information necessary to facilitate an orderly return to the evacuated area including any special constraints, conditions, or health and safety concerns for return

3.5 American Medical Response

- Primary responsibility for providing emergency medical services (EMS) and transportation for medically fragile evacuees.
- Provide EMS at evacuation staging areas and along evacuation routes
- Assist law enforcement and fire in planning and conducting evacuation

3.6 United States Forest Service

- Primary responsibility for planning, coordinating and conducting evacuations.

3.7 Clackamas County 9-1-1 Communications

- Receive initial notification from PGE.
- Make emergency notifications as pre-identified in the 'INFO DAM' procedure in CAD.
- Activate any other alert and warning method in coordination with CCDM and the Incident Command.

3.8 Disaster Management

- Receive notifications from Clackamas County Communications (C-COM).
- Notify stakeholders of situation and establish and sustain information pathway.
- Assist On-Scene Command.
- Activate the Clackamas County EOC.
- With C-COM coordination make Clackamas County Emergency Notification System (CCENS) notifications as needed.
- Declare an emergency.
- Consult with BCC or County Counsel on other emergency actions.
- Request support from the State.

3.9 Fire Defense Board

- Staff EOC.
- Coordinate countywide fire and rescue response.
- Request mutual aid.
- Potentially invoke Mobilization Act.

3.10 Cities

- Provide support for evacuations within municipal boundary (e.g., law enforcement, public works, shelter and mass care services).
- Coordinate evacuation activities and assistance requests with the County EOC.

3.11 Health, Housing and Human Services

- Provide an H3S liaison to the EOC to coordinate shelter and mass care services.
- Provide interim assistance to evacuees at gathering points and evacuation routes.
- Coordinate transfer of responsibility for evacuee safety and welfare with On-Scene Command, cities, service agencies, shelter operators.
- Work with Red Cross Liaison for sheltering and mass care needs.

3.12 Transportation and Development/Public Works

- Coordinate evacuation routes, detour options and enroute resource requirements with stakeholder transportation agencies.
- Assist law enforcement to establish at-risk area perimeter.
- Provide signs, barricades, personnel and equipment along evacuation routes and at designated replenishment stations.
- During any warning phase, pre-position resources near bridges to monitor and be ready to close them immediately should signs of damage or failure be exhibited.
- Maintain clear evacuation routes by removing debris and other obstructions.
- (Dog Services) Coordinate with EOC Operations to ensure pet sheltering needs are addressed.
- Assist in finding transportation for evacuees with pets or service animals.
- Conduct post-incident road and bridge inspections.
- Assist with evacuating livestock.

3.13 Utility Providers

- Secure own assets and protect staff.
- Establish and maintain communication with EOC.
- Coordinate evacuation routes, detour options and enroute resource requirements with stakeholder transportation agencies.

4 Concept of Operations

4.1 General

This annex is designed to follow the basic protocols set forth in the Emergency Operations Plan (EOP). The EOP describes general roles and responsibilities in response to a major emergency or disaster that would include evacuations. It also describes how resources are coordinated within the County.

Dam Failure response and evacuation actions include:

- Community-wide warning and public instructions such as notifying all affected populations of the threat and the need to evacuate.
- Safe movement and control of individuals, pets and service animals out of the threatened area, including evacuation routes, traffic control and evacuee instructions.
- Transportation support for DAFN populations requiring assistance (e.g., people with disabilities, elderly, persons without vehicles).
- Shelter and mass care for evacuees, pets, livestock and service animals.

- Security of the evacuated area, including access control.
- Safe and orderly re-entry to evacuees when it is safe to do so.
- Activation of the EOC to coordinate resource management, information management and policy coordination.

4.2 Alert and Warning

Communicating risks to the public in a clear, consistent (i.e., non-conflicting) and timely manner is essential for orderly evacuations. The operation of the JIC in the EOC will be activated at the earliest opportunity to coordinate and ensure messaging is effective to support orderly evacuations.

Efforts should be made to prioritize notifications to those who are likely to be inundated by the flood waves first. Therefore, three separate evacuation/notification zones have been identified. Pre-scripted messages for the affected populations and stakeholders have been loaded into the CCENS for timely notification of each zone. Pre-scripted messages include specific information about the risk and protective actions that should be taken.

