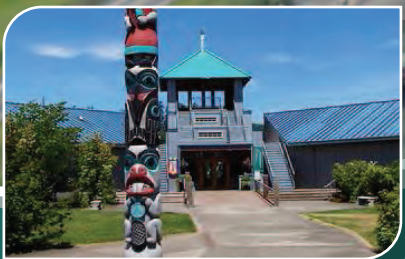
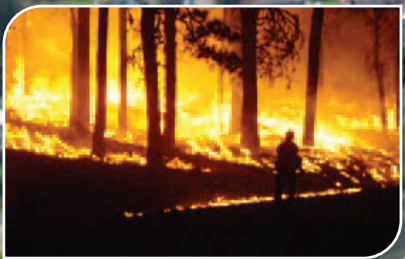


City of Reedsport Emergency Operations Plan



Prepared for:



City of Reedsport
451 Winchester Avenue
Reedsport, Oregon 97467

Prepared by:



ecology and environment, inc.
Global Environmental Specialists

**City of Reedsport
Douglas County, Oregon
EMERGENCY OPERATIONS PLAN**



November 2012

Prepared for:

City of Reedsport
451 Winchester Avenue
Reedsport, Oregon 97467

Prepared by:



ecology and environment, inc.
Global Specialists in the Environment



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 Reedsport would 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 Douglas 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 Reedsport 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 Reedsport has formally adopted the principles of the National Incident Management System, including the Incident Command System and the National Response Framework.

Consisting of a Basic Plan, Functional Annexes aligned with the Douglas 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 Reedsport should 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 Reedsport. This plan supersedes any previous plans. It provides a framework within which the City of Reedsport 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 five mission areas of emergency management to ensure that the City is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards threats that pose the greatest risk to the City. This includes the following:

- **Prevention:** activities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.
- **Protection:** activities necessary to secure the City against acts of terrorism and natural or human-caused disasters.
- **Mitigation:** activities that reduce loss of life and property by lessening the impact of disasters.
- **Response:** activities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.
- **Recovery:** activities necessary to assist the community in recovering effectively from a disaster.

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

Keith Tymchuk
Mayor

Bill Walker
Council Position #2

Diane Essig
Council Position #4

Mike Macho
Alt. Council President
(Council Position #6)

Ginger Anderson
Council President (Council Position #1)

Bill Otis
Council Position #3

Kathi Wall-Meyer
Council Position #5

DATE

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Plan Administration

The Emergency Manager should coordinate 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 by Department Heads without formal City Council approval.

Record of Plan Changes

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

Date	Change No.	Department	Summary of Change
2012	001		Update information and bring overall information and formatting in line with EOPs throughout the State of Oregon.

Plan Administration

Plan Distribution List

Copies of this plan should be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates should be provided electronically, when available. Recipients should be responsible for updating their Emergency Operations Plans when they receive changes. The City of Reedsport Emergency Manager is ultimately responsible for dissemination of all plan updates. Copies of the plan should also be maintained in the City Manager's Office, Fire Department, Police Station, Emergency Response Vehicle and the Public Works Director's Office. Non-sensitive portions of the plan should be posted on the City's website.

Date	No. of Copies	Department/Agency	Title/Name
	1	Oregon Emergency Management	
	1	American Red Cross	
	1*	City Manager	
	1	City Attorney	
	1	City Finance Director	
	1	Council Members	
	1	Douglas County OEM	
	1	Emergency Coordination Center	
	1*	Fire Department	
	1	Library	
	1	Mayor	
	1	Parks & Recreation	
	1	Community Development	
	2*	Police (1 hard copy should be located in the Emergency Response Vehicle)	
	1	Public Information Officer	
	1*	Public Works	
	1	Safety Director	
	1	Lower Umpqua Hospital	

* Hard Copy

Emergency Operations Plan Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for regular review of specific plan sections and annexes to ensure accuracy. Changes should be forwarded to the Emergency Coordinator for revision 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. It is also encouraged that plan review be performed concurrently with review of other related City emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
Basic Plan	City of Reedsport EMO
Functional Annexes (FAs)	
FA 1 Emergency Services	Police Department, Fire Department, Lower Umpqua Hospital, and City Manager
FA 2 Human Services	City Manager and Lower Umpqua Hospital
FA 3 Infrastructure Services	Public Works Department
FA 4 Recovery Strategy	City of Reedsport EMO
Incident Annexes (IAs)	
IA 1 Earthquake (including Tsunami)	Fire Department
IA 2 Flood	Fire Department
IA 3 Severe Weather (including Landslides)	Public Works Department
IA 4 Hazardous Materials (Accidental Release)	Fire Department
IA 5 Transportation Accident	Police Department
IA 6 Major Fire	Fire Department
IA 7 Public Health–Related	Lower Umpqua Hospital
IA 8 Utility Failure	Public Works Department

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Table of Contents

Preface.....	iii
Letter of Promulgation	v
Plan Administration.....	vii
Basic Plan	xi
Table of Contents	xiii
List of Tables and Figures	xix
1 Introduction	1-1
1.1 General.....	1-1
1.1.1 Whole Community Planning.....	1-2
1.2 Purpose and Scope	1-2
1.2.1 Purpose	1-2
1.2.2 Scope.....	1-3
1.3 Plan Activation	1-3
1.4 Plan Organization	1-4
1.4.1 Basic Plan.....	1-4
1.4.2 Functional Annexes	1-5
1.4.3 Coordination with County Emergency Support Functions.....	1-7
1.4.4 Incident Annexes	1-9
1.5 Relationship to Other Plans	1-9
1.5.1 Federal Plans.....	1-9
1.5.1.1 Presidential Policy Directive 8.....	1-9
1.5.1.2 National Incident Management System	1-10
1.5.1.3 National Response Framework.....	1-11
1.5.1.4 National Disaster Recovery Framework.....	1-11
1.5.2 State Plans	1-11
1.5.2.1 State of Oregon Emergency Management Plan	1-11
1.5.3 County Plans	1-13
1.5.3.1 Douglas County Emergency Operations Plan.....	1-13
1.5.4 City Plans.....	1-13
1.5.4.1 City of Reedsport Continuity of Operations Plan.....	1-13
1.5.4.2 Douglas County Natural Hazards Mitigation Plan, City of Reedsport Addendum	1-14
1.5.4.3 Reedsport Police Department Emergency Action Plan.....	1-14
1.6 Authorities.....	1-14

Table of Contents

1.6.1	Legal Authorities	1-14
1.6.2	Mutual Aid and Intergovernmental Agreements	1-16
1.7	Emergency Powers	1-16
1.7.1	General	1-16
1.7.2	City of Reedsport Disaster Declaration Process	1-17
1.7.3	Douglas County Declaration Process	1-18
1.7.4	State Assistance	1-19
1.7.5	Federal Assistance	1-19
1.8	Continuity of Government	1-19
1.8.1	Lines of Succession	1-19
1.8.2	Department-Specific Emergency Preparedness Plans	1-19
1.8.2.1	Procedures	1-20
1.8.2.2	Department Lines of Succession	1-21
1.8.2.3	Preservation of Vital Records	1-21
1.9	Administration and Logistics	1-21
1.9.1	Request, Allocation, and Distribution of Resources	1-21
1.9.2	Financial Management.....	1-22
1.9.3	Legal Support and Liability Issues	1-23
1.9.4	Reporting and Documentation	1-23
1.10	Safety of Employees and Family	1-23
2	Situation and Planning Assumptions.....	2-1
2.1	Situation	2-1
2.1.1	Community Profile	2-1
2.1.1.1	Geography and Climate	2-1
2.1.1.2	Demographics.....	2-2
2.1.1.3	Government and Economy	2-2
2.1.1.4	Education.....	2-2
2.1.1.5	Transportation.....	2-3
2.1.1.6	Historic and Cultural Resources	2-3
2.1.2	Hazards and Threats	2-5
2.1.2.1	Drought	2-5
2.1.2.2	Earthquake	2-6
2.1.2.3	Flood.....	2-7
2.1.2.4	Oil and Hazardous Materials.....	2-8
2.1.2.5	Transportation Accident	2-8
2.1.2.6	Severe Weather	2-8
2.1.2.7	Tsunami	2-9
2.1.2.8	Wildfire	2-9
2.1.2.9	Hazards that Originate in Neighboring Jurisdictions	2-10
2.1.3	Hazard Analysis	2-10
2.1.4	Capability Assessment.....	2-10
2.1.5	Protection of Critical Infrastructure and Key Resources.....	2-11
2.2	Assumptions	2-13
3	Roles and Responsibilities.....	3-1

Table of Contents

3.1	General	3-1
3.2	Emergency Management Organization.....	3-1
3.2.1	Executive Group	3-3
3.2.1.1	Mayor and City Council.....	3-3
3.2.1.2	City Manager	3-4
3.2.1.3	Emergency Manager.....	3-5
3.2.1.4	Emergency Coordinator	3-5
3.2.1.5	City Department Heads.....	3-5
3.2.2	Responsibilities of All Departments	3-6
3.2.3	Responsibilities by Function	3-7
3.2.3.1	Transportation.....	3-7
3.2.3.2	Communications	3-8
3.2.3.3	Public Works and Engineering.....	3-9
3.2.3.4	Firefighting	3-10
3.2.3.5	Emergency Management.....	3-10
3.2.3.6	Mass Care, Emergency Assistance, Housing, and Human Services	3-11
3.2.3.7	Logistics Management and Resource Support	3-13
3.2.3.8	Public Health and Emergency Medical Services.....	3-14
3.2.3.9	Search and Rescue	3-15
3.2.3.10	Oil and Hazardous Materials Response.....	3-15
3.2.3.11	Agriculture and Natural Resources	3-17
3.2.3.12	Energy and Utilities	3-17
3.2.3.13	Law Enforcement Services	3-18
3.2.3.14	Recovery.....	3-18
3.2.3.15	External Affairs	3-19
3.2.3.16	Evacuation and Population Protection	3-20
3.2.3.17	Damage Assessment.....	3-20
3.2.3.18	Legal Services	3-21
3.2.3.19	Volunteer and Donation Management	3-22
3.2.3.20	Coordination with Special Facilities	3-22
3.2.3.21	Other Agency Responsibilities	3-23
3.3	Local and Regional Response Partners.....	3-23
3.3.1	Private Sector	3-23
3.3.2	Nongovernmental Organizations	3-24
3.3.3	Individuals and Households	3-24
3.4	County Response Partners.....	3-24
3.5	State Response Partners.....	3-25
3.6	Federal Response Partners	3-25
3.7	Response Matrix.....	3-26
4	Concept of Operations.....	4-1
4.1	General	4-1
4.2	Emergency Management Mission Areas	4-1
4.2.1	Prevention.....	4-2
4.2.2	Protection.....	4-2

Table of Contents

4.2.3	Mitigation	4-3
4.2.4	Response.....	4-3
4.2.5	Recovery.....	4-3
4.3	Incident Levels.....	4-4
4.3.1	Level 1	4-4
4.3.2	Level 2	4-4
4.3.3	Level 3	4-4
4.3.4	NIMS Incident Levels	4-5
4.4	Response Priorities.....	4-6
4.4.1	Response.....	4-6
4.4.2	Recovery.....	4-7
4.5	Incident Management	4-7
4.5.1	Activation	4-7
4.5.2	Initial Actions.....	4-8
4.5.3	Communications, Notification, and Warning	4-8
4.5.3.1	Interoperability	4-9
4.5.4	Situational Awareness and Intelligence Gathering.....	4-10
4.5.4.1	Situational Awareness	4-10
4.5.4.2	Intelligence Gathering.....	4-11
4.5.4.3	Coordination with State Fusion Center	4-11
4.5.5	Resource Management.....	4-12
4.5.5.1	Logistics.....	4-13
4.5.5.2	Volunteer and Donations Management	4-13
4.5.5.3	Resource Typing.....	4-14
4.5.5.4	Credentialing of Personnel.....	4-14
4.5.6	Access and Functional Needs Populations.....	4-15
4.5.7	Animals in Disaster	4-15
4.5.8	Demobilization	4-16
4.5.9	Transition to Recovery.....	4-16
4.6	Inter-jurisdictional Coordination	4-16
4.6.1	Municipalities	4-16
4.6.2	Mutual Aid.....	4-16
4.6.3	Special Service Districts	4-17
4.6.4	Private Sector	4-17
4.6.5	County Government.....	4-17
4.6.6	State Government.....	4-18
4.6.7	Federal Government.....	4-18
5	Command and Control.....	5-1
5.1	General	5-1
5.1.1	Objectives	5-1
5.1.2	Command and Control Response Levels	5-2
5.2	Field Command	5-2
5.3	Local Emergency Operations Center Support to Field Command	5-3
5.4	Emergency Operations Center	5-4

Table of Contents

5.4.1	Emergency Operations Center Readiness.....	5-4
5.4.1.1	Level 1 Alert.....	5-4
5.4.1.2	Level 2 Alert.....	5-4
5.4.1.3	Level 3 Alert.....	5-5
5.4.2	Emergency Operations Center Activation	5-5
5.4.3	Emergency Operations Center Location	5-6
5.4.4	Emergency Operations Center Staffing	5-7
5.4.5	Access and Security	5-8
5.4.6	Deactivation	5-8
5.5	Incident Command System.....	5-9
5.5.1	Incident Commander	5-10
5.5.2	Emergency Operations Center Command Staff.....	5-13
5.5.2.1	Safety Officer	5-13
5.5.2.2	Public Information Officer.....	5-13
5.5.2.3	Liaison Officer	5-14
5.5.3	Emergency Operations Center General Staff	5-14
5.5.3.1	Operations Section	5-14
5.5.3.2	Planning Section.....	5-15
5.5.3.3	Logistics Section.....	5-17
5.5.3.4	Finance/Administration Section	5-19
5.5.3.5	Special Operating Instructions	5-20
5.5.4	Unified Command.....	5-20
5.5.5	Area Command.....	5-21
5.5.6	Multi-Agency Coordination.....	5-21
6	Plan Development, Maintenance and Implementation.....	6-1
6.1	General.....	6-1
6.2	Plan Review and Maintenance	6-1
6.3	Training Program	6-2
6.4	Exercise Program	6-3
6.5	Event Critique and After Action Reporting	6-4
6.6	Community Outreach and Preparedness Education.....	6-4
6.7	Funding and Sustainment.....	6-5
A	Disaster Declaration Process and Sample Forms...	A-1
B	Incident Command System Forms	B-1
C	Emergency Operations Center Position Checklists	C-1
D	Continuity of Government	D-1
E	References	E-1

F Acronyms and Glossary F-1

Functional Annexes

FA 1 – Emergency Services

FA 2 – Human Services

FA 3 – Infrastructure Services

FA 4 – Recovery Strategy

Incident Annexes

IA 1 – Earthquake (including Tsunami)

IA 2 – Flood

IA 3 – Severe Weather (including Landslides

IA 4 – Hazardous Materials (Accidental Release)

IA 5 – Transportation Accident

IA 6 – Major Fire

IA 7 – Public Health–Related

IA 8 – Utility Failure

List of Tables and Figures

Figures

Figure 1-1	City of Reedsport Emergency Operations Plan Organization	1-4
Figure 2-1	Map of City of Reedsport	2-4
Figure 2-2	Map of Douglas County	2-4
Figure 5-1	Primary EOC Location	5-7
Figure 5-2	Alternate EOC Location	5-7
Figure 5-3	County EOC Location	5-7
Figure 5-4	Example of a Scalable Command Structure for the City .	5-10
Figure 5-5	Example of Unified Command for the City	5-22
Figure C-1	EOC Position Organizational Chart.....	C-4

Tables

Table 1-1	City Functional Annex 1 – Emergency Services	1-5
Table 1-2	City Functional Annex 2 – Human Services	1-6
Table 1-3	City Functional Annex 3 – Infrastructure Services	1-6
Table 1-4	City Functional Annex 4 – Recovery Strategy.....	1-6
Table 1-5	City Coordination with County ESFs	1-7
Table 1-6	Incident Annexes	1-9
Table 1-7	Legal Authorities	1-15
Table 1-8	City Lines of Succession	1-19
Table 2-1	City of Reedsport Identified Threats/Hazards	2-5
Table 2-2	Core Capabilities by Mission Area	2-11
Table 3-1	Response Partners by Emergency Support Function	3-27

List of Tables and Figures

Table 4-1	NIMS Incident Levels	4-5
Table 5-1	Command and Control Response Levels	5-2
Table 6-1	Minimum Training Requirements.....	6-3

Basic Plan

1

Introduction

1.1 General

It is the policy of the government of Reedsport, Oregon, in order to protect lives and property and in cooperation with other elements of the community, to endeavor to mitigate, prepare for, respond to, and recover from all natural and human-caused emergencies and disasters. Because of the nature of disasters, it is also the policy of the City of Reedsport to encourage citizens to be self-sufficient for up to 72 hours should an emergency or disasters occur.

- The objective of these documents is to incorporate and coordinate all the facilities, resources, and personnel of the City into an organization capable of reacting effectively to any disaster or unusual occurrence.
- This EOP establishes guidance for the City of Reedsport's (City's) actions during response to, and short-term recovery from, major emergencies or disasters. It describes the roles and responsibilities of City 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).
- This plan encompasses a comprehensive framework for local disaster protection, prevention, mitigation, response, and recovery operations. It is intended to promote integrated understanding among government entities, nonprofit public and private organizations and the coordination of all available resources. This framework combines the City's technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, department directors, and other decision makers.

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 should be maintained through a program of continuous improvement, including ongoing involvement of City departments and of agencies and individuals with responsibilities and interests in this plan.

No guarantee of a perfect response system is expressed or implied by this plan, implementing instructions or procedures. While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or

1. Introduction

technological disasters may overwhelm the City's resources. While recognizing this possibility, this plan is designed to help the City fulfill its response function to its maximum capacity.

1.1.1 Whole Community Planning

The "Whole Community" planning approach is based on the recognition that it takes all aspects of a community to effectively prevent, protect from, mitigate the impacts of, respond to, or recover from any disaster. This includes all emergency management partners, both traditional and nontraditional, such as volunteer, faith, and community-based organizations; the private sector; and the public, including survivors of a disaster.

Every person who lives or works in the City shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety and self-sufficiency. To the extent possible, the City should assist its citizens in carrying out this responsibility by providing preparedness and mitigation information, and delivering critical public services during a disaster. However, a major emergency is likely to damage the City's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens prepared to take care of themselves and their families in the early stages of an emergency can make a significant contribution towards survival and community resiliency.

1.2 Purpose and Scope

1.2.1 Purpose

The City of Reedsport 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. The purpose of this plan is to describe, how the City of Reedsport Government should engage its collective resources to administer a comprehensive emergency management program, both daily and during a disaster situation. The principal aims of this plan are:

- To provide a coordinated governmental response and recovery effort that—to its utmost capacity—is able to minimize the adversity that a major emergency or disaster could inflict on citizens and property. This EOP complements the Douglas 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.
- Provide a unified Incident Command that provides input into the decision-making process but gives ultimate decision-making authority

1. Introduction

to a designated individual. The level at which decisions are made should be delegated as far as possible down the chain of command to allow personnel to exercise discretionary authority in problem solving.

- To reconstitute, as speedily as possible, governmental services that may become impaired from the effects of a major emergency or disaster.
- To develop an increased level of emergency preparedness among all segments of the population. The intent is to allow for individuals, families, communities, businesses, and public and private institutions to sustain themselves for a minimum of 72 hours. This may be necessary to cope with a catastrophic disaster that inhibits or overwhelms governmental services to the extent that normal public safety response may be delayed.
- To promote mitigation strategies that would improve the survivability of critical infrastructure, and take advantage of land use and building code authority to reduce the public's exposure to recurrent hazards.
- To support a regular training and exercising regime that would enable public and outside organization officials to maintain their readiness to perform emergency management assigned duties.

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 Council, this EOP is in effect and may be implemented at the time of threat or actual disaster of significant severity. Disasters may include:

1. Introduction

- Incidents in or affecting the City.
- Health emergencies in or affecting the City.
- Non-routine life-safety issues in or affecting the City.

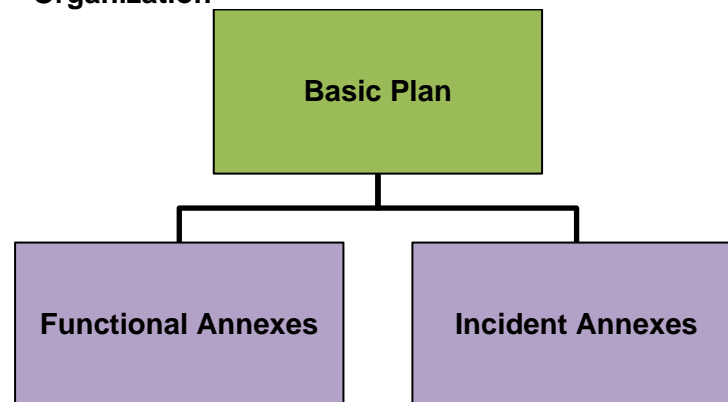
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager or City Manager may implement the EOP as deemed appropriate for the situation or at the request of the Incident Commander.

1.4 Plan Organization

The City EOP is composed of three main elements:

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

Figure 1-1 City of Reedsport Emergency Operations 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 (MAAs), and requests for resources and emergency spending powers.
- Describe the context under which the City would respond to an incident, including a community profile and discussion of hazards and threats facing the community.

1. Introduction

- Assign and describe roles and responsibilities for the City’s employees tasked with emergency preparedness and response functions.
- Describe a concept of operations for the City that provides a framework within which the City would 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 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 FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout mission areas 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 procedures for requesting additional resources from County agencies. 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, which supplement the information in the Basic Plan:

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

The FAs are designed to be consistent with the 15 Emergency Support Function (ESF) annexes of the County EOP. Recognizing that the City relies on the County or other response partners to provide certain functions, the information was grouped to streamline the planning document and be more reflective of the City’s organization and capabilities. Tables 1-1 through 1-4 show the relationship between the City’s FAs and the County ESF annexes. This structure is also consistent with the State of Oregon EOP and the NRF. City emergency personnel should be familiar with the County’s EOP and ESF structure to better understand how the City’s response efforts would be coordinated 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
ESF 4 – Firefighting	Fire Services

1. Introduction

Table 1-1 City Functional Annex 1 – Emergency Services	
County ESFs	City Function
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 described in the Emergency Services Annex may include:	
i 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 described in the Human Services Annex may include:	
i 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 described in the Infrastructure Services Annex may include:	
i 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
NOTE: Additional functions described in the Recovery Strategy Annex may include long-term recovery activities such as:	

1. Introduction

Table 1-4 City Functional Annex 4 – Recovery Strategy

County ESFs	City Function
	Community Planning and Capacity Building
	Economic Recovery
	Health and Social Services Recovery
	Housing Recovery
	Infrastructure Systems Recovery
	Natural and Cultural Resources Recovery

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. Requests for such assistance would come from County Emergency Management. Table 1-5 outlines the ESFs each agency/organization may be requested to support.

Should the County EOP be implemented during an incident or Countywide emergency declaration, the City would adopt Command and Control structures and procedures representative of the County's response operations in accordance with the requirements of NIMS and ICS.

Table 1-5 City Coordination with County ESFs

	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
Key: P – Primary S – Support															
City of Reedsport															
City Administrator's Office					S	S						P			S
Attorney's Office					S										
Engineering/Building Department			S											P	
Parks and Recreation Department											S				

1. Introduction

Table 1-5 City Coordination with County ESFs															
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 Manager					P							P			P
Finance Department					S	S	P								
Fire Department	S	S	S	P	P	S		S	P	P			S	S	S
Police Department	S	P			P	S		S	S	S		S	P		S
Public Works Department	P	S	P		P				S	S		S	S		
Douglas County															
Sheriff's Office	S	P						S	P	S			S		S
Public Works Department	S		S							S		S			
Health and Social Services						S		P		S	P				
Special Districts															
Reedsport School District	S					S		S							S
OSFM Regional Response Team 1 (Roseburg) and 15 (Coos Bay)										P					
Central Lincoln PUD								S		S		S			
Southern Oregon Sanitation								S		S		S			
Private/Nonprofit Organizations															
Community Emergency Response Team	S		S			S		S	S				S	S	
Frontier/Charter		S										S			
American Red Cross						P		S							S
LUMA						P									S
Lower Umpqua Hospital						S		P	S	S	S				S

1. Introduction

1.4.4 Incident Annexes

While this EOP is developed as an all hazards planning document, there may be unique considerations that must be taken into account for specific hazards. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural and human-caused/technological hazards identified in the County's most current Douglas County Natural Hazards Mitigation Plan (NHMP), City of Reedsport Addendum. The IAs are designed as functional checklists that identify step by step actions for each hazard through the pre-incident, response and recovery stages of an incident. Table 1-6 identifies the IAs included in this plan.

Table 1-6 Incident Annexes	
Annex	Hazard
IA 1	Earthquake (including Tsunami)
IA 2	Flood
IA 3	Severe Weather (including Landslides)
IA 4	Hazardous Materials (Accidental Release)
IA 5	Transportation Accident
IA 6	Major Fire
IA 7	Public Health–Related
IA 8	Utility Failure

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

1.5 Relationship to Other Plans**1.5.1 Federal Plans****1.5.1.1 Presidential Policy Directive 8**

Presidential Policy Directive 8: National Preparedness (PPD-8) describes the United States' approach to preparing for the threats and hazards that pose the greatest risk to the security of the country. This directive is based on the principle that national preparedness is the shared responsibility of all members of the nationwide community. Every member contributes to this goal, including individuals, smaller communities, the private and nonprofit sectors, faith-based organizations, and Federal, State, and local governments.

1.5.1.1.1 National Preparedness Goal

The National Preparedness Goal outlined in PPD-8 characterizes the United States' security and resilience by identifying key mission areas and core

1. Introduction

capabilities that are necessary to deal with great risks, using an integrated, layered, nationwide approach as its foundation.

Using the core capabilities, the National Preparedness Goal is achieved by:

- **Preventing**, avoiding, or stopping a threatened or an actual act of terrorism.
- **Protecting** United States' citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows their interests, aspirations, and way of life to thrive.
- **Mitigating** loss of life and property by lessening the impact of future disasters.
- **Responding** quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- **Recovering** through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

1.5.1.1.2 National Preparedness System

The National Preparedness System is the instrument the United States employs to build, sustain, and deliver the mission areas and core capabilities identified in the National Preparedness Goal in order to ensure the nation's a security and resiliency. The guidance, programs, processes, and systems that support each component of the National Preparedness System enable a collaborative, whole-community approach to national preparedness that engages individuals, families, smaller communities, private and nonprofit sectors, faith-based organizations, and all levels of government.

1.5.1.2 National Incident Management System

In 2003, Homeland Security Presidential Directive (HSPD) 5 required all Federal agencies to adopt NIMS and use it to guide incident management. NIMS provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.

A core component of NIMS is ICS. ICS is a management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

1. Introduction

1.5.1.3 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.

1.5.1.4 National Disaster Recovery Framework

The National Disaster Recovery Framework provides guidance that enables 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 the community and build a more resilient nation.

The National Disaster Recovery Framework 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) 401.092, 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:

1. Introduction

- *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 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" declaration.
- 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. Introduction**1.5.3 County Plans**

The City relies on the County for many critical services during an emergency, so it is vital to be familiar with what plans the County has in place and how they link with City's emergency plans.

1.5.3.1 Douglas County Emergency Operations Plan

The County EOP is an all-hazard plan describing how the County should 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 would 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 emergency mission areas. In addition, the County EOP contains IAs that 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 City of Reedsport Continuity of Operations Plan**

The City of Reedsport Continuity of Operations (COOP) plan ensures the execution of mission-essential functions in the event that an emergency threatens or incapacitates City operations and/or requires relocation of City personnel and functions. This plan ensures continuous performance of essential functions during an emergency; protects essential assets (including facilities, equipment, and records); reduces or mitigates disruptions to operations; reduces loss of life; minimizes damage; identifies relocation principals; facilitates decision-making; and helps achieve timely recovery from an emergency. Refer to the City of Reedsport COOP for further information on the City's concept of operations, procedures, activation, alternate operations, and reconstitution and termination of this plan.

1. Introduction**1.5.4.2 Douglas County Natural Hazards Mitigation Plan, City of Reedsport Addendum**

Mitigation Plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. These plans create a framework for risk-based decision making to reduce deaths and injuries, property damage, and the economic impact from future disasters. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

1.5.4.3 Reedsport Police Department Emergency Action Plan

The City of Reedsport Police Department has formalized procedures for emergencies in an Emergency Action Plan (Policy 417). This plan outlines policies for the Reedsport Police Department to respond to all-hazards, including severe weather, earthquakes, flooding, tsunami, and workplace violence. Refer to policy 417 for more information on assignment of police department's responsibilities in response to natural disasters, power outage, building fire, explosive devices, and building assaults under emergency conditions.

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 Council 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 should be developed and formalized by the City Manager.

As approved by the City Council, the City Manager and Police Department have been identified as the lead agencies in the EMO. The Police Chief, given the collateral title of Emergency Manager and the City Manager is the Chief Executive Officer of the City. These agencies have the authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager and City Manager may delegate any of these activities to designees, as appropriate.

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

1. Introduction

Table 1-7 Legal Authorities
Federal
<ul style="list-style-type: none"> – Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness – Homeland Security Presidential Directive 5: Management of Domestic Incidents – National Disaster Recovery Framework – National Incident Management System – National Preparedness Goal – National Response Framework – Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006 – Presidential Policy Directive 8: National Preparedness – Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.
State of Oregon
<ul style="list-style-type: none"> – Oregon Revised Statutes 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency – Oregon Revised Statutes 279B.080 – Emergency Procurements – Oregon Revised Statute 401. Emergency Management and Services – Oregon Revised Statute 402. Emergency Mutual Assistance Agreements – Oregon Revised Statute 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System – Oregon Revised Statute 404. Search and Rescue – Oregon Revised Statute 431. State and Local Administration and Enforcement of Health Laws – Oregon Revised Statute 433. Disease and Condition Control; Mass Gatherings; Indoor Air – Oregon Revised Statute 476. State Fire Marshal; Protection From Fire Generally – Oregon Revised Statute 477. Fire Protection of Forests and Vegetation – State of Oregon Emergency Operations Plan
Douglas County
<ul style="list-style-type: none"> – Emergency Ordinance of Douglas County – Douglas County Emergency Operations Plan

1. Introduction

Table 1-7 Legal Authorities**City of Reedsport**

- Reedsport Zoning Ordinance (Section 4.010 Flood Hazard Area Purpose and Section 4.140 Steep Slope Hazards)
- Federal Emergency Management Agency Floodplain maps (Adopted 1984)
- City of Reedsport Land Use Code 10.76.010 Flood Hazard Area
- City of Reedsport Land Use Code 10.76.130 Steep Slope Hazards
- Resolution Authorizing the Adoption of the National Incident Management System or NIMS (Resolution 2006-008), 2006.
- Resolution Adopting the City of Reedsport’s Representation in the Douglas County Multi-Jurisdiction Hazard Mitigation Plan (Resolution 2010-006), 2010.
- City of Reedsport Emergency Operations Plan, 2012

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 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).

The Federal Emergency Management Agency (FEMA) Region 10 has staff support available at the Douglas County Sheriff Office and other State agencies. The Reedsport Volunteer Fire Department is the County Fire Mutual Aid Resources Center.

See individual FAs for existing mutual aid agreements.

Copies of these documents can be accessed through the City Manager’s Office. 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.

1. Introduction

- 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.

1.7.2 City of Reedsport Disaster Declaration Process

The City may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing County, State, or Federal disaster assistance. To declare a state of emergency, the Mayor (or designee), as authorized by the City Code, should either call a regular or special meeting of the City Council to request a declaration of emergency by the council or immediately declare an emergency in writing. If the manager declares an emergency, the City Council must ratify that declaration within seven days, or it will expire. A declaration by the City Council would be effective for no longer than two weeks, but it may be extended in one-week increments, should an emergency continue to exist.

A declaration should:

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, and the portion of the affected area lying within City boundaries.
- Estimate the number of individuals at risk, injured, or killed.
- Describe the actual or likely damage caused by the emergency.
- State the type of assistance or resources required to respond to the emergency.
- Estimate the length of time during which the designated area will remain in an emergency status.

1. Introduction

- State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency should be written based upon the best information available at the time. It may be amended, based upon additional information or changes in the situation. The City Attorney may be consulted to review the declaration of emergency for legality or sufficiency of emergency measures and emergency powers invoked within the document.

If County, State, or Federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended and contain a specific request for the type(s) of assistance required. The EOC Command and General Staff have the following responsibilities in the declaration process:

- **EOC Incident Commander:** Present the package to City Council.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the initial damage assessment.
- **Planning:** Provide situation and resource summaries; conduct a windshield survey and initial and preliminary damage assessments.
- **Logistics:** Compile resource requests
- **Finance:** Track incident costs, assist in the preliminary damage assessment, and coordinate damage survey activities.

See Appendix A for additional information on the Declaration Process and Sample forms.

1.7.3 Douglas County Declaration Process

The County Board of Commissioners (BOC) would typically receive a request to declare a local state of emergency from a County department head or a city official. For a public health emergency, the Douglas County Health and Social Services Department Administrator would advise the BOC to make the declaration. The BOC, with support from County legal staff, may declare a state of emergency for Douglas County based on an assessment of the following conditions: incident type, location, date, and time; area impacted; people at risk; injuries and deaths; extent of property damage; actions taken; and resources committed and anticipated resources needed. Local declarations of emergency for which State and/or Federal assistance is requested would be forwarded to the Governor via Oregon OEM. A verbal statement may precede the official declaration.

1. Introduction**1.7.4 State Assistance**

State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and mutual aid agreements have been initiated. The State OEM Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. The Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

State resources are provided to the local emergency management organization or to the local incident commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

1.7.5 Federal Assistance

The Federal Emergency Management Agency (FEMA) provides resources, coordination, planning, training, and funding to support state and local jurisdictions when requested by the Governor. In the event that the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, Federal assistance may be requested. OEM coordinates all requests for Federal assistance through the State ECC. FEMA coordinates the Governor's Presidential request for assistance in accordance with the NRF.

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
City Manager	Mayor
Police Chief (Emergency Manager)	Mayor Pro term
Fire Chief	Senior Council Member
Public Works Director	

1.8.2 Department-Specific Emergency Preparedness Plans

Public employees and their families, facilities, and equipment are vulnerable to the same hazards, and can be exposed to the same risks, as citizens and the municipal community at large. For this reason, and because local government has an inherent legal responsibility to respond to protect citizens and property from the damaging effects of any natural, technological, or national security threat, it

1. Introduction

must do everything it can to ensure that its essential resources are survivable and thereby available to serve the public's emergency needs.

To attain the maximum capacity to continue government operations in the wake of major emergency or disaster, each department should maintain and keep current a department-specific emergency preparedness plan, as well as the real means to implement it.

1.8.2.1 Procedures

At a minimum the department plan, which must be consistent with this plan, should include provisions to cover:

- The dispersal, sheltering precautions, and/or backup sources that would be used to protect or replace vital equipment and supplies.
- The means used to overcome or restore interrupted services and utilities.
- Conducting a periodic "hazard hunt" to identify physical safety hazards that need to be eliminated or secured.
- Encouraging employees to make a family preparedness plan, along with preparedness kits for their homes and vehicles, emergency tent set-up, and establishing an out-of-state contact.
- Receiving warning and/or alerting proper authorities and employees and visitors of a life-threatening danger in all department facilities.
- Attempting to minimize the spread of the hazard(s).
- Safeguarding property and equipment as needed.
- Moving trapped persons and casualties away from immediate peril.
- Administering first aid and CPR as necessary.
- Converting the facility into a temporary shelter.
- Having an evacuation plan that addresses how and by whom casualties and persons with physical and mental disabilities would be aided.
- Accounting to first response authorities for the status of all persons evacuated.
- Transporting facility occupants to an alternate site to reestablish operations and to provide a temporary safe haven that could be used as a shelter.

1. Introduction

- How the department would recall off-duty personnel and where and to whom these people are to report.
- How, where, and on what priority department services would be reconstituted (alternate facilities must not be located in or near an area that could become inaccessible).
- How the department would manage emergency operations and responsibilities.

1.8.2.2 Department Lines of Succession

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 Department-Specific Emergency Preparedness Plan and COOP Plan. Guidance and direction for maintaining continuity of government and operations during an emergency is outlined in the COOP Plan. All employees should be trained on the protocols and contingency plans required to maintain leadership within their departments. Individual department heads within the City are responsible for implementing the COOP Plan to ensure continued delivery of vital services during an emergency.

1.8.2.3 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, would materially impair the agency's ability to conduct business or carry out essential functions. 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.

For further information, see the Basic Plan, Appendix D – Continuity of Government or the City of Reedsport COOP Plan.

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 Manager to the County Emergency Manager according to provisions outlined under ORS Chapter 401.

The Emergency Manager of the City is responsible for the direction and control of the City's resources during an emergency and for requesting any 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.

1. Introduction

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 Reedsport Volunteer Fire Department Chief and Douglas County Fire Department Chief assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via the Oregon Emergency Response System. 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 its funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the City Council. Should an incident in the City require major redirection of City fiscal resources, the City Council would meet in emergency session to decide how to respond to the emergency funding needs. The City Council may declare a state of emergency and request assistance through the County as necessary, and/or approve supplemental budgets. The following general procedures would be carried out:

- The City Council would meet in emergency session to decide how to respond to the emergency funding needs.
- The City Council would declare a State of Emergency and request assistance through the County.
- If a quorum of councilors cannot be reached, and if a prompt decision would protect lives, City resources and facilities, or private property, the City Mayor (or designee) may act on emergency funding requests. The City Council would 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 would be established by the Finance Section.

Expenditure reports should be submitted to the Finance Department and managed through the City Finance Director to identify budgetary shortfalls. The Finance Department would 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 FEMA Public Assistance reimbursement requests. During activation of the City EOC, financial management would be handled by the Finance Section, which would be staffed by the Finance Department.

1. Introduction**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 MAAs 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 should 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 (AARs).

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 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans would establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments should follow the 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 would be specific to the type of incident and would 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

1. Introduction

about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in IA 9 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, in turn enabling employees to assume their responsibilities to the City and its citizens as rapidly as possible.

Processes that support employees and their families during emergency situations or disasters should be further developed through ongoing continuity of operations and government planning.

See the Basic Plan section 1.8.2 for further information.

2

Situation and Planning Assumptions

2.1 Situation

Given Reedsport's environment, development, and geographical location, it is vulnerable to numerous hazards, any one of which has the potential to disrupt the City, cause damage, and create casualties. Natural hazards to which the City is subject include severe weather hazards such as windstorms, and flooding. The City is also exposed to brush fires and geologic hazards such as earthquakes, tsunamis, and landslides. The threat of a human-caused incident such as explosions, major fires, a chemical, biological, radiological, nuclear, or explosive incident and civil disobedience is present as well. Other disaster situations could develop from the transportation and/or use of hazardous materials such as chemicals and petroleum products, health-related incidents, conflagrations, major transportation accidents causing mass casualties, or acts of terrorism.

2.1.1 Community Profile

The City of Reedsport was established in 1919 and comprises 2.29 square miles (including 0.24 square miles of water) located in coastal Douglas County near the mouth of the Umpqua River on Oregon Highway 101 (see Figure 2-1, below; Oregon Blue Book 2012, Douglas County NHMP Reedsport Addendum). Highway 101 corridor and State Route 38 run through Reedsport. The Umpqua River establishes the northern border of the City, and Scholfield Creek runs through the City. The following sections address the community's characteristics, including geography and climate, demographics, economy, education, transportation, cultural and historic resources, and community events.

2.1.1.1 Geography and Climate

The City's natural features make its environment and population vulnerable to natural disasters. The City is located 2 miles inland from the Pacific Ocean along the Umpqua River at an elevation of sea level to 80 feet above sea level. Terrain varies sharply in parts of the City, but portions of Reedsport are at sea level, where a threat of flood from Umpqua River and Scholfield Creek could do serious damage. A tsunami from the Pacific Ocean is also a great concern.

The City is bisected into southwest and northeast sections by the Scholfield slough. Average temperature ranges from a monthly low of 37 degrees Fahrenheit in January and an average monthly high of 69 degrees Fahrenheit in September. The average annual precipitation is 76 inches, with December being

2. Situation and Assumptions

the wettest month in December and July the driest (Oregon Blue Book 2012, Douglas County NHMP Reedsport Addendum).

2.1.1.2 Demographics

The City of Reedsport is a rural community with a population of 4,378 in the year 2000, an approximately 8% decrease in permanent residents since the year 1990. According to the 2000 U.S. Census, approximately 9% of the population aged 5–15 years, 24% of the population aged 16–64, and 41% of the population 65 and over are considered to be disabled. In the year 2000, there were 210 children aged 4 years and under, 801 adolescents aged 5 to 19 years, and 1,145 persons aged 65 and older. These children and elderly adults comprised approximately 49% of the City's population (Douglas County NHMP Reedsport Addendum).

The City has approximately 2,188 housing units. Of these housing units approximately 31.5% were built before 1960, and approximately 15.9% are mobile homes. Older buildings tend to sustain greater damage from natural disasters due to fewer building codes, lack of earthquake resistant designs (developed in the late 1960's), and lack of FEMA floodplain mapping (developed in the 1970s). More advanced seismic building codes were implemented in 1980; approximately 78% of the City's housing stock was built before 1980. Mobile homes are generally more prone to wind and water damage homes made of more traditional materials (Douglas County NHMP Reedsport Addendum).

2.1.1.3 Government and Economy

The municipality of Reedsport is a Charter City form a government and is headed by the City Manager under the direction of a Mayor and six council members. The Mayor presides over City Council meetings. The Mayor is selected by a vote of the people, and the City Manager is selected by the Council membership.

Historically, the City of Reedsport economy has been based largely on fishing and timber; however, due to the decline of these industries in the last few decades, the economy has transitioned to tourism, services, and retail (Douglas County NHMP Reedsport Addendum). The top three employers in 2000 were: Lower Umpqua Hospital with 170 employees; CBSI Custom Business Systems, Inc., with 126 employees; and Umpqua River navigation with 60 employees (Oregon Blue Book 2012). In 2009, the estimated median household income was \$30,459, 37% less than the Statewide median income of \$48,457. The estimated percentage of residents living in poverty in 2009 was 20% (City Data 2012).

2.1.1.4 Education

Reedsport School District 105 is the public school district providing K-12 education in the City of Reedsport. The district includes Highland Elementary School, Reedsport Junior/Senior High School, and Reedsport Alternative School (Oregon Blue Book 2012; City Data 2012).

2. Situation and Assumptions

2.1.1.5 Transportation

Two major transportation routes run through the City of Reedsport: Highway 101 and Oregon State Highway 38. Highway 101 runs north/south and includes three bridges in the Reedsport area. State Highway 38 runs east/west along the Umpqua River and is susceptible to landslide hazards east of the City.

Additionally, the Central Oregon Pacific Rail Road has rail lines that run through northeast portions of the City. Despite the rail line, there is no commuter service available to City residents. Amtrak and Greyhound do, however, run bus lines from Reedsport to Eugene. Single occupancy vehicles are the major form of transportation in the City, with 76% of workers aged 16 and over utilizing it as their primary mode of transportation.

Bridges in the area provide vital transportation links within the City of Reedsport, as well as with the neighboring community of Gardiner. The Scholfield Bridge is the only access between southwest and northeast sides of Reedsport. Damage to this bridge would divide the City into two halves, isolating southwest portions from critical infrastructure and key resources (CIKR) facilities such as the Police Station, City Hall, City Social Services, and the wastewater treatment plant. Conversely, the northeast portions of the City would be isolated from Highland Elementary School and Reedsport Junior/Senior High School, as well as the Lower Umpqua Hospital and Fire Hall if the Scholfield Bridge were un-passable. Failure of the Scholfield Bridge or either of the other two Highway 101 bridges over the Umpqua River would prevent Gardiner residents from accessing medical facilities in Reedsport (Douglas County NHMP Reedsport Addendum).

2.1.1.6 Historic and Cultural Resources

Historic and cultural resources such as historic structures and landmarks can help to define a community and may also be sources of tourism dollars. Because of their role in defining and supporting the community, it is important to protect these resources from the impact of disasters. The Umpqua River Light House (built in 1856), William M. Tugman State Park, Umpqua Discovery Center, Bolon Island State Park, and the Oregon Dunes National Recreation Area are considered to be significant cultural and historic resources near the City of Reedsport.

2. Situation and Assumptions

Figure 2-1 Map of City of Reedsport

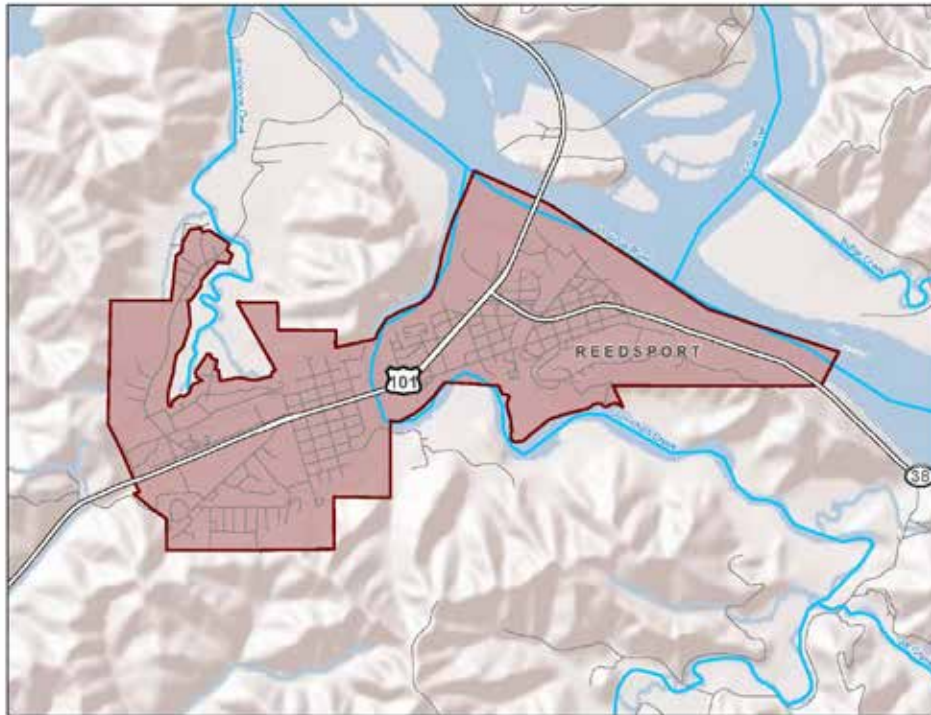
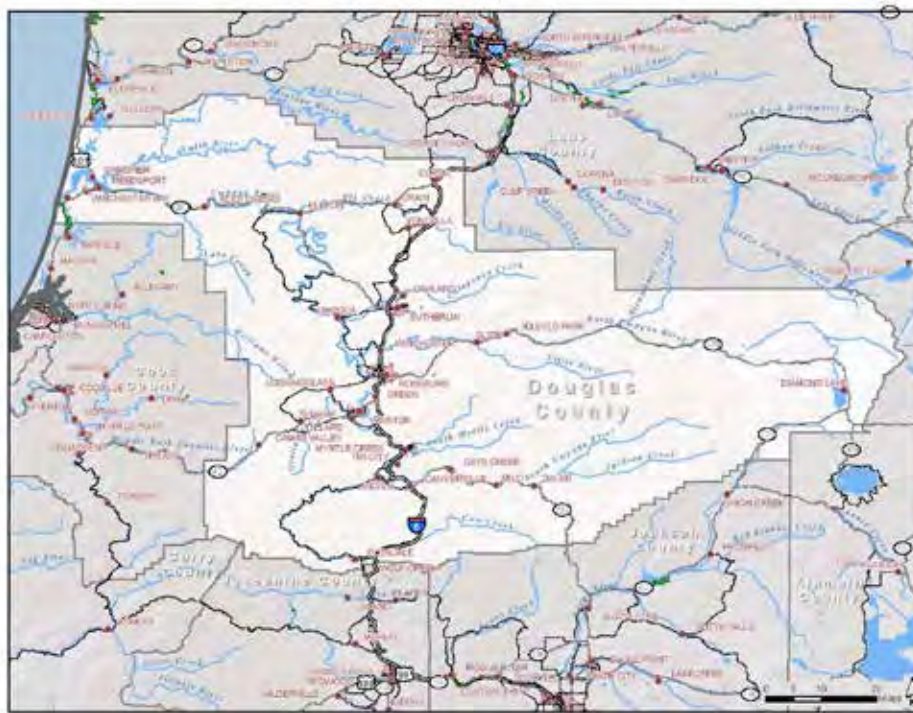


Figure 2-2 Map of Douglas County



2. Situation and Assumptions

2.1.2 Hazards and Threats

The City may be subject to a variety of natural, technological, and human-caused hazards and threats.

- **Natural Hazards.** Result from acts of nature.
- **Technological Hazards.** Result from accidents or failures of systems and structures.
- **Threats or Human-Caused Incidents.** Result from intentional actions of an adversary.

While it is not possible to predict the next occurrence of any on these hazards, their probability can be gauged to some extent by researching historical records. Table 2-1 identifies the hazards and threats most likely to impact the City based on the community's vulnerability and the resulting potential impacts of the hazard or threat.

Natural	Technological	Human-Caused
<ul style="list-style-type: none"> • Drought • Earthquake • Flood • Severe Weather <ul style="list-style-type: none"> ○ Windstorms ○ Winter Storms ○ Landslide/Debris Flow • Tsunami • Wildfire 	<ul style="list-style-type: none"> • Oil and Hazardous Materials Incident 	<ul style="list-style-type: none"> • Transportation Accident

See the Douglas County Natural Hazard Mitigation Plan, Reedsport Addendum for more information regarding natural hazards for the area.

2.1.2.1 Drought

The extent and location of a drought can occur region-wide and can affect all segments of the population. Agriculture, hydroelectric generation, and recreation are particularly susceptible to impacts by drought. Potential impacts of this hazard for Reedsport include water rationing and a decrease in tourism-related activities. However, the likelihood that this would occur is very low.

The City of Reedsport has no history of severe drought within; in the 1970's, there was a potential for drought but none occurred. Due to the high rainfall the City experiences, the probability of drought is considered very low (i.e., a drought is not expected to occur more than once within a 75- to 100-year period).

2. Situation and Assumptions

Additionally, the City's vulnerability to drought is also low because less than 1% of the population would be affected by drought conditions.

2.1.2.2 Earthquake

Reedsport's proximity to the Oregon coast makes the City susceptible to a Cascadia Subduction Zone (CSZ) earthquake. This type of earthquake would have a magnitude of 8–9 and would significantly affect the entire community of Reedsport. Reedsport is at a great risk of amplification of ground shaking from an earthquake, liquefaction of soil, and earthquake-induced landslides; liquefaction is a particular concern because the downtown area is built mostly on infill.

No earthquakes have been recorded in Douglas County. However, several earthquakes have been documented offshore or near Douglas County. In the next 50 years, there is an estimated 10–20% chance of a great CSZ earthquake. The vulnerability of Reedsport to earthquakes is high (i.e., more than 10% of the population would be affected by a major earthquake). Potential impacts include:

- Damage to pumps and dikes along the north side of Scholfield Creek, resulting in flooding of Reedsport's downtown area.
- Severe damages to Reedsport's downtown area (including CIKR: Police Station, City Hall, and City Social Services) due to liquefaction.
- Damage to bridges, including the Scholfield Bridge. If Scholfield Bridge is damaged, the City may be divided into two halves as there are no other access roads between the northeast and southwest portions of the City. If the Highway 101 bridge over Umpqua River is damaged, the community of Gardiner would not be able to access Reedsport's medical facilities
- Damage to the levees system north of Scholfield Creek. A breach in the levee would make the City vulnerable to floods and tsunamis.
- Damage to the wastewater treatment plant (also located within a 100-year floodplain)
- All of the City's CIKR are located with high or intermediate to high earthquake hazard areas based on the combined effects of ground shaking amplification, liquefaction, and earthquake-induced landslides. The following CIKR have a high risk of probable damage in a high magnitude earthquake:
 - Highland Elementary School
 - Reedsport Junior/High School
 - Lower Umpqua Hospital
 - Fire Station 1 (the City Primary EOC)

2. Situation and Assumptions

- Reedsport Police Department
- Douglas County Sheriff's Office (located in Reedsport).

2.1.2.3 Flood

Reedsport's proximity to major water courses such as the Umpqua River and Scholfield Creek make the City susceptible to flood hazards. Moderate to major flood events of the Umpqua River occurred in 1996, 1983, 1981, 1974 (twice), 1971, 1964, 1961, 1955, and 1945. In December 1964, a major flood equal to a 100-year flood event inundated a major portion of the downtown area and led to the construction of the levee system around Reedsport's downtown area. Since the construction of the levees, Reedsport has been relatively free from major flood events; however, the November/December 1996 event caused approximately \$520,000 dollars of damage in the City of Reedsport, according to citizen reports. Currently, culverts with tide gates in the levee are failing and are in need of repair or replacement.

The City participates in the National Flood Insurance Program (NFIP), including 74 NFIP policies. Since 1978, there have been three claims totaling \$151,400 dollars in reimbursement from the program. There are no repetitive loss properties. Overall, the City has a high probability of experiencing hazardous flood events (i.e., at least one incident is likely within a 10-year period) and a moderate vulnerability to flood events (1–10% of the population or regional assets would be affected by a major event of this type). FEMA floodplain maps adopted in 1984 identify high-risk flood areas. Community impacts that may occur during a flood event include:

- Flooding of an area known as River Bend Manufactured Home Park due to water system backup and high water level rise in the Scholfield Slough. Residents of this area are primarily seniors (a vulnerable population).
- Flooding of the Winchester storm draining near Elm Street Storm Water station. The Elm Street Pump station is particularly vulnerable to floods because it does not have a backup power supply.
- Failure of the dike system along Scholfield Creek and Umpqua River could result in flooding beyond areas shown in the FEMA Flood Insurance Rate Map.
- Transportation infrastructure, including Fir Avenue, the City Hall parking lot, and the intersection of 9th and Hawthorn flood regularly (annually) or semi-regularly.

2. Situation and Assumptions

2.1.2.4 Oil and Hazardous Materials

Although Reedsport has no history of oil and hazardous materials release incidents, the City's transportation infrastructure make it susceptible to such an event in the future.

2.1.2.5 Transportation Accident

The City of Reedsport has no history of transportation accidents resulting in a mass casualty incident; however, the City's transportation infrastructure make it susceptible to such an event in the future. Eleven fatal car accidents have occurred in the City of Reedsport since 1977; each accident resulted in a single fatality.

2.1.2.6 Severe Weather

The City of Reedsport is known for severe weather situations, including severe windstorms and winter storms. Severe weather can cause transportation routes in and out of the City to become impassible. Severe weather can also cause power outages, landslides, and flooding. Flood hazards are addressed in section 2.1.2.3.

Windstorms

The City of Reedsport is subject to windstorm hazards that occur annually, are most common from October to March, and affect the entire City. Typical damage sustained by the City includes damages to trees, branches, and roofs. High wind conditions also have the potential to disrupt transportation routes and down power lines. Overall, the City has a high probability of experiencing windstorms (i.e., at least one incident is likely within a 10-year period) and a moderate vulnerability to windstorms (i.e., 1–10% of the population or regional assets would be affected by a major event of this type). The following recent severe wind storms have caused damage or loss of life in the Reedsport area:

- **February 7, 2002** – wind gusts at more than 100 miles per hour near Reedsport. The storm lasted for less than an hour but caused loss of power, damage to businesses and homes, and 44 acres of timber to fall in areas near the City.
- **December 11, 1995** – wind gusts of over 100 miles per hour along the coast, causing widespread damage to homes, buildings, and boats. Reedsport was among the most damaged areas.

Winter Storms

Due to the City of Reedsport's location on the west side of the Cascades, the City is much less likely to experience severe winter snows resulting in significant snow accumulation than other areas in Oregon. In a 1950's snow storm, the City received 5 inches of snow accumulation. The City is also susceptible to ice storms, which may include freezing rain, sleet, and hail; the most common impact of ice storms is disruption of transportation in and out of the City along Highways 101 and 38.

2. Situation and Assumptions

Landslides/Debris flow

The City of Reedsport is susceptible to landslides and debris flows triggered by earthquakes and severe weather. Although there is no historic record of landslides within Reedsport, and maps by the Department of Geology and Mineral Industries identify the area as having a low earthquake-induced landslide hazard, the City is considered to have a high probability of experiencing a landslide event in the future (at least one incident is likely within a 10-year period). The City has a moderate vulnerability to landslides (i.e., 1–10% of the population or regional assets would be affected by a major event of this type).

The primary impacts of a landslide to the City include potentially blocked highway access. Highway 38 connecting Reedsport to the Willamette Valley is highly vulnerable to landslides/erosion due to its steep slopes. If Highway 38 were closed, access to Interstate 5 from the City would be limited, transportation of commercial goods and medical services may be disrupted, and evacuation (if necessary) out of Reedsport may be hindered or prevented.

2.1.2.7 Tsunami

The City's location upriver from the Oregon Coast, as well as the potential for tectonic movement of the CSZ, makes it susceptible to tsunamis. In the past century, several tsunamis generated from tectonic movement across the Pacific Ocean have struck the Pacific Northwest coast from California to Washington. Tsunamis along the Oregon coast could occur from these distant tsunamis or local tsunamis generated from CSZ earthquakes. In the past 135 years, 10 tsunamis have struck the Oregon Coast, and three have caused measurable damage.

Geologists predict a 10–14% chance that a Cascadia tsunami will be triggered in the next 50 years. In the event of a tsunami, the Douglas County Coastal Hazard Analysis has identified a moderate vulnerability to tsunamis, meaning that 1–10% of the population or regional assets would be affected by a major event of this type.

Due to the City's distance from the coast, a tsunami would have an impact similar to that of a localized flood. Localized flooding is mitigated by pumps and dike levees maintained by the Public Works Department; however, as identified in section 2.1.2.2, these systems may be damaged in a major earthquake. There is no history of tsunamis resulting in localized flooding in the City of Reedsport.

2.1.2.8 Wildfire

Although Reedsport has no history of previous wildfire events, extensive tracks of forested area south and east of the City make it susceptible to wildfires in the future. Hot and dry summers, as well as high wind conditions, increase the potential for wildfires. Overall, there is a low probability for wildfires to occur in the future and a high vulnerability to wildfires if one were to occur (i.e., more than 10% of the population or regional assets would be affected by a major event of this type).

2. Situation and Assumptions

2.1.2.9 Hazards that Originate in Neighboring Jurisdictions

In addition to the hazards identified above, hazards that originate in neighboring jurisdictions may create hazard conditions within the City as well. These hazards include:

- Depending on wind conditions, wildfires outside of the Reedsport jurisdictional boundary may result in ash fall and smoke impacts.
- A tsunami affecting Winchester Bay may result in large amount of evacuees in the City of Reedsport.

In response to these adjacent hazards, as planning resources allow, the City will work to identify additional transportation, shelter and basic needs considerations appropriate to those in transit through or sheltering in the City. The City will coordinate with the County and neighboring jurisdictions to ensure a regional approach to preparedness.

2.1.3 Hazard Analysis

A hazard analysis has not yet been completed for the City of Reedsport or Douglas County. Once this analysis has been completed, each hazard and threat described above should be scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Comparing the risk scores of hazards helps jurisdictions prioritize mitigation efforts.

2.1.4 Capability Assessment

The availability of the City's physical and staffing 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 are 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 would summarize the jurisdiction's prevention, protection, response, and recovery capabilities involving the defined hazards. It should also further describe the jurisdiction's limitations on the basis of training, equipment, and personnel.

2. Situation and Assumptions

Table 2-2 Core Capabilities by Mission Area				
Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identify Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-Term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-Scene Security and Protection Operational Communications Public and Private Services and Resources Public Health and Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

2.1.5 Protection of Critical Infrastructure and Key Resources

CIKR are owned and operated by the City or local partners and support the delivery of critical and essential services. This is essential to the City's security, public health and safety, and economic vitality. CIKR include the assets, systems, networks, and functions that provide vital services to the City, State, region, and, sometimes, the nation. Emergencies, natural hazards, and terrorist attacks on CIKR could significantly disrupt those activities, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

2. Situation and Assumptions

Key facilities that should be considered in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water reactive materials.
- Government facilities such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing are likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events.

Mitigation-related activities, including protection of CIKR, may lower both the severity of vulnerability and the threat of hazards to the City. City CIKR facilities include two fire stations, one hospital, one elementary school, one junior/senior high school, a police department, a water treatment facility, and a wastewater treatment facility. These facilities may be directly impacted by natural and human-caused hazards. Protection-related activities that have been or may be undertaken by the City in order to mitigate these hazards include:

- A \$10.3 million dollar water collection and water treatment improvement project funded by a loan from the Oregon Department of Environmental Quality to decrease sewer overflow during heavy rain or flooding events. The wastewater treatment plant is currently located within a 100-year FEMA floodplain.
- The Police Station, City Hall, City Social Services, and the wastewater treatment plant are located in the downtown area of the City of Reedsport. Activities undertaken to protect the downtown area, including CIKR facilities include:
 - Water pumps and dikes along the north side of Scholfield Creek prevent flooding of the downtown area. Dikes are inspected annually by the U.S. Army Corps of Engineers.
 - Following earthquakes the Fire Department installs dike walls (boards, Visqueen, and sandbags) at seven places along the levee in order to protect the City's downtown area from tsunami-related flooding. The Fire Department regularly

2. Situation and Assumptions

conducts drills to practice installation of temporary dikes;
installation takes approximately 20 minutes.

2.2 Assumptions

It is the policy of the City of Reedsport that no guarantee is implied by this plan of being a perfect response system. Assets are vulnerable to natural, human-caused, or national security hazards that may limit response. The City of Reedsport endeavors to make every reasonable effort within its capabilities to respond to emergencies, i.e., based on the situation, the information available, and the resources at hand. As City assets and systems may be overwhelmed, the City of Reedsport can only endeavor to make every reasonable effort to respond.

This plan provides for and promotes the health, safety, and welfare of the general public. It is not intended to create, or otherwise establish or designate, any particular class or group of persons who would or should be especially protected or benefited by the provisions of the plan.

This EOP is based on the following assumptions and limitations:

- The time of year, day of the week, time of day, and weather conditions are key variables that can impact the seriousness of an incident and the City's ability to respond.
- Essential City services would be maintained as long as conditions permit.
- An emergency would require prompt and effective response and recovery operations by City emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding City and County agency would utilize existing directives and procedures in responding to major emergencies/disasters.
- City government would utilize all available local resources. However, environmental, technological, and civil emergencies may be of a magnitude and severity that require State and Federal assistance, and such assistance may be obtained through the Douglas County Department of Emergency Management.
- County support of City emergency operations would be based on the principal of self-help. The City would be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements, before requesting assistance from the County.

2. Situation and Assumptions

- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency is necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of City may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides information regarding threat conditions over the United States and identifies possible targets.
- A terrorist-related incident may occur with or without warning. Should such an attack occur, the City could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance would be available in most major emergency/disaster situations that affect 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. The general public should be prepared to take care of their basic survival needs for at least seven days.
- Control over City resources would remain at the City level even though the Governor has the legal authority to assume control in a State-declared emergency.
- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures
 - Assigned pre-designated tasks
 - Provided with assembly instructions
 - Formally trained in their duties, roles, and responsibilities required during emergency operations.

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 Manager 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 of each incorporated municipality (pursuant to city charter or ordinance) is responsible for emergency management planning and operations for that jurisdiction. (These responsibilities may be shared with County Emergency Management under agreement.)

The 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 in 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. For the purposes of this plan, the City's emergency management structure is referred to generally as the Reedsport EMO. The EMO is organized to fulfill requirements established in the Reedsport

3. Roles and Responsibilities

Municipal Code. The Chief Executive Officer (City Manager), in turn coordinates with the City Council, heads the City of Reedsport EMO. The Chief Executive Officer is supported by a staff comprised of the Incident Commander, who is assigned primary and support duties as identified in Chapter 5. Members are appointed by the City Manager and are selected on the basis of one member from each local organization tasked in this plan. Meetings of the EMO should be called on a regular basis for the express purpose of reviewing the state and direction of comprehensive emergency management in the City of Reedsport.

Under this structure, the Police Chief is considered the Emergency Manager, unless this role has been otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure. The Emergency Manager 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 depending upon the location, size, and impact of the incident.

The EMO for the City is divided into two general groups—the Executive Group and Emergency Response Agencies—organized by function. The EMO and various City departments would perform emergency functions related to those they perform in normal operations, as well as any additional duties that have been assigned. Each department that is assigned emergency operating functions should be responsible for SOPs and any annex to this plan delineating the procedures by which they carry out their assigned emergency responsibilities.

Collectively, the City of Reedsport EMO has overall responsibility for:

- The five essential functions as described in ICS: Management/Command, Operations, Planning/Intelligence, Logistics, and Finance/Administration.
- Organizing, staffing, and operating the EOC.
- Operating communications and warning systems.
- Providing information and guidance to the public.
- Maintaining information on the status of resources, services, and operations.
- Directing overall operations.
- Obtaining support for the jurisdiction, and providing support to other jurisdictions as required.
- Managing resources.

3. Roles and Responsibilities

- Analyzing radioactive fallout and other hazards and recommending appropriate countermeasures.
- Collecting, evaluating, and disseminating damage assessment and other essential information.
- Coordinating mutual aid responses and requests.

3.2.1 Executive Group

The Mayor and City Council, sitting as the executive group with representatives of the City Administrator and City Attorney, establish basic policies that govern the manner and means by which the City responds to a disaster. During a disaster, or threat of disaster, the City Manager serves as the Chief of Staff for the Mayor and City Council. An Incident Commander is assigned to the City's EOC as the citywide commander of all emergency response forces (see Section 5 for further information). Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, volunteer 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, including the private sector, as appropriate.
- 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 unaccompanied children and those with service animals
 - Individuals with household pets.
- Encouraging residents to be prepared and participate in volunteer organizations and training courses.

3.2.1.1 Mayor and City Council

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 support for citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities related to

3. Roles and Responsibilities

recovery and response efforts, and providing the political contact needed for visiting State and Federal officials. Additionally, the council would provide elected liaison with the community and other jurisdictions. In the event of a need for a state of emergency, the Mayor (or designee) should initiate and terminate the state of emergency through a declaration ratified by the council.

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by City ordinance.
- Adopting an EOP and other emergency management–related resolutions.
- Declaring a state of emergency and providing support to the Incident Commander 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:

- Requesting the City Council to proclaim the existence or threatened existence of a local disaster, if the Council is in session.
- Issuing a proclamation of local disaster, subject to ratification, if the City Council is not in session.
- Recommending that the Mayor request the Governor to proclaim a State of Emergency in accordance with provisions of the Oregon Emergency Services Act.
- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the City’s overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring, through the City Recorder, that plans are in place for the protection and preservation of City records.

3. Roles and Responsibilities

3.2.1.3 Emergency Manager

The Police Chief serves as the Emergency Manager for the City. The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager 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 Manager 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 Manager is responsible for:

- Serving as staff advisor to the City Council 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 Emergency Coordinator

The Reedsport Emergency Coordinator is assigned to the position by the City Manager. This position is responsible for coordination, implementation, review, and update of the EOP and for carrying out all responsibilities delegated to him or her by the City Manager or his/her representative. Under the ICS system, the Emergency Coordinator is subordinate to the Incident Commander for all major emergencies/disasters.

3.2.1.5 City Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. City

3. Roles and Responsibilities

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 also 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 should make their resources available for emergency duty at the direction of the Incident Commander.

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 City Council and Emergency Manager.
- 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 and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery stages and may include personnel overtime, equipment used/expended, and contracts initiated.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with SOPs.
- Identifying critical functions and developing 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,

3. Roles and Responsibilities

materials, and facilities.

- 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.
- Dedicating staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting SOPs and annexes.

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. Departments or agencies assigned as primary may only have the responsibility of **coordinating** with other primary or supporting agencies to ensure continuity.

- **Primary 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 should coordinate with supporting agencies.

- **Supporting Agency(s)**

- Identify agencies with substantial support roles during major incidents.

3.2.3.1 Transportation

Primary Agency: *Reedsport Public Works Department*

Supporting Agencies: *Reedsport Fire Department, Reedsport Police Department, Douglas County Sheriff's Office, Douglas County Public Works Department, Reedsport School District and Community Emergency Response Team (CERT)*

Transportation-related responsibilities include:

3. Roles and Responsibilities

- Planning for and identifying high-hazard areas, number of potential evacuees, and number of people requiring transportation to reception areas (including vulnerable populations).
- Coordinating transportation needs for Access and Functional Needs 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.
- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.

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

3.2.3.2 Communications

Primary Agency: *Reedsport Police Department*

Supporting Agencies: *Douglas County Sheriff's Office, Reedsport Fire Department, Reedsport Public Works Department and Frontier/Charter*

Alert and Warning

Responsibilities related to alert and warning include:

- Disseminating emergency public information, as requested by the Incident Commander or PIO.
- Receiving and disseminating warning information to the public and key County and City officials.

Communication Systems

Communication responsibilities include:

- Establishing and maintaining emergency communications systems.

3. Roles and Responsibilities

- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.

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

3.2.3.3 Public Works and Engineering

Primary Agency: *Reedsport Public Works Department*

Supporting Agencies: *Reedsport Engineering/Building Department*, Reedsport Fire Department, Douglas County Public Works Department and CERT*

**The City contracts with building inspectors in Eugene. In the event of an emergency, they may not be able to support the Public Works and Engineering function.*

Responsibilities related to public works and engineering include:

- Conducting damage assessment inspections and preparing reports on impacts received.
- Maintaining the status of impact areas related to a disaster.
- Coordinating the response of “outside” engineers and building inspectors.
- Barricading 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.

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

3. Roles and Responsibilities

3.2.3.4 Firefighting

Primary Agency: *Reedsport Volunteer Fire Department*

Supporting Agencies: *No local supporting agencies have been identified at this time; see Table 3-1 for primary County, State, and Federal response agencies that may be accessed in accordance with MAAs (section 1.6.2) or disaster declaration processes (section 1.7.2).*

Responsibilities related to fire service include:

- Suppressing and controlling fires.
- Providing search and rescue.
- Providing paramedic/first-aid services.
- Coordinating with the Oregon State Fire Marshal (OSFM) Regional HazMat Team 1 (Roseburg) and 15 (Coos Bay) in response to hazardous material incidents.
- Providing radiological defense services (coordinating with the Lower Umpqua Hospital).
- Providing fire prevention, fire suppression, and emergency medical aid in order to prevent loss of life, loss of property, and damage to the environment.
- Providing emergency response, planning, and coordination for hazardous materials spills.
- Performing specialized rescue (e.g., high-angle, structural collapse), as needed and practical.
- Performing life-safety inspections and recommendations for activated emergency shelters

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

3.2.3.5 Emergency Management

Primary Agency: *Reedsport Police Department and Reedsport City Manager*

Supporting Agencies: *Reedsport Fire Department, Reedsport Public Works Department, Reedsport Administrator’s Office, Reedsport Attorney’s Office and Reedsport Finance Department*

Emergency Operations Center

The Emergency Manager and City Manager are responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring they are adequately

3. Roles and Responsibilities

trained to perform their position duties. City departments would be requested to designate personnel who can be made available to be trained by City Emergency Management 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 City to activate and utilize its EOC to support and coordinate response operations during an emergency:

EOC responsibilities include:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions and the County EOC.
- 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.
- 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 details.

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

Primary Agency: *Emergency Manager*

Supporting Agencies: *American Red Cross, Lower Umpqua Ministerial Association (LUMA), Reedsport School District, Reedsport Administrator's Office, Reedsport Finance Department, Reedsport Fire Department, Reedsport Police Department, Douglas County Health and Social Services and CERT*

The City is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Typically, this responsibility is supported by Douglas County Health and Social Services, with support from the Eugene chapter of the American Red Cross. Relevant operations are detailed in the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 11 – Agriculture and Natural Resources. However, if the County and American Red Cross are unable to respond, the City Emergency Manager should coordinate these responsibilities with LUMA and the School District within available resources. City response procedures for mass care, emergency assistance, housing, and

3. Roles and Responsibilities

human service are currently under development; once developed procedures should address the following responsibilities:

- Maintaining the Community Shelter Plan and Animals 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 emergency mission areas 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 (if available, coordinate 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 (if available, coordinate with the American Red Cross and Salvation Army).
- Managing all food preparation and serving for incident responders.
- 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.

Shelter and Care Operations Unit

Primary Agency: City Manager

The Shelter and Care Operations Unit is responsible for:

- Managing Care and Shelter Services for disaster victims.
- If available, coordinating with American Red Cross services.

3. Roles and Responsibilities

- Assisting in management and registration of displaced persons.
- Coordinating available County welfare services.
- Assisting the American Red Cross and/or LUMA in the operation of designated shelters/mass care centers.
- Coordinating shelter and lodging (including temporary lodging) facilities with the American Red Cross (if available), LUMA, the County, and school districts
- Providing staff to assist with shelter management

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 details.

3.2.3.7 Logistics Management and Resource Support

Primary Agency: *Reedsport Finance Department*

Supporting Agencies: *No local supporting agencies have been identified at this time; see Table 3-1 for primary County, State, and Federal response agencies that may be accessed in accordance with the disaster declaration processes (section 1.7.2)*

Responsibilities related to logistics management and resource support:

- Assisting in the management, control, and priority allocation of emergency resources and services including:
 - Emergency facility construction
 - Housing allocation and rent stabilization
 - Consumer rationing (food and petroleum)
 - Public health concerns
 - Telecommunication allocation.
- Establishing procedures for employing temporary personnel for disaster operations.
- In cooperation with law enforcement, establishing and maintaining a staffing reserve.
- Coordinating deployment of reserve personnel to City departments requiring augmentation.

3. Roles and Responsibilities

- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

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

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

Primary Agency: *Lower Umpqua Hospital and Douglas County Health and Social Services*

Supporting Agencies: *Reedsport Police Department, Douglas County Sheriff's Office, Reedsport School District, Central Lincoln PUD, Southern Oregon Sanitation, CERT, and the American Red Cross*

The City relies on the County to provide public health and human services. The County Health and Social Services 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. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The Health and Social Services Director also serves as the Health and Social Services representative for the County EMO. Relevant operations are detailed in the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 8 – Public Health and Medical Services.

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 dead.
- Coordinating isolation and/or quarantine actions, as needed and permitted.
- Coordinating dissemination of public health information.

3. Roles and Responsibilities

- Designating a coordinator/liaison to participate in all emergency mission areas 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 details.

Emergency Medical Services

Primary Agency: *Reedsport Volunteer Fire Department/Lower Umpqua Hospital (EMS)*

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.
- Ensuring medical support for first responders.

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

3.2.3.9 Search and Rescue

Primary Agency: *Reedsport Volunteer Fire Department and Rope Rescue Team*

Supporting Agencies: *Douglas County Sheriff's Office, Reedsport Police Department, Reedsport Public Works Department, CERT and Lower Umpqua Hospital*

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.

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

NOTE: Water rescue is conducted by the U.S. Coast Guard.

3.2.3.10 Oil and Hazardous Materials Response

Primary Agency: *Reedsport Volunteer Fire Department and OSFM Regional HazMat Team 1 (Roseburg) and 15 (Coos Bay)*

3. Roles and Responsibilities

Supporting Agencies: *Reedsport Police Department, Reedsport Public Works Department, Douglas County Sheriff's Office, Douglas County Public Works Department, Douglas County Health and Social Services, Central Lincoln PUD, Southern Oregon Sanitation and Lower Umpqua Hospital*

In the event of an incident involving oil and hazardous materials response, the City of Reedsport Volunteer Fire Department should undertake basic rescue, containment, and traffic control within its capability and available resources. The Fire Department may coordinate the provision of all other oil and hazardous materials emergency support functions with the OSFM Regional HazMat Team 1 (Roseburg) and 15 (Coos Bay).

Hazardous Materials Response

Responsibilities related to oil and hazardous materials include:

- Conducting oil and hazardous materials (chemical, biological, etc.) response.
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the need 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 Agency: *Lower Umpqua Hospital and the Oregon Health Authority*

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 State-wide 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 scenes of accidents involving radioactive materials.

3. Roles and Responsibilities

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

3.2.3.11 Agriculture and Natural Resources

Primary Agency: *Douglas County Health and Social Services Department*

Supporting Agencies: *Reedsport Parks and Recreation Department and Lower Umpqua Hospital*

Responsibilities related to agriculture and natural resources 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.
- Coordinating with pet owners in 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 details.

3.2.3.12 Energy and Utilities

Primary Agency: *Reedsport City Manager and Reedsport Administrator's Office*

Supporting Agencies: *Reedsport Public Works Department, Reedsport Police Department, Douglas County Public Works Department, Central Lincoln PUD, Southern Oregon Sanitation and Frontier/Charter*

Responsibilities related to energy and utilities include:

- Operating and maintaining electrical systems.
- Operating and maintaining water systems.
- Maintaining the status of utility systems subject to a disaster.
- Coordinating response of outside utilities (i.e., gas, phone, etc.).
- 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

3. Roles and Responsibilities

offices/facilities, water/sewage systems, and other essential community services.

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

3.2.3.13 Law Enforcement Services

Primary Agency: *Reedsport Police Department*

Supporting Agencies: *Reedsport Fire Department, Reedsport Public Works Department, Douglas County Sheriff's Office, and CERT*

Responsibilities related to law enforcement include:

- Enforcing laws, rules, and regulations.
- Directing and controlling vehicular traffic.
- Managing evacuations and control movement.
- Providing security for facilities and resources.
- Assisting in search and rescue operations.
- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic, crowd control, and site security.
- Isolating damaged areas.
- Providing damage reconnaissance and reporting.
- Evacuating disaster areas.

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

3.2.3.14 Recovery

Primary Agency: *Reedsport Building Official (or Emergency Manager during emergency response operations if the City Building Official is unavailable)*

Supporting Agencies: *Reedsport Volunteer Fire Department and CERT*

Recovery-related responsibilities include:

- Holding responsibility for all long-term recovery operations.
- Facilitating redevelopment and economic recovery.

3. Roles and Responsibilities

- Assisting residents and business owners apply for FEMA funds.
- 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 details.

3.2.3.15 External Affairs

Primary Agency: *Reedsport City Manager*

Supporting Agencies: *Reedsport Administrator's Office, Reedsport Fire Department, Reedsport Police Department, Douglas County Sheriff's Office, Reedsport School District, American Red Cross, LUMA, and Lower Umpqua Hospital*

Responsibilities related to external affairs include:

- 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.
- 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.

3. Roles and Responsibilities

- Being aware of Spanish-only-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.

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

3.2.3.16 Evacuation and Population Protection

Primary Agency: *Reedsport Police Department*

Responsibilities related to evacuation and population protection 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
 - Shelter and reception location.
- Developing procedures for sheltering in place.

See FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

Primary Agency: *Reedsport Building Official**

**The City contracts with building inspectors in Eugene. In instances where the Reedsport Building Official is unable to respond, the Emergency Manager may coordinate with the Fire Department and request additional resources in accordance with disaster declaration processes (section 1.7.2).*

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Reporting on the current status of injured personnel, damaged structures/roads, etc.

3. Roles and Responsibilities

- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Preparing Damage Survey Reports for State and Federal agencies.
- Conducting safety assessment of damaged structures/roads.
- Assisting in determining the geographic extent of damaged areas.
- Working with technical experts to assess damage to essential structures.
- 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.

See FA 4 – Recovery Strategy for more details.

3.2.3.18 Legal Services

Primary Agency: *Reedsport City Attorney*

Responsibilities related to legal services 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 to determine how the City can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.

3. Roles and Responsibilities

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

3.2.3.19 Volunteer and Donation Management

Primary Agency: *Reedsport Police Department*

Supporting Agencies: *LUMA and CERT*

Responsibilities related to volunteer and donation management include:

- Coordinating contacts with outside agencies (American Red Cross, Salvation Army, church groups, etc.).
- Coordinating “Disaster Service Worker” registration of convergent citizen volunteers (primarily supported by CERT).
- Assisting with the “call-out” of pre-registered CERT volunteers (primarily supported by CERT).
- Assisting in tracking and management of all volunteers (primary support from CERT).
- Ensuring the general welfare and safety of all volunteers

Government-Sponsored Volunteers

Responding to incidents frequently exceeds the City’s resources. Government-sponsored volunteer organizations such as CERTs, Fire Corps and/or Medical Reserve Corps, and Volunteers in Police Service provide vital support to emergency response agencies in completing their assigned tasks. *Refer to the Reedsport CERT Notification Plan for further information.*

Unaffiliated Volunteers and Donations

Unaffiliated 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

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, volunteer agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.

3. Roles and Responsibilities

- 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

The City Manager is responsible for directing and delegating all emergency measures of the City to other key officials and department heads. Any department/City not assigned a specific disaster function under this plan is expected to make their personnel, equipment, and facilities available to perform assignments as directed by the Incident Commander.

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. Roles and Responsibilities

3.3.2 Nongovernmental Organizations

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

The roles of nongovernmental organizations 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 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 Manager has been appointed under the authority of the BOC. The County Emergency Manager is responsible for developing a County-wide emergency management program that, through cooperative planning efforts with the incorporated communities of the County, provides a coordinated response to a major emergency or disaster.

3. Roles and Responsibilities

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 401.025 through 401.236, 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 401.052 to 401.235 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.

Fully activated, statewide emergency management consists of all local jurisdictions (cities and unincorporated areas of counties), and State Government. Local jurisdictions are responsible for directing and/or coordinating emergency operations within their respective jurisdictional areas, with the other levels being responsible for coordinating and/or providing support as required by the local jurisdictions. The organization and responsibilities of each of the levels are outlined below. Emphasis has been placed on the local emergency management staff; local emergency management staff should have counterparts at State and other levels.

When a state-level response is activated, the State staff are responsible for coordinating statewide emergency operations, including the provision of mutual aid and other support and the redirection of essential supplies and other resources to meet local requirements.

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.

3. Roles and Responsibilities

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

3.7 Response Matrix

Table 3-1 provides a matrix, by ESF, of the local, State, and Federal primary organizations on which the City may rely in the event of an emergency.