A team of stakeholders has identified gaps in the current notification methods and capabilities. The group of stakeholders is actively exploring additional warning methods in order to address these gaps.

4.2.1 Public Alert and Warning

If a dam failure should occur, PGE will notify C-COM using their Emergency Action Plan procedures. C-COM will conduct notification as directed in the INFO DAM instructions in CAD. There are three situations where CCENS notifications are made:

- Condition 3/A: Imminent or Has Occurred Dam Failure results in an automatic CCENS notification.
- Condition 2/B: Potential Failure may result in notification and will be coordinated through the Primary Response Agencies.
- High Flows Emergency: Notification may be made to affected population and will be coordinated through the Primary Response Agencies

4.2.2 Stakeholder Alert and Warning

Upon receiving notification of a dam failure from C-COM, the CCDM Duty Officer will notify stakeholders should a dam failure occur. Message information will include:

- Type of failure condition and affected dam
- Time notification was received
- Contact information for CCDM and follow on instructions

4.2.3 Message Responsibility

- C-COM notifies CCDM for all levels of dam failure conditions. The EOC will be activated as needed to support evacuation planning, coordination and operations
- On-Scene Command is responsible for conducting Alert and Warning notification above and beyond automatic CCENS notification

- The EOC JIC has primary responsibility for developing and coordinating the evacuation Alert and Warning message

4.2.4 Notification Methods

The CCENS can directly notify households with landline and registered cell phones in the designated evacuation area using a "Reverse 9-1-1 type" capability.

- Emergency Alert System (EAS)
- Social media
- County web site
- Mobile public address systems such as police vehicles and fire apparatus
- Radio and television
- Door-to-door notification
- The Public Inquiry Center can be used to disseminate alerts and warnings to citizens who call in requesting evacuation information
- Alert and warning for some populations may require special considerations

4.2.5 Alert and Warning Content (if needed beyond initial CCENS notification)

- Specific instructions about what to do (e.g., take 72 hours of medications with you; lock your home; bring household pets and service animals; take food, water and emergency kits).
- Clear directions and procedures for evacuation routes.
- Public transportation options and locations.
- Specific information about the potential consequences of not evacuating.

4.3 Initial Response Actions

The following describes actions to be considered for all response levels depending on the situation. Since the inundation zone crosses jurisdictional boundaries, between fire districts and County and cities, the County will activate its EOC and coordinate the countywide response. Local jurisdictions within the flood inundation zone need to be ready to protect their residents and visitors through emergency notification, establishing command structures, and organizing and conducting evacuations. An Incident Commander at any level has decision-making authority to take action described in this annex as the responsibility of an Incident Commander. When multiple Incident Commanders are operating concurrently, each should coordinate those actions with the other Incident Commanders.

4.3.1 Establish Command

- Due to the length of the Clackamas River and the extent of the impact area from a catastrophic failure of any of the PGE dams, the inundation area has been divided into three emergency evacuation zones. The zones are defined as specific segments of dam failure flood inundation areas downstream from dam failure that:
    - Define the potential area of impact
    - Allow response personnel to prioritize evacuation activities based on the population at risk in proximity to the dam in terms of distance downstream and in flood wave arrival times.
- The three emergency evacuation/planning zones are designated as:

- Primary/Immediate (0 to 30 minutes before first wave impact). This zone is identified as the ERFPD boundary. This zone ends at the Feldheimer Floating Launch on the west side and the Eagle Creek Golf Course on the east side of the river. This zone includes all of the City of Estacada and the following recreational areas:
    - Milo McIver State Park
    - Promontory Park (for Timothy Lake Dam only)
    - Timber Park
- Secondary (30 to 60 minutes before first wave impact). This zone starts at the Clackamas Fire District #1boundary where it meets the ERFPD boundary and ends at the Carver Bridge. This zone includes unincorporated Clackamas County and the following recreational areas:
    - Bonnie Lure State Recreation Area
    - Barton Park
    - Clackamas River Scenic Waterway
- Tertiary (60+ minutes before first wave impact). This boundary starts west of the Carver Bridge and continues through the remainder of the Clackamas River within Clackamas County. This zone includes inundation areas on the Clackamas River as well as the Willamette River. This zone includes much of the following incorporated Clackamas County cities and recreational areas:
    - Oregon City
    - West Linn
    - Lake Oswego
    - Gladstone
    - Milwaukie
    - Sa-Hah-Lee Golf Course
    - Riverside County Park
    - Clackamette Park
    - Maddax Woods
    - Mary S. Young Park
    - Cedar Island Park and Boat Ramp
    - Foothills Park

4.4 Evacuation

On-Scene Command will assess the need for public and special needs transportation and request resources through the EOC staff or directly with public transit agencies.