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 1 Transportation	<ul style="list-style-type: none"> Aviation/airspace management and control Transportation safety Restoration and recovery of transportation infrastructure Movement restrictions Damage and impact assessment 	City Public Works Department	Douglas County Public Works Department Douglas County Emergency Management	Oregon Department of Transportation	Department of Transportation
ESF 2 Communications	<ul style="list-style-type: none"> Coordination with telecommunications and information technology industries Restoration and repair of telecommunications infrastructure Protection, restoration, and sustainment of national cyber and information technology resources Oversight of communications within the Federal incident management and response structure 	Douglas County Sheriff's Office Dispatch and City Police Department	Douglas County Emergency Communications/ 9-1-1 Center Douglas County Emergency Management	Oregon Emergency Management Public Utility Commission	Department of Homeland Security (National Protection and Programs/ Cyber-security and Communications/ National Communications System), Department of Homeland Security (Federal Emergency Management Agency)
ESF 3 Public Works & Engineering	<ul style="list-style-type: none"> Infrastructure protection and emergency repair Infrastructure restoration Engineering services and construction management Emergency contracting support for life-saving and life-sustaining services 	City Public Works Department	Douglas County Public Works Department	Oregon Department of Transportation	Department of Defense (U.S. Army Corps of Engineers) Department of Homeland Security (FEMA)

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 4 Firefighting	<ul style="list-style-type: none"> Coordination of Federal firefighting activities Support to wildland, rural, and urban firefighting operations 	City Fire Department	Douglas County and Western Lane/ Western Douglas County Fire Defense Boards Oregon Department of Forestry	Oregon Department of Forestry Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)
ESF 5 Emergency Management	<ul style="list-style-type: none"> Coordination of incident management and response efforts Issuance of mission assignments Resource and human capital Incident action planning Financial management 	City Police Department, Fire Department, Public Works Department, City Manager and Administration	Douglas County Board of Commissioners Douglas County Emergency Management	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	<ul style="list-style-type: none"> Mass care Emergency assistance Disaster housing Human services 	City Manager	Douglas County Emergency Management Douglas County Health and Social Services Dept. American Red Cross, Oregon Pacific Chapter	Oregon Department of Human Services Oregon Health Authority	Department of Homeland Security (FEMA)

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 7 Logistics Management & Resource Support	<ul style="list-style-type: none"> Comprehensive, national incident logistics planning, management, and sustainment capability Resource support (facility space, office equipment and supplies, contracting services, etc.) 	City Finance Department	Douglas County Board of Commissioners Douglas County Emergency Management	Oregon Military Department Department of Administrative Services	General Services Administration Department of Homeland Security (FEMA)
ESF 8 Public Health & Medical Services	<ul style="list-style-type: none"> Public health Medical services Behavioral health services Mass fatality management 	Lower Umpqua Hospital and County Health and Social Services	Douglas County Health and Social Services Dept. Hospitals	Oregon Department of Human Services (Public Health Division)	Department of Health and Human Services
ESF 9 Search & Rescue	<ul style="list-style-type: none"> Life-saving assistance Search and rescue operations 	City Fire Department	Douglas County Sheriff's Office Douglas County Emergency Management	Oregon Emergency Management Office of the State Fire Marshal	Department of Homeland Security (FEMA, U.S. Coast Guard) Department of the Interior (National Park Service) Department of Defense
ESF 10 Oil & Hazardous Materials Response	<ul style="list-style-type: none"> Oil and hazardous materials (chemical, biological, radiological, etc.) response Environment short- and long-term cleanup 	City Fire Department	Oregon Office of State Fire Marshal, Hazardous Materials Emergency Response Team, HazMat 1 and 15 Douglas County Emergency Management	Oregon Department of Environmental Quality Office of the State Fire Marshal	Environmental Protection Agency Department of Homeland Security (U.S. Coast Guard)

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 11 Agriculture & Natural Resources	<ul style="list-style-type: none"> ■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets 	Douglas County Health and Social Services Department	None Designated for this ESF	Oregon Department of Agriculture	Department of Agriculture Department of Interior
ESF 12 Energy	<ul style="list-style-type: none"> ■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast 	City Manager, Administration and Local Utilities	Douglas County Emergency Management Electric Power and Utility Districts Energy and Utility Companies	Oregon Department of Energy Public Utility Commission	Department of Energy
ESF 13 Public Safety & Security	<ul style="list-style-type: none"> ■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control 	City Police Department	Douglas County Sheriff's Office	Department of Justice Oregon State Police Department of Administrative Services	Department of Justice
ESF 14 Long-Term Community Recovery	<ul style="list-style-type: none"> ■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation 	Building Official	Douglas County Board of Commissioners Douglas County Building Dept. Douglas County Planning Department	Oregon Business Development Department Oregon Emergency Management Governor's Recovery Planning Cell (Governors Recovery Cabinet)	Department of Agriculture Department of Homeland Security Department of Housing and Urban Development Small Business Administration

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 15 External Affairs	<ul style="list-style-type: none"> Emergency public information and protective action guidance Media and community relations Congressional and international affairs Tribal and insular affairs 	City Manager	Douglas County Emergency Management	Governor's Office Oregon Emergency Management	Department of Homeland Security (FEMA)

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Concept of Operations

4.1 General

Primary roles involved during the initial emergency response focus on first responders, such as fire districts/departments, police departments, and public works departments, sometimes also involving hospitals, local health departments, and regional fire and hazardous material teams. Typically, as the emergency situation evolves and the immediate response subsides, a transition period would occur during which emergency responders would 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 receives 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 the City of Reedsport or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency or for other non-routine incidents or pre-planned events.

Responsibilities related to emergency operations 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 Emergency Management Mission Areas

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. As an emergency operations plan, this document focuses on response and short-term recovery actions. Nevertheless, it both impacts and is informed by activities conducted before and after any emergency operations take place and is designed to assist the City in:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.

4. Concept of Operations

- Protecting citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows the City's interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of the community when affected by a disaster.

A brief description of these five mission areas, as identified in the National Preparedness Goal, is provided below.

4.2.1 Prevention

Prevention-related actions serve to avoid, intervene, or stop an incident from occurring and are taken to protect lives and property. This involves applying intelligence and other information to a range of efforts. These activities 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.

4.2.2 Protection

Protection-related actions reduce the vulnerability of critical infrastructure or key resources. These efforts deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies.

Protection-related actions require coordination on the part of Federal, State, and local governments; the private sector; and concerned citizens across the country. Protection includes continuity of government and operations planning; awareness elevation and understanding of threats and vulnerabilities to their critical facilities, systems, and functions; identification and promotion of effective sector-specific protection practices and methodologies; and expansion of voluntary security-related information sharing among private entities within the sector, as well as between government and private entities.

4. Concept of Operations

4.2.3 Mitigation

Mitigation program goals and project efforts are intended to reduce risks and vulnerabilities. Mitigation activities are the ongoing efforts that endeavor to maximize safety and security from natural, technological and human-induced hazards. The goal of mitigation efforts serves the safety and security of the City's population, infrastructure protection, and support economic stability.

The City's mitigation efforts are aligned with Federal program guidelines and include enhancing and maintaining a capacity to implement a comprehensive statewide hazard loss reduction strategy; supporting the development and enhancement of local capability to practice hazard mitigation; increasing both public and private sectors' awareness and support for disaster loss education; reducing the City's hazard vulnerability through the application of scientific research and development; and reducing the vulnerabilities of City-owned facilities and infrastructure resulting from assessed hazards.

4.2.4 Response

Response-related actions address the short-term and direct effects of an incident. Response also includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

If required 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.

4.2.5 Recovery

Recovery-related activities consist of both short- and long-term efforts. Short-term recovery operations restore vital services. Examples include electrical power, water, and waste systems; debris removal; and assistance to disaster victims. Disaster relief programs administered by governmental, nonprofit, and charitable organizations aim to restore the personal, social, and economic wellbeing of private citizens.

Long-term recovery focuses on restoring communities to pre-event or updated conditions. This is accomplished by assisting property owners in repairing or rebuilding homes and businesses and assisting local governments, school districts, and other public nonprofit agencies in restoring or reconstructing damaged infrastructure. State, local, and nongovernment organizations administer the provisions of Federal and State disaster relief funds to provide for restoration and recovery of vital facilities. Post-disaster mitigation programs should be anticipated during the recovery period.

4. Concept of Operations

Long-term recovery activities are situation-dependent and may include a range of services. Examples include 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.

4.3 Incident Levels

While emergency operations can make heavy demands on available personnel and logistical resources and create an array of urgent needs and actions, the City's initial ability to respond would depend on the use of existing departmental assets. Operational departments are accustomed to dealing with emergencies on an everyday basis and already have organizational systems in place to manage their first and second response obligations. The difference between these everyday occurrences and a major emergency or disaster is that the latter are characterized by the necessity to mobilize and direct and control a more substantial effort, one requiring the participation of multiple agencies.

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

4.3.1 Level 1

In a Level 1 incident, the normal organization and procedures of City departments, including police, fire, and public works, that do not require implementation of the City's EMO.

4.3.2 Level 2

A Level 2 incident has special or unusual characteristics, requiring response by more than one City Department, or is beyond the scope of available local resources; it may require partial implementation of the City's EMO.

4.3.3 Level 3

A Level 3 incident requires the coordinated response of local, regional, State, and Federal resources to save lives and protect the property of a large portion of the population. Such an emergency may require the sheltering or relocation of the affected population. Under such conditions, the City's emergency management organization should be fully activated.

4. Concept of Operations

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	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) 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, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ■ Command 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 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 agency administrator develops operational plans, including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as 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.

4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 2	<ul style="list-style-type: none"> ■ This type of incident extends beyond the capabilities for local control and is expected to extend 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	<ul style="list-style-type: none"> ■ 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 hold briefings and 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

4.4.1 Response

Response activities are taken immediately after an incident, and a transition into recovery activities should take place as soon as conditions permit. Both response and recovery activities can take place concurrently until the life safety and protective actions are completed. The strategic objectives of the City during an emergency period are:

1. Preserve life.
2. Stabilize the incident.
3. Minimize property loss.

4. Concept of Operations

4. Protect the environment.
5. Restore essential facilities and services.

4.4.2 Recovery

It is the responsibility of government to assist the public and private sectors with recovery from disaster. A widespread disaster may impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues. Recovery is one of the five emergency mission areas. This EOP is not a recovery plan; that document is a separate endeavor. However, response and recovery activities often take place concurrently until life safety and protective actions are completed. Recovery operations are the actions taken to protect lives and property while helping impacted areas of the City meet basic needs and resume self-sufficiency; returning to a “new normal” for the community.

1. **Damage Assessment:** Determine structure impacts to the City
2. **Debris Removal:** Coordination of debris collection and removal
3. **Infrastructure Restoration:** Facilitate restoration of critical infrastructure

Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and power, as well as garbage and debris removal. These functions must recover early in the incident to support the life, health, and safety of the population and to support response missions.

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 Manager or City Manager should implement all or part of this EOP. In addition, the Emergency Manager 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 Manager or City Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander. Concurrently, all involved City emergency services should implement their respective plans, procedures, and processes and should provide the Emergency Manager with the following information:

- Operational status.

4. Concept of Operations

- 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 Incident Commander (or designee) should immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary.
See FA 1 – Emergency Services Annex for more details.
- Initiate emergency sheltering procedures with the American Red Cross, LUMA and other community partners if evacuation procedures are activated.
See FA 2 – Human Services Annex for more details.
- 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 Council to prepare and submit a formal declaration of emergency through County Emergency Management when it is determined that local resources do 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 should 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

Warnings, emergency information, or disaster reports may be received by any of the departments in the City. In all cases, such information should be relayed to the Dispatch Center and the Emergency Manager. Decisions to respond, implement the disaster plan, and activate the EOC should be made by the Emergency Manager or City Manager.

4. Concept of Operations

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

A public warning and broadcast system is established for Douglas County to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Emergency Manager should 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. FA 1 – Emergency Services 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 the EMO. External partners can be activated and coordinated through the City EOC.

Plain language should be used during a 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 disciplines to work together depends greatly on their ability to communicate with each other.

4.5.3.1 Interoperability

To the extent possible, the City should maintain the ability of emergency management/response personnel to communicate within and across agencies and jurisdictions via voice, data, or video in real time, when needed, and when authorized. It is essential that these communications systems be capable of interoperability, as successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies.

Interoperability planning requires accounting for emergency management and incident response contingencies and challenges. Interoperability plans should include considerations of governance, SOPs, technology, training and exercises, and usage within the context of the stress and chaos of a major response effort.

Coordinated decision making between agencies and jurisdictions is necessary to establish proper and coherent governance and is critical to achieving interoperability. Agreements and SOPs should clearly articulate the processes, procedures, and protocols necessary to achieve interoperability.

4. Concept of Operations

4.5.4 Situational Awareness and Intelligence Gathering

4.5.4.1 Situational Awareness

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.

The City of Reedsport EMO is set up so that it can be rapidly expanded to match the level of emergency conditions and needs that exist in the police and fire departments. Pivotal in this process is the Incident Commander. This position is responsible for directing the tactical size-ups that are used to ascertain the situation's status and parameters. It also serves as the principal authority for making field decisions regarding:

- What resources are needed.
- What their compositions must be.
- When they are needed on scene.
- When and how they should be employed.

4. Concept of Operations

To stay ahead of evolving events, these on-scene evaluations must be repeated at regular intervals until all danger to the public has been contained or neutralized and it becomes possible to safely begin recovery operations, i.e., efforts to restore the community and its infrastructure to their former (pre-major emergency or disaster) state.

4.5.4.2 Intelligence Gathering

While the Planning Section handles the operational and situational intelligence described above, the Intelligence/Investigations function gathers and reports information related to criminal and terrorist activities. Information handled under this function may lead to the detection, prevention, apprehension, and prosecution of criminal activities (or those involved), including terrorist incidents. It may also help determine the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Gathering timely and accurate outside intelligence and establishing procedures for analyzing that data and distributing it to the right people are both critical to responding to an incident effectively. The City may choose to identify an intelligence position in its Command structure. This position may be included as part of an expanded Command Staff, or it 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 Terrorism Information Threat Assessment Network (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 among law enforcement agencies at all levels, State executive leadership, government agencies, and the City's public and private-sector partners. The OTFC supports these goals by:

- Providing pre- and post-terrorism event investigatory support, with analysis and dissemination of the conclusions.
- Maintaining the State of Oregon Terrorism Suspicious Activity Report intake log.
- Providing real time intelligence/information support, previously coordinated, to OEM and other appropriate emergency management agencies during an emergency event or operation.

4. Concept of Operations

- Providing updated intelligence related to all crimes or terrorism-related activities to local, State, and Federal law enforcement agencies as requested or required.
- Providing liaison support and information sharing in support of emergency operations by disseminating emergency information through the TITAN.
- Providing an OTFC staff member to be collocated within the State ECC in the event of an emergency.
- Providing terrorism-related alerts, bulletins, and assessments to public and private-sector companies and organizations as requested or required.

4.5.5 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 should commit all its resources, if necessary, to protect life and property. The City Manager has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Manager has the final allocation authority. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort.

Under emergency conditions, members of the EOC staff should allocate resources according to the following guidelines:

- Deploy resources according to the following priorities:
 1. Protection of life.
 2. Protection of responding resources.
 3. Protection of public facilities.
 4. Protection of private property.
- Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- Coordinate citizen appeals for assistance through the PIO at the EOC. Local media should be used to provide citizens with information about where to make these requests.
- Escalate the activation of other available resources by activating MAAs with other jurisdictions.

4. Concept of Operations

- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the County for County, State, and Federal resources
- County, State, and/or Federal resources should be activated in a timely manner through an emergency declaration and request for assistance from the County.

4.5.5.1 Logistics

- **Resource Lists** - All City departments and supporting organizations should maintain an up-to-date automated resource list of all in-house and other arranged assets that would be available for performing emergency duties. These lists should be inputted into the EOC Emergency Information System.
- **Authority to Enter into Contract and Incur Obligations** - In a declared “Local Emergency,” the Mayor may, if time is vital to saving lives and reducing property damage or hardship, order departments to dispense with normal purchasing practices that unduly postpone the receipt of required equipment, supplies, or services, except those that are constitutionally mandated. Any such order should be presented at the earliest practical time to the City Council for review and appropriate legislation.

4.5.5.2 Volunteer and Donations Management

At this time, the City does not have a formal volunteer and donations management program in place. Should one be developed in the future, the program would work to ensure the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

The Police Department and LUMA should coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City EOC, with support from the American Red Cross and other volunteer organizations (e.g., CERT). These activities are intended to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency should follow NIMS/ICS standards. Elements of the City’s volunteer and donations management program, once established, may include:

- Activation of a Volunteer and Donations Management coordinator within the City’s EMO to address volunteer and donations management including coordination with neighboring jurisdictions and the State’s donation management system.
- Implementation of a system for tracking and utilizing volunteers and donations (including cash contributions).

4. Concept of Operations

- 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.
- Methods and sites for collection, sorting, managing, and distributing in-kind contributions, including methods for disposing of or refusing goods that are not acceptable.
- Communications support such as coordination of a call center and public information.
- Procedures to verify and/or vet voluntary organizations and/or organizations operating relief funds.

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

4.5.5.3 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.

4.5.5.4 Credentialing of Personnel

The City should maintain a program for credentialing response personnel that provides documentation identifying such personnel and authenticates and verifies their qualifications by ensuring that they 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:

- Identity enrollment of personnel in accordance with approved standards.
- Identify the type and quality of personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for

4. Concept of Operations

positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness required for the position.

- Certify personnel based on completion of identity vetting and meeting qualifications for the positions 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

Access to emergency services should not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Access and Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network. Historically, 80% of the burden following a disaster falls on the public, of which a disproportionate burden is placed upon Access and Functional Needs Populations. For emergency planning purposes, children, elderly adults, the disabled, people whose primary language is not English, and low income residents are considered Access and Functional Needs Populations. Special needs likely to arise in a disaster are provisions for warning, evacuation, and providing temporary refuge and professional care for persons who have physical and mental disabilities, or who are too young or too old to care for themselves. In addition to the population statistics identified in Section 2, the City has two public schools, one State-licensed care facilities, and two nursing homes that should be considered in emergency planning efforts.

See FA 2 – Human Services for additional information on Access and Functional Needs Populations, including children and programs the City currently has in place.

4.5.7 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by the affected population. The County should coordinate with local animal owners, veterinarians, and animal advocacy groups to address animal-related issues that arise during an emergency.

4. Concept of Operations

4.5.8 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period should occur during which emergency responders would hand responsibility for active coordination of the response to agencies or organizations involved with short- and long-term recovery operations. The City Manager, with advice from Emergency Manager, would determine when a State of Emergency no longer exists and should request restoration of normal City functions from the City Mayor, or designee. Operations can be terminated after the Mayor declares that a state of emergency no longer exists.

4.5.9 Transition to Recovery

Recovery comprises steps that the City should 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 recovery 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 period of reassessing the 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 would mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See FA 4 – Recovery Strategy for more details.

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 resources. For resources not covered under mutual aid, requests should be directed to County Emergency Management, including any requests for a State Declaration of Emergency or presidential disaster declaration.

4.6.2 Mutual Aid

When local jurisdiction resources have been depleted, mutual aid or inter-local agreements should be activated. Reedsport should request State or Federal assistance, through the Douglas County Department of Emergency Management,

4. Concept of Operations

when public, private, and mutual aid or inter-local agreement resources have been exhausted. State Laws applicable to mutual aid include:

- 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

Special service 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 Public Works Director should 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, and local regulations to have disaster plans. The PIO should also work with volunteer organizations to provide certain services in emergency situations, typically through previously established agreements. In the preparedness context, essential training programs would be coordinated by the sponsoring agencies of such organizations as the American Red Cross, faith-based groups (such as LUMA), amateur radio clubs, CERTs, 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. Concept of Operations**4.6.6 State Government**

The Governor has the authority and responsibility for emergency management at the state level. The State EMO, as defined in the State of Oregon EOP, can be activated through OEM. This department provides a duty officer at all times. OEM obtains and coordinates resources in support of State agencies and local jurisdictions that have the responsibility to respond to an emergency or disaster, managed through OEM. OEM also serves as a channel for obtaining resources from outside the State structure, including the assistance provided by the Federal government.

Upon the recommendation of the Oregon National Guard, Director of OEM, or other agency directors who have emergency programs, the Governor may proclaim that a state of emergency exists in an affected State agency or appropriate State response and recovery actions. The governor's proclamation allows expeditious resource procurement and directs maximum use of State assets.

4.6.7 Federal Government

The County should issue 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 for command and control of City departments and resources lies with the City Manager as the Chief Executive Officer. Direction and control of City emergency operations should be conducted via ICS and the Multi-Agency Coordination System (MACS). The City EMO is responsible for maintaining the readiness of the EOC and identifying and training support staff. City departments should be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

The EOC is organized to maximize the many interdisciplinary skills and resources that exist on an everyday basis in City departments and outside support organizations. These agencies, based on the type of normal service they perform and are equipped to perform daily, are arranged into distinct, function-oriented ICS groupings: Planning Services, Finance Services, Logistic Services, and Operational Services.

5.1.1 Objectives

The overall objective of emergency management is to ensure the effective management of response forces and resources in preparing for and responding to situations associated with natural disasters and technological incidents. Specific objectives include:

- Overall management by objectives, coordination of field emergency response, and post-incident recovery operations.
- Ensuring that the five essential ICS functions—Management/Command, Operations, Planning/Intelligence, Logistics and Finance, and Administration—are used in the field level responses and the ECC.
- Coordination and liaison with appropriate Federal, State, and local government agencies, as well as applicable private-sector entities.
- Requesting and allocating resources and other support.
- Establishing priorities, writing and implementing IAPs, and adjudicating any conflicting demands for support.

5. Command and Control

- Coordinating inter-jurisdictional mutual aid.
- Activating and utilizing communications systems.
- Preparing and disseminating emergency public information.
- Alerting and warning.
- Evacuation.
- Care and shelter of displaced persons.
- Damage Assessment and Situation Analysis.

5.1.2 Command and Control Response Levels

ICS is an integrated management system that provides for five emergency response levels. The coordination for providing information along these response levels is outlined in Table 5.1. FEMA would first coordinate through the State; then, coordination would be conducted as determined by the State, with the County as the contact for the Governor, and the Governor to FEMA. Refer to Disaster Declaration Process and Forms (Appendix A) for further information.

Table 5-1 Command and Control Response Levels

Response Level	Coordinating Response Level
1. Field Emergency Operations	Reedsport Field Command
2. Local Government Operations	Reedsport EOC
3. County Government Operations	Douglas County EOC
4. State Government Operations	Oregon Emergency Management ECC
5. Federal Government Operations	FEMA Region 10 EOC

5.2 Field Command

Whenever a hazard is discovered, the senior person from the department first on scene would assume initial command of the situation. This person should immediately report an initial “size-up” through 9-1-1, request initial notifications (including the “lead agency”) that need to be made, and then take steps to isolate the area if called for. As soon as the designated “lead agency” arrives on scene, the most senior official from this department should accept command.

The initial City response structure consists of the Incident Commander and single-resource agencies (i.e., Public Works Department, Police Department, and Fire & Rescue). Depending on the incident, the Director/Chief of the responding agency may act as the Incident Commander. The determination of which department is responsible for assuming command, or becoming the “lead agency,” for a particular type of hazard response is codified in most instances by law. Some incidents may involve more than one hazard, but the one that should be considered primary is the hazard posing the potential for causing the most serious

5. Command and Control

harm. Hence, the department responsible for the primary hazard should serve as the “lead agency.” As an incident evolves, however, and as the original primary hazard is downgraded and supplanted by a different hazard, the lead agency function may be transferred from one department to another.

During the initial response, an Incident Commander from the appropriate agency would be located at the on-scene Incident Command Post and would 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 would expand into an ICS structure, supported by full Command and General Staff positions. Should a more senior official of the department come to the scene, it is up to each department to decide if and when command is transferred. Should the senior on-scene official determine the need for a multiple agency response, he or she would decide what additional agencies are needed, the force levels and types of equipment each should respond with, the official they should report to, the approach route they should use to ingress the staging area, and any other information that might have a bearing on conditions or precautions they should be aware of.

5.3 Local Emergency Operations Center Support to Field Command

Depending on the type and size of incident, the City may activate the EOC. The City should request additional personnel to support this expanded structure. Depending on the incident type, the City departments should 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 Incident Commander 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 Reedsport during a state of emergency. The Incident Commander is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The Mayor (or designee) may declare a state of emergency. The Emergency Manager or City Manager may 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 should be made to the Mayor and City Council at the first available opportunity.

Outside assistance, whether from other political jurisdictions or from organized volunteer groups, should 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. Command and Control**5.4 Emergency Operations Center**

Incident response activities would be supported from the EOC and would be activated upon notification of a possible or actual emergency. Reedsport Emergency Operations Center (EOC) representatives would be selectively assembled in the EOC to provide coordination and support to the “lead agency”; this would happen anytime:

- Emergency demands on the “lead agency” start to become overtaxing,
- A containment breaching or widespread hazardous event is threatened or encountered suddenly, and/or
- The Council’s “emergency powers” are needed.

The EOC would track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC would become the seat of government for the duration of the crisis. The EOC would serve as a multi-agency coordination center, if needed.

5.4.1 Emergency Operations Center Readiness

The EOC is maintained so that its status can be proactively upgraded, commensurate with the need to support emergency operations in the field. The objective is to ensure that it can be made immediately available as a hub for essential assistance in any type of hazardous condition that has brown beyond the ability of a “lead agency” department to effectively handle on its own. EOC readiness can occur in three phased stages of alert. These EOC alert levels correspond to incident levels identified in the Basic Plan, section 4.3.

5.4.1.1 Level 1 Alert

A level 1 alert is a minor to moderate incident where local resources are adequate and available for response. A Local Emergency should be proclaimed and a State of Emergency might be proclaimed.

5.4.1.2 Level 2 Alert

A moderate to severe emergency wherein local resources are not adequate and mutual aid may be required on a regional or even statewide basis. A Local Emergency should be proclaimed and a State of Emergency might be proclaimed.

The level two phases would make the EOC available for use as a unified coordination site for representatives from all actively involved departments. From the EOC they would:

1. Monitor, exchange, and coordinate information about the effects and implications of imminent or pending events on their respective and combined services;
2. Jointly formulated and coordinate contingency priorities and options;

5. Command and Control

3. Identify and, as necessary, refer policy questions and executive decisions for resolution;
4. Identify and deal with resource and assistance needs; and,
5. Pass appropriate advice and information to departments.

Any department head whose department becomes involved in the incident, the Fire Chief, or the City Manager can initiate Level II. EOC staffing levels would vary and, at any particular time, could be adjusted to match the demands of the current situation in this phase, representatives in the EOC, under the lead of the Police Chief, would have the authority to coordinate the use of all locally available resources needed, public and private.

Advisory notification of the Level II Alert would include the City Manager and the Douglas County Director of Emergency Management.

5.4.1.3 Level 3 Alert

Major disasters wherein resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required. A Local Emergency and a State of Emergency should be proclaimed and a Presidential Declaration of Emergency would be requested from the Governor.

The third level would result in full activation of the EOC, and is reserved for those situations that have escalated in seriousness to the point where the City Manager and the Mayor's direct involvement is necessary.

Only the City Manager, or legal successor, can implement a Level III Alert. Like Phase II, representation in the EOC would be predicted on the demands of the situation, and would be managed accordingly, i.e., as the requirements of the crisis intensified, diminished, or reverted in focus from response to recovery.

Notification of a Level III Alert should be made, at the earliest practical time, to the Director of the Douglas County Department of Emergency Management.

Whenever the EOC is activated it becomes the City's central headquarters for exerting civil leadership over any major crisis that imperils the safety and welfare of the public.

5.4.2 Emergency Operations Center Activation

During emergency operations and upon activation, the EOC staff would assemble and exercise direction and control, as outlined below.

- The EOC should be activated by the City Manager or Emergency Manager. Emergency response agency chiefs (as identified in section 5.5.1.1) may assume or designate the role of Incident Commander. The Incident Commander should assume responsibility for all operations and direction and control of response functions.

5. Command and Control

- The City Manager should determine the level of staffing required and should alert the appropriate personnel, agencies, and organizations.
- Emergency operations would 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 should be requested if the situation dictates.
- Communications equipment in the EOC would be used to receive information, disseminate instructions, and coordinate emergency operations.
- The Incident Commander 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 the emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC would normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The City Manager or Emergency Manager should immediately notify the County Emergency Management office upon activation. Periodic updates should be issued as the situation requires.

5.4.3 Emergency Operations Center Location

The City of Reedsport participates in the administration, management, and maintenance of the Reedsport EOC for coordination of the City's actions during an emergency or disaster. The primary EOC is located at the Reedsport Uptown Fire Station. The Reedsport EOC has a 24-hour-a-day warning and communications capability. The alternate EOC (if needed) would be either the School District Administration Building or a location to be determined by the IC.

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

Western Douglas County Emergency Center
Reedsport Uptown Fire Station (Station 1)
2680 Frontage Road
Reedsport, OR 97467

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

Reedsport School District
100 Ranch Road
Reedsport, OR 97467

*Note: this facility does not currently have emergency power generation

5. Command and Control

Figure 5-1 Primary EOC Location

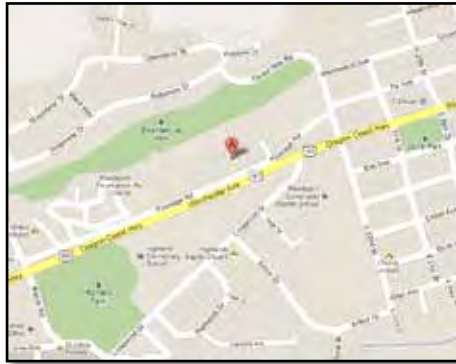


Figure 5-2 Alternate EOC Location



The **County EOC** is located at:

Douglas County Sheriff's Office
1036 SE Douglas Ave.
Justice Building, Room 210
Roseburg, OR 97470

Figure 5-3 County EOC Location



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 should take place from the EOC as long as environmental and incident conditions allow; however, the Incident Commander, or designee, should designate a facility if it becomes necessary to relocate. The Incident Commander, or designee, may request that County Emergency Management allow the City to utilize County facilities.

5.4.4 Emergency Operations Center Staffing

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. City departments selected by the City Manager are represented in the EOC by their respective department heads, or designated senior managers, who continue to act in that capacity while maintaining full control of their departments. Personnel assigned to the EOC have the authority to make the

5. Command and Control

decisions associated with their Command and General Staff positions. Within departments, the day-to-day hierarchy and reporting channels also remain intact, unless the department's internal emergency plan specifies otherwise. The same control over organizational assets applies to outside support agencies, which are represented in the EOC by a senior member of each organization. *See Appendix D of the Basic Plan for further information on previously designated Command and General Staff personnel.*

The purpose of convening these staff members in the EOC is to provide them with a setting in which they can jointly focus and coordinate on issues requiring cross-input and decisions from the City's senior leadership, and on making certain that all available resources are being used (or redirected) to support the highest priorities, as they emerge. 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 would improve overall EOC operation efficiency and add depth to existing City emergency management and response organizations.

5.4.5 Access and Security

Since the EOC is an operational center dealing with a large volume of incoming and outgoing, often sensitive, information, access should be limited to designated emergency operations personnel. Others may be allowed access as determined by the Incident Commander, or designee. Appropriate security measures should be in place to identify personnel who are authorized to be present.

5.4.6 Deactivation

Each situation would need to be evaluated to determine the need for continued operation of the EOC after the emergency response stage of the incident has been completed. This decision to deactivate the EOC is made by the Incident Commander and City Manager.

During the initial stage 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 stage 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.

If necessary, the EOC may be re-opened (see activation procedures in section 5.4.1) and emergency operations may be re-initiated at any time. Similar to initial

5. Command and Control

activation, the EOC would be reactivated at the direction of the City or Emergency Manager.

5.5 Incident Command System

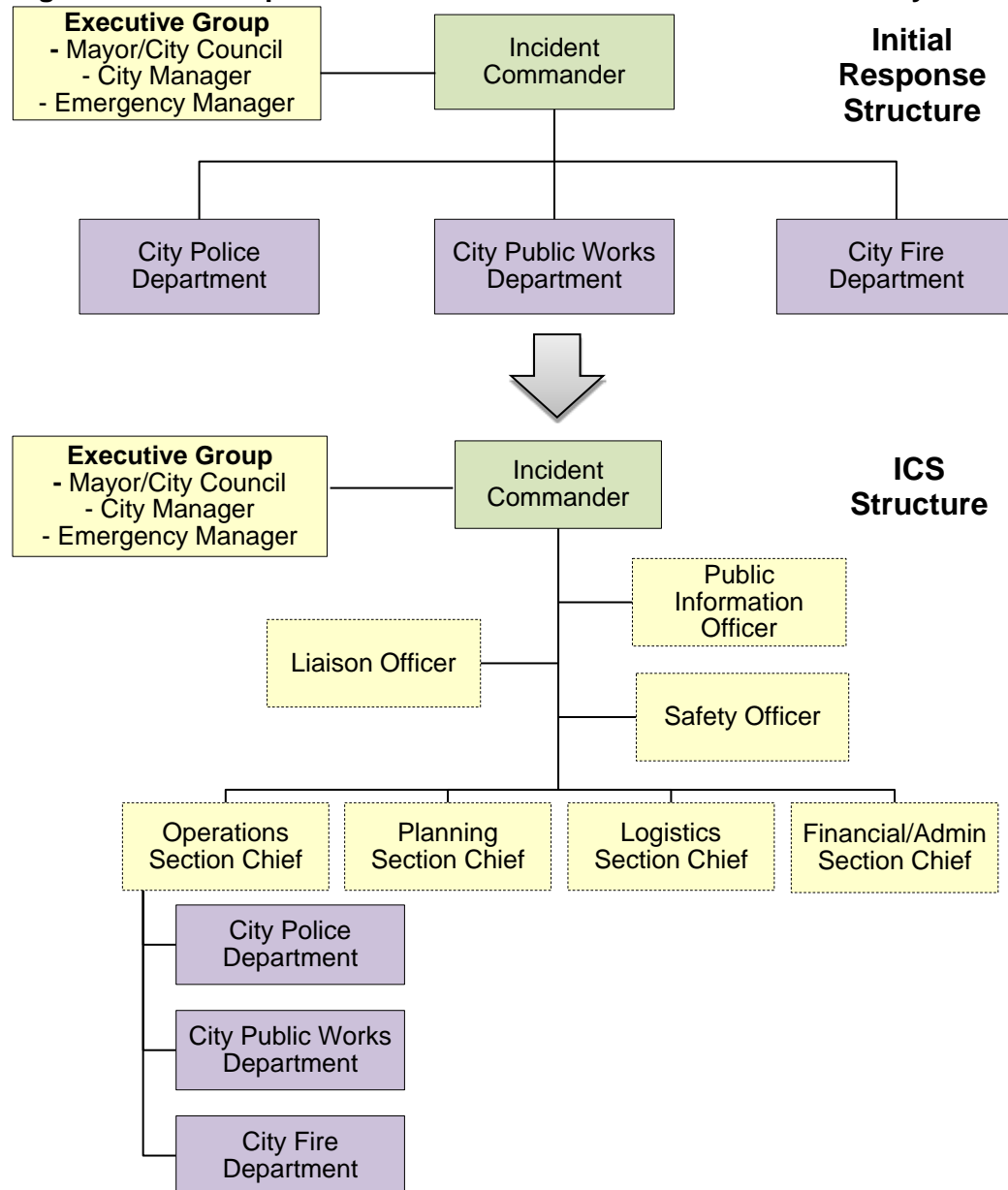
In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is the primary major incident emergency management system used within the City of Reedsport.

ICS is a standardized, flexible, 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. ICS can be used to provide a management structure and system for conducting on-site multidisciplinary operations (for example, those incidents that involve concurrent tactical field interactions between fire, law enforcement, and medical personnel). This 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 duration.

ICS, because of its standardized organizational structure and common organizational and operational terminology, provides a useful and flexible management system that is particularly adaptable to incidents involving multi-jurisdictional response. ICS provides the flexibility to rapidly activate and establish an organizational form around the functions that need to be performed. 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 5-4.

5. Command and Control

Figure 5-4 Example of a Scalable Command Structure for the City**5.5.1 Incident Commander**

The Incident Commander has overall management responsibility for the incident. A Command Staff element is provided for handling such matters as public information, safety, and inter-agency liaison. Multi-jurisdiction Incident Commanders develop a common and consistent action plan to make the best use of all available resources.

5. Command and Control

Assignment

The Incident Commander should be the person most familiar with the disaster as indicated in the job assignments and functions. Normally, the Public Works Director, Police Chief, or Fire Chief carries out this function.

The **Public Works Director** or designee would generally be the Incident Commander in the event of:

- Snow Storms.
- Wind Storms.
- Utility Problems.
- Volcanic Activities.

The **Police Chief** or designee would generally be the Incident Commander in the event of:

- Nuclear Disaster.
- Evacuation.
- Highway Accidents.
- Bomb Threats.
- Terrorism.
- Civil Disturbance.

The **Fire Chief** or designee would generally be the Incident Commander in the event of:

- Fire and/or Explosion.
- Hazardous Materials Incident.
- Mass Casualty.
- Epidemic.
- Earthquake.
- Flooding/Tsunami.

Responsibilities

The Incident Commander (ICS position) or incident operations manager is responsible for the operations of the EOC when it is activated and has overall responsibility for incident coordination and management of the citywide response

5. Command and Control

effort for the purpose of accomplishing the EOC mission. This includes coordinating the personnel, capabilities, resources and assets needed to respond to the disaster. In general, the Incident Commander is responsible for:

- The response efforts of the City of Reedsport.
- Executive decisions' regarding orders, rules and regulations.
- Operational plans and policies and establishing operational priorities.
- Approval and implementation of an IAP.
- Direction and Control of disaster response organization and coordinating activities supporting the incident or event.
- Approval of information through the PIO.
- Providing intelligence summaries to the County EOC, other operational EOCs within the affected area, and the State of Oregon EOC Emergency Management.
- Performing the duties of the following Command Staff if no one is assigned to the position:
 - Safety Officer
 - PIO
 - Liaison Officer
 - General Staff.
- Coordination with the **Executive Advisory Staff** consisting of an executive member from the Fire Department, Police Department and Public Works Department. The Executive Advisory Staff allows the Incident Commander to see the incident from these three vital perspectives.
- Relinquishing Incident Command if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex in order to meet the needs of the incident.

Most likely, the base of operations would be the EOC and should be supported by liaisons assigned to the primary/alternate EOC as well as field forces. In most cases, the overall Incident Commander's direct supervision responsibilities would be limited to those liaisons assigned to the primary/alternate EOC.

5. Command and Control**5.5.2 Emergency Operations Center Command Staff****5.5.2.1 Safety Officer**

The Safety Officer position generally applies to incident scenes and is responsible for:

- Identifying hazardous situations associated with the incident, 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 (may be necessary for EOC as well).
- Investigate accidents that have occurred within the incident area
- Preparing and implementing a site Health and Safety Plan and updating the Incident Commander regarding safety issues or concerns, as necessary (may be necessary for EOC as well). This includes safety messages in each IAP.
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary for the EOC as well).

5.5.2.2 Public Information Officer

A lead PIO may 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 media relations with the council/city officials.
- Warning the general public of impending dangers.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a Joint Information Center (JIC).
- Implementing information clearance processes with the Incident Commander.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5. Command and Control**5.5.2.3 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 and/or LUMA. 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; acting as point of contact for county, state, and FEMA representatives.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the Incident Commander, government officials, and stakeholders.
- Advising the Incident Commander regarding emergency management issues and proper requesting and recording procedures
- Ensuring physical set-up and staffing of support staff for the EOC; directs and coordinating EOC support staff/personnel

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 would be coordinated.

5.5.3 Emergency Operations Center General Staff**5.5.3.1 Operations Section**

An Operations Section Chief, who is responsible for the management of all incident tactical activities, heads the Operations Section. On multidisciplinary incidents, the Operations Section Chief may have deputies. The Operations Section can be subdivided into Branches, e.g., Law Branch, Fire Branch, and Medical Branch, etc. Branches may be further divided into divisions and smaller units. Staging areas for resources are also under the management of this section.

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; refer to Chapter 3 for further information on these and other response agency responsibilities.

5. Command and Control

- 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 nongovernmental organizations 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, coordinating, and executing tactical operations to carry out the IAP.
- Managing and coordinating field operations of the entire disaster organization
- Managing and coordinating various liaisons representing community response partners and stakeholders.
- Directing IAP tactical implementation.
- Implementing executive decisions with respect to priorities and response plans.
- Requesting resources needed to support the IAP.

The Personnel Unit is responsible for:

- Accounting for all personnel involved in an incident.
- Maintaining personnel status reports.

5.5.3.2 Planning Section

The Planning Section is headed by the Planning Section Chief and is structured into several units, depending upon the needs of the incident. Situation Assessment and Resources Status are examples of the kinds of units that may be formed within this Section. The Planning Section collects and analyzes all data

5. Command and Control

regarding incident operations, develops alternatives for tactical action plans, conducts planning meetings, and prepares the IAP for incidents that require extended operations.

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 Chief is responsible for:

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary.
 - For terrorist incidents, liaise with the OTFC.
- Preparing and disseminating the IAP.
- Considering communications, medical, and traffic plan requirements.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining situation and resource status reports.
- Briefing the section on situation and resources status.
- Plotting activities on status boards and maps.
- Documenting all response activities and maintains a master log.
- Collecting and reporting damage assessment information.

The Situation Status Unit (SITSTAT) is responsible for:

- Preparing and maintaining command post display.
- Managing situation and operational information.
- Evaluating information and assisting in development of response plans.
- Coordinating information and reporting systems.
- Maintaining charts, display boards, and records of situation information.

The Resources Status Unit (RESTAT) is responsible for:

- Maintaining accurate records of all resources used in an incident.

5. Command and Control

- Preparing and processing resource status change information.
- Preparing and maintaining displays, charts, and lists that reflect current location and status of resources.
- Establishing check-in function at incident locations.
- Establishing contact with facilities by telephone or through the Communications Center.
- Preparing Organization Assignment List and Organization Chart.

The Documentation Unit is responsible for:

- Managing Message Center operation; sorting, prioritizing, and routing messages to the appropriate section for action.
- Recording all actions taken and decisions made.
- Supporting the Message Center Clerk with runners.
- Establishing and maintaining incident files.
- Establishing duplication services.
- Assisting in financial recovery/maintains official records/reports.

The Technical Specialist Unit is responsible for:

- Acting as an advisor when special skills are needed to support a particular incident (e.g., Fire Behavior Specialist, Structural Engineer, HazMat Specialist, etc.).

5.5.3.3 Logistics Section

The Logistics Section is headed by the Logistics Section Chief and is responsible for meeting the logistical needs of the Operations Section. This can include procuring equipment and supplies, providing food and medical support to incident assigned personnel, and meeting the transportation requirements of the incident. The Logistics Section can be divided into Branches and Units as the situation requires.

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, 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 Chief is responsible for:

5. Command and Control

- Providing and managing resources in support of the incident and incident personnel. Resources include: personnel, facilities, services, and material.
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Assigning work locations and assignment to Section personnel.
- Estimating future support and resource requirements; identifying services and support requirements for planned and expected operations.
- Assisting with development and preparation of the IAP; reviewing the IAP and estimating the section's needs for the next operations period.
- Ensuring that the Incident Communications Plan is prepared.
- Managing transportation, fuel, and materials for recovery operations.
- Coordinating and processing requests for additional resources.
- Ensuring the general welfare and safety of section personnel.

The Ground Support Unit is responsible for:

- Maintaining an inventory of the City's transportation resources.
- Managing and operating essential transportation systems.
- Coordinating transport support from outside agencies.

The Facilities Unit is responsible for:

- Maintaining listings and status of all City facilities.
- Determining facility requirements for the incident.
- Obtaining additional facilities as required.
- Providing facility maintenance services (e.g., sanitation, lighting, clean-up).

The Supply Unit is responsible for:

- Receiving, storing, and delivering all supplies.
- Servicing re-usable equipment.

5. Command and Control**5.5.3.4 Finance/Administration Section**

The Finance/Administration Section would be activated at an incident when required for purposes of maintaining records on personnel and equipment time, for providing payments to vendors for supplies and equipment usage, and for determining the cost considerations or various alternative strategies associated with incident planning.

The involvement of 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 Chief is responsible for:

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Holding responsibility for all financial and cost analyses of incident.
- Providing accounting of costs as required.
- Quantifying damage to public property.
- Providing financial liaison between City and other agencies.