Some of the major roads will be impacted; therefore, emergency egress and ingress routes as well as meeting points have been pre-identified in the associated maps.

4.4.1 Evacuation Levels

- Evacuation response should be designated according to the following levels and based on consultation with OEM.
    - Evacuation Level 1 – A Level 1 Evacuation means "Be Ready" for potential evacuation. The affected population should be aware of the danger that exists in their area, and monitor local media outlets for information. The affected

population with special needs or those with pets or livestock should make preparations and begin making precautionary movement.

- Evacuation Level 2 – A Level 2 Evacuation means "Be Set" to evacuate. The affected population must be prepared to leave at a moment's notice. This level indicates a significant danger to the area, and the affected population should either be told to voluntarily relocate to a shelter or with family/friends outside the affected area, or if choosing to remain, to be ready at a moment's notice. The affected population may have time to gather necessary items, but doing so at their own risk.
- Evacuation Level 3 – A Level 3 Evacuation means "Go" Evacuate NOW. Danger to the area is current or imminent, and people should leave immediately. The affected population should not delay leaving to gather belongings or make efforts to protect their home.

- If a Level 1, 2 or 3 evacuation is implemented resources should be deployed first to areas with the highest and earliest risk. Even in the unlikely event of a sudden catastrophic failure of the dam, initial flood wave waters will take several hours to travel to the furthest point along the Clackamas and into the Willamette River, so focusing resources on those areas that will be inundated early will provide the biggest benefit.
- Direct the affected population to assembly areas. When considering sites for assembly areas, the following criteria should be considered: sites that have sufficient parking, access, and/or open space such as schools, churches, the county fairgrounds, or parks.
- The evacuation of some populations may require special coordination and logistical support.
- DAFN populations within the county which may need assistance during evacuations include:
  - Senior citizens
  - People with functional needs
  - Students in public and private schools
  - People with pets
  - Transient and people experiencing homelessness
- While most facilities with DAFN populations, including schools, are required to have evacuation plans in place, most do not, or are unable to carry them out without assistance from first responders. Public safety officials may be required to facilitate or initiate the evacuation internal to the facility.

4.4.2 Evacuation Response

Evacuation takes time and may be complicated by available resources and the condition of evacuation routes due to time of day, weather, type of event triggering the evacuation (e.g., earthquake), and rising flood waters. Even in a Level I incident, the potential for escalation to Level II or III requires that planning begin immediately for a possible mandatory evacuation.

An evacuation will require many resources and support from multiple agencies to achieve. Consider that:

- Evacuation may be necessary even if individuals don't live in the inundation zone as ingress/egress from their property may be blocked by flood waters or damaged roads and bridges.
- Transportation resources and other physical assistance may be needed.
- Assembly areas may be needed to direct people to prior to the establishment of shelter sites.
- Shelters may need to be established to house and feed evacuees.
- Animals may need to be evacuated.
- Clear and concise information will need to be provided to the public about:
    - Who needs to evacuate
    - Evacuation timeframe
    - What routes to use
    - Location of assembly areas and/or shelters
    - The need to avoid high water
- Potential evacuation routes, their capacities, and vulnerability to the hazards that exist at the time of the dam failure have been pre-identified on the associated maps, but additional (if they exist) may need to be identified during the time of evacuation.
- People who are located in the inundation area at the time of an incident should be directed to go to higher ground.
- Traffic may need to be re-routed to minimize congestion as people evacuate affected portions of Clackamas County.
- Roads may need to be blocked at restricted area control points to keep people from intentionally, or inadvertently, entering the inundation zone.
- Similarly, if resources allow, during any warning phase, resources should be pre-positioned near bridges to be ready to close them immediately should signs of damage or failure be exhibited.
- Rail traffic may need to be temporarily suspended.
- When determining the "time needed for evacuation" consider these time factors:
    - Time from receipt of initial notification of a dam failure to the decision to evacuate
    - Time needed to alert and instruct the public
    - Time needed to mobilize the population once warned
    - Time required for evacuees to leave the hazard area using the designated evacuation routes with consideration for overcoming obstacles related to earthquake losses, damage, and debris
- Weather Conditions
    - If ambient or forecasted conditions present a hazard (e.g., extreme cold or heat, ice, rain) evacuees may need assistance, including:
        - Shelter from the elements
        - Evacuation routes cleared of obstacles/hazards (e.g., debris, snow, ice)

4.4.3 Evacuation Re-Entry

Inundation from a dam failure will be short term, but impacts can result in prolonged hazards from the flood, damage to infrastructure and hazardous materials releases. The following considerations should be addressed prior to allowing re-entry:

- Conduct hazard/damage assessments to determine if additional or new hazards exist prior to allowing evacuees to return. Isolate, mark, or mitigate the hazards as appropriate. This assessment should include inspection of any water, gas, and sanitation lines.
- Provide traffic control and access control (i.e., returning evacuees only) for the return.
- Initiate return of evacuees when and where possible.
- Re-occupation of a previously flooded area may require the same consideration, coordination, and control undertaken in the original evacuation.
- Unified Command will make the re-entry decision after the flood waters have subsided and the evacuated area has been inspected by fire, public works, law enforcement personnel and/or utility work crews for safety.
- Determine if return will be temporary (i.e., long enough to check on damages and get additional personal items, or just during daylight hours) or full return.
- Conduct inspections of buildings that were flooded and tag according to fitness for occupancy.
- Additional re-entry considerations include:
    - Determine the number of persons in shelters who will have to be transported back to their homes.
    - If homes have been damaged, determine the interim and long-term housing requirements.
    - Inform the public of proper re-entry actions, particularly cautions they should take with regard to reactivating utilities, use of appliances that came in contact with water, and any other health related issues.

4.5 Search and Rescue

When considering the need for evacuation first priorities should be placed on those areas closest to the dam. The inundation maps give a rough timeline for water to advance after a dam failure. While evacuation is one option to consider, there are certain limitations that may pose greater problems:

The CCSO is responsible search and rescue on the Clackamas River. CCSO Search and Rescue will be designated this task.

The Water Rescue Team is designated specifically with this task.

4.6 Shelter and Mass Care

A dam failure along the Clackamas River will cause temporary flooding. This will impact most residents for several hours to one day. For those residents who are severely impacted resulting in damage or loss of housing, the EOC will coordinate temporary sheltering.

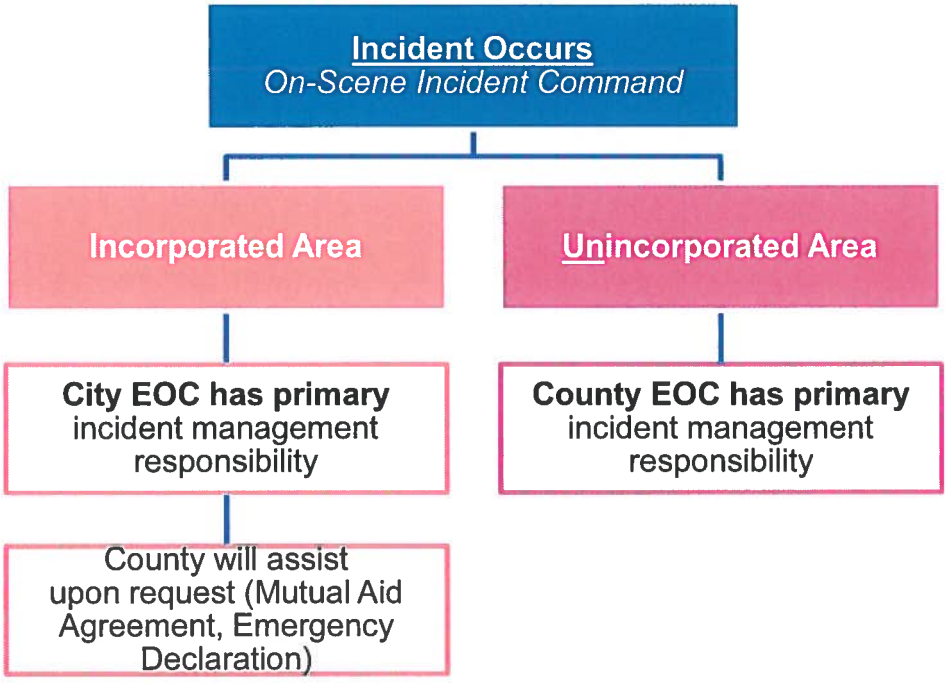
- The Red Cross will assign a liaison to coordinate shelter and mass care requirements along with H3S.
- There is a County list of potential shelter facilities with American Red Cross agreements.
- The American Red Cross coordinates with the County EOC to select most appropriate sites and then follows up with their site assessment and shelter operations protocols.