The Time Keeping Unit is responsible for:

- Maintaining accurate time records of all personnel utilized in the incident.
- Preparing personnel cost reports for State and Federal agencies.

The Purchasing Unit is responsible for:

- Ordering all required equipment, materials, and supplies.
- Maintaining resource listings of vendors.
- Coordinating delivery of materials to incident sites.

The Contracts Units is responsible for:

- Preparing and signing contracts for services needed.
- Drafting memorandums of understanding (MOUs).
- Interpreting contracts/agreements.

5. Command and Control

The FEMA Filing Unit is responsible for:

- Filing required Disaster Assistance Applications with State and Federal agencies.
- Collecting and securing all required financial data for the expected audit.
- Assisting in the audit and final assistance applications requirements.

5.5.3.5 Special Operating Instructions

- A Field Command Post (FCP) may be established at a suitable location (usually a fire station) to direct field operations. A Field Command may be designated by the Incident Commander to assume overall supervision and coordination of operations in the field. Supporting departments should provide a liaison officer to the FCP with communications to supervise the respective department's personnel in their own operations peculiar to that department. In cases where teams (task forces) are formed from personnel of more than one department, an individual should be designated as in charge of the team and would be responsible until the task is completed.
- All units pass from their normal control upon arrival at the FCP to the control of the Operations Chief for the duration of this plan or until relieved by him or her. All personnel should take orders from the Operations Chief and should be relieved from their assignments only on his approval.
- The Operations Chief at the site is responsible for establishing and maintaining communications between the FCP and all operating units at the scene.
- By law, the authority for the management of a highway hazardous materials incident lies with the Oregon State Regional Hazmat Patrol. By agreement, the Fire Department would manage and handle hazardous material operations, with the Oregon State Police maintaining scene management.

5.5.4 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 allows the Incident Commander position to be shared among several agencies and organizations that maintain jurisdiction. Unified Command members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

5. Command and Control

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

5.5.5 Area Command

Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control considerations. An area command is established to oversee the management of either multiple incidents that are being handled by separate ICS organizations or a very large incident that involves multiple ICS organizations. It is important to note that Area Command does not have operational responsibilities. For incidents under its authority, Area Command:

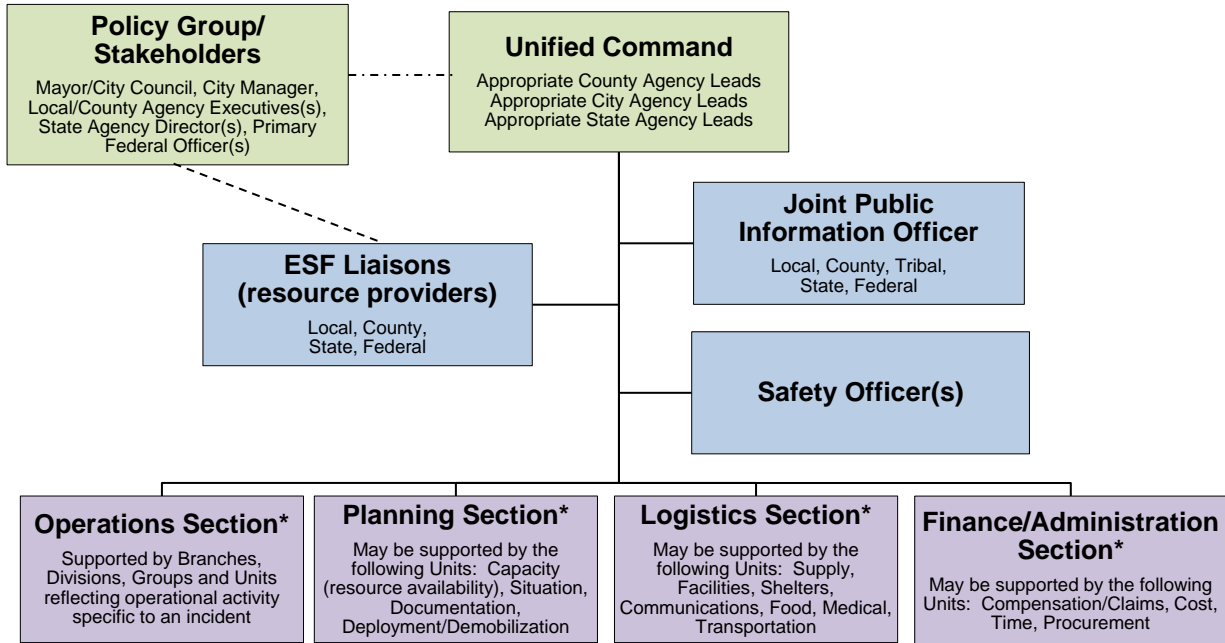
- Sets overall agency incident-related priorities.
- Allocates critical resources according to established priorities.
- Ensures that incidents are managed properly.
- Ensures effective communications.
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifies critical resource needs and reports them to the EOC (s).
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
- Provides for personnel accountability and a safe operating environment.

5.5.6 Multi-Agency Coordination

In the event that 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. Other names for MAC Groups include “multiagency committees” and “emergency management committees.” 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.

5. Command and Control

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.

6

Plan Development, Maintenance and Implementation

6.1 General

The purpose of this chapter is to provide exercise, training, and public education programs to improve the skills of emergency management personnel and to ensure maximum readiness for Reedsport officials, employees, and volunteers assigned emergency responsibilities, as well as the public. Regular plan review and maintenance, emergency management exercises, training, and public education are vital to the effectiveness of the comprehensive management plan and its supporting procedures. These activities validate the operational concepts and resource preparations needed to carry out emergency functions.

Disaster exercise, training and public education is the responsibility of OEM. Other State agencies cooperate with OEM and FEMA to develop and implement ongoing emergency management training, facilitate plan and procedure development and evaluation, and assist emergency management personnel as they carry out their emergency duties and responsibilities. The Douglas County Department of Emergency Management is responsible to develop and implement exercises, training, and public education programs that ensure that emergency management personnel in Reedsport and the citizens of Reedsport are adequately prepared to meet emergency needs.

6.2 Plan Review and Maintenance

The development and maintenance of the Reedsport EOP is a cooperative effort among all departments and agencies of the City government and all local supporting organizations. If this plan is to remain a meaningful document and offer reliable guidance for administering the City's comprehensive emergency management program on a day-to-day basis and during times of crises, it is essential that it be kept current. It will, therefore, be the responsibility of each department to ensure that their assigned portions of this plan are reviewed annually. The EOP should be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with State requirements. This review would be coordinated by the City of Reedsport Emergency Coordinator and should include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review would:

- Verify contact information.

6. Plan Development, Maintenance and Implementation

- 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 should review the annexes and appendices assigned to their respective departments. Because these relate to specialized functions that individual departments and/or support organizations deliver or provide for, it is clear that those with the day-to-day technical expertise and experience would know the function best. With this rationale in mind, assignments for developing, writing, and maintaining specific functional annexes, both in lead and associate capacities, are rooted in applicability to normal missions.

Recommended changes should be forwarded to:

Emergency Manager (Chief of Police)
Reedsport Police Department
146 North 4th Street
Reedsport, OR 97467

6.3 Training Program

Reedsport's training program is designed to enhance personnel proficiency in general emergency management subjects and to train emergency management personnel for their roles under operational plans and procedures. These activities take place at every level of government, as well as in volunteer organizations and private businesses.

The City of Reedsport and Douglas County are responsible for coordinating emergency management training activities with other local agencies in Douglas County. Furthermore, the City and the County are responsible for ensuring that emergency management staff and associated integrated emergency personnel participate in professional development training. City department heads coordinate training for City personnel and encourage personnel to participate in training sessions 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 City Recorder 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.

6. Plan Development, Maintenance and Implementation

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

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

Table 6-1 Minimum Training Requirements	
Emergency Personnel	Training Required
Direct role in emergency management or emergency response.	ICS-100 IS-700a
First-line supervisors, mid-level management, and Command and General Staff.	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or management role in an EOC.	ICS-100, -200, -300 IS-700a
Management capacity in an Area Command situation or EOC.	ICS-100, -200, -300, -400 IS-700a, -701a
Public Information Officers.	IS-702a
Resource management.	IS-703a
Communication or incident information systems.	IS-701
Development of mutual aid agreements and/or mutual aid operational plans.	IS 706
Planning.	IS-800b
Additional information about training requirements can be found on the OEM website at http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf . Independent study courses can be found at http://training.fema.gov/IS/crslist.asp .	

6.4 Exercise Program

The EMO is responsible for maintaining an exercise plan. Exercises are conducted to determine if plans and procedures are operationally sound and to meet mandated requirements. This schedule may be adjusted; it is mandatory that at least one functional or full-scale exercise involving multiple agencies of the City government and outside support organizations be held each year. It is also mandatory that a full-scale exercise be designed so it realistically tests the activation of the EOC, as well as requires the demonstration of the direction and control and warning functions.

It is the responsibility of the City and the County to coordinate emergency management exercises with other local agencies in Douglas County. Whenever feasible, the City should coordinate with neighboring jurisdictions and State and

6. Plan Development, Maintenance and Implementation

Federal government to participate in joint exercises. These exercises should consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

The EMO should evaluate all exercises. Thorough critiques by participants, controllers and evaluators identify strengths and weaknesses encountered during the exercise. As appropriate, the City should use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <http://hseep.dhs.gov>.

The City Manager should work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management. Changes to plans and procedures should be incorporated immediately, if necessary, or in the next review cycle. If an exercise reveals a proficiency problem, training should be enhanced to address that need.

State and local jurisdiction agencies may request and receive assistance from the Oregon OEM in the development and implementation of training exercises for state and local emergency management plans. Financial assistance may be available through OEM from the Federal government.

6.5 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Manager should conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Manager should also coordinate an After Action Report (AAR), which would describe the objectives of the exercise and document the results of the evaluation.

Reviews and After Action Reports would be facilitated after an actual disaster and would document activities of the incident to improve the City’s readiness. All agencies involved in the emergency response should participate in the AAR. The AAR following an incident should include actions taken, identification of equipment shortcomings as well as highlight of strengths, and make recommendations to improve operational readiness. Recommendations may include suggested future exercise events and programs. Valuable success stories and lessons learned may be submitted to the Lessons Learned Information Sharing website (www.llis.gov). The City Manager should ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City’s EMO.

6.6 Community Outreach and Preparedness Education

Public Education programs are a vital aspect of emergency/disaster mitigation, preparedness, response and recovery. A prepared public is the first line of

6. Plan Development, Maintenance and Implementation

defense. Public education provides all-hazard awareness and preparedness programs for every facet of the community. These programs would ultimately decrease the number of dead and injured, reduce the demand on emergency and other services, and empower people to maintain control over the quality of their lives in times of disaster. This is accomplished through presentations, neighborhood preparedness programs, videotapes, annual preparedness campaigns, and various preparedness programs and publications.

The City of Reedsport and Douglas County are responsible for determining local training and public education needs in coordination with OEM. The City maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the City's overall readiness. Public awareness programs include:

- Education and outreach at Discovery Center regarding 8.0+ magnitude earthquake.
- Tsunami education and outreach including pamphlets with guidelines for the public, tsunami evacuation maps, and tsunami zone warnings.
- The Fire Department conducts wildfire education and outreach during the fire season (fall).

6.7 Funding and Sustainment

It is a priority of the City to fund and maintain an EMO that ensures the City's ability to respond to and recover from disasters. The Emergency Manager should work with City Manager and City Council and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that the 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.

6. Plan Development, Maintenance and Implementation

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Disaster Declaration Process and Sample Forms

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Appendix A. Declaration of State of Emergency

Disaster Declaration Process

1. Administration

- **Proclamation of “Local Emergency”** - Whenever riot, unlawful assembly, insurrection, or other disturbance, or any fire, flood, storm, earthquake, or other natural catastrophe or disaster occurs or is in imminent threat of occurring in the City, and results in or threatens to result in the death or injury of persons, destruction of property, or disruption of local government to such an extent as to require, in the judgment of the Mayor, extraordinary measures to prevent the death or injury of persons and to protect the public peace, safety, and welfare, and alleviate damage loss, hardship or suffering, the Mayor should forthwith proclaim in writing the existence of a “Local Emergency.”
- **Proclamation Terminating the “Local Emergency”** - The Mayor should issue a proclamation terminating the “Local Emergency” when, in his/her judgment, “...extraordinary measures are no longer required for the protection of public peace, safety and welfare.”
- **Public Notice of Proclamations** - Any emergency proclamation issued by the Mayor should be delivered to the Douglas County Director of Emergency Management, to all news media within the City, and to the public by available means.
- **State Mission Numbers** - The Douglas County Director of Emergency Management should obtain state mission numbers from the Director of OEM after Reedsport has officially declared a “Local Emergency.”

2. Local, State, and Federal Roles

The primary responsibility for maintaining order in the City of Reedsport is vested in the City Manager as the Chief Executive Officer. All service department heads are appointed by the City Manager and have been delegated the day-to-day authority to administer their respective departments. The breadth of authority and duties of these departments are legislated by the Council by ordinance.

Emergencies such as fires, violations of the law, emergency medical calls, etc. occur every day and do not normally require the direct involvement of the City Manager. On a less frequent basis, operational departments are confronted with larger-scale events that go beyond the conventional. These situations, which are distinguished as major emergencies or disasters, have expanded requirements that exceed the capacity of one department to handle alone. Whenever department capabilities are strained to this extent, it triggers the need for a multi-agency response, which can be supplied from inside and outside the City government. Non-City resources could include mutual aid supplied from inside and outside the

Appendix A. Declaration of State of Emergency

City government. Non-City resources could include mutual aid with neighboring jurisdictions and other assistance available through inter-local agreements or through pre-existing contractual agreements with private sources of specialized services.

Any time a situation is recognized to have escalated to at least this threshold, the City Manager should notify the Douglas County Director of Emergency Management to report the status of the situation. If the situation requires a declaration of emergency, the City Manager should request from the County Director of Emergency Management that a State Mission Number be assigned. The mission number assigned should provide a reference for the dispatch of State, local, or Federal resources to assist in the mission, and as the basis for record keeping for the payment of any emergency worker compensation claims that may be filed as a result of activities on the mission.

Should the situation be serious enough to warrant the use of the Council's emergency powers, they should activate the City's Emergency Operation Center (EOC) and declare a "Local Emergency" (through the County EOC) for the use of County and State agency resources to save lives, prevent further damage, and/or to alleviate human suffering. Assistance from the State is supplemental, however, and can only be given after the City has exhausted local means. Both the declaration of a "Local Emergency" and any executive order(s) invoking a specific emergency power must be ratified and confirmed by the Mayor and given public notice.

Once the local jurisdiction provides OEM with sufficient information to ensure the unavailability of local resources, it has been customary for OEM to recommend to the governor that he/she proclaim a "State of Emergency." The Governor's proclamation directs the activation of the Oregon State Comprehensive Emergency Plan and enables OEM to coordinate with appropriate State agencies for the use of OEM resources.

Even with the augmentation of State resources, the situation may be so severe that the Governor would be compelled to request assistance from the Federal Government. Several options are possible, depending on the type of aid that would be necessary. Some Federal agencies, such as the Small Business Administration and the U.S. Army Corps of Engineers, have statutory authority to make certain programs or resources available without Presidential approval. Should this not be adequate, the Governor can issue a request for other specific aid covered in Public Laws 93-288 and 100-707, through the Federal Emergency Management Agency (FEMA) Region 10 Director, in Salem. The FEMA Director may add recommendations to the request and forward it to FEMA national Headquarters in Washington, DC. From there, it would be referred to the President, who can either deny the request or decide to make an "Emergency Declaration" if limited Federal involvement is warranted, or make a "Major Disaster Declaration" if more substantial Federal financial, technical, and/or operational support is needed.

Appendix A. Declaration of State of Emergency**3. State Agency Coordination**

- The Director of OEM coordinates the activities of State agencies with emergency support functions (ESFs) and responsibilities and cooperates with emergency management agencies and organizations of other states, provinces, and the Federal government.
- Each State agency appoints a primary point of contact called a State Agency Emergency/Disaster Liaison Coordinator and an alternate to serve as the liaison to the State Emergency Coordination Center and other response agencies for the coordination of emergency management activities and information dissemination as designated.
- After a proclamation of an emergency or disaster, whether Presidentially declared or not, the Governor should appoint a State Coordinating Officer to coordinate State and local disaster assistance efforts with those of the federal government.
- The Governor would appoint a Governor's Authorized Representative to administer Presidential post-disaster declaration assistance under Public Law 93-288, as amended, to work under the direction and control of the State Coordinating Officer. The roles of State Coordinating Officer and the Governor's Authorized Representative can be filled by the same person.

Appendix A. Declaration of State of Emergency

DECLARATION OF STATE OF EMERGENCY

To: _____,
Douglas County Office of Emergency Management

From: _____,
City of Reedsport, Oregon

At _____ (time) on _____ (date),

a/an _____ (description
of emergency incident or event type) occurred in the City of Reedsport,
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 REEDSPORT 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.

B

Incident Command System Forms

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Appendix 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

Appendix B. Incident Command System Forms

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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): <div style="height: 400px; border: 1px solid black;"></div>		
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. <div style="height: 150px; border: 1px solid black;"></div>		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 1	Date/Time: _____	

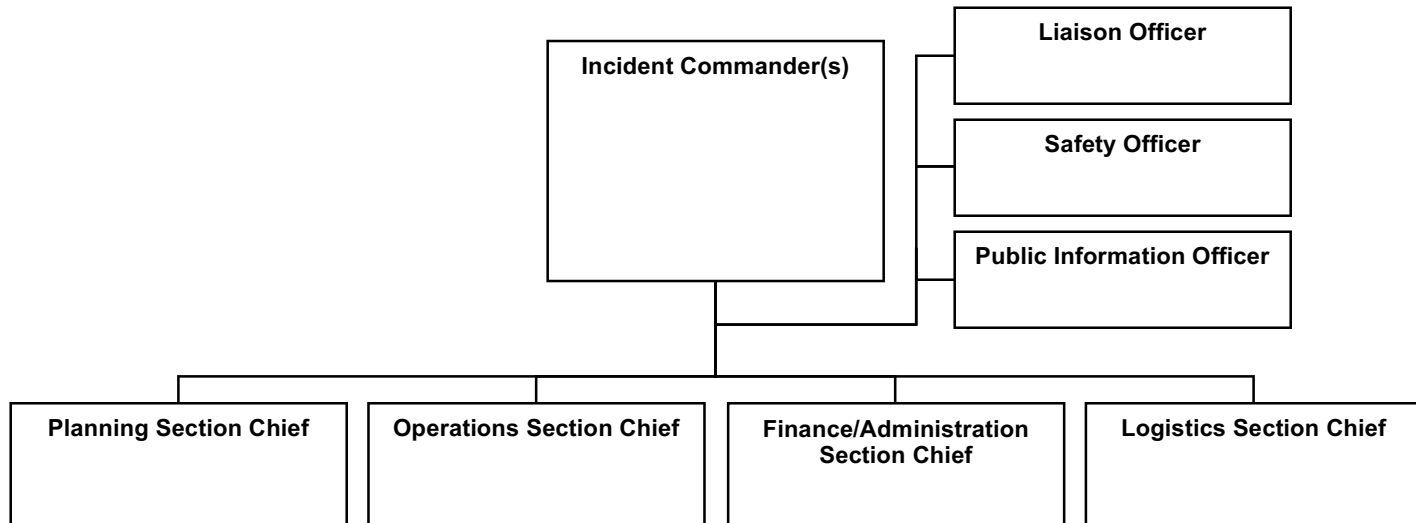
INCIDENT BRIEFING (ICS 201)

[illegible]

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)
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
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				<input type="checkbox"/>	
				<input type="checkbox"/>	
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 <ul style="list-style-type: none"> • 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)	<p>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.</p> <p>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).</p> <p>North should be at the top of page unless noted otherwise.</p>
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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief 	<ul style="list-style-type: none"> • 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: <div style="display: flex; justify-content: space-between;"> <div> Date From: _____ Time From: _____ </div> <div> Date To: _____ Time To: _____ </div> </div>
3. Objective(s):	
4. Operational Period Command Emphasis:	
General Situational Awareness	
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at:	
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 45%;"> <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> ICS 202 <input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A </div> <div> <input type="checkbox"/> ICS 206 <input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 208 <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/Tides/Currents </div> </div> </div> <div style="width: 50%;"> <u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ </div> </div>	
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 <ul style="list-style-type: none"> • 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)	<p>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.</p> <p>Objectives should follow the SMART model or a similar approach:</p> <p><u>S</u>pecific – Is the wording precise and unambiguous?</p> <p><u>M</u>easurable – How will achievements be measured?</p> <p><u>A</u>ction-oriented – Is an action verb used to describe expected accomplishments?</p> <p><u>R</u>ealistic – Is the outcome achievable with given available resources?</p> <p><u>T</u>ime-sensitive – What is the timeframe?</p>
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 <input type="checkbox"/> No <input type="checkbox"/>	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): <input type="checkbox"/> ICS 202 <input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206 <input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 208 <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/ Tides/Currents <u>Other Attachments:</u>	Check appropriate forms and list other relevant documents that are included in the IAP. <input type="checkbox"/> ICS 202 – Incident Objectives <input type="checkbox"/> ICS 203 – Organization Assignment List <input type="checkbox"/> ICS 204 – Assignment List <input type="checkbox"/> ICS 205 – Incident Radio Communications Plan <input type="checkbox"/> ICS 205A – Communications List <input type="checkbox"/> ICS 206 – Medical Plan <input type="checkbox"/> ICS 207 – Incident Organization Chart <input type="checkbox"/> ICS 208 – Safety Message/Plan
7	Prepared by <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none"> • Chief • Deputy Support Branch <ul style="list-style-type: none"> • Director • Supply Unit • Facilities Unit • Ground Support Unit Service Branch <ul style="list-style-type: none"> • Director • Communications Unit • Medical Unit • Food Unit 	<p>Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
7	Operations Section <ul style="list-style-type: none"> • Chief • Deputy • Staging Area Branch <ul style="list-style-type: none"> • Branch Director • Deputy • Division/Group Air Operations Branch <ul style="list-style-type: none"> • Air Operations Branch Director 	<p>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.</p> <p>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.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
8	Finance/Administration Section <ul style="list-style-type: none"> • Chief • Deputy • Time Unit • Procurement Unit • Compensation/Claims Unit • Cost Unit 	<p>Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
9	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>

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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: <u>Name</u> _____ <u>Contact Number(s)</u> _____ 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Name, Contact Number(s) <ul style="list-style-type: none"> – 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) <ul style="list-style-type: none"> • Name/Function • Primary Contact: indicate cell, pager, or radio (frequency/system/channel) 	<p>Enter specific communications information (including emergency numbers) for this Branch/Division/Group.</p> <p>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</p> <p>Phone and pager numbers should include the area code and any satellite phone specifics.</p> <p>In light of potential IAP distribution, use sensitivity when including cell phone number.</p> <p>Add a secondary contact (phone number or radio) if needed.</p>
9	Prepared by <ul style="list-style-type: none"> • 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: _____ Time From: _____ Date To: _____ 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 <ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • 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)

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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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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?				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Special Medical Emergency Procedures:							
<input type="checkbox"/> 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 <ul style="list-style-type: none"> • 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? <input type="checkbox"/> Yes <input type="checkbox"/> 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 <input type="checkbox"/> ALS <input type="checkbox"/> 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 <input type="checkbox"/> Yes Level: _____	Indicate yes and the trauma level if the hospital has a trauma center.
	• Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No	Indicate (yes or no) if the hospital has a burn center.
	• Helipad <input type="checkbox"/> Yes <input type="checkbox"/> 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.
	<input type="checkbox"/> 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: _____ Date To: _____ Time From: _____ Time To: _____	
3. Organization Chart			
<div><div>Incident Commander(s)</div><div><div>Operations Section Chief</div><div><div>Liaison Officer</div><div>Safety Officer</div><div>Public Information Officer</div></div></div><div><div>Staging Area Manager</div><div><div>Planning Section Chief</div><div>Logistics Section Chief</div><div>Finance/Admin Section Chief</div></div><div><div>Resources Unit Ldr.</div><div>Supply Unit Ldr.</div><div>Time Unit Ldr.</div><div>Situation Unit Ldr.</div><div>Facilities Unit Ldr.</div><div>Procurement Unit Ldr.</div><div>Documentation Unit Ldr.</div><div>Ground Spt. Unit Ldr.</div><div>Comp./Claims Unit Ldr.</div><div>Demobilization Unit Ldr.</div><div>Cost Unit Ldr.</div><div>Service Branch Dir.</div><div>Comms Unit Ldr.</div><div>Medical Unit Ldr.</div><div>Food Unit Ldr.</div></div></div></div>			
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 <ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <input type="checkbox"/> No <input type="checkbox"/> 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 <ul style="list-style-type: none"> • 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 <input type="checkbox"/> No <input type="checkbox"/>	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 <ul style="list-style-type: none"> • 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): <input type="checkbox"/> Initial Rpt # <input type="checkbox"/> Update (if used): <input type="checkbox"/> Final	*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 			
ICS 209, Page 1 of ____				
* 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	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date		
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>				
D. Fatalities			D. Fatalities				
E. With Injuries/Illness			E. With Injuries/Illness				
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue				
G. Missing <i>(note if estimated)</i>			G. Missing				
H. Evacuated <i>(note if estimated)</i>			H. Sheltering in Place				
I. Sheltering in Place <i>(note if estimated)</i>			I. Have Received Immunizations				
J. In Temporary Shelters <i>(note if est.)</i>			J. Require Immunizations				
K. Have Received Mass Immunizations			K. In Quarantine				
L. Require Immunizations <i>(note if est.)</i>							
M. In Quarantine							
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>				
33. Life, Safety, and Health Status/Threat Remarks:			*34. Life, Safety, and Health Threat Management:				
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):			A. Check if Active				
			A. No Likely Threat			<input type="checkbox"/>	
			B. Potential Future Threat			<input type="checkbox"/>	
			C. Mass Notifications in Progress			<input type="checkbox"/>	
			D. Mass Notifications Completed			<input type="checkbox"/>	
			E. No Evacuation(s) Imminent			<input type="checkbox"/>	
			F. Planning for Evacuation			<input type="checkbox"/>	
			G. Planning for Shelter-in-Place			<input type="checkbox"/>	
			H. Evacuation(s) in Progress			<input type="checkbox"/>	
			I. Shelter-in-Place in Progress			<input type="checkbox"/>	
			J. Repopulation in Progress			<input type="checkbox"/>	
			K. Mass Immunization in Progress			<input type="checkbox"/>	
			L. Mass Immunization Complete			<input type="checkbox"/>	
			M. Quarantine in Progress			<input type="checkbox"/>	
			N. Area Restriction in Effect			<input type="checkbox"/>	
			<input type="checkbox"/>				
			<input type="checkbox"/>				
			<input type="checkbox"/>				
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):							

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:
Additional Incident Decision Support Information (continued)	
<p>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.</p> <p>12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>	
<p>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:</p> <p>12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>	
<p>40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</p> <ul style="list-style-type: none"> 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. <p>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</p>	
<p>41. Planned Actions for Next Operational Period:</p>	
<p>42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”):</p>	
<p>43. Anticipated Incident Management Completion Date:</p>	
<p>44. Projected Significant Resource Demobilization Start Date:</p>	
<p>45. Estimated Incident Costs to Date:</p>	
<p>46. Projected Final Incident Cost Estimate:</p>	
<p>47. Remarks (or continuation of any blocks above – list block number in notation):</p>	
ICS 209, Page 3 of ____	* Required when applicable.

INCIDENT STATUS SUMMARY (ICS 209)

1. Incident Name:	2. Incident Number:
-------------------	---------------------

Incident Resource Commitment Summary

[illegible]

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. <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline. Examples include: <ul style="list-style-type: none"> A computer-aided dispatch (CAD) number. An accounting number. A county number. A disaster declaration number. A combination of the State, unit/agency ID, and a dispatch system number. A mission number. 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. <ul style="list-style-type: none"> 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").
	<input type="checkbox"/> Initial	Check "Initial" if this is the first ICS 209 for this incident.
	<input type="checkbox"/> 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).
	<input type="checkbox"/> Final	<ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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”)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Enter the start date (month/day/year). • Enter the start time (using the 24-hour clock).
	To Date/Time	<ul style="list-style-type: none"> • 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		
<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> 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. <p>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).</p>
21	Incident Location Ownership (if different than jurisdiction)	<ul style="list-style-type: none"> 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):	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> Describe significant events that occurred during the period being reported in Block 6. Examples include: <ul style="list-style-type: none"> Road closures. Evacuations. Progress made and accomplishments. Incident command transitions. Repopulation of formerly evacuated areas and specifics. 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.)	<ul style="list-style-type: none"> 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.)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> 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: <i>Do not estimate any fatality information.</i> 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 <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) <i>even if they are related to the incident.</i> <ul style="list-style-type: none"> Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. 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." <p>Handling Sensitive Information</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Enter the number of <i>confirmed</i> 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	<ul style="list-style-type: none"> 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 <i>not directly responsible</i> 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. <p>Handling Sensitive Information</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Enter the total number of individuals impacted in each category for the <i>entire duration</i> of the incident. This is a <i>cumulative</i> total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Enter the number of <i>confirmed</i> responder fatalities. See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	<ul style="list-style-type: none"> Enter the number of incident responders with serious injuries or illnesses due to the incident. <i>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.</i>
	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Wind speed (label units, such as mph). ○ 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”). ○ Temperature (label units, such as F). ○ Relative humidity (label %). ○ Watches. ○ Warnings. ○ Tides. ○ 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	<ul style="list-style-type: none"> • 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	<p>Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.</p> <p>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.</p> <p>12 hours</p> <p>24 hours</p> <p>48 hours</p> <p>72 hours</p> <p>Anticipated after 72 hours</p>	<p>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.</p>

Block Number	Block Title	Instructions
39	<p>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:</p> <p>12 hours</p> <p>24 hours</p> <p>48 hours</p> <p>72 hours</p> <p>Anticipated after 72 hours</p>	<ul style="list-style-type: none"> List the specific critical resources and numbers needed, in order of priority. <i>Be specific as to the need.</i> 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: <ul style="list-style-type: none"> <u>24 hrs</u>: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams <u>48 hrs</u>: Mobile Communications Unit (Law/Fire) <u>After 72 hrs</u>: 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. <ul style="list-style-type: none"> 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. 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	<p>Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</p> <p>1) critical resource needs identified above,</p> <p>2) the Incident Action Plan and management objectives and targets,</p> <p>3) anticipated results.</p> <p>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</p>	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Provide a short summary of actions planned for the next operational period. • Examples: <ul style="list-style-type: none"> ○ “The current Incident Management Team will transition out to a replacement IMT.” ○ “Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports.” ○ “Continue refining mapping of the recovery operations and damaged assets using GPS.” ○ “Initiate removal of unauthorized food vendors.”
42	Projected Final Incident Size/Area (use unit label – e.g., “sq mi”)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or ○ 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)		
<ul style="list-style-type: none"> • 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 <i>not</i> yet arrived. <p><u>For summarizing:</u></p> <ul style="list-style-type: none"> • 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, <ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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. For example: <ul style="list-style-type: none"> <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). <i>Resource:</i> 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)	<ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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. For example: <ul style="list-style-type: none"> <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). <i>Resource:</i> 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. <ul style="list-style-type: none"> 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 <i>additional</i> 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 – <i>and</i> individual overhead)	<ul style="list-style-type: none"> 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 <u>both</u>: <ul style="list-style-type: none"> The total number of personnel assigned to each of the resources listed in Block 49, and 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 <i>resources</i> in Block 49, as personnel totals will be counted under Block 51.
53	Additional Cooperating and Assisting Organizations Not Listed Above	<ul style="list-style-type: none"> • 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)

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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 <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> 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:		State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF	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								
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 <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> 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	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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: _____ Date To: _____ Time From: _____ 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: _____			
ICS 214, Page 1		Date/Time: _____	

ACTIVITY LOG (ICS 214)

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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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Date/Time • Notable Activities 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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. Have Need														
				Req. Have Need														
				Req. Have Need														
				Req. Have Need														
				Req. Have Need														
ICS 215		11. Total Resources Required													14. Prepared by:			
		12. Total Resources Have on Hand													Name: _____			
		13. Total Resources Need To Order													Position/Title: _____			
																	Signature: _____	
																	Date/Time: _____	

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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • 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.

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 is 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 <ul style="list-style-type: none"> • 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

[illegible][illegible]

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:		Total Weight:		
<input type="checkbox"/> Yes <input type="checkbox"/> No				
Method of Travel to Incident:				
<input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other				
Home Base:				
Departure Point:				
ETD:		ETA:		
Transportation Needs at Incident:				
<input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> 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:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers				
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers				
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers				
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers				
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> 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 <input type="checkbox"/> Yes <input type="checkbox"/> 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 <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> 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 <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> 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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the crew/team's current status: <ul style="list-style-type: none"> 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: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> 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	<p>Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.</p> <p>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</p> <p>Phone and pager numbers should include the area code and any satellite phone specifics.</p>
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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	<p>Enter the resource's current status:</p> <ul style="list-style-type: none"> 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: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> 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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> 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:
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Front	
Date/Time Checked In:	
Name:	
Primary Contact Information:	
Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No	Total Weight:
Method of Travel to Incident: <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
Home Base:	
Departure Point:	
ETD:	ETA:
Transportation Needs at Incident: <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
Date/Time Ordered:	
Remarks:	
Prepared by:	
Date/Time:	
ICS 219-5 PERSONNEL (WHITE CARD)	

ST/Unit:	Name:	Position/Title:
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Back	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> 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	<p>Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.</p> <p>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</p> <p>Phone and pager numbers should include the area code and any satellite phone specifics.</p>
Manifest <input type="checkbox"/> Yes <input type="checkbox"/> 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 <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> 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 <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> 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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the crew's current status: <ul style="list-style-type: none"> 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: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> 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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> 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: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> 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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> 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).

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	<p>Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.</p> <p>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</p> <p>Phone and pager numbers should include the area code and any satellite phone specifics.</p>
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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	<p>Enter the resource's current status:</p> <ul style="list-style-type: none"> 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: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> 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	<p>Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.</p> <p>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</p> <p>Phone and pager numbers should include the area code and any satellite phone specifics.</p>
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 <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	<p>Enter the resource's current status:</p> <ul style="list-style-type: none"> 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:	
		8. Frequencies:			
		9. Fixed-Wing (category/kind/type, make/model, N#, base):			
		Air Tactical Group Supervisor Aircraft:			
7. Personnel:	Name:	Phone Number:			
Air Operations Branch Director				AM	FM
Air Support Group Supervisor			Command		Other Fixed-Wing Aircraft:
Air Tactical Group Supervisor			Deck Coordinator		
Helicopter Coordinator			Take-Off & Landing Coordinator		
Helibase Manager			Air Guard		
10. Helicopters (use additional sheets as necessary):					
FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start
11. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 220, Page 1					

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:	
ICS 220, Page 2		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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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
<input type="checkbox"/>	Supply Unit		
<input type="checkbox"/>	Communications Unit		
<input type="checkbox"/>	Facilities Unit		
<input type="checkbox"/>	Ground Support Unit		
<input type="checkbox"/>	Security Manager		
<input type="checkbox"/>			
FINANCE/ADMINISTRATION SECTION			
	Unit/Leader	Remarks	Name Signature
<input type="checkbox"/>	Time Unit		
<input type="checkbox"/>			
<input type="checkbox"/>			
OTHER SECTION/STAFF			
	Unit/Other	Remarks	Name Signature
<input type="checkbox"/>			
<input type="checkbox"/>			
PLANNING SECTION			
	Unit/Leader	Remarks	Name Signature
<input type="checkbox"/>			
<input type="checkbox"/>	Documentation Leader		
<input type="checkbox"/>	Demobilization Leader		
7. Remarks: 			
8. Travel Information: Estimated Time of Departure: _____ Room Overnight: <input type="checkbox"/> Yes <input type="checkbox"/> No Destination: _____ Actual Release Date/Time: _____ Travel Method: _____ Estimated Time of Arrival: _____ Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No Contact Information While Traveling: _____ Number: _____ Area/Agency/Region Notified: _____			
9. Reassignment Information: <input type="checkbox"/> Yes <input type="checkbox"/> No Incident Name: _____ Incident Number: _____ Location: _____ 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). <ul style="list-style-type: none"> • 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 <input type="checkbox"/> Supply Unit <input type="checkbox"/> Communications Unit <input type="checkbox"/> Facilities Unit <input type="checkbox"/> Ground Support Unit <input type="checkbox"/> 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 <input type="checkbox"/> 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 <input type="checkbox"/>	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 <input type="checkbox"/> Documentation Leader <input type="checkbox"/> 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 <input type="checkbox"/> Yes <input type="checkbox"/> 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 <input type="checkbox"/> Yes <input type="checkbox"/> 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 <ul style="list-style-type: none"> • 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 <u>ONLY</u> 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: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 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.)	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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).	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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).	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	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.	<input type="checkbox"/>	Failed to adequately identify and protect personnel from safety hazards.	<input type="checkbox"/>	Ensured that safe operating procedures were followed.	<input type="checkbox"/>	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 <ul style="list-style-type: none"> • From • To 	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	Incident Complexity Level <ul style="list-style-type: none"> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 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) <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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.



Emergency Operations Center Position Checklists

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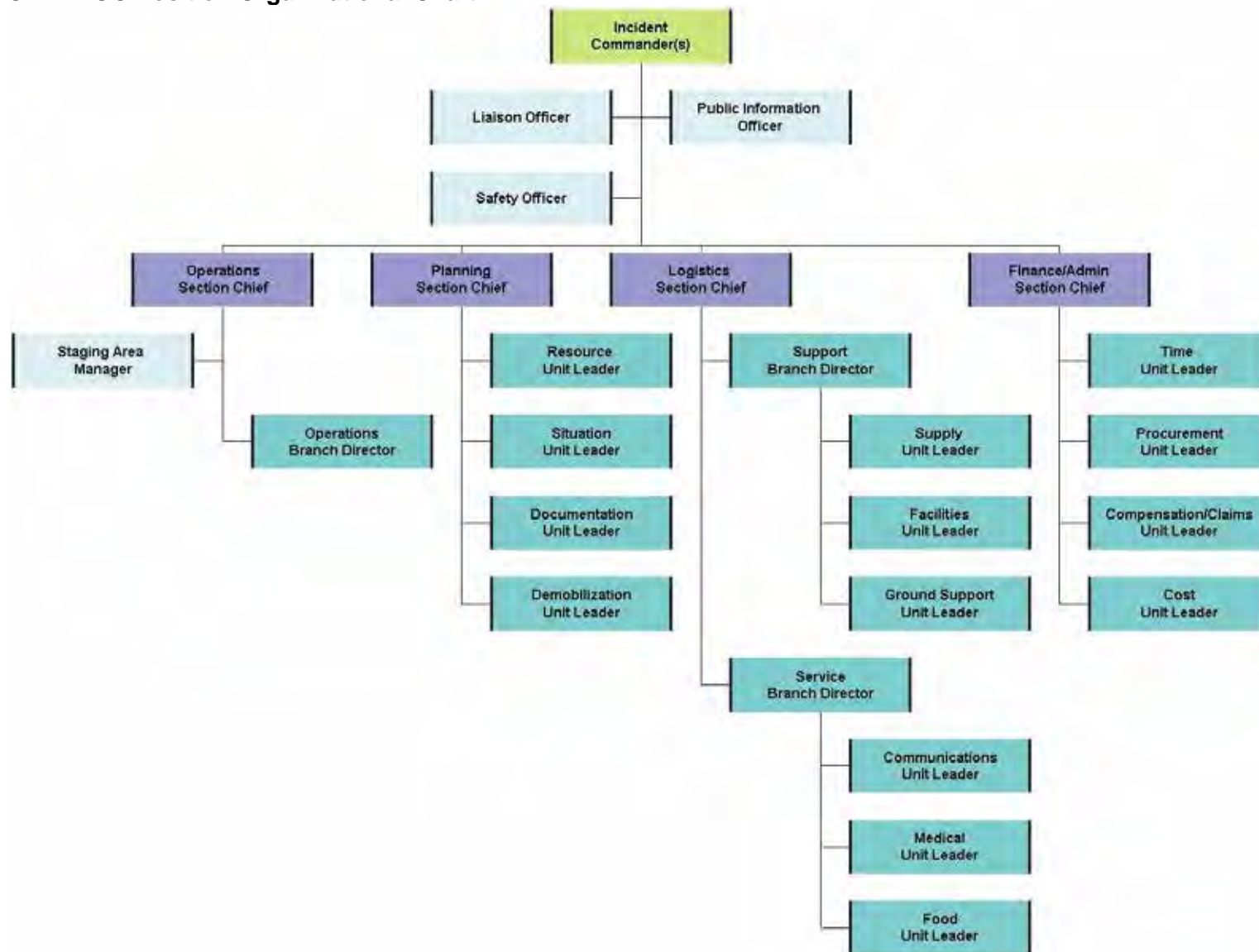
Appendix C. Emergency Operations Center Position Checklists**Index of EOC Position Checklists**

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

Appendix C. Emergency Operations Center Position Checklists

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.

Communication Unit Leader Position Checklist

☐

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 Planning 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.

Cost Unit Leader Position Checklist

☐

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.

Facilities Unit Leader Position Checklist

☐

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.

Finance/Administration Section Chief Position Checklist

☐

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.

Finance/Administration Section Chief Position Checklist

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.

Finance/Administration Section Chief Position Checklist

- ☐ 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

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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

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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.

Incident Commander Position Checklist

☐

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.

Liaison Officer Position Checklist

☐

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.

Logistics Section Chief Position Checklist

☐

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.

Operations Section Chief Position Checklist

☐

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.

Planning Section Chief Position Checklist

☐

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.

Planning Section Chief Position Checklist

- 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.

Procurement Unit Leader Position Checklist

- ☐ 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.

Public Information Officer Position Checklist

- ☐ 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.

Public Information Officer Position Checklist

☐

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.

Resources Unit Leader Position Checklist

☐

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:

Safety Officer Position Checklist

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 ICS 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.

Situation Unit Leader Position Checklist

☐

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.

Situation Unit Leader Position Checklist

☐

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.

Time Unit Leader Position Checklist

☐

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

☐

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

D

Continuity of Government

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1. Lines of Succession and Alternate Officials**A. General**

Provisions for preservation of local government are covered by City Adoption Ordinance #2. A successor to the position of City Manager (Chief Executive Officer [CEO]) is appointed by the City Council. Should the CEO be unable to serve, individuals who hold permanent appointments to the following positions in government will automatically serve as Acting CEO, in the order shown, and serve until a successor has been appointed by the City Council. An individual serving as Acting CEO would have the authority and powers of the CEO.

- | | | |
|----|-----------------------|-------------------|
| 1. | Police Chief | First Alternate |
| 2. | Fire Chief | Second Alternate |
| 3. | Public Works Director | Third Alternative |

The appropriate department or division head should designate the alternates to key positions in the regular department or divisions of City Government. Due to frequent changes, the list of alternates other than those listed on the Organizational Chart of this plan will not be incorporated in this plan.

B. Temporary Seat of Government

In the event the normal location of City Hall is not practical because of emergency conditions, the temporary seat of government will be as follows:

- | | |
|--------------------------|------------------|
| Reedsport Public Library | First Alternate |
| Reedsport Senior Center | Second Alternate |
| _____ | Third Alternate |

Note: This is not the same as the EOC alternate site.

2. Preservation of Vital Records**A. General**

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

1. Protect the rights and interests of individuals. Examples include vital statistics, land and tax records, license registers, and articles of incorporation.
2. Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, EOPs, and personnel rosters.
3. Reestablish normal governmental functions. Included in this group are statutes, ordinances, court records, and financial records.

Appendix D. Continuity of Government

Each level of government down to the departmental level is responsible for designating a custodian for vital records, and ensuring that vital records storage and preservation is accomplished. Vital records storage methods that might be utilized include, but are not necessarily limited to:

1. Overhead sprinkler systems.
2. Fireproof containers.
3. Vault storage (both in and out of the jurisdiction).

The City Recorder is the designated custodian of vital records. Vital records of the City are routinely stored in records storage rooms “off-site” under the supervision of the City Recorder.

3. Assumptions

A. General

During emergency situations:

1. There will be loss of telephone, computer records retrieval, and electrical power.
2. The emergency may occur during normal working hours, when many vital records are in an unsecured state.
3. Personnel normally available to secure vital records may not be immediately available due to injury, inability to get to work, or because of priority lifesaving activities.

4. Operational Considerations

A. General

The following steps must be taken to ensure proper safeguarding of City vital records.

1. Identify in advance priority categories of essential records.
2. Ensure that all records within these categories are properly labeled with identifiable markings.
3. Assess the vulnerability of stored City records to direct and aftershock damage from earthquakes and flooding.
4. Evaluate alternate record storage locations in light of Hazards Analysis.
5. Arrange for a City-owned lockable van that can be made available to move City records to alternate location if the need arises.
6. Arrange for items of current business not yet in regular file status to be packaged and tagged for potential record movement.
7. Identify and maintain copies of records likely to be required during an emergency period by the City Council, City Administrator or emergency services staff.
8. Locate and have available copies of previously prepared Council minutes, in which emergency services were discussed or acted upon.
9. Prepare an awareness program to make all City employees aware of the need to safeguard vital records during any emergency.

5. Lines of Succession

Emergency Services Title	Priority	Position Title
Management/ Incident Command		
Policy Group		
Mayor	1	Mayor
	2	Mayor pro term
	3	Senior Council Member
Chief Executive Officer	1	City Manager
	2	Police Chief
	3	Fire Chief
	4	Public Works Director
City Attorney	1	City Attorney
Management Section		
Incident Commander* <i>*Selected Based on Disaster</i>	1	Fire Chief
	2	Police Chief
	3	Community Services Director
Public Information Officer (PIO)	1	City PIO
	2	Police PIO
	3	Fire PIO
Safety Officer	1	Public Utilities Superintendent
Liaison	1	Emergency Services Coordinator
	2	Fire Department Assistant Chief
Operations Section		
Fire and Rescue (OPS 1)	1	Operations Assistant Chief
	2	Training Officer
	3	Shift Supervisor
Law Enforcement (OPS 2)	1	Sergeants
Public Works (OPS 3)	1	Public Works Director
	2	City Engineer
	3	Public Works Supervisor
Utilities (OPS 4)	1	Public Works Supervisor
	2	Water & Sewer Supervisor
Care & Shelter (OPS 5)	1	Community Development
	2	Parks & Rec. Director
Medical	1	Emergency Medical Services Director, Assistant Chief
	2	Emergency Medical Services Captain
	3	Shift Supervisor
Radiological	1	HazMat Team
	2	Operations Assistant Chief
	3	Shift Supervisor
Alert & Warning	1	Police Sergeants

Appendix D. Continuity of Government

Evacuation/ Movement	1	Police Sergeants
Coroner	1	Coroner
	2	Police Sergeants
	3	Police Officers
Construction & Engineering	1	Public works Director
	2	
Public Health	1	Director of Health
Personnel	1	City Manager
Planning / Intelligence Section		
Planning Section Chief	1	Community Development
	2	Building Official
	3	Fire Assistant Chief
Situation Unit Leader (SITSTAT)	1	Fire Department Rep.
	2	Building Inspector
	3	Construction Manager
Resource Status Unit Leader (RESTAT)	1	Fire Department Rep.
	2	Traffic Control
	3	Public Works Rep.
Damage Assessment Unit Leader	1	Community Development
	2	Civil engineer
Documentation Unit Leader	1	City Clerk
	2	Assistant City Clerk
Logistics Section		
Logistics Section Chief	1	Public Works Director
	2	Wastewater Supervisor
Supply/Procurement	1	Public Works Assistant
Transportation	1	Street Supervisor
Communications	1	City PIO
Financial/ Administration Services Section		
Finance/Admin. Section Chief	1	Finance Director
	2	Assistant Finance Director
	3	Accounting Supervisor
Purchasing/ Procurement	1	Finance Director
FEMA Filing	1	Accounting Supervisor
	2	Public Works Supervisor
Recovery Section		
Long-Term Recovery OPS	1	Fire Chief
	2	Police Chief
	3	Public Works Director

E

References

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Appendix E. References

Federal

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(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.
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- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

F

Acronyms and Glossary

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Appendix F. Acronyms and Glossary

Acronyms

AAR	After-Action Report
ADA	Americans with Disabilities Act
BOC	Board of Commissioners
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
City	City of Reedsport (governing body)
COOP	Continuity of Operations
County	Douglas County
DSHS	Department of Social and Health Services
DSR	Disaster Survey Report
EAS	National 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
EPCRA	Emergency Planning and Community Right-to-Know Act
EPI	Emergency Public Information
ESF	Emergency Support Function
FA	Functional Annex
FAA	Federal Aviation Administration
FCP	Field Command Post
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System

Appendix F. Acronyms and Glossary

LEPC	Local Emergency Planning Committee
LUMA	Lower Umpqua Ministerial Association
MAA	Mutual Aid Agreement
MAC Group	Multi-Agency Coordination Group
MACS	Multi-Agency Coordination System
MOU	Memorandum of Understanding
NHMP	Natural Hazards Mitigation Plan
NIMS	National Incident Management System
NRF	National Response Framework
NSS	National Shelter System
NTSB	national Transportation Safety Board
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OFTC	Oregon TITAN Fusion Center
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSFM	Oregon State Fire Marshal
OSP	Oregon State Police
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
PPD-8	Presidential Policy Directive 8: National Preparedness
PUD	Public Utilities Department
RACES	Radio Amateur Civil Emergency Service
RESTAT	Resources Status Unit
Red Cross	American Red Cross
SA	Support Annex
SARA	Superfund Amendment Reauthorization Act
SBA	Small Business Administration
SITSTAT	Situation Status Unit
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedure
State	State of Oregon (governing body)

Appendix F. Acronyms and Glossary

TITAN	Oregon Terrorism Information Threat Assessment Network
USDA	United States Department of Agriculture
VA	Veterans Administration

Appendix F. Acronyms and Glossary

Glossary of Key Terms

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Acute: Severe but of short duration

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency, or nongovernmental or private organization, 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 Representatives report to the Incident Liaison Officer.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident that have not yet checked in with the Incident Commander.

Ambulance: A ground vehicle providing patient transport capability, specified equipment capability and personnel (basic life support ambulance, advanced life support ambulance, etc.).

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility

Appendix F. Acronyms and Glossary

for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Assigned Resource: Resource checked in and available for assignment.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

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 Supporting Agency.

Authorized Organization: a state or local agency authorized to register and/or deploy emergency workers. These agencies are the Military Department, Emergency Management Division, local jurisdiction emergency management agencies, and law enforcement agencies of political subdivisions.

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Base: Location at which the primary logistics functions are coordinated and administered. The Incident Command Post may be located with the Base. There is only one Base per incident.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief 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.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Appendix F. Acronyms and Glossary

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Catastrophe: An event, expected or unexpected, in which a community, because of the severity of the event, is unable to use its resources; or the need for resources has greatly exceeded availability; and the social or economic structure of the community has been disrupted; and the fulfillment of essential functions are prevented; and the community is incapable of responding to or recovering from the effects of the event without massive and prolonged outside help.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Chronic: of long duration or having frequent recurrence.

Clear Text: the use of plain English in radio communications transmissions. No ten codes or agency specific codes are used when using clear text.

Cold Zone: The fully safe operating area surrounding the warm zone at a hazardous materials site. The Command Post and general staging areas are located in the Cold Zone.

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

Command Post: A centralized base of operations established near the site of an incident. That location at which primary command functions are executed; usually collated with the incident base.

Appendix F. Acronyms and Glossary

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoiding the use of different words/phrases for same concepts-to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications Unit: Functional unit within the Service Branch of the Logistics Section. This unit is responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the Incident Communications Center. Also may refer to a vehicle (trailer or mobile van) used to provide the major part of an Incident Communications Center.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Compensation Claims Unit: Functional unit within the Finance/Administrative Section. Responsible for financial concerns resulting from injuries or fatalities at an incident

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Congregate Care Center: A public or private facility that is pre-designated and managed by the American Red Cross during an emergency, where evacuated or displaced persons are housed and fed.

Appendix F. Acronyms and Glossary

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort (American Red Cross, law enforcement, public works, etc.)

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

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing the appropriate command authority of viable alternatives for the selection of the most effective combination of available resources to meet specific objectives.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Cost Unit: Functional unit within the Finance/Administration Section. Responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Decontamination: The process of removing hazardous substances from the body or equipment.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Appendix F. Acronyms and Glossary

Demobilization Unit: Functional unit within the Planning Section. Responsible for ensuring orderly, safe and efficient demobilization of resources committed to the incident.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to 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 generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Disaster: An event, expected or unexpected, in which a community's available pertinent resources are expended; or the need for resources exceeds availability and in which a community undergoes severe danger incurring losses so that the social or economic structure of the community is disrupted; and the fulfillment of some or all of the community's essential functions are prevented.

Disaster Application Center (DAC): A temporary facility where, under one roof, representatives of federal agencies, local and state governments, and volunteer relief organizations can process applications from individuals, families and businesses.

Disaster Field Office: The office established in or near the designated area to support federal and state response and recovery operations. The Disaster Field Office houses the Federal Coordinating Officer (FCO) and the Emergency Response Team (ERT), and where possible, the State Coordinating Officer (SCO).

Dispatch: The implementation of a command decision to move a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Dispatch Center: A facility from which resources are directly assigned to an incident.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group. The Division Level is the organizational level between the Single Resource, Task Force and the Branch.

Appendix F. Acronyms and Glossary

Documentation Unit: Functional unit within the Planning Section. Responsible for recording, collecting and protecting all documents relevant to the incident

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property and involves shortages of time or resources. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means 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.

Emergency Alert System (EAS): Established to enable the President, federal, state and local jurisdiction authorities to disseminate emergency information to the public via the Commercial Broadcast System, composed of amplitude modulation (AM), frequency modulation (FM), television broadcasters, and the cable industry, formally known as the Emergency Broadcast System (EBS).

Emergency Information System (EIS): An emergency planning and response software program that facilitates emergency management operations. The current software is standard for the Oregon State Military Department, Emergency Management Division.

Emergency Management: Those activities provided by local, county and state government to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management Institute (EMI): The Federal Emergency Management Agency's training campus in Emmetsburg, Maryland, known as the National Emergency Training Center (NETC), houses both the National Fire Academy (NFA), and Emergency Management Institute (EMI). EMI offers training in a variety of emergency management topics.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, sub-state regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Medical Services (EMS): Emergency Medical Services is a system that provides care to the sick and injured. It commonly includes trained and licensed emergency care providers and specialized transportation vehicles.

Appendix F. Acronyms and Glossary

Emergency Medical Technician (EMT): Emergency Medical Technician (EMT) is a person trained and licensed by the State to provide emergency medical care to the sick and injured. EMTs may be trained to difference levels depending upon the skill mix required by the community medical service system.

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

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

Emergency Planning Zones (EPZs): The areas for which emergency plans are made to assure that prompt and effective action can be taken to protect the public in the event of a radiological or chemical emergency. Oregon State is the first zone is the plume exposure emergency-planning zone with an approximate radius of 10 miles from the nuclear power plant or chemical depot. The second zone is the ingestion exposure EPZ with an approximate radius of 50 miles. Immediate Response Zone (ERZ) and Protective Action Zone (PAZ) are zones associated with nuclear and chemical storage facilities.

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

Emergency Worker: “Emergency Workers” means any person, including, but not limited to, an architect or professional engineer who is registered with a local emergency management organization or the department for the purpose of engaging in authorized emergency management activities, or is an employee of the State of Oregon or any political subdivision thereof is called upon to perform emergency management activities.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Extremely Hazardous Substance: One of more than 300 EPA-designated chemicals and substances that are highly toxic and subject to the planning requirements of SARA.

Appendix F. Acronyms and Glossary

Facilities Unit: Functional unit within the Support Branch of the Logistics Section. Provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities and a formal Command Post.

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

Federal Coordinating Officer (FCO): The individual appointed by the Federal Emergency Management Agency Director (be delegation of authority from the President) to coordinate assistance in a federally declared disaster.

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident. Include the time Unit, Procurement Unit, Compensation/Claims Unit and the Cost Unit.

Food Dispenser: Any Vehicle capable of dispensing food to incident personnel.

Fuel Tender: Any vehicle capable of supplying fuel to ground or airborne equipment

Function: The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function).

Functional Exercise: An activity designed to test or evaluate the capability of individual or multiple emergency management functions. It is more complex than a table-top exercise in that activities are usually under time constraints and are followed by an evaluation or critique. It usually takes place in some type of coordination or operating center. The use of outside resources is often simulated. No field units are used.

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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Goals: The overall plan that will be used to control the incident. Goals are broad in nature and are achieved by the completion of objectives.

Appendix F. Acronyms and Glossary

Governor's Authorized Representative (GAR): An individual authorized by the Governor to sign amendments to the Federal-State agreement and to verify the grant applications from the state and local jurisdictions.

Ground Support Unit: Functional unit within the Support Branch of the Logistics Section. Responsible for fueling, maintaining and repairing vehicles, and transporting personnel and supplies.

Group: An organizational subdivision 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 and are managed by a Group Officer. See Division.

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

Hazardous Materials (Hazmat): A group of substances that can cause harm to people or the environment upon release.

Health (unless otherwise specified): refers to and includes public health, behavioral health, and medical services.

Hospital Emergency Administrative Radio (HEAR): Radio frequency for communication between medical responders.

Hot Zone: The total exclusion area around a hazardous materials incident. Entry is limited to personnel wearing special protective clothing. Clearance to enter the area must be approved by the Safety Officer or designee.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring action by emergency services personnel to prevent or minimize loss of life or damage to property and/or the environment.

Incident Action Plan: An oral or written plan containing strategic goals, tactical objectives and support requirements for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. All incidents require an action plan.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Appendix F. Acronyms and Glossary

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): Also called the Incident Management System (IMS) is an all-hazards, on-scene functional management system that establishes common standards in organization, terminology and procedures; provides a means (unified command) for the establishment of a common set of incident objectives and strategies during multi-agency/multi-jurisdiction operations while maintaining individual agency/jurisdiction authority, responsibility and accountability; and which is a component of the National Interagency Incident Management Systems (NIIMS). In use, ICS may expand from a team of one to a size involving several hundreds of people and organizations, and many disciplines and political jurisdictions. The ICS identifies 1) specific functions to be performed; 2) relationships among responders at the scene; and 3) terminology, operating concepts, and an adaptable 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 small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and 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. Under a level 2 or level 3 EOC activation the IC manages the incident from the Emergency Operations Center (EOC). This will be accomplished utilizing emergency organizational guidelines.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Appendix F. Acronyms and Glossary

Incident Objectives: Statements of guidance and direction needed to select 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.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer: The person responsible for communicating with the media or other appropriate agencies requiring information direct from the incident scene.

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Intelligence/Investigations: An organizational subset within ICS. Intelligence 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. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-

Appendix F. Acronyms and Glossary

scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete 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 Incident Commander (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., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

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

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

Local Emergency: A Declaration of Emergency is proclaimed when a jurisdiction has exhausted resources and there is a need to request assistance from other sources. It begins with the local jurisdictions and may occur at the county, state and/or federal level depending upon the scope of the emergency.

Local Emergency Management Agency: The emergency management or emergency services organization of a political subdivision of the state.

Local Emergency Planning Committee (LEPC): A local planning group appointed by the State Emergency Response Commission (SERC) to fulfill the planning requirements (local hazardous materials plans) for a Local Planning

Appendix F. Acronyms and Glossary

District under the Superfund Amendments and Reauthorization Act (SARA) of 1986

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. 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 entity, 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).

Local Planning District (LPD): A geographic planning area established by the State Emergency Response Commission (SERC) to meet the requirements of the Superfund Amendments and Reauthorization Act (SARA) of 1986. These districts are usually established following existing governmental boundaries

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident. Includes the Communications, Medical and Food Units (within the Service Branch) and the Supply, Facilities and Ground Support Units (within the Support Branch)

Major Disaster: As defined in federal law, is "...any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other technological or human caused catastrophe 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...in alleviating the damage, loss, hardship, or suffering caused thereby."

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Appendix F. Acronyms and Glossary

Material Safety Data Sheet (MSDS): A compilation of health, reactivity and flammability information on a chemical product. It is a legal document required by OSHA Hazard Communication Standard.

Medical Emergency Delivery Network (MEDNET): Dedicated two-way radio system to provide communications between emergency medical responders and hospitals.

Medical Unit: Functional unit within the Service Branch of the Logistics Section. Responsible for providing emergency medical treatment for emergency personnel

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. 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. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Appendix F. Acronyms and Glossary

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Fire Academy (NFA): National Fire Academy (NFA), located on the Federal Emergency Management Agency's National Emergency Training Center campus in Emmitsburg, Maryland.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

National Warning System (NAWAS): The federal portion of the Civil Defense Warning System, used for the dissemination of warnings and other emergency information from the Federal Emergency Management Agency National or Regional Warning Centers to Warning Points in each state. Also used by the State Warning Points to disseminate information to local Primary Warning Points. Provides warning information to state and local jurisdictions concerning severe weather, earthquake, flooding and other activities that affect public safety.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Appendix F. Acronyms and Glossary

Objectives: The specific operations that must be accomplished to achieve goals. Objectives must be both specific and measurable.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

On-Scene Command and Coordination Radio (OSCAR): A frequency used by “on-scene” emergency responders of different agencies for command and coordination of an incident or emergency.

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 they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups. However the Operations Section may include up to five Branches, 25 Divisions or Groups and 125 Single Resources, Task Forces or Strike Teams.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Out-of-Service Resources: Resources assigned to an incident but unable to respond for mechanical, rest or personnel reasons.

Personal Responsibility: The obligation to be accountable for one's actions.

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

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before 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 Incident Action Plan.

Appendix F. Acronyms and Glossary

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Hospital Care Provider (PHCP): A person with training below that of an emergency medical technician or paramedic who provides initial care to the sick and injured.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in advance of an emergency in order to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification. Preparedness measures also include, but are not limited to, continuity of government, emergency alert systems, emergency communications, emergency operations centers, emergency operations plans, emergency public information materials, exercise of plans, mutual aid agreements, resource management, training response personnel, and warning systems.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

Presidential Declaration: Formal declaration by the President that an Emergency or Major Disaster exists, based upon the request for such a declaration by the Governor and with the verification of the Federal Emergency Management Agency Preliminary damage assessments.

Appendix F. Acronyms and Glossary

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.

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Procurement Unit: A functional unit within the Finance/Administration Section. Responsible for financial matters involving vendors

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

REACT: Licensed amateur radio operators who support state and local jurisdictions during emergencies or disasters.

Recovery: (a) Activity to return vital life support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include, but are not limited to, crisis counseling, damage assessment, debris clearance, decontamination, disaster application centers, disaster insurance payments, information, reassessment of emergency plans, reconstruction, temporary housing and full-scale business resumption, the development, coordination, and execution

Appendix F. Acronyms and Glossary

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. (b) The extrication, packaging and transport of the body of a person killed in a search and rescue incident.

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Rescue Medical: Any staffed ground vehicle capable of providing emergency medical services.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Status Unit (RESTAT): Functional unit within the Planning Section. Responsible for recording the status of resources committed to the incident and evaluation of resources currently committed to the incident, the impact that additional responding resources will have on the incident and anticipated resource needs.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

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 Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, minimize damage to property and the environment, meet basic human needs, and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan activation, emergency alert system activation, emergency instructions to the public, emergency medical assistance, staffing the emergency operations center, public official alerting, reception and care, shelter and evacuation, search and rescue, resource mobilization, and warning systems activation. Response also includes the execution of emergency operations plans

Appendix F. Acronyms and Glossary

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.

Retrograde: To return resources back to their original location.

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended by Public Law 100-707): The act that authorizes the greatest single source of federal disaster assistance. It authorizes coordination of the activities of federal, state and volunteer agencies operating under their own authorities in providing disaster assistance, provision of direct federal assistance as necessary, and provision of financial grants to state and local jurisdictions as well as a separate program of financial grants to individuals and families. This act is commonly referred to as the Stafford Act.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel. The safety officer is responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for ensuring personnel safety.

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

Service Branch: A branch within the Logistics Section. Responsible for service activities at the incident. Components include the Communications Unit, Medical Unit and Food Unit.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Situation Status Unit (SITSTAT): Functional unit within the Planning Section. Responsible for analysis of the situation as it progresses. Reports to the Planning Section Chief.

Appendix F. Acronyms and Glossary

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

Special Needs Population: A population 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 who are non-English-speaking; or who are transportation disadvantaged.

Staging Area: Temporary location where available resources (incident personnel and equipment) are assigned on an immediately available status. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Equipment and personnel will be held at the staging area until called for at the emergency site by the Command Post.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

State Fire Net: The net is controlled by the Oregon State Fire Marshal, and interconnects all fire departments.

Statewide Emergency Response Committee (SERC): Committee appointed by the Governor to fulfill the requirements of the Superfund Amendments and Reauthorization Act (SARA) of 1986.

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Appendix F. Acronyms and Glossary

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. A strike team should not exceed four members.

Sub-state Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Support Branch: A branch within the Logistics Section. Responsible for providing the personnel, equipment and supplies to incident operations. Components include the Supply, Facilities and Ground Support Units.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tabletop Exercise: An activity in which officials and key staff or others with emergency responsibilities are gathered together informally to discuss simulated emergency situations. It is designed to elicit constructive discussion by the participants without time constraints. Participants evaluate plans and procedures and resolve questions of coordination and assignment of responsibilities in a non-threatening format under minimum stress.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

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 Specialist: Person with special skills that are activated only when needed and can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions. Technical specialists may be needed in the areas of fire behavior, water resources, environmental concerns, resource use and training. Technical specialists report initially to the Planning Section, but may be assigned anywhere within the ICS organizational structure as needed.

Appendix F. Acronyms and Glossary

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Time Unit: Functional unit within the Finance/Administration Section. Responsible for recording time personnel work at the incident.

Title III: Public Law 99-499, Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know (EPCRA), requires the establishment of state and local planning organizations, State Emergency Response Commission (SERC), a subcommittee of the Emergency Management Council, and Local Emergency Planning Committees (LEPCs), to conduct emergency planning for hazardous materials incidents. It requires (1) site-specific planning for extremely hazardous substances, (2) participation in the planning process by facilities storing or using hazardous substances, and (3) notifications to the commission or committee of releases of specified hazardous substances. It also provides for mechanisms to provide information on hazardous chemicals and emergency plans for hazardous chemical events to the public.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Referring to 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: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or

Appendix F. Acronyms and Glossary

4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

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

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, 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 16 U.S.C. 742f(c) and 29 CFR 553.10

Warm Zone: The area between the Hot and Cold Zones at a hazardous materials site. The Warm Zone includes the staging area for entry into the Hot Zone, which is where decontamination takes place.

Appendix F. Acronyms and Glossary

Material Safety Data Sheets (MSDS) Glossary of Terms

Absolute: Any chemical that is free from any other material except for up to 1% water.

Acid: Chemical compound that contains one or more hydrogen ions that will liberate hydrogen gas on contact with certain metals, has a $\text{pH} < 7.0$ (neutral and is very active chemically). The chemicals known as acids are corrosive.

Acrid: Bitter, harsh and sharp taste.

Acute Exposure: An exposure, usually of short duration.

Alkali: Any substance that has a $\text{pH} > 7.0$ (neutral). The chemicals known as alkalis are corrosive.

Ambient Temperature: The temperature of the environment at which a physical or chemical event occurs.

Anesthetic: A substance that renders a human or animal drowsy and in large doses or exposures can produce unconsciousness and death.

Anhydrous: A chemical term meaning “no water present.”

Aqueous: Pertaining to water.

Asphyxiant: A substance, either gas or vapor, that interferes with the respiratory process.

Autoignition Temperature: The minimum temperature to which a material must be raised before combustion will occur.

Boiling Point: The minimum temperature at which the vapor pressure of a liquid just equals the atmospheric pressure.

Carcinogen: A substance that causes cancer.

CAS Number: Chemical Abstracts Service number.

Caustic: A strongly alkaline substance that has a corrosive effect on tissue.

Chemical Reactivity: The tendency and ease with which a substance enters into chemical reactions.

Chronic Exposure: Repeated or continuous exposure over a long time period.

Compressed Gas: A gas that is under pressure, either in a gaseous or liquefied state

Evaporation Rate: The speed at which a liquid converts to a vapor below its boiling point.

Appendix F. Acronyms and Glossary

Exposure Limits: The amount of material to which a worker may be exposed with no injury. Usually stated as TLV-TWA, PEL, STEL and C (ceiling)

Flammable Liquid: A liquid with a flash point below 100 degrees F.

Flash Point: The minimum temperature of a liquid at which it produces vapor sufficient to form an ignitable mixture with the air near the surface of the liquid or the container. However, you must be careful with flash points; different points can be arrived at using different methods. Check several references and use the lowest value reported.

Full Protective Clothing: Clothing that prevents skin, eye and respiratory contact with gases, vapors, fumes, liquids, mists, and dusts. Includes positive-pressure Self-Contained Breathing Apparatus (SCBA)

Hydroscopic: The ability to absorb moisture from the environment.

Hypergolic: The property of instantaneous reaction when two or more chemicals simply come in contact with each other.

IDLH: Immediately Dangerous to Life and Health. The amount of material, usually expressed as parts per million (PPM), of air or other material, or milligrams per cubic meter of air.

Ignitability: The ease with which a substance will ignite.

Ignition Temperature: See Autoignition Temperature

Inert: Does not easily take part in chemical reaction.

Irritant: A substance that is not classified as a poison, but may cause injury by irritation to the eyes, skin, or mucous membranes.

Lower Explosive Limit: The minimum percentage of gas or vapor in the air below which ignition will not occur (the mixture is too “lean”). Also called Lower Explosive Limit (LEL)

Oxider: Also called oxidizing agents. Substances that contain oxygen and give up readily or will otherwise support combustion. Halogens are oxidizers that contain no oxygen.

PEL: Permissible Exposure Limit

Poison A: A gas or liquid so toxic that an extremely small amount of gas or vapor from the liquid is dangerous to life.

Pyrophoric: A substance that reacts spontaneously in air.

Reactivity: The ease a substance has of entering into chemical reactions.

Sensitization: A reaction in which exposure to a particular chemical will cause reactions to future exposures that will be much more severe and/or will cause

Appendix F. Acronyms and Glossary

adverse reactions to chemicals that previously caused no problem to the now sensitized individual.

Solvent: A substance capable of dissolving another substance to form a uniformly dispersed mixture called a solution.

Specific Gravity: The weight of solids or liquids as compared to the weight of an equal volume of water.

STEL: Short Term Exposure Limit. Usually a 15-minute time-weighted average exposure that should not be exceeded at any time during a workday, even if the 8-hour time-weighted average is within the TLV-TWA

TLV-TWA: Threshold Limit Value-Time-Weighted Average. The time weighted average concentration for a normal 8-hour workday and a 40-hour workweek, to which nearly all workers may be repeatedly exposed, day-after-day, without adverse effect. The OSHA term is PEL (Permissible Exposure Limit).

Toxic: Anything harmful, destructive or poisonous or deadly to the body.

Upper Flammable Limit: The maximum percentage of gas or vapor in air above which ignition will not occur (the mixture is too rich).

Vapor Density: The relative density of a vapor or gas (with no air present) as compared to clean, dry air. The vapor of clean, dry air is 1.0. Any gas or vapor with a density >1.0 will sink in air, while any gas or vapor with a density <1.0 will rise in the air.

Vapor Pressure: The pressure exerted by a gas or vapor on the sides of its container at equilibrium.

Volatility: The tendency of a liquid to evaporate at a given temperature. The higher a liquid's volatility, the faster it will evaporate.

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Functional Annexes

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FA 1 – Emergency Services

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Table of Contents

1	Purpose and Scope	FA 1-1
2	Policies and Agreements	FA 1-2
3	Situation and Assumptions	FA 1-2
3.1	Situation	FA 1-2
3.2	Assumptions	FA 1-2
4	Roles and Responsibilities	FA 1-3
4.1	Emergency Manager.....	FA 1-3
4.2	Douglas County Emergency Communications (9-1-1)	FA 1-4
4.3	Fire Department	FA 1-4
4.4	Police Department.....	FA 1-4
4.5	Public Works Department	FA 1-5
4.6	Other City Departments	FA 1-5
4.7	Other Organizations	FA 1-5
5	Concept of Operations	FA 1-6
5.1	General	FA 1-6
5.2	Emergency Management Mission Areas.....	FA 1-6
5.2.1	Mitigation	FA 1-6
5.2.2	Preparedness	FA 1-7
5.2.3	Response	FA 1-7
5.2.4	Recovery	FA 1-8
5.3	Coordination and Direction.....	FA 1-9
5.4	Emergency Communications	FA 1-9
5.4.1	Alert and Warning.....	FA 1-10
5.4.2	Emergency Communications Systems	FA 1-11
5.5	Fire Services	FA 1-12
5.6	Emergency Medical Services	FA 1-12
5.6.1	Mass Casualty Operations	FA 1-12
5.6.2	Mass Fatality Operations	FA 1-13
5.7	Search and Rescue.....	FA 1-13
5.8	Hazardous Materials Response	FA 1-13
5.9	Law Enforcement Services	FA 1-14
5.10	Emergency Public Information	FA 1-14
5.10.1	Information Flow	FA 1-15
5.10.2	Joint Information System	FA 1-15
5.10.3	Media Briefing Facilities.....	FA 1-16
5.10.4	Media Access to the Scene	FA 1-16

FA 1. Emergency Services

5.11	Evacuation and Population Protection	FA 1-16
5.11.1	Identification of Need	FA 1-17
5.11.2	Determination of Time Needed for Evacuation	FA 1-17
5.11.3	Sheltering in Place.....	FA 1-17

6 Annex Development and Maintenance FA 1-18**7 Supporting Plans and Procedures FA 1-18****8 Appendices FA 1-18**

Appendix A	Fire Services	FA 1-19
Appendix B	Hazardous Materials Response	FA 1-25
Appendix B-1	Douglas County Vulnerability to Hazardous Materials and Wastes.....	FA 1-31
Appendix B-2	Hazardous Materials Incident Response levels and Action Classifications for Off-Site Releases and Spills	FA 1-33
Appendix C	Law Enforcement Services	FA 1-35
Appendix C-1	Entry Permit to Enter Restricted Areas	FA 1-43
Appendix C-2	Waiver of Liability	FA 1-45
Appendix C-3	Law Enforcement Emergency Action Checklist.....	FA 1-47
Appendix C-4	Position Checklists	FA 1-49
Appendix D	Emergency Public Information	FA 1-51
Appendix D-1	Emergency Action Checklist	FA 1-59
Appendix D-2	Emergency Public Information Checklist – Imminent/Actual Flooding.....	FA 1-63
Appendix D-3	Sample Radio/TV Messages – Imminent/Actual Flooding	FA 1-65
Appendix D-4	Emergency Public Information Checklist – Hazardous Materials Incident.....	FA 1-67
Appendix D-5	Sample Radio/TV Messages – Hazardous Materials Incident.....	FA 1-69
Appendix D-6	Media Contact List	FA 1-71
Appendix D-7	Press Release.....	FA 1-73
Appendix D-8	Get-Away Kit for On-Scene Team.....	FA 1-75
Appendix D-9	General Emergency Alert System Templates	FA 1-77
Appendix D-10	Guidelines for Release of Information to the Media	FA 1-79
Appendix E	Evacuation and Population Protection	FA 1-81
Appendix E-1	Sample Evacuation Order	FA 1-91
Appendix E-2	Evacuation Routes	FA 1-93
Appendix E-3	Evacuation Checklist.....	FA 1-97
Appendix E-4	Evacuation Traffic Policy	FA 1-117
Appendix F	Emergency Contact List	FA 1-119

FA 1. Emergency Services

FA 1 Tasked Agencies	
Primary Agencies	Police Department Fire Department Lower Umpqua Hospital City Manager
Supporting Agencies	Public Works Department City Administrators Office Douglas County Emergency Management Douglas County Sheriff's Office Emergency Communications (9-1-1) Douglas County Health and Social Services Department Douglas County Public Works Department Reedsport School District Oregon State Fire Marshal (OSFM) Regional Response Team 15 Central Lincoln Public Utilities Department (PUD) Southern Oregon Sanitation American Red Cross (Red Cross) Community Emergency Response Team (CERT)

1 Purpose and Scope

This annex outlines the basic City emergency services necessary to respond to a disaster. It outlines the main roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization (EMO), as outlined in the Basic Plan portion of this Emergency Operations Plan (EOP), is designed to provide support to local emergency services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures (SOPs) of local response agencies.

This annex covers the following functions:

- Emergency Communications.
- Firefighting.
- Search and Rescue.
- Hazardous Materials Response.
- Public Safety and Security (Law Enforcement).
- Emergency Public Information.

FA 1. Emergency Services

- 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:

- Cooperative Policing Agreement, Oregon's Statewide Strategic Plan for Cooperative Policing, August 2010.
- Reedsport Police Department Emergency Action Plan, Policy number 417, August 2011.

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 primary emergency service agencies are the City Public Service Answering Point, the Police Department, and the Fire Department. If additional response resources are needed, mutual aid is available from neighboring local governments and the County.

3.2 Assumptions

- City emergency services agencies are able to handle routine and small-scale emergencies within their existing capabilities and response plans and procedures.
- 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 EOP does not require activation of the Emergency Operations Center (EOC). The need to activate the EOC would be determined at the time by the City Manager, Emergency Manager, or Incident Commander.
- In an emergency, the City may assume a Unified Command approach.
- Due to limited City resources, and depending on the extent of an emergency, the City may not be able to meet the requests for

FA 1. Emergency Services

emergency response/recovery assistance from other units of local government in the County during a major emergency.

- Both the media and the public would 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 National Emergency Alert System (EAS) broadcasts, webpages, and social media sites.
- Most of the public would receive and understand official information related to evacuation.
- Most of the public would act in their own interest and evacuate dangerous areas when advised to do so by local government authorities. However, some individuals may refuse to evacuate. It is also assumed that most evacuees would use private transportation means; however, transportation may have to be provided for some.
- City staff/emergency responders should 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.

4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services would vary depending on the type of resource, the length of the warning period, and the duration of the incident. Refer to the appendices to this Functional Annex (FA) for more specific information on roles and responsibilities for each emergency support function (ESF) (e.g., Firefighting).

4.1 Emergency Manager

- Activate the EOC, if necessary.
- Report to the EOC to assume overall responsibility for City government activities.
- Regularly brief the City Manager and City Council on developments in the situation.
- Designate an alternative EOC location, if necessary.

FA 1. Emergency Services

- 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 Douglas County Emergency Communications (9-1-1)

- Maintain emergency contact lists for agencies and communities served.
- Maintain primary and backup equipment.
- Notify Emergency Management and other appropriate agencies of situations affecting the City.

4.3 Fire Department

- 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.
- Specific departmental duties and responsibilities are contained in Appendix A – Fire Services.

4.4 Police Department

- Provide a qualified representative to the EOC to fill role of Law Enforcement Branch Director in the 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.

FA 1. Emergency Services

- Assume primary responsibility for closing and/or rerouting traffic on city streets to assist movement of people, keep people out of danger, and/or keep them from impeding emergency response activities.
- Coordinate and assist the County Public Works Department in closing County roads and/or rerouting traffic through the City, if applicable.
- 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.
- Specific departmental duties and responsibilities are contained in Appendix C – Law Enforcement Services and Reedsport Police Department Emergency Action Plan, Policy number 417.

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 prior to reporting 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.
- Follow the specific departmental duties and responsibilities contained in the Public Works Department.

4.6 Other City Departments

- Provide support activities as outlined in the City EOP.

4.7 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.

5 Concept of Operations

5.1 General

The City has established this EOP in accordance with NIMS and designated the Police Chief as the EMO's Emergency Manager. The Emergency Manager is responsible for developing and training an EMO 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 would 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 City Manager or Emergency Manager.

Day-to-day supervision of the EOP is the responsibility of the Emergency Manager unless delegated to the Emergency Coordinator. If the EOC is activated, the Incident Commander (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 City Manager 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 Council.

Emergency contact information for the EOC staff is located in appendix F.

5.2 Emergency Management Mission Areas

5.2.1 Mitigation

Mitigation measures addressed by this plan are intended to prevent disasters from happening or take actions that lessen the harmful effects of unavoidable disasters. As a minimum, the following strategies must be considered:

- Remove or eliminate the hazard.
- Reduce or limit the amount or size of the hazard.
- Segregate the hazard from that which is to be protected.
- Reduce the likelihood of a hazard occurring.
- Modify the basic characteristics of the hazard.

FA 1. Emergency Services

- Control the rate of release of the hazard.
- Establish hazard warning and communication procedures.
- Establish structural (elevating buildings or homes, etc.) and non-structural (tie downs for computers, etc.) measures.
- Conduct training and education, coordinate exercises and plan maintenance.

5.2.2 Preparedness

During this period, response and recovery resources and equipment are maintained in operable condition; EOP are periodically exercised and updated; and staff is periodically trained. Preparedness measures addressed by this plan are intended to provide knowledge of potential risks within the community, warning signs, and what to do during an emergency. To do this, the following strategies must be considered:

- Conduct a resource need and availability assessment for disaster scenarios that consider personnel, equipment, facilities, critical business functions and operations, and materials for life and family protection.
- Maintain and keep current a resource inventory.
- Establish a method of resource coordination and integration among responding agencies, departments, and individuals.
- Establish mutual aid and memorandums of agreement, whether verbal or written.
- Develop procedures to document and report emergency or disaster-related expenditures to qualify for insurance, State, or Federal reimbursement.

5.2.3 Response

If a disaster occurs, or appears imminent, the Director of the lead agency or his delegate should be notified. This position would direct the activation of all or portions of the City emergency management system. The EOC may be fully activated, depending on the severity of the situation. Emergency management staff should consider declaring a Local Emergency and requesting a gubernatorial declaration of a State of Emergency through the Douglas County Department of Emergency Management.

Should an emergency occur without warning, management of the initial response would be in a decentralized mode by on-duty personnel. Centralized management, if required, would be instituted as soon as possible (refer to section 5.3). Initial response efforts should concentrate on the preservation of life and

FA 1. Emergency Services

property, situation analysis, and containment. Subsequent actions should focus on care and shelter operations, damage assessment and documentation, and mutual aid request/response.

This plan is designed to identify and address all aspects of response in order to take the appropriate actions in an emergency. Response-related actions must be taken immediately before, during, or directly after an emergency to save lives, minimize damage to property and the environment, and enhance the response effectiveness in disaster recovery and business resumption. To accomplish this, the following response procedures must be established:

- Processing emergency call or information.
- Activation of emergency operations procedures.
- Notification of personnel who have response duties.
- Mobilization or demobilization of services.
- Continuity of government.

5.2.4 Recovery

Post-emergency activities should stress restoration of family autonomy, disaster relief, and situation analysis, with a view toward mitigation of future hazards. The EOC should be deactivated, and any proclamations previously made would be terminated. As soon as practical following a major emergency, normal management of local government operations should be restored. Disaster assistance would be coordinated through “one-stop” Disaster Assistance Centers. Should major damage occur, a local government recovery group would be formed to coordinate planning and decision making for recovery and reconstruction efforts.

This plan provides the best possible alternatives for what to do after an emergency to return to normal life and to make the community safer and better prepared in the event of future emergencies. Short-term recovery actions are taken to assess damage and return vital life support systems to minimum operating standards; long-term recovery actions may continue for many years. Recovery-related tasks and responsibilities include:

- Organization and staffing for continuity of government.
- Essential records maintenance.
- Resource procurement.
- Restoration of utility services.
- Damage assessment record keeping and documentation.

FA 1. Emergency Services

- Public and employee information.
- Agency, local jurisdiction, State, and community resource coordination.
- Debris and waste removal.
- Restoration and salvage.
- Personnel reunification.
- Identification of recovery funding sources

5.3 Coordination and Direction

City emergency response and recovery operations should be managed in one of three modes, depending on the magnitude of the emergency:

- **Decentralized Coordination and Direction** - This management mode is similar to day-to-day operations and is employed in Level I responses. The City EOC is not fully activated.
- **Centralized Coordination-Decentralized Direction** - This mode of operation is employed in Level II responses, characterized by involvement of several agencies. Key management-level personnel from the principal involved agencies would gather in a central location to provide jurisdictional or multijurisdictional coordination. Typical emergency management activities under this mode include:
 - Area-wide assessment
 - Area-wide public information operations
 - Determining resources requirements and coordinating resources requests
 - Establishment and maintenance of logistics systems.
- **Centralized Coordination and Direction** - This mode is employed in Level III disasters. The City EOC is fully activated, and coordination and direction of response and recovery actions are conducted from the EOC.