- On Scene Command coordinates transfer of responsibility for evacuee safety and welfare to the American Red Cross or local jurisdiction once evacuees are safely removed from at-risk area.
- Pet shelters are set up and run by the Operations Section of the EOC. Every attempt will be made to shelter pets in areas adjacent or in close proximity to their owners.
- H3S are tasked with several functions including mass care and services for the affected population.

5 Direction and Control

5.1 General

The County has jurisdictional authority and primary incident management responsibility for incidents that occur in the unincorporated area and for health emergencies countywide. If the incident impacts both the unincorporated and an incorporated area, the county and the impacted city share responsibility. The county will respond to city requests for assistance, manage critical resources, and coordinate with outside agencies, adjoining counties, and OEM.



5.2 Cities

If an incident occurs in an incorporated area, the city in which it occurs has jurisdictional authority and primary incident management responsibility. Local jurisdictions will activate their own resources and EOCs for an evacuation of their communities based on the failure condition. In most cases, evacuations will require the activation of the County EOC to support the movement of evacuees due to limited local resources.

If two or more cities are impacted, the cities share responsibility for incident management and the safety and well-being of their citizens.

Cities may request county assistance through a mutual aid agreement or by submitting an Emergency Declaration.

5.3 Special Districts

Special Districts that are impacted will activate their own resources and EOCs for response, protective actions and evacuation of their facilities based on the failure condition. Special districts may request county assistance through a mutual aid agreement.

5.4 County

EOC Command along with On Scene Command exercises overall direction and control of the evacuation process.

5.5 Regional

There are many regional agreements that could provide emergency resources that would include equipment, supplies and personnel. The EOC Library has a list agreements with the terms and conditions sited.

5.6 State and Federal Assistance

The Oregon State Police and the U.S. Forest Service may help in the evacuation of threatened areas and the Governor may also provide National Guard assistance.

If an evacuation requires resources beyond those available to the county (including mutual aid resources), EOC Command will recommend an Emergency Declaration be enacted to request state assistance.

The following federal and state entities are notified and updated directly by PGE in the event of a dam emergency/failure:

- Federal Energy Regulatory Commission – Portland Regional Office; Regional Engineer
- U.S. Army Corps of Engineers
- National Weather Service
- Oregon Emergency Management Division
- Oregon Water Resources Department – Dam Safety Engineer
- Oregon Public Utility Commission

6 Support Annex Development and Maintenance

In coordination with stakeholders, Clackamas County Disaster Management is responsible for maintaining this annex. This annex will be updated according to the schedule outlined in the Basic Plan.

7 Appendices

- Appendix A – IA 5 Resources

Appendix A IA 5 Resources

The following plans and procedures to support a Clackamas River Dam Failure are currently in place:

- PGE Emergency Action Plan
  - North Fork - Copy #36
  - Oak Grove (including Timothy Lake), River Mill and Willamette Falls - Copy #36
- Duty Officer Dam Notification Instructions
- C-COM INFO DAM
- Dam Failure Map Books
  - River Mill
  - North Fork
  - Timothy Lake
  - Timothy Lake USFS
- CCENS Pre-Defined Messages - These messages are split into three evacuation/planning zones which are activated in order: Primary/Immediate, Secondary and Tertiary.
  - North Fork Dam A Evacuation
  - North Fork Dam B Warning
  - Paradise Park and Twin Island Flood Warning
  - River Mill Dam A Notification
  - River Mill Dam B Warning
  - Timothy Lake Dam A Evacuation
  - Timothy Lake Dam B Warning
- Clackamas River Dam Failure Stakeholders Contacts in CCENS