5.4 Emergency Communications

Douglas County Emergency Communications (9-1-1) serves as the formal alert and warning and emergency message distribution point for the City. Emergency messages may be received via radio, telephone, or the Law Enforcement Data System and would be distributed according to departmental procedures. Messages that affect the overall emergency preparedness of the City, such as

FA 1. Emergency Services

information about the movement of hazardous materials or weather alerts, should be distributed to the Emergency Manager. It is the responsibility of the Emergency Manager or Incident Commander to determine what further notifications should be made and actions taken in response to the message.

After normal working hours, the Police Department would use the Emergency Contact List (Appendix F) to contact responding department representatives. Once contact with the responding department's representative is made, it is the responsibility of that representative to determine and activate the appropriate departmental response and further contacts that must be made.

5.4.1 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 County EAS and reverse 911, 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 either last-resort or used 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. *Contact information for these facilities is housed in the Emergency Contact List (Appendix F of this FA).*

5.4.1.1 General Guidelines

- Upon detection of an emergency condition arising within the City, the Incident Commander would decide whether there is a need for immediate alert, attempt to notify the Emergency Manager, 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 the Law Enforcement Data System. 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 should educate residents about its alert and warning system.

FA 1. Emergency Services

- A log of warnings issued during the incident should be maintained by the assigned Public Information Officer (PIO).

5.4.1.2 Emergency Alert System

The 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 station is KDUN (AM 1030). 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 the Douglas County EAS Plan. This plan can be activated by the City Manager, Police Chief, Fire Chief, or Public Works Director. *Sample EAS messages can be found in Appendix D-9 of this annex.*

5.4.1.3 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 would be directed to temporary shelter depending upon the weather and the expected duration of the emergency.

Direction of these assets is the responsibility of the Incident Commander through the Law Enforcement Branch Director, with input and support from the Planning, Logistics, and Operations Sections.

See Appendix D – Emergency Public Information or the Douglas County EOP, ESF 2 – Communications for more details.

5.4.2 Emergency Communications Systems

- 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, landline and cellular telephones, pagers, texts, tweets, reverse 9-1-1, and e-mail would be the primary system for notification of key officials and critical workers.
- Additional communications equipment required for emergency operations would be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies.

FA 1. Emergency Services**5.5 Fire Services**

Disaster operations for fire services would be an extension of normal agency and facility duties. Responsibilities include fire control, coordination of hazardous material and oil spill response with OSFM Regional Response Team 15. During emergency situations, fire service teams may also be assigned to perform additional emergency tasks, including providing fire protection for temporary shelters, assisting law enforcement personnel in route alerting, or going door to door to warn citizens who cannot be reached by primary warning systems.

A designated representative should serve as the EOC Fire Protection Branch Director, coordinating the flow of fire and rescue information and processing requests for additional fire and rescue resources, granting them as appropriate.

Fire service personnel are responsible for assessing threat hazards posed by fire and other hazardous materials within their response capabilities. They also recommend to the Incident Commander appropriate protective actions for emergency responders, including requirements for personal protective equipment. In addition, fire service personnel are responsible for recommending appropriate protective actions to ensure public safety in the immediate vicinity of a threat.

The Fire Department 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 Appendix A Fire Services of this annex or the Douglas County EOP, ESF 4 – Firefighting for more details.

5.6 Emergency Medical Services

Emergency Medical Services (EMS) is a type of emergency service dedicated to providing out-of-hospital acute medical care and/or transport to definitive care, to patients with illnesses and injuries that the patient or the medical practitioner, believes constitutes a medical emergency. Disaster operations for EMS would be an extension of normal agency and facility duties. Coordination between EMS, search and rescue, and fire service providers is necessary to ensure emergency operational readiness. EMS would provide field medical care as needed during emergency situations and coordinate necessary medical transportation. EMS in the City is provided by Lower Umpqua Hospital.

5.6.1 Mass Casualty Operations

A Mass Casualty Incident is an incident that overwhelms the City's ability to provide EMS to injured victims. This may include limited ambulance resources or hospital capacity.

FA 1. Emergency Services

In the event of a Mass Casualty Incident, local EMS providers and medical facilities would conduct operations to provide immediate resources, to minimize the loss of life through prompt medical treatment in the field, and to coordinate field medical services and activities with existing medical facilities and other support services and resources.

5.6.2 Mass Fatality Operations

A Mass Fatality Incident is an incident that results in multiple fatalities and overwhelms the City's ability to provide for appropriate body identification, removal, and related services.

In the event of a Mass Fatality Incident, the County Medical Examiner, in coordination with local law enforcement, would be the primary agency and be responsible for removal and examination of the deceased, notification of next of kin, and determination of the need for investigation and/or autopsy or the release and disposal of remains.

See the Douglas County EOP, ESF 8 – Public Health and Medical Services for more details.

5.7 Search and Rescue

Search and rescue operations can involve several different scenarios, including:

- Rescuing survivors or recovering bodies from debris following a disaster such as a severe weather event or earthquake.
- Rescuing survivors or recovering the bodies of lost hunters or hikers in remote portions of the area.
- Rescuing survivors or recovering bodies of plane crashes.
- Rescuing survivors or recovering bodies involved in accidents on waterways.

Regardless of the situation, search and rescue operations would likely be a multi-agency event involving responders from a number of local emergency response agencies, local volunteer organizations, and, possibly, State and Federal agencies. Search and rescue for the City is conducted by the City Fire Department, high and low-angle rope rescue team, County dive team, and County Sheriff's Office. At this time, the City has no water rescue capabilities; the U.S. Coast Guard is responsible for emergency involving water rescue near Reedsport.

See the Douglas County Sheriff's Office Search and Rescue Plan and the Douglas County EOP, ESF 9 – Search and Rescue for more details.

5.8 Hazardous Materials Response

Hazardous materials response includes ensuring that actions are taken to mitigate, clean up, and dispose of hazardous materials and minimize the impacts of

FA 1. Emergency Services

incidents. The Fire Department has a limited capacity to address hazardous materials incidents. Additional resources need to be requested through the State Regional Hazardous Materials Teams located in Coos Bay and Roseburg (OSFM Regional Response Teams 15 and 1).

See Appendix B - Hazardous Materials Response or the Douglas County EOP, ESF 10 – Oil and Hazardous Materials for more details.

5.9 Law Enforcement Services

Disaster operations for law enforcement would be an extension of normal agency and facility duties. Responsibilities include maintenance of law and order, traffic control, and crowd control. The City's primary law enforcement agency is the Police Department.

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, should serve as the EOC Law Enforcement Branch Chief, coordinating the flow of law enforcement information, processing requests for additional law enforcement resources, and allocating them, as appropriate.

Law enforcement agencies would establish inner and outer perimeters to secure a disaster scene. A strict policy of limited access to the disaster area would be rigidly enforced to ensure the safety and well-being of the community. All movement into and out of the area should be requested through the established command post.

See Appendix C – Law Enforcement Services of this annex or Douglas County EOP, ESF 13 – Public Safety and Security for more details.

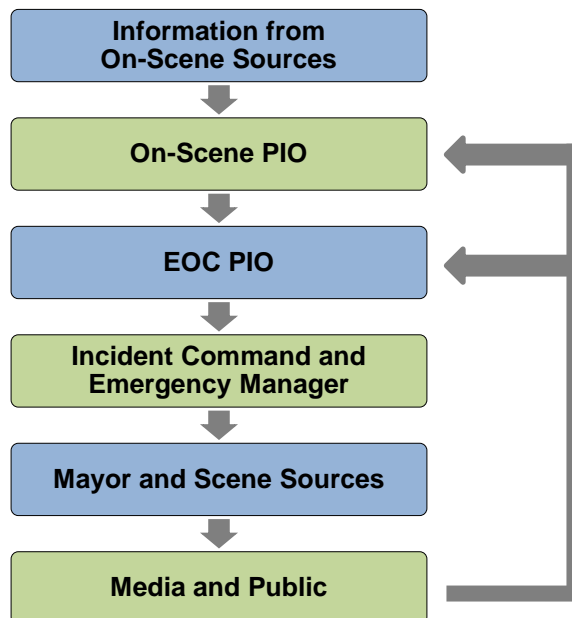
5.10 Emergency Public Information

Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the Incident Commander. Once the EOC is activated, PIO functions are directed from the EOC, with news releases approved by the City Manager, Emergency Manager, and/or Incident Commander. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities. *Refer to Appendix D of the Basic Plan for further information on primary and alternate PIO designations.*

FA 1. Emergency Services

5.10.1 Information Flow

Incident information flow should be routed as follows.



Appendix D-10 of this annex contains guidelines for the release of information to the media.

5.10.2 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 (JIS) would be implemented in conjunction with the ICS, and a local and/or regional Joint Information Center (JIC) would be established under Unified Command. During a regional or Statewide event, the City would ensure that procedures are coordinated with those implemented by State and regional PIOs.

Depending on the size and nature of an incident, the JIC may be co-located with an existing EOC/command post or could be designated as an independent facility. A lead PIO, representing the lead agency for the response, would be assigned to the incident and should 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 Incident Commander.
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

FA 1. Emergency Services**5.10.3 Media Briefing Facilities**

During an emergency, media briefing areas may be established in the closest available facility that is capable of handling the media briefings.

5.10.4 Media Access to the Scene

- In cooperation with the EOC and the Safety Officer, the Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration of 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 families should be provided access to public officials without having to face media, as appropriate.
- The media may be allowed access to response personnel, at the discretion of the Incident Commander, only if such an interview does not interfere with the response effort.
- Response personnel should not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the Incident Commander and the department of jurisdiction.

5.11 Evacuation and Population Protection

The City Council, City Manager, or the Incident Commander may order an evacuation. The City Council 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 Council, the City Manager or Incident Commander may order an evacuation and notify the City Council as soon as practical. Overall, evacuation operations fall under the direction of the City Police Department. However, if the evacuation area is contaminated by hazardous materials, the evacuation should be conducted by the Fire Department. Alert and warning functions notify affected persons of impending evacuations.

FA 1. Emergency Services

See Appendix E of this annex for further information on evacuation and population protection procedures.

5.11.1 Identification of Need

Not all emergencies requiring protective action on the part of the public necessitate evacuation. The City Manager and Incident Commander must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating. 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 E-4 of this annex for the City's 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.

5.11.2 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, depending upon the time of day and other factors.
- Time needed to mobilize the population, once warned.
- Time required to evacuate the hazard area.

5.11.3 Sheltering 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 D-9 of this annex for EAS message format*).

See Appendix E of this annex or Douglas County EOP, Support Annex 2 – Evacuation and Shelter In-place for further information on evacuation and population protection procedures.

FA 1. Emergency Services

6 Annex Development and Maintenance

The Police Department, Fire Department, Lower Umpqua Hospital, and City Manager are responsible for regular review and maintenance of this annex and appendices. To ensure that City staff are familiar with their roles in providing emergency services, the City would incorporate elements of emergency services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support emergency services for the City:

- County Emergency Operations Plan. 2009.
 - ESF 2 – Communications
 - ESF 4 – Firefighting
 - ESF 9 – Search and Rescue
 - ESF 10 – Oil and Hazardous Materials
 - ESF 13 – Public Safety and Security
 - ESF 15 – External Affairs
- Douglas County Sheriff's Office Search and Rescue Plan
- State of Oregon Fire Services Mobilization Plan, 2010.
- Northwest Area Contingency Plan, 2010.

8 Appendices

- Appendix A Fire Services
- Appendix B Hazardous Materials Response
- Appendix C Law Enforcement Services
- Appendix D Emergency Public Information
- Appendix E Evacuation and Population Protection
- Appendix F Emergency Contact List

FA 1. Emergency Services

Appendix A Fire Services**Fire Services Tasked Agencies**

Primary Agencies	Fire Department
Supporting Agencies	Public Works Police Department Gardiner Volunteer Fire Department Winchester Bay Volunteer Fire Department Mutual Aid Agencies Utility Companies

1 Purpose and Scope**1.1 Purpose**

The purpose of this appendix is to provide for community-wide coordination of fire suppression, prevention, and control. This includes coordinated use of fire department resources in handling urban, rural, and wildland fires and hazardous material emergencies that could result from, or occur coincidentally with, significant natural disasters such as an earthquake or tsunami.

1.2 Scope

Firefighting involves the organization and management of fire scene activities. This includes the resource assistance of other agencies through the Countywide mutual aid agreement and the Statewide mobilization plan.

2 Policies

- The guidelines established in the Fire Department's Manual of Operations should be followed in responding to an emergency or disaster.
- After the Fire Department has exhausted all the resources through mutual aid agreements, a request, utilizing the appropriate steps, should be made to the State for additional resources the Oregon State Fire Services Resources Mobilization Procedures.

3 Situation**3.1 Emergency/ Disaster Hazards and Conditions**

Under ideal conditions, the management of large firefighting operations is complex and involves an immense staff and several different agencies and jurisdictions. Fires resulting from or coinciding with a major earthquake or other disaster would place extraordinary demands on available resources and logistics support systems. A conflagration would also place extraordinary demands on available resources and logistics support systems.

A significant natural or technological event may result in many emergencies throughout the City of Reedsport and Douglas County. Ignition sources could

FA 1. Emergency Services

cause hundreds of fires during and after an earthquake. The damage potential from fires in urban areas during and after a major earthquake exceeds that of all other causes. Under the worst conditions, these fires would have the potential to spread rapidly, cause extensive damage, and pose a serious threat to life, property, and the environment. Day-to-day and mutual aid firefighting resources would be difficult to obtain and utilize because of massive disruption of communications and transportation facilities.

3.2 Planning Assumptions

- Urban and rural fires may result from or occur coincidentally with an earthquake, tsunami, or as the result of another significant event.
- Land-line communications may be interrupted. Cellular and radio communication would be relied upon heavily if available. These two communication systems have the potential to be interrupted as well. Amateur radio may be utilized to assist in communication.
- Normal response would be hampered by such occurrences as bridge failures, landslides, fallen debris, flooding, or fire. Fire response times would be delayed, and responses to occurrences are prioritized.
- Agencies that commonly support large fire suppression operations (mutual aid, fire mobilization, police, Department of Ecology, Red Cross, etc.) would receive many fire- and non-fire-related requests. Resources normally available for use in fighting large fires may or may not be unavailable.
- Support normally given by power, gas, and water utilities may be hampered by the magnitude of the incident. Also, utility failure such as the disruption of fighting water supply may compound or add to the size of the incident.

4 Concept of Operations**4.1 General**

The Fire Department manages and coordinates firefighting activities within the community. The Fire Department is signatory to a Countywide mutual aid agreement. The fire service also cooperates in a Statewide mobilization plan. This plan is activated through Douglas County Emergency Management.

Unless otherwise designated by the Fire Chief, the Deputy Chief of Operations should function as the Fire Coordinator, providing overall coordination of fire service activities during or following a disaster. The Fire Coordinator may operate from a field command post or the Fire Operations Center, as necessary. If the Fire Coordinator works from a field command post, a liaison would be designated to go to the Fire Operations Center.

FA 1. Emergency Services

The Incident Command System (ICS) should be utilized under this plan to manage disaster operations. (See the Basic Plan for a general description of ICS.) All Fire Operations should be conducted per the Fire Department Command Procedures.

4.2 Organization

The Fire Chief is responsible for all firefighting activities within the community. There are currently two fire stations that have pre-designated response areas and provide backup as necessary to the other stations.

The Fire Coordinator may, as needed, further divide the jurisdiction and/or change the existing response areas to better facilitate response needs and improve efficiency.

4.3 Procedures

In addition to the normal Fire Department Manual of Operations, there are disaster specific standard operating guides written to support fire-related disaster response. These are found under the “Disaster” heading of the Manual of Operations.

4.4 Mitigation Activates

The Fire Department Suppression and Life Safety Divisions should continue to develop and implement fire prevention and fire safety programs within the community.

4.5 Preparedness Activates

Primary Agency

Fire Department

- The Fire Department provides continual training to fire personnel responsible for suppression operations. This training includes, but is not limited to, hose evolutions, search and rescue, medical emergencies, water rescue, ICS, safety procedures, and communications.
- The Incident Commander designates a safety officer who is responsible for coordinating safe operations on the fire ground.
- Standard Operating Guidelines (SOGs) have been written for firefighting response to earthquakes and other disasters.
- Fire Department personnel prepare site plans of large facilities in Reedsport to enhance response capabilities.
- The Incident Commander, or designee, communicates and coordinates fire department procedures when requesting assistance from the utility companies.

FA 1. Emergency Services*Support Agencies***Emergency Management Division**

- Coordinate this annex of the Reedsport EOP.
- Provide emergency preparedness training and information to support the Fire Department's firefighting efforts.
- Coordinate preparedness and planning efforts with hazardous material facilities in the community under the Superfund Amendment Reauthorization Act (SARA) Title III Program, now known as the Emergency Planning and Community Right-to-Know Act (EPCRA). *The SARA Title II Program is covered in Appendix B.*

Fire Department Life Safety Division

- Manage and enforce the Fire Permit Inspection Program to lessen the impact of firefighting response efforts; promote preparedness planning.
- Support and participate in response training and preparedness activities.
- Provide a variety of fire safety classes, including, but not limited to, fire safety, preparedness, juvenile fire setting, disaster planning, etc. to lessen the impact of an event.

Police Department

- None at this time.

Public Works Department

- In accordance with Department Policies and Procedures, support the Fire Department in preparedness efforts.

Mutual Aid Agreements

- Preparedness efforts of Mutual Aid Agencies consist of attending classes by request of the Fire Department, as well as participating in multi-agency drills and exercises.
- By request through the Reedsport Communications Center, mutual aid signatories would provide personnel and equipment to support operations at the direction of the Fire Coordinator.

Utility Companies

- Provide equipment and personnel to support fire suppression activities when requested, as available

FA 1. Emergency Services**4.6 Recovery Activities***Primary Agency***Fire Department**

- Conduct a post-incident review to evaluate the incident.
- Compile the appropriate documentation for the incident report.
- Provide estimates for damage and costs incurred by the incident to the Incident Commander.
- May support building inspections (as needed).

*Support Agencies***Emergency Management**

- Assist in the coordination and documentation necessary for the disaster recovery process for a Presidential Declaration or State Fire Mobilization.

Police Department

- None at this time.

Public Works Department

- None at this time.

Utility Companies

- Assist the Fire Department in evaluating the incident and providing information for the incident report.
- Provide estimates for damage and costs incurred by the incident to the Emergency Management Division.

Mutual Aid Agencies

- Assist the Fire Department in evaluating the incident and providing information for the incident report.

5 Responsibilities**5.1 Primary Agency**

The Fire Department is primarily responsible for management and support of firefighting activities.

FA 1. Emergency Services**5.2 Support Agencies**

The following agencies are responsible for supporting firefighting activities in the community consistent with this annex and the Fire Department Manual of Operations.

- Emergency Management Division.
- Police Department.
- Public Works Department.
- Mutual Aid Agencies.
- Utility Companies.

6 Resource Requirements

Prior to requesting additional resources from The County Department of Emergency Management, the Primary and Support Agencies would provide the available personnel, facilities, and equipment to support their activities.

7 References

- Fire Department Manual of Operations.
- Oregon State Fire Resources Mobilization Plan.

8 Terms and Definitions

Conflagration: Fire causing major damage requiring resources above and beyond the capabilities of a local jurisdiction.

Incident Command System (ICS): An all-hazards, on-scene functional management system that establishes common standards in organizations, terminology, and procedures. This is a component of the National Incident Management Systems (NIMS).

Mutual Aid: An agreement with neighboring jurisdictions to respond to and assist in attempting to control an emergency incident

SARA/EPCRA: Superfund Amendment Reauthorization Act/Emergency Planning & Community Right-to-Know Act.

Oregon State Fire Resource Mobilization Plan: A process to quickly notify, assemble, and deploy firefighters and firefighting equipment to any local jurisdiction in the State that has expended all local and mutual aid resources in attempting to control an emergency incident. (All hazards, including Emergency Medical Services and Urban Search and Rescue).

FA 1. Emergency Services

Appendix B Hazardous Materials Response**Hazardous Materials Response Tasked Agencies**

Primary Agencies	Fire Department
Supporting Agencies	Public Works Department Emergency Operation Center Community Services Department Douglas County Emergency Operation Center Douglas County Health Department Region 15 HazMat Coos Bay Fire Department Region 1 HazMat Roseburg Fire Department
Adjunct Agencies	Oregon State Police Oregon Department of Transportation Environmental Protection Agency Oregon State Department of Labor & Industries Oregon Department of Environmental Quality

1 Purpose and Scope**1.1 Purpose**

The purpose of hazardous materials response is to prepare for, respond to, and recover from a hazardous materials release that may affect the City of Reedsport. Hazardous materials may be released during naturally occurring events like earthquakes or during industrial accidents, terrorism, or illegal activities.

1.2 Scope

The scope of hazardous materials response is to provide guidance for off-site emergency planning and notification to minimum exposure and/or damage to human health and safety or to the environment as required by Title II of the Superfund Amendments and Reauthorization Act of 1986 (SARA) now known as the Emergency Planning and Community Right-to-Know Act (EPCRA).

2 Policies and Agreements**2.1 Policies**

Occupational Safety and Health Administration Regulation 29 Code of Federal Regulations 1910.120 (q) identifies the training levels for hazardous materials response. This is the minimum level of training provided to the Fire Department Hazardous Material Team.

The City of Reedsport coordinates planning, training and reporting with City responders, facility and mutual aid representatives, and members of the Emergency Operations Center (EOC). This is required under the SARA/EPCRA Program. It is the policy of the City of Reedsport that, in supporting the EOC, the Office of Emergency Management maintains information provided by facilities requiring reporting and planning under Title III.

FA 1. Emergency Services**2.2 Agreements**

None at this time

3 Situation and Assumptions**3.1 Situation**

The City of Reedsport has a high volume of hazardous materials used, manufactured, stored, and transported, which includes the likelihood of a significant release. Illegal drug labs and dumping create yet another concern. The coordination of emergency response operations of hazardous material incidents may require multi-agency and multi-disciplinary responses. Disciplines involved may include fire responders, law enforcement, environmental containment and cleanup specialists, fish and wildlife experts, emergency medical services, environmental health, and other agencies.

SARA/EPCRA facilities are required to maintain plans for warning, notification, evacuation and site security under numerous regulations. Copies are filed in the City of Reedsport EOC.

3.2 Assumptions

- A hazardous material incident may develop slowly or occur without warning.
- Actual or threatened releases of hazardous materials often require immediate response.
- Most hazardous material incidents are minor in scope and can be handled by Region 15 HazMat Team, Region 1 HazMat Team and/or Reedsport Volunteer Fire Department responders.
- Prevention programs can minimize the number and severity of major incident.

4 Roles and Responsibilities**4.1 Mitigation**

The Uniform Fire and Building Codes, United States Environmental Protection Agency regulations, and Oregon State Department of Ecology Codes have been charged with storage, use, handling, and disposal methods for hazardous materials. Inspections by Fire and Building personnel also contribute to the overall safety of workers, the public, and the environment. The City of Reedsport provides assistance to residents with hazardous materials disposal problems.

Reedsport Volunteer Fire Department

- Develop hazardous materials emergency response plan and procedures.

FA 1. Emergency Services*City of Reedsport EOC*

- Assist the Fire Department in the development of hazardous materials emergency response plan and procedures.
- Participate in the City of Reedsport Local Emergency Planning Committee.
- Maintain Tier II records and plans from facilities required under SARA Title III and Clean Air Act Amendments.
- Develop and distribute public education information related to hazardous materials issues per Community Right-to-Know Act (SARA Title III).

4.2 Preparedness*City of Reedsport EOC*

- Through the Local Emergency Planning Committee, coordinate, participate, and evaluate hazardous material drills and exercises.
- Maintain emergency response plans and Tier Two files for facilities under SARA/EPCRA Title III.

Reedsport Volunteer Fire Department

- Coordinate with the State Fire Marshal to manage and enforce City codes relating to the storage, use, and handling of hazardous materials to reduce the impact of a hazardous material incident.
- Enforce the Uniform Fire Code requiring facilities to have hazardous materials management plans that provide local responders with vital information for hazardous materials response to specific facilities.

4.3 Response*Reedsport Volunteer Fire Department*

- Provide initial response to and size-up of hazardous materials incidents. Assist in containing and controlling the product.
- Contact the appropriate outside agencies for assistance, if necessary. Coordinate efforts with outside agencies.
- Assume the role of On-Scene Incident Commander.
- Coordinate the response and recovery efforts to hazardous materials incidents.
- Provide technical advice to the Incident Commander on the enforcement of all City codes relating to the storage, use, and handling of hazardous materials.

FA 1. Emergency Services

- Assist in response and evacuation if necessary.

City of Reedsport EOC

- Activate the EOC if necessary.
- Coordinate additional resources at the request of the Incident Command Agency.

City of Reedsport Police Department

- Assist in the response to and recovery from hazardous materials releases.
- Provide traffic control, area security, and communications support.
- Assist in evacuation if necessary.

City of Reedsport Public Works

- Assist in the response to and recovery from hazardous materials releases.
- Supply information on the City of Reedsport's infrastructure and regulate critical utilities.
- Provide necessary resources as requested by the Incident Commander.
- Assist in traffic control and evacuation.

Mutual Aid Agencies

Mutual aid agencies include the Douglas County EOC, Douglas County Health Department, Oregon State Police, HazMat Region 1 Roseburg Fire Department, HazMat Region 15 Coos Bay Fire Department, Environmental Protection Agency, and the U.S. Department of Transportation – Coast Guard

- Assist in the response to and recovery from hazardous materials releases.
- Per mutual aid agreements, provide response resources as requested by the Incident Commander.
- Provide resources, technical support, guidance, and possible enforcement, as necessary.

4.4 Recovery

Primarily, the party responsible for the release undertakes recovery activities. Where the responsible party is not identified or cannot pay for cleanup, limited State and Federal assistance may be provided for costs of both response and recovery.

FA 1. Emergency Services

HazMat Region 15, HazMat Region 1 and Douglas County Health Department are the lead agencies in Coos and Douglas County for recovery from hazardous materials incidents. Oregon Department of Health is the State lead for radiological incidents. The Douglas County EOC is the coordinating agency for these efforts.

5 Concept of Operations**5.1 General**

The Reedsport Volunteer Fire Department has primary responsibility for protecting life and property threatened by hazardous materials incidents, except where this has been specifically preempted by state or federal law or regulation. Hazardous materials response is organized under the Incident Command System (ICS). The agency with primary authority is dependent on the location of the event. The Reedsport Volunteer Fire Department is the Incident Command Agency for the City of Reedsport. When an incident occurs on a highway, the Oregon State Police would establish a Unified Command System with fire departments, emergency medical services, and other State and Federal agencies.

5.2 Procedures

Based on the Hazardous Materials Response Plan and Procedures, the response would vary dependent upon the location and magnitude of the hazardous materials release and the population impacted. Response and recovery efforts may include containing and controlling the release, warning the public, requesting assistance, notifying State and Federal agencies, restoring businesses, requesting cleanup costs, and monitoring the site.

6 Direction and Control

Response would be organized under ICS. The Director of Emergency Management has been designated the community Emergency Coordination, as required under SARA/EPCRA for the City of Reedsport.

The response and recovery efforts would be coordinate through the Incident Commander or the EOC.

7 Supporting Plans and Procedures

- State of Oregon Mobilization Plan.
- Reedsport Volunteer Fire Department Hazardous Materials Response Procedures.
- SARA Title III, 40 Code of Federal Regulations 355, PL 99-499, WAC 118-40.
- Uniform Fire Code.

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FA 1. Emergency Services

Appendix B-1 Douglas County Vulnerability to Hazardous Materials and Wastes

1. While aircraft may carry hazardous materials, including fuel, and flight paths may cover Douglas County, there is a low probability that a major airliner or cargo aircraft would crash in the County.
2. Continued growth in population and business would increase the need for certain hazardous materials and would result in more hazardous waste.
3. Some types of hazardous materials moving over the transportation routes are:

Acids	Explosives	Printing Inks
Adhesives	Foaming Resins	Process Chemicals
Aerosols	Foundry Mold Material	Radioactive Materials
Anodizing Chemicals	Fuels (all types)	Resin Ingredients
Battery Fluids	Industrial Oils	Rubber Chemicals
Catalysts	Janitorial Supplies	Shellacs
Cleaning Agents (all types)	Lacquers	Soaps
Degreasing Agents	Monomers	Solvents
Detergents	Office Copier Chemicals	Surfactants
Duplicating Machine Fluids	Paints	Varnishes
Electrolytes	Pesticides	Wastewater Treatment
Electroplating Chemicals	Photographic Chemicals	Water Treatment
Etching Baths	Photoresists	
Etiological Material	Pickling Agents	

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FA 1. Emergency Services

**Appendix B-2 Hazardous Materials Incident Response levels
and Action Classifications for Off-Site Releases and Spills**

LEVEL 1

1. Spills that can be contained and absorbed by equipment and supplies immediately available to the emergency personnel.
2. Fires that can be extinguished with the resources immediately available to the first response agency.
3. Leaks that can be controlled using equipment and supplies immediately available to the emergency personnel.
4. Incidents that do not require evacuation.

LEVEL 2

1. An incident involving a greater hazard or larger area that poses a potential threat to life, property, and/or the environment.
2. An incident involving a toxic substance that may require evacuation of citizens.
3. A hazardous materials incident that requires assistance from outside agencies (such as the Lower Umpqua Ministerial Association (LUMA) or the Red Cross) to work with evacuees, medical facilities, and personnel for treatment of casualties and agencies concerned with the environmental impact.

LEVEL 3

1. A major hazardous materials incident requiring resources beyond those of local departments and requiring expertise or resources of State, Federal, or private agencies and/or organizations in the first response community.
2. A hazardous materials incident within Reedsport, or the County, that involves evacuation of areas outside of Douglas County.
3. A hazardous materials incident whose location is outside Reedsport or Douglas County but requires evacuation of areas within Douglas County.

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FA 1. Emergency Services

Appendix C Law Enforcement Services**Law Enforcement Services Tasked Agencies**

Primary Agencies	Police Department
Supporting Agencies	Reedsport Emergency Management Organization Public Works Department Douglas County Sheriff's Office Mutual Aid Agencies

1 Purpose

This appendix addresses general Reedsport Police Department procedures for the maintenance of law and order and the protection and preservation of life and property during natural disasters, technological incidents and nuclear defense emergencies. It also provides guidelines for the functions of the Reedsport Police Department and supporting agencies associated with evacuation operations and the control of access to vacated areas or to hazardous or potentially hazardous areas. Also identified are the implementation procedures for mutual aid and other related support depending on the magnitude and the duration of the occurrence.

2 Scope

In times of disaster or major emergencies, the Reedsport Police Department would be called upon to provide a large variety of functions, including, but not limited to:

- Mobilize, organize, and deploy personnel and equipment for law enforcement and traffic control operations.
- Assist in alerting and notifying the general public of the emergency and giving them basic instructions.
- Report damage assessments and conditions, needs, and other vital information, including road closures, bridge failures, collapsed buildings, casualty estimates, and any other information that requires emergency response
- Provide traffic and crowd control in support of evacuation plans.
- Provide cooperation with other agencies having similar responsibilities.
- Provide traffic and crowd control support at mass care facilities, multipurpose staging areas, casualty collection points, storage areas, vacated areas, key facilities, and other vital areas.
- Establish procedures to allow rapid access by authorized personnel to controlled areas.

FA 1. Emergency Services

- Predetermine accreditation procedures for vital services and disaster service personnel.
- Assist in establishing multiple staging areas for incoming mutual aid, supplies, equipment, food, medical resources, etc.
- Establish a liaison with the coroner's office. Assist in identifying the dead.
- Support search and rescue operations.

2 Policies

- The guidelines established in the Police Policy Manual of Operations should be followed in responding to an emergency or disaster.

3 Organization and Responsibilities**3.1 Responsibilities**

The Reedsport Police Department would provide the law enforcement function. This department has the following responsibilities:

- Hold primary responsibility in situations of civil disorder.
- Provide staffing as appropriate for liaison purposes to the County Emergency Operations Center (EOC) and to coordinate EOC operations with Reedsport emergency command operations.
- Manage law enforcement operations within the City.
- Coordinate law enforcement support with other Citywide response and recovery operations.
- Evaluate status reports and prioritize the commitment of law enforcement resources.
- Coordinate law enforcement mutual aid within the City and to other jurisdictions throughout the area with other law enforcement coordinators.
- Provide support to other jurisdictions as required.
- Determine the need for additional assistance and submit the appropriate requests to the Operational Area Law Enforcement Coordinator.

3.2 Operational Area

The next higher level of mutual aid responsibility is the County and its political subdivisions. Each county has a Law Enforcement Coordinator who is the County Sheriff. When an emergency cannot be handled by the law enforcement

FA 1. Emergency Services

agency within an operational area, then the Area Coordinator is responsible for providing assistance and coordination to control the problem.

4 State Services**4.1 Oregon Emergency Management**

Oregon Emergency Management (OEM) coordinates the procurement of State resources available to support local jurisdictions during an emergency. The Emergency Services Director, through the State Law Enforcement Coordinator (a member of the Emergency Services Staff), is responsible for law enforcement mutual aid coordination at the State level.

4.2 Oregon State Police

The Oregon State Police (OSP) provide for the protection of constitutional officers; personnel, including State officials; and property, equipment, supplies, and records. The OSP also provide for the general security at designated State facilities.

4.3 Oregon National Guard

When ordered by the Governor, the Oregon National Guard would provide military equipment and personnel in support of local law enforcement.

5 Federal**5.1 U.S. Department of Defense**

The various agencies coordinated by the Department of the Army may provide defensive equipment in support of State and local law enforcement operations and, when ordered by the President, may provide military personnel and offensive weapons.

5.2 Department of Treasury

The Department of Treasury may temporarily assign to the State and local government's law enforcement personnel who can be spared from essential departmental activities.

5.3 Department of Justice (U.S. Marshal's Service)

The Department of Justice may provide personnel needed for law enforcement on all Federal lands, to assist agencies such as the National Park Service and the U.S. Forest Service, which normally manage such property.

5.4 Department of Commerce

The Department of Commerce may provide U.S. Coast Guard personnel and equipment for incidents occurring along navigable waterways.

6 Policies and Procedures

- The sergeant or officer in charge at the time of the occurrence should be responsible for the maintenance of law and order in the particular jurisdiction. He or she should notify the on-call commander as soon as

FA 1. Emergency Services

practicable, and the sergeant or officer in charge should be in command of those operations until relieved by the on-call commander. The on-call commander should then resume command of those operations.

- Patrols should be maintained in evacuated areas whenever feasible. Appropriate precautions should be taken to protect personnel from hazards.
- Auxiliary and reserve personnel should be utilized for low-risk duties whenever possible.
- Incoming mutual aid forces should be provided radios with local frequencies whenever possible.
- Priority for movement in impacted areas should be given to essential emergency services such as police, fire, medical, etc. and to the delivery of essential provisions and other resources.
- National Guard forces committed to supporting law enforcement operations would generally accept only broad mission-type orders and would always remain under the command and control of their military departments.
- If an evacuation is ordered, evacuees should be relocated from facilities in a hazard area to a similar facility that is out of harm's way.
- Only the Governor may request the President to assign Federal troops to assist in maintaining law and order.
- Mutual aid support would be coordinated through established channels (City to County to State). Requests should include:
 1. Number and type of personnel needed.
 2. Type and amount of equipment needed.
 3. Reporting time and location.
 4. Authority to who those personnel are to report.
 5. Access routes.
 6. Estimated duration of the request.
- All law enforcement mutual aid support would, to the maximum extent possible, be provided in accordance with the Oregon State Mutual Aid Plan.

FA 1. Emergency Services

- Whenever a Local Emergency exists within Reedsport, the following personnel may be assigned to duty therein and would have peace officer powers and duties as provided by Oregon State Law:
 1. All members of the OSP.
 2. All deputies of the Department of Fish and Game who have been appointed to enforce the provisions of the Fish and Game Code.
 3. The State Forester and the classes of the Department of Forestry that are designated by the State Forester as having powers of peace officers.
 4. Peace officers who are State employees.

NOTE: The above personnel also have statewide peace officer powers and duties in the event of a State of War Emergency.

- OSP support of mutual aid operations is normally provided after local and adjacent governmental resources within a given Operational Area have been reasonably committed. Such support may also be provided earlier if the Governor determines it to be in the best interest of the public. Personnel committed to the support of local authorities should remain under the command and control of their departments. Commanders and designated supervisors may accept missions from the responsible local authorities. Requests for support by the OSP would be submitted to the appropriate Area Commander who may commit half of the Area's on-duty forces. *Note: All local law enforcement resources do not necessarily have to be committed prior to requesting such support.*
- National Guard Forces in support of local law enforcement would accept and execute broad mission-type orders from the civil officer in charge but would at all times remain under the military change of command. The provisions of Section 365 of the Military and Veteran's Code place solely on the military commander all decisions as to tactical direction and troops, kind and extent of forces to be used, and particular means to be employed to accomplish the objective specified by the civil officer in charge. *Note: The Department of the Army has issued certain regulations regarding temporary loan of Federal military resources to National Guard Units and to local civil authorities.*

7 Access Control**7.1 Introduction**

In the event of a pending or existing natural disaster, technological incident, or nuclear defense emergency, it may be necessary to evacuate persons from hazard

FA 1. Emergency Services

areas. During and following an evacuation, perimeter access controls would be necessary to eliminate any re-entry of the hazard by unauthorized persons.

7.2 Objectives

The overall objectives of access control operations would be to:

- Provide a controlled area from which evacuation would take place, and prevent entry by unauthorized persons.
- Protect lives by controlling entry into extreme hazard areas, thus reducing public exposure to the current or pending hazard agent.
- Maintain law and order in the hazard area, as well as the normal areas of responsibility.

7.3 Situation

A hazard or potential hazard situation could justify the need for evacuation for a short period of a few hours to several days or weeks, depending on the hazard and its severity. In order to limit access to the hazard area, various personnel and devices would be required, such as:

- Personnel to direct traffic and staff the control points.
- Signs to control or restrict traffic.
- Two-way radios to communicate with personnel within and outside of the secured area.
- Control points.
- Adjacent highway markers indicating closure of area(s).
- Markers on surface roads leading into secured area(s).
- Patrols within and outside the control area(s) if feasible.
- Establishment of a pass system for entry and exit of secured area(s).

7.4 Local Agencies*Law Enforcement Agencies*

- Handle law enforcement duties within and outside of secured areas.
- Direct placement of barricades and traffic control devices.
- Staff control points and initiate the entry pass system.

Public Works

- Provide for traffic control devices and their placement.

FA 1. Emergency Services

- Staff roadblocks as requested by law enforcement agencies.

7.5 County Assistance*County Sheriff*

- Handle law enforcement duties within all unincorporated areas.
- Direct placement of barricades and traffic control devices in unincorporated areas.
- Channel requests for mutual aid.

County Public Works

- Provide for traffic control devices and their placement in unincorporated areas.
- Staff roadblocks as requested by the County Sheriff and OSP.

7.6 State Agencies*Oregon State Police*

- Manage and direct access control on State and Federal highway systems.
- Work with other government agencies to establish a pass system for authorized persons to enter controlled areas.

Oregon Department of Transportation

- Stockpile and pre-position barricades at designated locations on State roads.
- Support local public works agencies.
- Staff roadblocks as requested by the OSP.

7.7 Federal Agencies*U.S. Forest Service, Bureau of Land Management, and National Park Service*

- Deny entry of Federal land to the general public.
- Notify persons already in the area to leave if evacuation is ordered.

8 Policies and Procedures

- Criteria for allowing entry into closed areas should be established for each incident. Two basic options are available:
 - 1 No access – Prohibits the general public from entering the closed area(s). Authorized personnel, i.e., local, State, and Federal emergency personnel would be allowed entry to perform emergency work as necessary. Media representatives would be

FA 1. Emergency Services

allowed access on a controlled basis, and only after they sign a waiver of liability.

- 2 Limited access – Allows people into the closed area(s) according to criteria established by the Incident Commander. Entry criteria should specify who would be allowed entry and whether motor vehicles are allowed. Persons allowed entry might include residents with valid identification and owners, managers and employees of local businesses located in the closed area(s). All persons allowed access would be required to sign a waiver of liability and complete an entry permit.

- The authority of peace officers to close areas in emergencies indicates that any unauthorized person who willfully and knowingly enters an area closed by a peace officer and who willfully remains within such area after receiving notice to evacuate or leave, is guilty of a misdemeanor.

Nothing prevents a duly authorized representative of any news service, newspaper, radio, or television station or network from entering a closed area.

- A record should be maintained of all vehicles and personnel who enter a closed area.
- If hazardous conditions are present in a closed area, all personnel should be advised of the conditions and appropriate responses.

FA 1. Emergency Services

Appendix C-1 Entry Permit to Enter Restricted Areas

1. Reason for entry (if scientific research, specify objectives, location, length of time needed for study, methodology, qualifications, sponsoring party, grant number, and date on separate page). _____

2. Name, address, and telephone number of applicant, organization, university, sponsor, or media group; specify the contact person if questions should arise.

3. Travel (fill out applicable sections; if variable, call information to dispatcher for each entry).

Method of travel (vehicle, aircraft):

Description of vehicle/aircraft:

Route of travel if by vehicle:

Destination of legal location or landmark:

Alternate escape route if different from above:

4. Type of two-way radio system to be used and the base station telephone number if needed for emergency purposes (a CB radio or radiotelephone would not be accepted).

Entry granted into hazard area.

Authorizing Signature _____

Date _____

Expiration Date _____

The condition for entry are attached to and made a part of this permit. Any violation of attached conditions for entry can result in revocation of the permit.

FA 1. Emergency Services

The Waiver of Liability is made a part of and attached to the permit. All persons entering the closed area under this permit must sign the Waiver of Liability before entry.

FA 1. Emergency Services

Appendix C-2 Waiver of Liability

(TO BE SIGNED AND RETURNED WITH APPLICATION FORM)

I, the undersigned, hereby understand and agree to the requirements stated in the application form and in the safety regulations and do further understand that I am entering a high hazard area with full knowledge that I do so at my own risk. I do hereby release and discharge the Federal Government, the State of Oregon, and all its political subdivisions, their officers, agents, and employees for all liability for any damages or losses incurred while within the Closed Area.

I understand that the entry permit is conditioned upon waiver. I understand that no public agency shall have duty to attempt any search and rescue efforts on my behalf while I am in the Closed Area.

Signatures of applicant and members of his field partyDate

Print full name first, then sign:

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability

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FA 1. Emergency Services**Appendix C-3 Law Enforcement Emergency Action Checklist**

Upon arrival at the Emergency Operations Center (EOC), register and check in with the Incident Commander. Request:

- Seating assignment
- Shift assignment
- EOC orientation
- Situation/incident briefing

Initiate and maintain a log of significant events, messages, and phone calls made and received. Pass this on to your relief with instructions to maintain it.

Poll Police Department field units and substation to determine:

- Initial observations and intelligence relative to the scope and nature of the emergency.
- Location and response capability of law enforcement resources.

Determine the number and location of uncommitted units.

Initiate request for mutual aid, if appropriate. Advise the Management Team that this has been accomplished.

Determine if a curfew needs to be imposed. If a curfew is to be imposed, prepare instructions and curfew order, submit it to the Management Team for approval, and issue instructions to all law enforcement personnel Citywide. Coordinate release of curfew order with the Public Information Officer (PIO).

If mass care facilities have been opened, instruct file commanders to assign security for these facilities, as appropriate.

If barricades are needed to implement perimeter control, request these items from the Public Works Department through the Logistics Section in the EOC.

Periodically advise the PIO of significant events.

Provide security forces for the EOC and supply depots.

FA 1. Emergency Services**In the event of an EARTHQUAKE**

- Assist the Fire Department in urban search and rescue operations.
- Instruct field commanders to assign officers to patrol vacated areas.
- Instruct field commanders to assign officers to conduct intelligence gathering and damage assessment operations, if possible.

In the event of a FLOOD

- Instruct field commanders to provide perimeter and traffic control in affected areas.
- Implement public warning measures.
- Provide security and anti-looting patrols for inundation/evacuation areas.
- Poll field forces and the substation to determine if they are in threatened areas. Relocate personnel and equipment as necessary.

In the event of a HAZARDOUS MATERIAL INCIDENT

- Implement perimeter and traffic control.
- Assist the Fire Department in identifying substance(s) involved, if possible.
- Assist the Fire Department in determining relative threat to life and property.
- Assist the Fire Department in ensuring that all responders are issued and utilize proper protective gear and equipment. Coordinate with the City Fire liaison to determine minimum requirements in this regard.
- If evacuation is required, coordinate the issuance of the order with the Management Team and the PIO, time permitting.
- Provide security and anti-looting patrols for evacuated areas.

In the event of a RADIOLOGICAL INCIDENT

- Assist Lower Umpqua Hospital or the Fire Department, to the greatest extent possible, in providing perimeter/access/traffic control.
- Implement alerting and warning measures.
- Assist in evacuation, if ordered.

In the event of a NUCLEAR ATTACK

- Assist in alerting and warning the general public.
- Assist in traffic control operations, particularly in areas closest to designated fallout shelters.
- Provide security for designated fallout shelters.

FA 1. Emergency Services

Appendix C-4 Position Checklists

Refer to Appendix C of the Basic Plan for Emergency Operations Center Position Checklists.

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FA 1. Emergency Services

Appendix D Emergency Public Information**1 Purpose**

This appendix establishes the jurisdiction Emergency Public Information (EPI) Organization and prescribes procedures for:

- The rapid dissemination of accurate instructions and information to the public during periods of emergency.
- Response to media inquiries and calls from the public.
- Establishment of a Media Center near the Emergency Operations Center (EOC) for use by representatives of the print and electronic media.
- Establishment of an On-Scene Public Information Officer (PIO) at the site of the incident.
- The PIO is a part of the General Staff of the Incident Command.

2 Assumptions

During disasters it is assumed that:

- The general public needs and has the right to accurate, timely public information.
- The media would demand information about the emergency. The local media, particularly radio, would perform an essential role in providing emergency instructions and status information to the public. Depending on the severity of the emergency, regional and national media may also demand information and may play a role in reassuring (or alarming) distant relative of disaster victims.
- Telephone communications may be severely compromised, or nonexistent.
- Radio and television stations without backup power, or those not protected against Electromagnetic Pulse may be unable to broadcast.
- Demand for information may be overwhelming if sufficient staff are not provided and if staff are not trained.

3 Roles and Responsibilities**3.1 Public Information Officer**

Duties and responsibilities of the PIO include, but are not necessarily limited to:

FA 1. Emergency Services

- Preparing, in advance, EPI materials that address survival tips for all hazards, including nuclear attack.
- Tasking response organizations to coordinate with the PIO office and to clear press releases with the management team prior to releasing information to the media for public consumption.
- Preparation of materials that describe the health risks, the appropriate self-help or first aid actions, and other appropriate survival measures for the current emergency.
- Preparation of EPI materials for the visually impaired, other special populations, and non-English-speaking groups.
- Preparation of instructions for people who must evacuate from a high-risk area. Elements that should be addressed include: definition of the population at risk; evacuation routes; suggestions on the types and quantities of clothing, food, medical items, etc. that evacuees should take with them; locations of reception areas/shelters; and safe travel routes for return to residence. *Refer to Appendix E of this annex.*
- Preparation of instructions that identify centrally located staging areas and pickup points for evacuees without private automobiles or other means of transportation.
- Preparation of instructions for evacuees' use upon arrival in a hosting area which shows the location of reception centers, shelters and lodging, feeding facilities, and medical clinics.
- Refer inquiries on the status of evacuees to the Care and Shelter liaison or the Lower Umpqua Ministerial Association (LUMA) or Red Cross representative. Disaster Welfare Inquiry services usually requires up to 48 hours to be established and are the responsibility of the Red Cross.
- Prepare EPI materials relevant to support services available and damaged/restricted areas.
- Establishment and implementation of a rumor control procedure.
- Coordinate with State, Federal, and private-sector agencies to obtain technical information relevant to health risks, weather, etc.

3.2 Emergency Information/Rumor Control Section

- Rapidly release emergency instructions and information to the public through all available means.

FA 1. Emergency Services

- Receive all calls coming into the EOC over the public access lines, responding to those from the public and the media, and relaying calls to other EOC staff as appropriate. (Media should be provided at least one telephone line exclusively for their inquiries.)
- Obtain periodic situation updates from EOC staff members and maintain section status boards and maps. Prepare situation reports and provide hard copies of news releases to the Douglas County PIO.
- Prepare news releases as requested by the PIO.
- Update recorded telephone messages hourly or as the situation changes.

3.3 Non-emergency Information/Visitor Control Section

- Receive and handle non-emergency calls.
- Greet and badge all visitors to the EOC.
- Conduct situation briefings for visitors, VIPs, and media, and arrange for official spokesperson(s).
- Maintain situation boards and maps in the Media Information Center.
- Provide escorts to accompany visitors into disaster areas.
- Arrange accommodations and transportation for official visitors.
- Assist the Emergency Information/Rumor Control Section, as required.

3.4 On-Scene Public Information Team

- Establish a Media Control Point in the vicinity of, but physically separated from, the incident sites or Command Post.
- Request media cooperation with “ground rules” established by Incident Commander/Emergency Manager.
- Brief the media on the incident and on response actions underway. Names or other identification of casualties should not be released.
- Maintain liaison with the Incident Commander/Emergency Manager to obtain latest information and remain current on the situation.
- Arrange interviews and live camera shots with key personnel when requested by the media and when such requests can be accommodated without interfering with response operations.

FA 1. Emergency Services

- Keep the Emergency Information/Rumor control Section and other EOC staff apprised of the status of the emergency situation.

3.5 Administrative Support Section

- Provide administrative support (telephones, desks, typewriters, office supplies, copying and telecopy machines, clerical support) to all elements of the Jurisdiction EPI Organization.
- Provide foreign language translators and broadcasters as necessary.
- Ensure that the Media Information Center is operational and maintained.
- Arrange details of and equipment for press conferences and media briefings.
- Assist the media in securing accommodations and transportation, if determined necessary by the jurisdiction PIO.
- Assist other sections as required.

4 Concept of Operations**4.1 General**

As soon as possible after the onset of an emergency, the PIO would fully mobilize the EPI Organization, requesting additional staff supports as needed. When activated, the City's PIO, or alternate, would supervise the EPI Organization. The organization should operate on a 24-hour basis, with staff members being assigned to 12-hour shifts, overlapping by one hour to allow for briefings.

Media representatives, as well as all government agencies, should be advised that the PIO is the single official point of contact for the media during an emergency. Agreements with the information media regarding the dissemination of EPI should be negotiated and finalized prior to the event, if possible. Generally, EPI would be disseminated to the public via press, radio, and television. A media center would be designated by the PIO, and press conferences should be conducted by the PIO at this location at 8 a.m. and 5 p.m. If deemed appropriated, the PIO may elect to conduct special press conferences at times to be announced.

4.2 Communications

Circumstances permitting, the PIO should arrange for telephone installation as follows in the area designated to serve as the office for the lead PIO.

1. Minimum of one line for media inquiry.
2. Minimum of one outgoing, unlisted line, not in rotary, for exclusive use by the PIO.

FA 1. Emergency Services

In the event that telephone service is not available, assigned EOC support staff, City employees, and/or Community Emergency Response Team (CERT) volunteers would support the PIO in dissemination of EPI.

4.3 Media Access

Access to disaster areas by accredited reporters is permitted, with certain exceptions. In general, authorized members of the news media are to be permitted free movement in the area as long as they do not hamper, deter, or interfere with law enforcement or public safety functions. If access restrictions for the media are unavoidable, a pool system may be established. Under this system, a representative of each medium would be selected and escorted into the restricted area. Information, photos, and film footage would be shared with other media representatives. If access by the media must be denied or restricted for any reason, a complete explanation must be given.

4.4 Douglas County Public Information System

The Douglas County Public Information System includes City, County, State, and Federal PIOs and public information representatives from private agencies. The scope of the emergency would determine how many levels of the system become actively involved in EPI release.

City and County PIOs would release EPI locally and should provide status information to PIOs at the next higher level of government. They should coordinate in advance with the public information representatives of local private agencies such as the Red Cross, Salvation Army, and the PUD, so that mutual needs may be fulfilled during emergencies.

When the EPI system is activated, PIOs in the field would be assigned to the affected disaster area to gather status information and provide it to Reedsport's PIO. Reedsport's PIO may reply to media calls and should relay information to the County, State, and Federal levels.

The State PIO would summarize the disaster situation for the media and report on State agency response activities. The State PIO would also establish statewide Emergency Alert System (EAS) programming, keep the Federal Emergency Management Agency (FEMA) PIO informed of developments, and provide EPI staff support to local jurisdictions on request. The State PIO should coordinate news releases pertaining to a particular jurisdiction with that jurisdiction's PIO prior to dissemination to the news media. When prior coordination is not feasible, the local PIO should be informed at the earliest possible opportunity.

The FEMA PIO should provide information on Federal response efforts and Federal assistance programs and may provide EPI staff support to the State on request. The Federal government determines nationwide EAS programming.

4.5 Media Accreditation and Visitor Control Procedures

In the event that access to a secured area warrants media access, the City's PIO would authorize and distribute media accreditation. Press passes should be dated,

FA 1. Emergency Services

signed by both the journalist and the on-site PIO, and worn at all times in plain view. They may be revoked at the discretion of the PIO.

Press passes should be granted to representatives of accredited news organizations who can prove their status. No passes should be given to non-credentialed freelancers, school reporters, etc. Passes would be issued at the discretion of the on-site PIO.

4.6 Emergency Public Information Release Log

The EPI Release Log should show all media releases and conversations with members of the press. The log should provide the date and time of the release and should be noted as follows:

1. T – Taped or live broadcast
2. P – Phone Report
3. O – Office Visit
4. F – Field contact
5. N – News release (indicate number)

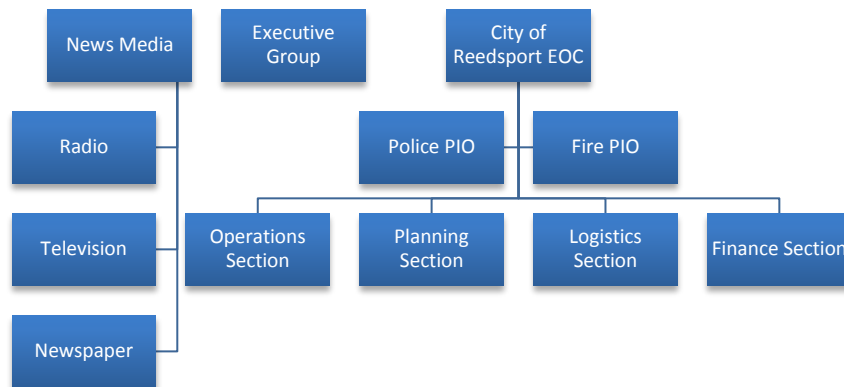
4.7 Status Boards

Following are suggested status boards to assist EPI staff in releasing information to the news media. The PIO should review the suggested boards and include as many as practicable, considering space restrictions. Maps of the disaster area and maps of local radio/TV broadcast coverage areas should also be on hand.

5 Direction and Control**5.1 General**

The designated PIO for the City of Reedsport is the City's PIO. In this capacity, the Fire Department PIO would support the City PIO. These individuals may also act as PIO in the order listed, in the event that the City PIO is unable to serve (per Standardized Emergency Management System guidelines).

FA 1. Emergency Services

**5.2 Emergency Public Information Priorities***Lifesaving/Health Preservation Instructions*

1. What to do (and why).
2. What not to do (and why).
3. Information (for parents) on status and actions of schools (if in session).
4. Hazardous/contaminated/congested areas to avoid.
5. Curfews.
6. Road, bridge, freeway overpass, and dam conditions, and alternate routes to take.
7. Evacuation:
 - a. Routes
 - b. Instructions (including what to do if vehicle breaks down).
 - c. Arrangements for persons without transportation.
8. Location of a mass care/medical/family assistance center (in the event of mass fatalities), food, and safe water. Status of hospital (e.g. identify if the hospital is unable to provide treatment).
9. First aid information.
10. Firefighting instructions.
11. Emergency telephone number (otherwise request people not to use the telephone). Stress to out-of-area media that people should NOT telephone into the area. Lines must be kept open for emergency calls.
12. Instructions/precautions about utility use, sanitation, and how to turn off utilities.
13. Essential services available—hospitals, grocery stores, banks, pharmacies, etc.
14. Weather hazards (if appropriate).

Emergency Status Information

1. Media hotline number. Public hotline number.

FA 1. Emergency Services

2. Description of the emergency situation, including number of deaths and injuries, property damage, and persons displaced.
3. Description of government and private response efforts (mass care, medical, search and rescue, emergency repair, debris clearance, fire/flood fighting, etc.).
4. Any of the new information in summary form on a “nice to know” rather than “vital to know and act upon” basis.
5. Status of local and Governor’s Proclamation and a Presidential Declaration.
6. Where people should report/call to volunteer.
7. How people in other areas can obtain information about relatives and friends in the disaster area (coordinate with the Red Cross and/or LUMA on release of this information). How disaster victims can locate family members.

Other Useful Information

Usually, this type of information would be released in the Post-Emergency Period because of lack of time and other priorities during other periods.

1. State/Federal assistance available.
2. Disaster Assistance Center opening dates/times.
3. Historical events of this nature.
4. Charts/photographs/statistics from past events.
5. Human interest stories.
6. Acts of heroism.
7. Historical value of property damaged/destroyed.
8. Prominence of those killed/injured.

6 Supporting Plans and Procedures

None at this time

FA 1. Emergency Services

Appendix D-1 Emergency Action Checklist

Below are suggested actions to be taken by the jurisdiction Public Information Officer (PIO) and/or Emergency Public Information (EPI) staff during the various emergency periods and phases. Additions or deletions may be made depending on the local situation.

A. During all Periods and Phases

1. Ensure that all information is clear, concise, factual, confirmed, and approved by appropriate authority before release to the media or public. Do not release unconfirmed information or speculate on the extent of the emergency, despite repeated urging by reporters to do so. Never hesitate to say, “I don’t know but I’ll find out.”
2. Monitor published and broadcast EPI for accuracy. Correct serious misinformation whenever possible.
3. Provide sufficient staffing and telephones to efficiently handle incoming media and public calls and to gather status information.
4. Provide information to the public according to the priorities listed in Appendix D, Section 5.2 Emergency Public Information Priorities.
5. Ensure that official spokespersons are thoroughly briefed about all aspects of the emergency situation.
6. Keep the Incident Commander and Chief Executive Officer advised of all proposed media releases. Review them with Executive Officer as appropriate prior to release.
7. Keep PIOs in other jurisdictions and at other government levels apprised of information released.
8. Maintain an EPI release log and a documentary file of all information, instructions, and advice released to the public.

B. Pre-Emergency Period

1. Prepare and add supporting documents, Standard Operating Procedures (SOPs), checklists, and sample EPI materials as necessary to fully complement and complete the Jurisdiction EPI Plan.
2. Review the plan periodically and update it as changes occur.
3. Assign EPI staff and conduct training exercises on a regular basis. Consideration should be given to training more personnel than required in case the primary EPI staff, particularly the PIO, are injured or are unable to report for duty.
4. Coordinate with private response agency PIOs (e.g., for the Red Cross and Salvation Army) and utility companies so that mutual needs may be fulfilled during emergencies.
5. Ensure that response personnel are aware of the need to promptly inform EPI staff of all response actions taken during emergencies and the necessity to provide a spokesperson for the media.
6. Maintain media contact lists (*see Appendix D-8 of this annex*). Maintain working relationships with local media representatives and share with

FA 1. Emergency Services

them the details of this plan and their responsibilities under this plan. Determine media accreditation and visitor control procedures in coordination with fire/law authorities and the Chief Executive Officer.

7. Maintain working relationships with PIOs in other jurisdictions and at other government levels. Maintain telephone contact lists.
8. Ensure that all agencies in the jurisdiction are aware that they must coordinate release of emergency information through the PIO.
9. Periodically review Emergency Alert System (EAS) procedures. Develop stock messages with blanks that can be filled in quickly during emergencies.
10. Prepare generalized survival and self-help information for each potential hazard.

C. Increased Readiness Phase

1. Review and update this plan.
2. Alert EPI staff to the situation and make tentative shift assignments. Alert the Radio Amateur Civil Emergency Service (RACES) Team.
3. Arrange for inspection and installation of communications equipment and other supplies/ equipment necessary for EPI functions, including television, radio, maps, automatic telephone answering equipment (if available), display charts, and status boards.
4. Respond to media and public calls.
5. Review appropriate stock of EPI material, including EAS messages.
6. Review EPI priorities.
7. Make initial contact with PIOs in other jurisdictions and at other government levels.

D. Emergency Period

1. Fully mobilize the EPI organization, determine shift assignments, and brief EPI staff on the current situation.
2. Request EPI staff support from the next higher level of government or from among community PIOs, or arrange to hire temporary personnel, as necessary.
3. Release emergency instructions/information to the public as necessary.
4. Release general survival/self-help information as appropriate.
5. Release “media only” telephone numbers and public numbers. Respond to media/public calls. Record telephone messages for media and public hotlines and update them as the situation changes. Release hotline numbers.
6. Open a Media Center if a number of reporters arrive in person at the EOC.

E. Immediate Impact Phase

The following checklist is intended to be completed for EPI response to emergencies that occur without warning. It includes tasks listed under other phases:

FA 1. Emergency Services

1. Fully mobilize the EPI organization. Determine and inform staff of shift assignments. Brief the current shift on the status of the emergency situation. Arrange for installation of communications equipment and other supplies/equipment necessary for EPI functions, including television, radio, maps, display charts, and status boards.
2. Request EPI staff support from the next higher level of government or from among community PIOs, or arrange to hire temporary personnel, as necessary.
3. Dispatch the On-Scene Public Information Team, if appropriate, to establish a Media Control Point near the incident site; maintain liaison with the Incident Commander/Executive Officer; keep EPI/EOC staff informed of the situation (via RACES); arrange interviews and media tours of the disaster area if such action would not hinder response efforts.
4. Determine the status of local media outlets and telephone service. Set up a RACES information relay system for use by the On-Scene Public Information Team and by EPI staff if telephones are not in service.
5. Release emergency instructions/information to the public as necessary through the media using the Media Contact List. Release appropriate general survival/self-help information. Release “media only” telephone numbers. Record telephone messages for media and public hotlines and update as the situation changes. Release hotline numbers.
6. Follow EAS procedures if the system is activated.
7. Respond to inquiries from the media and the public.
8. Open a Media Center. Maintain Media Center status boards and maps. Post hard copies of news releases.
9. Gather information on the emergency situation and response actions and maintain EPI status boards and maps. Monitor EOC status boards and resolve conflicts. (PIO should attend periodic EOC briefings and policy meetings.)
10. Consider additional methods of distributing emergency instructions as required.
11. Arrange media briefings / press conferences on a regular or “as needed” basis. Arrange for official spokesperson.
12. Announce briefing times. Arrange media tours / filming (one crew at a time) of EOC and interviews with EOC spokesperson(s), if such action would not hinder response efforts.
13. Procedure news releases as required.
14. If the State OEM is involved in response, make situation reports to Region’s PIO (three times per day) and provide hard copy of news releases (telecopy) for relay to State OEM Headquarters.
15. Provide EPI in foreign languages as required.
16. Receive and handle non-emergency calls. Relay calls to other EOC staff as appropriate.
17. Greet and badge visitors. Conduct situation briefings for visitors. Arrange accommodations and transportation for official visitors and media as necessary.

FA 1. Emergency Services

18. Work with the Red Cross and/or the Lower Umpqua Ministerial Association (LUMA) to release information on procedures for determining the status of relatives/friends in the disaster area.

F. Sustained Emergency Phase

1. Perform all of the above tasks as applicable.
2. Release information about approved vantage points from which persons may view the destruction. In choosing viewing areas, the Emergency Manager should consider safety, traffic flow, and availability of parking areas. (Sightseers should always be discouraged, but, considering human nature, are unavoidable. Giving them an authorized place to go should help keep them away from hazard areas where they might be injured).
3. Release damage assessment figures when obtained.
4. Periodically check information staff for signs of agitation or fatigue and reassign or relieve them if possible.

G. Post-Emergency Period

1. Continue to release status information on request.
2. Accommodate State and Federal information officers and assist them in releasing information on assistance programs if requested to do so.
3. Release information on restoration of utilities and any travel restrictions still in effect.
4. Gather all records kept during all phases of the emergency and prepare a chronological summary of all events, actions taken, inquiries made, and responses given. Collect newspaper clippings and TV videotapes, if available.
5. Survey EPI and EOC staff and the local media for suggestions to improve EPI response procedures and this checklist in future emergencies.

FA 1. Emergency Services

**Appendix D-2 Emergency Public Information Checklist –
Imminent/Actual Flooding**

The following Emergency Public Information (EPI) Checklist is specific to a flood emergency and should be considered in addition to the basic EPI Checklist:

A. PRE-EMERGENCY PERIOD

1. Coordinate with Public Information Officers (PIOs) from responding law enforcement, fire, and other agencies. Develop a rapid PIO-to-PIO communication system.
2. Coordinate with school authorities/PIOs on announcing school procedures during floods.
3. Prepare evacuation radio messages(s), leaving blanks, which can be filled in when specific flooded areas are known.
4. Coordinate with Red Cross, Lower Umatilla Ministerial Association (LUMA), local Society for the Prevention of Cruelty to Animals, animal shelter, veterinarian organizations, etc. to establish procedures for handling evacuated pets and large animals.
5. For areas that commonly flood, prepare and periodically distribute public education materials (brochures, pamphlets, coloring books, slide shows, etc.) describing protective and precautionary actions with which individuals should become familiar should flooding occur. Indicate pre-designated shelter sites and school response procedures.
6. Coordinate with LUMA, Red Cross or other volunteer organizations to establish request procedures for those needing assistance with flood cleanup, such as the elderly or disabled.

B. Increased Readiness Phase

1. Monitor river levels and weather advisories.
2. Provide prepared map(s) and script to television station(s) for broadcast, when authorized.
3. Provide prepared radio message(s) to local radio stations for broadcast, when authorized.
4. Release information on where to buy/acquire sandbags and sand.

C. Pre-Impact Phase – Precautionary Evacuation Ordered/Advised

1. Authorize broadcast of radio message(s) or access the Emergency Alert System (EAS) using established procedures.
2. Coordinate with law enforcement agencies to release evacuation instructions through patrol car and helicopter public address systems and door-to-door contact, as appropriate.
3. Release information about school evacuation (in coordination with school authorities and PIOs).
4. Authorize television broadcast of evacuation map(s) and script.
5. Encourage people to visit friends or relatives outside the potential hazard area, if possible.

FA 1. Emergency Services

6. Release special instructions for those evacuating pets. (Animals are not allowed in mass care facilities.)
7. Broadcast information on:
 - a. Locations of emergency medical aid stations and mass care facilities.
 - b. Gas stations remaining open.
8. Caution the media about potential dangers and traffic controls or other restrictions in evacuation area.
9. Release information on the number of persons being housed and fed at mass care facilities.
10. Indicate curfews and travel restrictions in effect within the evacuation area.
11. Advise the public not to return to the evacuation area until told to do so.

D. Return Home Authorized

1. Announce that return home has been authorized and note any traffic controls in effect.
2. Announce mass transportation pickup points for those without vehicles.
3. Announce instructions for cleanup and telephone number for those needing cleanup assistance, such as the elderly or disabled.
4. Announce procedures for reporting public and private damage (for the damage assessment report).

E. Sudden Flooding

1. As soon as possible, establish the EPI function at the EOC or at another location determined by the Emergency Manager. Request public information mutual aid if needed. (Need for assistance should be determined by: (1) the size of flooded area and (2) media interest, which may be overwhelming even if the flooded area is small).
2. Release emergency instructions through surviving local radio stations. Use regional stations if local ones are not broadcasting. Non-media methods may also be necessary to put out instructions quickly.

FA 1. Emergency Services

**Appendix D-3 Sample Radio/TV Messages – Imminent/Actual
Flooding****I. ROAD CLOSED**

This is _____ from the Reedsport Emergency Operations Center. The recent storm has caused severe / moderate flooding in several / many areas of the city / county. As of today, law enforcement officials have closed the following roads/streets:

Please avoid these roads/streets. If you must travel, use alternate routes.

Again, those roads / streets, which have been closed, are

_____.

Please stay tuned to this station for additional road closure information.

II. APPROVED VIEWING SPOTS

This is _____ from the Reedsport Emergency Operation Center. The following storm-damaged areas are still extremely hazardous and should be avoided:

Please do not try to sightsee in these areas. You could be hurt. If you feel you must observe the storm damage, the following are approved viewing spots: _____

Again, please avoid the storm damaged areas. You may place your life and those of others in danger.

Thank you for your cooperation.

III. EVACUATION ORDERED

(To be announced by City Manager, Mayor, Fire Chief, or other authority.)

This is _____. The flooding situation continues in parts of Reedsport and may worsen. For your safety, I am asking that you leave the _____ area as soon as possible (give boundaries of local area, evacuation routes).

Be sure to take essential items – medicine, special foods, personal items, baby supplies, clothing, money, and valuable papers – but do not overload your car. Secure your home before you leave. Be sure to check on any neighbors who may need assistance.

If you cannot stay with relatives or friends outside of the evacuation area, go to (one of) the Red Cross shelter(s) at _____.

Pets are not allowed in Red Cross shelters. If you cannot make arrangements for someone outside the evacuation area to take care of your pet, (give instructions).

FA 1. Emergency Services

Do not allow your pet to run loose. If you cannot make arrangements for your large animals, (give instructions.)

If you have no means of transportation or if you are physically unable to evacuate on your own, ask a neighbor to assist you or call _____. Otherwise, please do not use your telephone except to report an emergency.

I repeat. If you live in the _____ area (give boundaries), you are requested / required/required to evacuate for your own safety. Stay tuned to this station for more information and instruction.

Thank you for your cooperation and your courtesy to others.

FA 1. Emergency Services

**Appendix D-4 Emergency Public Information Checklist –
Hazardous Materials Incident**

The following Emergency Public Information (EPI) Checklist is specific to hazardous material incidents and should be considered in addition to the basic EPI Checklist. The On-Scene PIO Team using personnel assigned would initially take EPI actions by the primary responding agency (additional EPI staff may be requested from the jurisdiction). The EPI staff at the Emergency Operation Center (EOC) may be mobilized, depending on the extent of the hazard. Media should be briefed periodically throughout the year on hazardous material incident response procedures and related EPI procedures. All releases must be cleared through the Incident Commander / Scene Manager and technical adviser at the scene, City Manager, or Emergency Manager at the EOC.

A. Unidentified Material

1. If the incident is in a heavy traffic area, and alternate routes are available, notify media (radio) and request frequent announcements of instructions to avoid the area. (Coordinate announcements with the responding law agency).
2. Notify media with full explanation as soon as material has been identified. (Clear with Incident Commander/Scene Manager and technical adviser to avoid unduly alarming or confusing the public).
3. If traffic would not impede response efforts, simply respond to media inquiry, as necessary.

B. Low Hazard/Confined Incident – No General Evacuation

1. Notify media (primarily radio that incident has occurred).
2. Indicate alternate routes for traffic and request frequent announcements of instructions to avoid the area.
3. Indicate the nature of the incident and precautions for public.
4. Release the hotline number for public inquiries (if available and staffed).
5. Indicate response agencies involved (coordinate with response agency PIOs), clean-up efforts underway, and time frame for resumption of normal traffic patterns, if known.

C. Incident – High Hazard – General Evacuation Requested/Mandatory

1. Release all of the above information.
2. Release evacuation instructions to the media (radio). Use established Emergency Alert System (EAS) procedures as appropriate.
3. Release mass care information when known (coordinate with the Red Cross).
4. Have medical/technical spokesperson(s) available to describe the nature of the toxic substance, possible symptoms, and precautions for the public to take.
5. Hold media briefing(s) at scene where the Incident Commander/Scene Manager and medical/technical spokesperson can answer media questions.

FA 1. Emergency Services

Arrange for Emergency Manager to hold similar media briefings at the EOC if needed. Spokespersons should be prepared to answer questions similar to those listed below. Suggested responses or cautions are given in brackets:

- a. How many deaths/injuries were there? Any property damage?
- b. What response agencies were involved?
- c. Why was evacuation ordered?
- d. Why wasn't evacuation ordered?
- e. Number of person evacuated.
- f. What are the long-term effects on people and the environment?
Note: Long-term studies have not been done on most chemicals. Be careful not to speculate.
- g. What chemicals are involved?
- h. How toxic are they? What symptoms are produced?
- i. What are their normal uses?
- j. What precautions should residents take?
- k. Does this jurisdiction have a plan for response to such incidents? If not, why? If so, how did it work? [Answer honestly. If there are areas of improvement needed, or if more time is required to fully evaluate response procedures used, indicate this].
- l. What hazardous material incident training is required for your response personnel?

FA 1. Emergency Services

Appendix D-5 Sample Radio/TV Messages – Hazardous Materials Incident**I. UNIDENTIFIED SPILL/RELEASE IN HEAVY TRAFFIC AREA**

This is _____ at the Reedsport Emergency Operation Center. An unidentified substance, which may be hazardous, has been spilled/released at _____ (specific location). Please avoid the area, if possible, while crews are responding. The best alternate routes are _____.

If you are already in the area, please be patient and follow directions of emergency response personnel. Specially trained personnel will evaluate the substance, and further information will be released as soon as possible.

Thank you for your cooperation.

II. HAZARD/CONFINED SPILL/RELEASE – NO GENERAL EVACUATION

This is _____ at the Reedsport Emergency Operation Center. A small amount of _____, a hazardous substance, has been spilled / released at _____. Streets are blocked, traffic is restricted, and authorities have asked residents in the immediate _____ block area to evacuate. Please avoid the area. The material is slightly/highly toxic to humans and can cause the following symptoms: _____. If you think you may have come in contact with this material, you should (give health instructions and hotline number, if available). For your safety, please avoid the area if at all possible.

Alternate routes are _____ and traffic is being diverted. If you are now near the spill / release area, please follow directions of emergency response personnel. Clean-up crews are on the scene.

Thank you for your cooperation.

III. HIGH HAZARD SPILL/RELEASE-GENERAL EVACUATION REQUESTED/MANDATORY

This is _____ at the Reedsport Emergency Operations Center. A large/small amount of _____, a highly hazardous substance, has been spilled / released at _____. Because of the potential health hazard, authorities are requesting/requiring all residents within _____ blocks/miles of the area to evacuate. If you are (give evacuation zone boundaries), you and your family should /must leave as soon as possible/now. Go immediately to the home of a friend or relative outside the evacuation area or to (indicate shelter). If you can drive a neighbor who has no transportation, please do so. If you need transportation, call _____. Children attending the following schools: (list schools) will be evacuated to:

Do not drive to your child's school. Pick your child up from school authorities at the evacuation center. Listen to this station for instructions. The material is

FA 1. Emergency Services

highly toxic to humans and can cause the following symptoms: _____.
If you are experiencing any of these symptoms, seek help at a hospital outside the evacuation area, or at the evacuation center at _____.

To repeat, if you are in the area of _____ you should/must leave, for your own safety. Do not use your telephone unless you need emergency assistance.

IV. HAZARDOUS MATERIAL INCIDENT – (TO BE ADAPTED
ACCORDING TO THE SITUATION)

At approximately _____ a.m./p.m. today, a spill/release of a potentially hazardous substance was reported to this office by _____ units (a private citizen, city employee, etc.) (Police/fire) were immediately dispatched to cordon off the area and direct traffic. The material was later determined to be _____ (describe) _____, a hazardous/harmless (chemical/substance/material/gas) which, upon contact, may produce symptoms of _____.

Precautionary evacuation of the (immediate/X-block) area surrounding the spill was by (agency). Approximately _____ persons were evacuated. Clean-up crews from (agency/company) were dispatched to the scene, and normal traffic had resumed by _____, at which time residents were allowed to return to their homes.

There were no injuries reported OR _____ persons, including (fire/police) personnel, were treated at area hospitals for _____ and (all/number) were later released. Those remaining in the hospital are in _____ condition. Response agencies involved were: _____.

FA 1. Emergency Services

Appendix D-6 Media Contact List

CITY OF REEDSPORT MEDIA CONTACT LIST			
NAME CALL LETTER/FREQUENCY	ADDRESS	CONTACT PERSON	PHONE NUMBERS

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Functional Annexes

FA 1. Emergency Services

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FA 1. Emergency Services

Appendix D-8 Get-Away Kit for On-Scene Team

(PIOs should have the following items in an easily accessible place for rapid transport to and use at the scene of an emergency.)

1. Maps of city and county
2. Regional map (for multi-county emergencies)
3. Acetate map covers
4. Marking pens
5. Easel for display of map
6. ID vest and/or hat (Day-Glo)
7. Battery-powered PA system (lectern and microphone)
8. Ruled pads or steno notebooks
9. Pens and pencils
10. Scotch tape/masking tape
11. Scissors
12. Easel with blank flip pads
13. EPI checklist and telephone contact list
14. Sign (Day-Glo) "All Media – Please Report Here"
15. Lighting for night operations
16. Cassette recorder/blank tapes (battery-operated) to record all briefings to the media as well as data from the Incident Commander / Scene Manager
17. Sign-in sheets for media
18. Blank press passes, if appropriate (coordinate with law authorities)
19. DOT 2000 North American Emergency Response Guidebook,
"Guidebook for 1st responders during the initial stage of a Hazardous Materials Incidents," DOT P 58003

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FA 1. Emergency Services

Appendix D-9 General Emergency Alert System TemplatesEVACUATION:

The City of Reedsport is managing a(n) _____ emergency. A State of Emergency has been declared. The Incident Command and Reedsport City Council are requesting the immediate evacuation of the area between _____ on the east, _____ on the west, _____ on the north, and _____ on the south due to _____. Please take medications and personal hygiene supplies with you and evacuate to (a point) _____ by traveling _____. Failure to evacuate may result in life endangerment. The Red Cross is opening shelters for those affected by the evacuation at _____. If you need help evacuating your home, please signal emergency workers by placing a white cloth on your front door or calling the City at _____.

SHELTER IN PLACE:

The Incident Command and Reedsport City Council are urging citizens for the area between _____ on the east, _____ on the west, _____ on the north, and _____ on the south _____ to take the following protective actions due to _____. Stay indoors with all windows closed. If you must go outdoors for any reason, _____. Failure to follow these instructions may result in damage to _____. Please stay tuned to this station for further details.

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FA 1. Emergency Services

Appendix D-10 Guidelines for Release of Information to the Media

The following guidelines should be used in evaluating and releasing information concerning the incident:

1. Accurate information should 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. 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.
3. Information concerning the incident should be consistent for all members of the media.
4. Information should be presented in an objective manner.
5. 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 _____ 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.”

FA 1. Emergency Services

6. Information that media representatives often request includes:
 - a. Emergency: What is it?
 - b. Location: Where is it?
 - c. Time: When did it occur? How long will it last?
 - d. Fatalities: Are there any? How many?
 - e. Injuries: Are there any? How many? What is the nature of the injuries?
 - f. Injured: Where are they being treated? Where can family members call to get information?
 - g. Involved agencies: What agencies responded? How many? What level of involvement do they have?
7. 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.
8. In an incident involving fatalities, the names of the victims or the cause of death should not be released without authorization from the District Attorney's and Medical Examiner's office.
9. 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.
10. Public information briefings, releases, interviews, and warnings should be logged and tape-recorded. Copies should become part of the final incident package.
11. Do not commit to firm briefing times unless it is certain these times can be kept.

FA 1. Emergency Services

Appendix E Evacuation and Population Protection**Evacuation Tasked Agencies**

Primary Agencies	City of Reedsport Douglas County Department of Emergency Management Oregon State Police (OSP)
Supporting Agencies	Law Enforcement Agencies Fire Agencies Medical Services Douglas County Health Department American Red Cross Public Works Local Fixed Facilities Region #15 HazMat Coos Bay Fire Department Region #1 HazMat Roseburg Fire Department County and City Departments
Adjunct Agencies	Military Department, Emergency Management Division Oregon Department of Fish and Wildlife Department of Health Oregon Department of Transportation (ODOT) Environmental Protection Agency CHEMTREC U.S Coast Guard

1 Purpose and Scope**1.1 Purpose**

The purpose of this evacuation plan is to provide a means of managing both major and minor evacuations involving hazardous materials incidents and to carry out emergency evacuations designed to minimize loss of life, alleviate suffering, and minimize property and environmental damage.

1.2 Scope

This plan covers the City of Reedsport to provide for a coordinated response for the evacuation of endangered populations in the event of a hazardous material or other incident. It includes the appropriate response actions to direct an evacuation to prevent, minimize, or mitigate a threat to public health, welfare, or the environment.

2 Authority and Policies**2.1 Authorities**

This plan is developed under the authority of the following State and Federal statutes and regulations:

FA 1. Emergency Services

- Public Law 99-499 (Superfund Amendment Reauthorization Act [SARA], Title III)

2.2 Policies

- The City of Reedsport and Douglas County should respond to evacuation problems according to this appendix.
- In the event of a hazardous materials incident, State agencies would provide support according to the Oregon Mobilization Plan.

3 Assumptions and Limitations**3.1 Assumptions**

- The possibility of a hazardous material incident exists throughout the City of Reedsport and Douglas County. This possibility makes it necessary to make plans and procedures to deal with hazardous material incidents.
- Fixed facilities (e.g., city water and sewer plants, chemical plants, tank farms, laboratories, and operating hazardous waste sites that produce, generate, use, store or dispose of hazardous materials) could be damaged, rendering existing spill control apparatus and containment measures ineffective.
- Hazardous materials that are transported may be involved in railroad accidents, highway collisions, and waterway or airline mishaps.
- Laboratories responsible for analyzing hazardous material samples may be damaged or destroyed in a disaster.
- Damage to, or rupture of, pipelines transporting materials that are hazardous if improperly released could present serious problems.
- Emergency exemptions may be needed for disposal of contaminated material.
- Sufficient State and Federal assistance would be available but may take time to mobilize.
- Most fire agencies in the County have limited training in hazardous materials. Some departments with hazardous materials in their areas have more specialized training for personnel, equipment, and procedures to be used for an accidental release.

3.2 Limitations

It is the policy of the City of Reedsport that this plan does not guarantee a perfect response system. As local assets and systems may be overwhelmed, they can

FA 1. Emergency Services

only endeavor to make every reasonable effort to respond based on the situation, resources, and information available at the time.

4 Roles and Responsibilities**Douglas County Department of Emergency Management**

- Provide support for the Local Emergency Planning Committee (LEPC).
- Coordinate planning and assist with training via the LEPC.
- Maintain emergency communications equipment.
- Coordinate with the LEPC to develop and implement a public education program.
- Prepare a Declaration of Emergency as requested by the Incident Commander or affected jurisdiction. Secure proper signatures. Forward the declaration to Oregon Emergency Management (OEM).
- Assist with public information, coordinate with the on-scene Incident Commander, affected jurisdictions, and/or facility.
- Coordinate resources as required. Establish and maintain resource lists for hazardous material response.
- Coordinate with the Incident Commander. Assist the Incident Commander in determining and locating the agency responsible for the spill and arrange for clean up as required.
- Alert emergency medical facilities of possibly contaminated victims and/or injuries.
- Alert the Red Cross when the potential for evacuation or shelter situation exists.
- Assist with response cost tracking.

Law Enforcement Agencies

- Law enforcement agencies should participate in Unified Command if requested by the Incident Commander.
- Train personnel.
- Write plans and Standard Operating Procedures (SOPs)
- Obtain necessary supplies.
- Enter into mutual aid agreements.

FA 1. Emergency Services

- Assess the situation at the scene of the hazardous material incident.
- Assist with evacuation.
- Render first aid, as needed.
- Protect property.
- Maintain law and order.
- Provide security for the accident site.

Fire Agencies

- Serve as the Incident Command agency where designated.
- Train personnel.
- Conduct hazard analysis.
- Arrange mutual aid agreements.
- Conduct fire prevention enforcement.
- Assist with evacuation of persons at risk and provide direction and control of emergencies involving fires and hazardous materials.
- Isolate endangered areas.
- Seek technical advice or assistance.
- Rescue endangered persons.
- Suppression of fire, if necessary.
- Direct clean up, as feasible, to restore order.

Medical Services

- Emergency medical services, in a hazardous material incident, are to ensure that basic and advanced life support services are coordinated to provide prompt, adequate, and continuous care to victims.
- Paramedics should perform triage at the disaster scene. Transport by ambulance would be a priority.
- The emergency medical area, triage area, and ambulance service should be coordinated with the Incident Commander.
- The provisions of basic and advanced life support services should be provided in accordance with County plans, SOPs, and treatment transfer protocols. County resources, through mutual aid agreements,

FA 1. Emergency Services

would be utilized to the fullest extent before outside resources should be requested.

- U.S. Coast Guard helicopter services are available on request and normally land at Bay Area Hospital.

Douglas County Health Department and Lower Umpqua Hospital

- Mass care would normally be carried out during or immediately following the emergency until individual services can be provided.
- The Health Department can advise victims of the long-term effects of a chemical release or spill.
- The Health Department should advise the Incident Commander regarding recovery and reentry into a contaminated area.

Red Cross or Lower Umpqua Ministerial Association (LUMA)

- Mass care would normally be carried out during or immediately following the emergency until individual services can be provided.
- Shelters or other available facilities identified by the Red Cross or LUMA should be used with the assistance of the Red Cross/LUMA, coordinating with religious and private organizations.

Public Works

- Public Works should provide and staff barricades to assist with emergency response agencies in isolating a hazardous material scene.
- Request for Public Works assistance should be made through their chain of command.
- Sand, sandbags, or other diking material should be used to prevent hazardous materials from entering sewers or storm drains and water sources.

Local Fixed Facilities

- Should designate an emergency coordinator for the facility to be responsible for notifying Douglas County Department of Emergency Management and the incident command agency in the event of a hazardous material spill.
- Should develop plans and procedures for hazardous material incidents.
- Should develop a method of detecting hazardous material releases or spills.
- Should train personnel to assist in emergency response.

FA 1. Emergency Services

- Reporting facilities should notify the Douglas County 9-1-1 Center by telephone per State and Federal regulations in the event of a hazardous material release. The 9-1-1 Center should activate notification list.
- Facilities may request resource assistance via Douglas County Department of Emergency Management.

CHEMTREC

- Provide information and assistance on the nature of the product and steps to handle the problem.
- Contact the shipper of the material for more detailed information.
- Provide 24-hour notification capability for hazardous materials emergencies.
- Assess mutual aid programs that notify teams to respond to incidents involving certain chemicals and pesticides.

5 Concept of Operations**5.1 General**

Evacuation is often required as part of the protection of life and safety of the citizens served. It often must be accomplished under difficult circumstances and within a very short time frame. Evacuation is not a simple task. It is therefore of the utmost importance that agencies that may have to initiate an evacuation to understand the coordination and planning that must occur prior to the actual act of evacuation. Planning for evacuation and exercising that plan before the emergency is essential. The ultimate goal of an evacuation is to move citizens from a hazardous situation to a safe and sheltered location in the shortest amount of time and the safest manner possible.

No single agency in Reedsport or Douglas County can successfully conduct an evacuation of large numbers of citizens without assistance from other agencies. Law enforcement has an important role to play in most evacuations, as does Public Works. It is important to remember that coordination with all agencies is required for an orderly and effective evacuation.

5.2 Administration and Coordination

Douglas County Department of Emergency Management

- The Douglas County Emergency Manager serves as emergency support function chief for this plan and is responsible for reviewing and updating, as required, in cooperation with the LEPC, law enforcement, fire services, and emergency medical services.
- The plan should be reviewed biannually by the LEPC and should include local available resources necessary to develop, implement, and

FA 1. Emergency Services

exercise the emergency plan. The plan should make recommendations with respect to additional resources that may be required and the means for providing them.

- Facilities subject to the requirement of SARA Title III, transportation routes, and secondary risks should be updated by the Department of Emergency Management.
- Methods and procedures to be followed by local facilities and emergency and medical personnel to respond to any release should be identified and updated.
- Table top exercises and local and Countrywide drills should be conducted at least once annually. A full-scale exercise with mutual aid, including mass casualty with a limited evacuation, should be conducted once every four years.
- Procedures for providing reliable, effective, and timely notification by the facility emergency coordinator and community emergency coordinator to persons designated in the emergency plan and to the public that a release has occurred should be identified.

5.3 Prior to Evacuation

In cases where the need for evacuation is imminent, the Incident Commander should advise the population in the affected area of the need to evacuate. The method of notification used is based on the type of situation, the immediacy of the evacuation, and the personnel available to conduct the notification.

1. Advanced Warning

- a. The reason for the possible evacuation.
- b. The estimated time before evacuation would be called.
- c. The evacuation route(s).
- d. Location of evacuation staging area/center/shelter.
- e. Method of notification (radio, PA system, EAS, siren, etc.).

2. **Pre-printed Evacuation Instructions** - A pre-printed list of instructions for citizens regarding what to bring and not to bring with them is helpful. It provides valuable information without tying up personnel explaining to the public what they need to do. This type of information can be printed ahead and be readily available when an evacuation is necessary.

3. **Before an evacuation, many things must be considered.** Refer to Appendix E as applicable.

5.4 Shelter-in-Place

For some incidents, primarily hazardous material or nuclear accidents, an actual physical evacuation is not possible or is unsafe because there is not enough time to notify and move the affected population. Shelter-in-place may be effective for

FA 1. Emergency Services

hospitals, convalescent hospitals, and other facilities with large populations of non-ambulatory occupants.

Shelter-in-place is a method that attempts to provide a zone of safety within a structure. It involves shutting off the outside air supply to a facility, closing all doors, windows, and vents then waiting for the hazard to pass. The Incident Commander should base his/her decision to shelter-in-place on specific, quantifying data obtained by computer modeling and with the technical expertise provided by a hazardous materials specialist.

Pre-printed instructions for citizens on how shelter-in-place is helpful. It provides valuable information without tying up personnel to explain to the public what they need to do. This type of information can be printed ahead and made readily available if shelter-in-place is required.

5.5 Fixed Facilities with Hazardous Materials*Fixed Facility Information*

- Fixed facilities with on-site hazardous materials are identified by the Oregon State Fire Marshal.
- These facilities have all types of monitoring systems, either computerized equipment, or personnel, to check chemical releases. Facility personnel may activate the alarm and respond according to their facility procedures, or an automatic alarm would activate to alert personnel of a release. The designated person in charge would then initiate a call, according to facility procedures, requesting local fire and police departments as necessary.
- Each facility should determine methods of identifying the occurrence of a leak. They should establish plans and procedures for notification of the appropriate authorities in the event of a leak or release of hazardous materials into the air. Local fire and police departments would respond, according to their own procedures, to an accident or emergency at facilities within their jurisdictions, unless otherwise instructed. Each emergency response team should have control over their equipment and personnel under an incident command agency.

Levels of Incident Severity

1. **Minor Incident at Facility** - Hazardous material does not go outside the property boundaries of the facility.
2. **Minor Incident Involving Transportation** - A small area is affected and does not threaten people or have a significant impact on the environment.
3. **Major Incident**
 - a. A hazardous material spill or the release of hazardous material into the atmosphere extends beyond the boundaries of a facility and could have an adverse health effect on the population, requiring evacuation.

FA 1. Emergency Services

- b. The release of hazardous material involving a transportation accident could have an adverse effect on the populace in the surrounding area. This could involve establishing detour routes and evacuation of areas affected.

6 Direction and Control**6.1 Authority to Recommend/Order an Evacuation**

The following have the authority to recommend/order an evacuation:

- 1. Douglas County**
 - a. County Commissioners
 - b. Sheriff
 - c. Incident Commander
- 2. City of Reedsport**
 - a. City Manager
 - b. Police Chief
 - c. Fire Chief
 - d. Incident Commander
- 3. Oregon State Police**

6.2 Incident Command System*Oregon State Police*

Local fire agencies are responsible for hazardous materials incidents, except in areas where this has been delegated to the Oregon State Police.

Local Fire Agencies

- Each city and fire protection district has designated the Incident Command agency for its district. This includes the Oregon State Police. The incident command agency would assume command of the hazardous material scene and should coordinate other response agencies through their chain of command.
- Local fire agencies may be the initial responding agency. Local plans and procedures should detail local operations concepts and responsibilities to extent of the level of training and resources available.
- The chief or designee of each emergency response organization would provide direction and control for that organization.

Law Enforcement

Law enforcement agencies should provide support and resources to the Incident Commander as requested and as available.

FA 1. Emergency Services*Unified Command*

A significant incident may require a Unified Command that includes the Incident Commander, elected officials, local fire and police staff, and other State and local agencies.

6.3 Evacuation Branch

To coordinate what can be a very complex task, it is recommended that an Evacuation Branch be established under the Operations Chief within the ICS. This additional module would relieve the Operations Chief of what could be a very time-intensive task and provide for a safe and effective evacuation. The Evacuation Branch can plan for and execute the evacuation, sheltering, and re-entry. The Evacuation Branch Manager is responsible for the safe and efficient evacuation, transportation, traffic management, sheltering, and reentry of evacuees.

7 Supporting Plans and Procedures

- *None at this time*

FA 1. Emergency Services

Appendix E-1 Sample Evacuation Order

1. An emergency condition, as a result of _____, exists in the City of Reedsport, 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:

4. The City of Reedsport is requesting the immediate evacuation of:

5. The City of Reedsport 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.
6. The City of Reedsport is restricting all entry into the hazard area. No one would be allowed to re-enter the area after _____ am/pm.
7. Information and instructions from the City of Reedsport should be transmitted by broadcast radio. Public information should also be available from Red Cross representatives at shelters now being opened to the public for emergency housing.
8. As resources allow, a reception area or Red Cross shelter is located at:

9. The City of Reedsport should advise the public of the lifting of this order when public safety is assured.

Date _____ Signed _____

Mayor

Date _____ Signed _____

Incident Commander

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Appendix E-2 Evacuation Routes

- Tsunami Evacuation Routes

Additional routes may be developed to address non-hazard-specific emergencies, as well as other hazard-specific emergencies.

CONTACTS

Oregon Emergency Management
3225 State Street, P.O. Box 14370
Salem, OR 97309
(503) 378-2911
<http://egov.oregon.gov/OOHS/OEM/>

Douglas County Sheriff's Office,
Emergency Management Division
1036 SE Douglas Ave
Roseburg OR 97470
(541) 440-4448
<http://www.dco.com/emergenc.asp>

Oregon Department of Geology and Mineral Industries
800 NE Oregon Street #28, Suite 965
Portland, OR 97232
(971) 673-1555
<http://www.oregongeology.com>

Nature of the Northwest Information Center
800 NE Oregon Street #5, Suite 177
(971) 673-1555
<http://www.naturenw.org/>

International Tsunami Information Centre
Box 50027
Honolulu, HI 96850-4993
(808) 541d-1658
<http://www.tsunamiwave.info/>



TSUNAMI

EVACUATION MAP



Reedsport

IF YOU FEEL AN EARTHQUAKE:

- PROTECT YOURSELF - DROP, COVER, HOLD - UNTIL THE EARTHQUAKE IS OVER
- MOVE QUICKLY INLAND TO HIGH GROUND AND AWAY FROM LOW-LYING COASTAL AREAS - GO ON FOOT -
- DO NOT WAIT FOR AN OFFICIAL WARNING
- DO NOT PACK OR DELAY
- DO NOT RETURN TO SHORE
- WAIT FOR AN "ALL CLEAR" FROM LOCAL OFFICIALS BEFORE RETURNING TO LOW-LYING AREAS

A TSUNAMI MAY BE COMING IN A FEW MINUTES. MORE WAVES MAY BE COMING FOR SEVERAL HOURS AFTER THE FIRST.

Tsunami Evacuation Map: Reedsport

The information in this brochure may save your life. Please take the time to read it and share what you have learned with your family and friends.

What to Know and What to Do About Tsunamis

A tsunami is a series of sea waves usually caused by a displacement of the ocean floor by an undersea earthquake. As tsunamis enter shallow water near land, they increase in height and can cause great loss of life and property damage.

Recent research suggests that tsunamis have struck the Oregon coast on a regular basis. They can occur any time, day or night. Typical wave heights from tsunamis occurring in the Pacific over the last 80 years have been 20 - 45 feet at the shoreline. A few waves however have been much higher - as much as 100 feet or more - because of local conditions.

We distinguish between a tsunami caused by an undersea earthquake **near** the Oregon coast (LOCAL TSUNAMI) and an undersea earthquake **far away** from the coast (DISTANT TSUNAMI).

A LOCAL TSUNAMI could come onshore within 15 to 20 minutes after the earthquake - before there is time for official warning from a national warning system. **Ground - shaking from the earthquake may be the only warning you have. move quickly to High Ground!**

A DISTANT TSUNAMI will take four hours or more to come onshore. You will feel no earthquake, and the tsunami will generally be smaller than that from a local earthquake. There will typically be time for an official warning and evacuation to safety.

Evacuation for a distant tsunami will generally be indicated by a **STEADY 3 - MINUTE SIREN BLAST** and an announcement over NOAA weather radio that the local area has been put into an official TSUNAMI WARNING. In isolated areas along beaches and bays you may not hear a warning. Here, a **SUDDEN CHANGE OF SEA LEVEL** should prompt you to move immediately inland to high ground. If you hear the 3 - minute blast or see sudden sea level changes, evacuate away from shoreline areas, then turn on your local broadcast media or NOAA weather radio for further information.

FOR BOTH DISTANT AND LOCAL TSUNAMIS:

1. **Evacuate on foot** if at all possible because of potential traffic jams.
2. **Stay away from potentially hazardous areas until you receive an ALL CLEAR** from local officials. Dangerous waves can persist for several hours, and local officials must inspect all flooded or earthquake-damaged structures before anyone can go back into them.
3. **If you need help evacuating, tie something WHITE** (sheet or towel) **to the front door knob.** Make it large enough to be visible from the street. If the emergency is a distant tsunami, then help may arrive. In the event of a local earthquake and tsunami, it is unlikely that anyone will help you, so make a plan and be prepared!
4. **After evacuation**, check with the local emergency response agencies if you can help with special skills or need assistance with locating lost family.

Be prepared! Assemble emergency kits with a three-day supply for each member of your family.

1. First aid kit and reference guide.
2. Water - 1 gallon per person per day; for drinking, hygiene, and cooking.
3. Food (packaged, canned, no-cook, as well as baby food and food for special diets).
4. Can opener (non-electric).
5. Blankets or sleeping bags.
6. Fire extinguisher (standard).
7. Essential medications.
8. Money
9. Food and water for pets.
10. Portable radio, NOAA weather radio, flashlights, and batteries.
11. Alternate cooking source & matches.
12. Heavy gloves and sturdy shoes.
13. Crescent wrench for utility shut off (12" or longer).

IF YOU FEEL THE GROUND SHAKE,
MOVE QUICKLY TO HIGHER GROUND
AND SAFETY!
DO NOT WAIT FOR AN OFFICIAL WARNING!

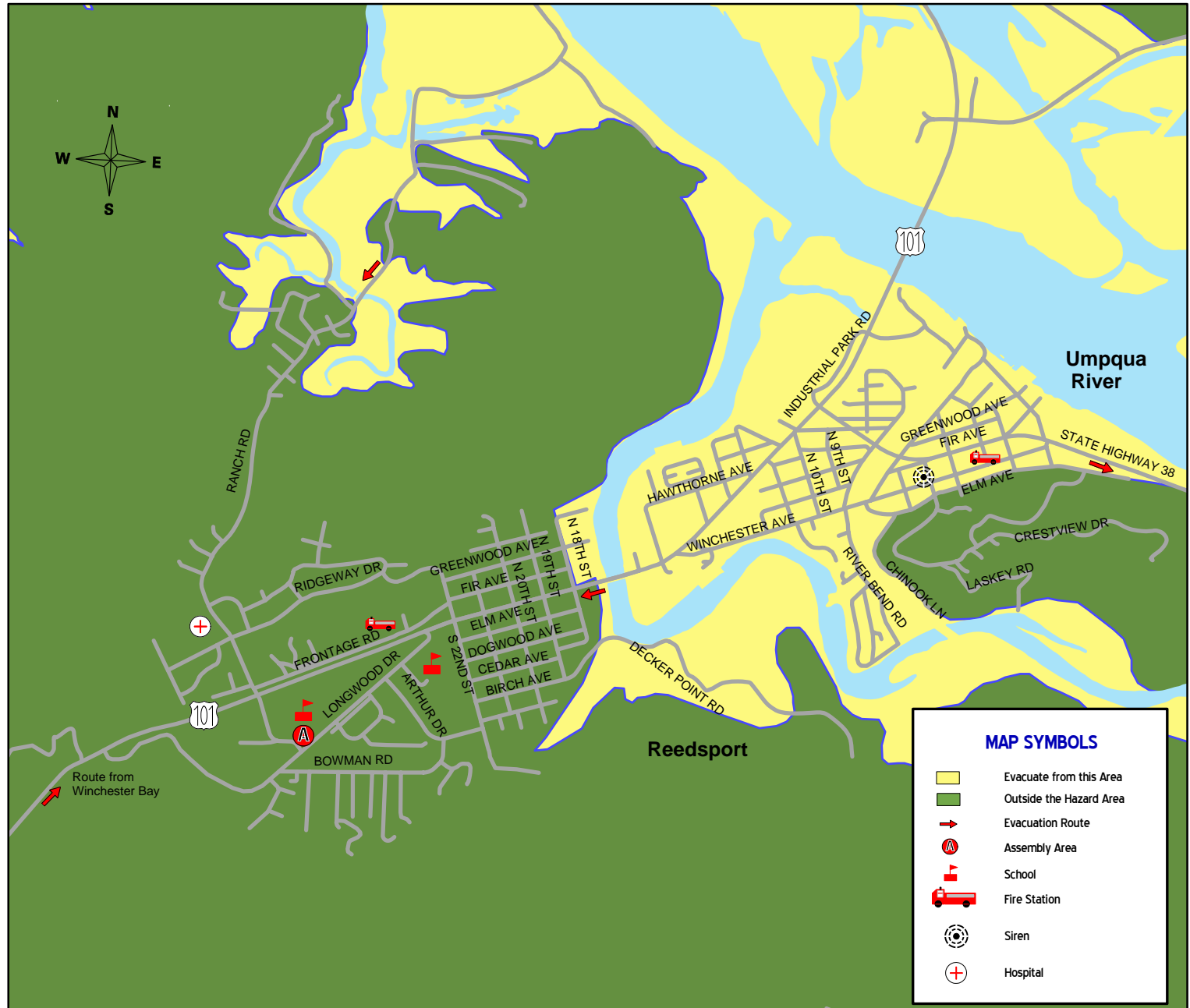


NOTICE

The evacuation zone on this map was developed by local officials in consultation with the Oregon Department of Geology and Mineral Industries and Oregon Emergency Management. It is intended to represent a worst-case scenario for a tsunami caused by an undersea earthquake near the Oregon coast. Evacuation routes were developed by local officials and reviewed by Oregon Emergency Management.

The Douglas County Sheriff's Office Emergency Management Division is publishing this brochure because the information furthers public awareness of the potential tsunami threat. The map is intended for emergency response and should not be used for site-specific planning.

REEDSPORT EVACUATION MAP



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FA 1. Emergency Services

Appendix E-3 Evacuation Checklist

- A. PRIOR TO THE ACTUAL EVACUATION
- B. ALERT AND NOTIFICATION
- C. TRANSPORTATION
- D. SHELTER
- E. ASSISTING THE AMERICAN RED CROSS SHELTERING
OPERATIONS REENTRY INTO THE EVACUATED AREA
- F. LAW ENFORCEMENT AND CONTROL POINTS
- G. SHELTER-IN-PLACE PROS AND CONS
- H. SHELTER-IN-PLACE INSTRUCTIONS
- I. SHELTER-IN-PLACE PROTECTION CHECKLIST
- J. FIRE/LAW ENFORCEMENT EVACUATION INSTRUCTIONS
- K. CITIZEN'S PRE-PRINTED EVACUATION INSTRUCTION

FA 1. Emergency Services**A. Prior to the Actual Evacuation**

The speed and effectiveness of an evacuation would be determined by how thoroughly the following operations are carried out.

Due to the limited amount of time available in many evacuation situations, it is understood that each of the steps below may not be followed to the letter. Again, it is important to plan ahead.

1. Establish the perimeter of area(s) to be evacuated. Use street names/highway numbers/geographic separations (rivers, streams, etc.) to define the perimeter. Draw it on a map.
2. Determine the number of dwelling units to be evacuated.
3. Determine the time allotted for evacuation.
4. Determine the resources necessary to accomplish evacuations.
5. Determine the assignment of personnel to divisions based on safety, protective equipment required, and personnel resources. Define areas of responsibility – what agency (police, fire, public works, or Search and Rescue volunteers) would evacuate what sectors.
6. Establish evacuation routes and develop an evacuation traffic management plan. What routes are people going to use to evacuate? Are they clear? Do you need to alter traffic flow (turn streets into one-way)? Hopefully, a generic and/or site-specific evacuation plan has already been prepared; if so, use it.
7. Establish ingress/egress routes for emergency response. These should be separate from evacuation routes when available. If there is only one road in and out of an area, develop a traffic control plan to be able to control traffic on the route.
8. Establish control points along ingress/egress routes to block unwanted traffic and facilitate rapid movement out of the affected area.
9. Identify special needs of population to be evacuated. Do they require transportation? Do they understand English? If not, do you need an interpreter and for what language(s)? Do you have disabled or non-ambulatory persons?
10. Arrange for buses to transport those who do not have their own transportation.
11. Provide transporters with the number of persons who would or could require transportation.
12. Provide transporters with the routes they are to use.
13. Where is the public going to evacuate to? People need to know where you want them to go. Just sending them out of an area would cause confusion and traffic congestion.
14. Request shelters are established. The Red Cross would set up shelters after they are notified of the need and the number of expected evacuees.

NOTE: Many evacuees would not require long-term shelter, as they can find shelter with friends and relatives. The number of self-sheltering persons is difficult to determine initially, so plan to shelter your total number of evacuees.

FA 1. Emergency Services

15. If there is not time to establish a sheltered area prior to evacuation, establish an evacuation staging area; a large, well-lighted parking lot would do. This should enable citizens to leave the hazard area and provide for some orderly transition to a shelter once it is established.
16. Make arrangements for pets and livestock. Coordinate with the Humane Society.

FA 1. Emergency Services**B. Alert and Notification****I. PLANNING OF ALERT AND NOTIFICATION MESSAGE**

- A. Messages should be specific and brief.
- B. Public messages regarding evacuation and personal protection measures should be consistent. Evacuation plans may need to be altered to meet unexpected conditions. However, inconsistent alert information can lead to great confusion among evacuees. The Incident Commander should determine which of the following methods are appropriate to use for alert/notification of recommended evacuation.

II. RESOURCES**A. Emergency Alert System (EAS)**

As the primary means for alert of a large area, in conjunction with Cable Interrupt, PA systems, door-to-door notification, or telephone notification depending on the needs of the incident.

1. Procedure

- a. Activate the EAS through Douglas County (available 24 hours a day).
- b. Alert Douglas County 9-1-1, if necessary.
- c. Consult with the Douglas County Sheriff's Office Duty Officer.

NOTE: EAS use is restricted to situations where other warning messages would be ineffective and where time is critical.

NOTE: It is the choice of each media outlet as to whether they want to broadcast the alert.

B. Media Outlets – Primarily Radio and Television

- 1. For the evacuation of larger areas.
- 2. For less urgent situations.
- 3. As a follow-up to an EAS broadcast.
- 4. To provide more detailed information than an EAS alert.

5. Procedure

Assign a Public Information Officer (PIO) to ensure that news conferences, press releases and interviews include correct and consistent information about the evacuation.

C. Telephones to Notify Large Occupancy Buildings

- 1. Hospitals, convalescent/long-term care facilities.
- 2. Large office buildings, plants.
- 3. Schools.

FA 1. Emergency Services**D. Door-to-Door Notification**

1. As the primary method for evacuating a small area.
2. As the primary method with special needs (e.g., elderly, handicapped, foreign language speakers.)
3. **Procedure**
 - a. Specific divisions or sectors should be developed; e.g., the Fire Department would be responsible for evacuation of areas where special equipment and/or protective clothing would be needed or in areas where rescue, decontamination, or medical services may be needed on a large scale.
 - b. Law enforcement can be responsible for notification in non-hazardous sectors.
 - c. Provide a system for keeping a detailed record of the addresses of the residences that have been contacted and of any special conditions or needs that exist in specific residences or neighborhoods.
 - d. Prepared instructions for citizens on evacuation speeds up notification.

E. Vehicle-Mounted and Portable Public Address Systems

1. When there is not sufficient time for a door-to-door evacuation.
2. For notification of evacuees in large open areas, e.g., parks, large businesses, concert halls, clubs, and pedestrian areas.
3. PA systems should be used as a last resort because this is not an efficient means of providing detailed alert information.

FA 1. Emergency Services**C. Transportation****I. PLANNING EVACUATION ROUTES**

- A. Consider the quality of road surfaces and the potential for any damage to transportation routes that may have occurred during the disaster. Public Works is responsible for assessing damage to roads.
- B. Coordinate with logistics and operations to ensure that the evacuation routes do not interfere with routes that may be used for other functions related to the incident, e.g., abatement, emergency medical service, routes used by Search and Rescue or other emergency personnel and equipment.
- C. Public Works is responsible for placing signs that show evacuation routes.
- D. Coordinate with the Oregon State Police and Oregon Department of Transportation (ODOT) in the event that evacuation routes affect State highways and roads.

II. RESOURCES**A. Private Transportation**

Private transportation would be used by most evacuees.

1. Procedures

- a. Mark the evacuation routes (Public Works).
- b. The Evacuation Branch Director, in consultation with a law enforcement liaison(s), would determine the rules of the evacuation route.
- c. Control points should be set up to regulate and direct evacuation traffic.
- d. The Oregon State Police are responsible for traffic control on state-controlled roads.
- e. Control points would also be used to regulate traffic into the evacuated area (see Control Points below).

What types of vehicles/equipment would be allowed on evacuation routes? For example, would commercial machinery, semis, RVs, trailers, etc., be allowed on the transportation route?

NOTE: In major evacuations, car-pooling should be encouraged to alleviate traffic congestion.

NOTE: The Evacuation Branch Director should decide whether non-evacuation traffic should be allowed on the evacuation route.

B. Community Urban Bus Services

- 1. For transportation of elderly or handicapped populations.

FA 1. Emergency Services

2. For transportation of school children in the event that school buses cannot be activated easily for emergency use.
3. For evacuees who do not have ready access to transportation.
4. **Procedure**
 - a. Provide the Department of Emergency Management with:
 - 1) Pickup location.
 - 2) Number of evacuees to be transported.
 - 3) Shelter location.
 - 4) Route to shelter location.
 - 5) Name of person in charge of pickup place (and phone number if available).
 - 6) Phone number or other means of communications to be used for follow-up.

C. Use School Buses

1. When time allows for long-range planning of an evacuation.
2. For transportation of students when drivers are available.
3. If buses and drivers are available.
4. **Procedure**

Contact Lewis Transportation. If the EOC is activated, this resource must be ordered through the EOC.

NOTE: In Douglas County, school buses are unavailable for emergency use for most of the normal workday, on weekends and holidays. As a rule, Evacuation Division Commanders should exclude school buses as a choice in the event of an immediate evacuation.

NOTE: School buses may be an option in situations where time allows long-range planning of an evacuation.

NOTE: The primary use of school buses in a disaster would be for the implementation of the school or school district's emergency plan.

FA 1. Emergency Services

D. Shelter**I. PLANNING THE LOCATION**

- A. Determination of the best location for a shelter should be made by consultation with the Red Cross or LUMA.
- B. Shelter should be a safe distance outside the evacuation area, but also close enough to the evacuation area to minimize transportation time.
- C. Shelter should be easily accessible from all evacuation routes.

II. RESOURCES

- A. Use the Red Cross or LUMA
 - 1. For sheltering needs. The Red Cross is the lead agency for managing the disaster mass care shelter program in the City of Reedsport. However, if the Red Cross is unable to respond, LUMA would be used as the primary resource to provide mass care and shelter.
 - 2. If evacuees cannot provide shelter for themselves, e.g., staying with family, friends, neighbors, etc.
 - 3. **Procedure**
 - a. Activate through the Department of Emergency Management duty officer who would contact the Red Cross.
 - b. The Red Cross is responsible for most aspects of managing an emergency shelter. This includes identification and inventory of shelters, opening and closing shelters, registration, medical care, feeding and the accountability of personnel occupying shelters.
 - c. Provide the Red Cross (through Department of Emergency Management) with the following information:
 - 1) Number of people needing shelter.
 - 2) Expected length of evacuation.
 - 3) Special needs of evacuees.
 - d. See next section—assisting the Red Cross Sheltering Operation.
 - e. Keep the Red Cross (through Department of Emergency Management) or LUMA informed of the status of the evacuation.

NOTE: Red Cross policy is to provide emergency shelter for a minimum of 72 hours. They would automatically provide shelter beyond 72 hours, if evacuees can show that they have a permanent residence (with rent receipt, utility bill, etc.) and if the Incident Commander or the evacuee can show that it would be unsafe to return to their residence.

FA 1. Emergency Services

NOTE: For health reasons, the Red Cross does not allow pets into shelters.

NOTE: the Red Cross would facilitate Longer-term sheltering needs.

B. Procedure

The Evacuation Branch Director should work with medical service coordinators to ensure that shelters have adequate medical care and that, if necessary, a medical staging area/first aid area is planned into the shelter.

III. PROVIDE FOR SHELTER SECURITY

A. Evacuees may have a desire to return to their residences before a hazard has passed.

B. Theft, disputes and other crimes may take place in shelter facilities.

C. Procedure

Evacuation Branch Director should work with law enforcement agencies to ensure that the entrances and exits of a shelter are controlled and that the grounds of the shelter are patrolled.

IV. PROVIDE OTHER SERVICES

A. In evacuations, the highest priority of citizens is to reunite with all family members.

B. Evacuees would also want to have access to means of communication.

C. Evacuees would want up to the minute information in regard to the length of the evacuation and the status of the incident.

D. Procedure

1. Provide the shelter with timely information about the incident and about the evacuation itself.

2. The PIO should assign a person(s) to the task of providing detailed incident and evacuation information to the shelters. This information should include:

- a. Detailed information about the incident.
- b. Maps and handouts.
- c. Information about the rules governing the evacuation (e.g., governing who can return to incident area, pets, communications, transportation, shelter, etc.).
- d. Projected time line for the incident and evacuation.
- e. Victim relief and financial assistance.
- f. Multilingual information.

FA 1. Emergency Services

3. Secure phone banks, ham radios, or other communication methods for use by evacuees.
4. Use EOC resources to help the Red Cross in reuniting families.

FA 1. Emergency Services**E. Assisting the Red Cross Sheltering Operation**

While the Red Cross has the primary responsibility for sheltering evacuees, they do have finite resources. The Red Cross has existing agreements with various agencies to use their facilities for emergency shelter, but this may not provide for enough shelter in a major disaster. It is very likely that the Red Cross would need to use EOC planning and resources.

Sheltering evacuees is a very great responsibility; it is in the shelter that evacuees begin to have urgent needs that need to be fulfilled.

I. PROVIDE FOR PETS/ANIMALS/LIVESTOCK

- A. Evacuees may want to take their pets with them.
- B. Farm animals may also be evacuated.
- C. The Red Cross does not allow pets in shelters.

D. Procedures

1. Have evacuees use personal vehicles as short-term animal shelters.
2. The Humane Society of Douglas County is responsible for emergency sheltering of animals; they can be activated through the Department of Emergency Management duty officer.

NOTE: Animals may need veterinary care.

NOTE: Animals may become stressed and agitated during a disaster.

II. PROVIDE FOR MEDICAL SERVICES AND DECONTAMINATION

- A. In consultation with the Red Cross, the Evacuation Branch Director should plan for complete medical care for evacuees.
- B. It may be necessary to decontaminate evacuees who have been exposed to hazardous materials.

FA 1. Emergency Services**F. Re-entry into Evacuated Areas**

Safety of the public and emergency personnel is the primary concern when making decisions on reentry. Once the reentry process begins, it is often difficult to stop or turn around.

Limited Reentry

Authorities can restrict entry back into an evacuated area. Personnel staffing control points restricting access to the evacuated area would be faced with an onslaught of persons requesting to be allowed back into the area.

The determination must be made whether it is safe to allow anyone to return into the area and, if so, who, and under what criteria.

The approval of reentry must be cleared through the Operations Chief and Incident Commander and communicated to all levels and organizations involved in the operation. Everyone must know that reentry is being allowed, and under what circumstances.

The public must be made aware of the reentry policy and procedure, including what qualifications must be met for reentry, number of people per vehicle, identification requirements, length of time allowed in the evacuation area and any escort requirements.

Pre-printed Closed Area Access Passes are helpful to identify individuals who have permission to be in the closed area.

Reentry – Closed area is safe or incident has terminated:

It is important to advise evacuees that the danger is over and that their neighborhood has been evaluated and determined to be safe for them to reenter.

Do not forget about persons requiring transportation from their shelter locations back to their homes or drop-off points near their homes.

FA 1. Emergency Services

G. Law Enforcement and Control Points

This section provides an overall summary of the security role that law enforcement would play in an evacuation.

I. LAW ENFORCEMENT PLANNING

In the course of evacuation, the Incident Commander and the Evacuation Branch Director, in consultation with law enforcement agencies, would need to develop procedures that would govern evacuation, transportation, and sheltering.

In the course of evacuation, regulations would have been developed that should control the following items:

- A. The amounts and types of property that evacuees can bring with them (e.g., RVs, trailers, farm machinery, etc.).
- B. The roads that must be kept clear and the roads that are required for use in evacuation.
- C. The types of vehicles that would be approved for evacuation.
- D. The prohibition of evacuees from return roads into the evacuation area.
- E. Prohibition of non-evacuees from evacuation and emergency service transportation routes.

II. NOTIFY EVACUEES OF THE RULES THAT GOVERN THE EVACUATION.

- A. When there is a need to control the pressures on transportation routes and shelters.

B. Procedure

Inform the evacuees of regulations by the following methods as appropriate:

- 1. Emergency Alert System (EAS) Activation
- 2. Door-to-door notification
- 3. Control points and at shelters
- 4. Media (radio and TV)

NOTE: Instructions should be available to people who speak foreign languages.

NOTE: Rules that govern non-evacuees should also be communicated (e.g., prohibition from evacuation points, prohibition from the evacuated area).

III. USE CONTROL POINTS

- A. As the primary means to enforce the rules of evacuation.
- B. To control entrance and entry into an evacuated area.
- C. For traffic control.
- D. To control volunteer and professional service providers.

FA 1. Emergency Services**E. Procedure**

1. Establish control points safely outside of any exclusion zone that requires protective equipment or clothing, yet close enough to provide maximum coverage and control.
2. Appoint non-law enforcement personnel to control points to hand out information and provide other non-law-enforcement related duties. This would free up law enforcement resources.
3. Update control points with up-to-the-minute information about the incident, information about evacuation routes and alternate evacuation routes, and printed materials.
4. Check identification in the event that reentry is allowed to residents of an evacuated area.
5. Have control points provide access passes to allow entry into restricted roads and area.
6. Check identification in the event that evacuation routes are restricted to residents of the evacuated area.

IV. TERMINATE THE EVACUATION

- A. If the expected emergency has either run its course or has been effectively contained.
- B. If the evacuation needs to be canceled in progress.
- C. **Procedure**
 1. The Incident Commander is responsible for ensuring that the all-clear order is broadcast.
 2. Provide information through notification methods mentioned above (EAS, radio and TV and bull-horn, etc.) and to all operatives involved in the evacuation (control points, shelters).

FA 1. Emergency Services

H. Shelter-in-place Pros and Cons

PRO	CON
1. <u>Immediate Protection</u> . Protection can be provided immediately with little or no time required after warning.	1. <u>Public Training Needed</u> . The general public needs to be trained on shelter-in-place actions and acceptance, as this action may be contrary to normal human nature to run from danger.
2. <u>Short Warning Message</u> . The public warning message is short since it is only necessary to identify the danger, describe the area affected, and describe expedients to reduce air infiltration to the home or building.	2. <u>Indoor Air Uncertainties</u> . Uncertainties may exist about whether indoor air concentrations would remain sufficiently low for a sufficiently long time period.
3. <u>Little Preparation Time</u> . Little or no preparation time is necessary for shelter (only possible to “sealing” of room by expedient improvements).	3. <u>Explosive/Flammable Materials</u> . Inappropriate where releases of explosive or flammable gases could enter structures and be ignited by furnace and water heater ignitions.
4. <u>Ideal Life Support System</u> . The home is an ideal life support system, with food, water, sanitation, medicines, bedding, clear air, communications (TV, radio, telephone) and familiar surroundings.	4. <u>Long-Term Exposures</u> . May be very inappropriate for long-term exposures (“plume” potential) of 12 hours or more.
5. <u>Short-Term Exposures</u> . May be very appropriate for short-term exposures (particularly “puff” releases) of 2 to 4 hours.	5. <u>Need to Air Out</u> . Infiltration of contaminated air into the structure over a period of time could result in high cumulative inhalation exposures unless the structure is vacated and “aired out” after the plume outdoors has passed on or dispersed.
6. <u>Little Staff Support</u> . Requires considerably less emergency staff support than evacuation, as public shelter, traffic control, special transportation, and security personnel are not needed.	6. <u>Transients</u> . Those in parks, marinas, campgrounds, and outdoor sporting events may not have suitable shelter available and would have to travel to such.
7. <u>Reduced Liability</u> . An in-place public protection action issued for a chemical leak may not be as liable as an evacuation order if the protective action decision was made using a sound decision-making process with good faith effort.	

FA 1. Emergency Services**I. Shelter-in-place Instructions**

1. Go inside your home or other building. If possible, choose a room with few or no windows.
2. Close all doors and windows. Use duct tape, wet rags or similar materials to seal air leaks around doors and windows.
3. School children should be with school officials who are prepared to take special care of them. DO NOT go to the school to pick up your children.
4. Do not use telephone lines. They are needed for official business.
5. Stay inside until your TV or radio announces that you may safely leave. If the emergency involves hazardous materials, authorities should notify you when to open windows and doors to ventilate the building.

FA 1. Emergency Services**J. Shelter-in-place Protection Checklist**

1. Determine the area to be used for shelter-in-place by readily identifiable boundaries.
2. Activate alert warning devices (sirens, bullhorns, etc.).
3. Issue specific instructions to population (through EAS, cable, television).
4. Implement in-place protection instructions, including:
 - a. Stay inside the house or building, or go inside immediately.
 - b. Close windows and doors.
 - c. Turn off air conditioners and heating system blowers.
 - d. Close fireplace dampers.
 - e. Gather radio, flashlight, food, water, medicines, and duct tape.
 - f. Go inside a room or basement of a building and seal cracks and openings to provide extra protection (particularly if inside stay is to be longer than two hours.)
 - g. Provide protective breathing if necessary (may be a wet towel).
5. Provide special sheltering for transient populations (people in campgrounds, marinas, parks, etc.)
6. Provide special instructions to special populations (hospitals, nursing homes, etc.).
7. Provide special instructions to group quarters (prisons, jails, senior centers, care centers, etc.).
8. Provide special instructions to handicapped residents (mental and physical).
9. Once conditions have stabilized, monitor and inspect affected areas for safe exit.
10. Issue an all clear notification.
11. Instruct residents to go outside and air out their houses or buildings.

FA 1. Emergency Services**K. Fire/Law Enforcement Evacuation Instructions**

1. Drive slowly on all streets and roads in assigned areas using high/low siren.
2. Stop frequently, turn off siren and use the public address systems. Announce in a calm, clear voice that, "Immediate evacuation is recommended due to the hazardous material in the vicinity. If you need transportation assistance, please come outside. For further information, tune you radio to _____ on the AM dial or _____ on the FM dial."
3. Direct residents to use the designated evacuation routes to the nearest reception center.
4. If you encounter anyone with a bed sheet or large white cloth tied to the front door, or hanging out a window, stop and arrange for transportation assistance via radio.
5. Ensure that the cloth is removed upon evacuation.
6. Do not use force to insure evacuation.
7. Log the name and address of persons who would not evacuate.
8. Continue to travel your designated area until residents have been notified to evacuate.
9. Upon completion of evacuation and confirmation of your assigned area, notify Douglas County Communications Center and relocate your vehicle to staging area.

FA 1. Emergency Services**L. Citizen's Pre-printed Evacuation Instructions**

Whenever an emergency has the possibility of becoming life threatening, you may be asked to prepare for an evacuation.

When you are directed to evacuate, take the following steps:

1. Stay calm—gather your family.
2. Gather only what you need:
 - a. This leaflet.
 - b. Pets (no exotic or farm animals).
 - c. Extra clothing.
 - d. Eyeglasses, dentures, prescriptions, other medicines, and a first-aid kit.
 - e. Baby supplies.
 - f. Portable radio or TV, flashlight, fresh batteries.
 - g. Checkbook, credit cards, cash.
 - h. Driver's license, other identification.
3. Your children in school be taken to the evacuation center/shelter for their school area.
4. Lock your house; turn off lights and household appliances.
5. Do not use more than one car for your family. Take neighbors who need a ride. Keep car windows and vents closed. Listen to your car radio for information.
6. Police/Traffic Officers may be stationed along emergency routes to direct you to an evacuation center.

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FA 1. Emergency Services**Appendix E-4 Evacuation Traffic Policy**

In the event of an evacuation in the City:

1. All City employees not directly involved in the incident should be available for traffic control and direction.
2. The City has the authority to close local roads and to restrict access to and from all areas of the City.
3. Roads under the jurisdiction of the Oregon Department of Transportation (ODOT) would be authorized for closure by the ODOT District Manager; in the case of a crime or fire, the authority includes the Oregon State Police.
4. The Reedsport Police Department has the authority to remove stalled and parked vehicles that impede the flow of traffic.
5. Traffic flow direction may be altered, reversed, etc. at the direction of the Incident Commander when the situation warrants.
6. Changes in traffic flow should be coordinated with the County Sheriff, Oregon State Police, ODOT, and City of Reedsport Public Works.

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Appendix F Emergency Contact List

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Categories	Company	FirstName	LastName	JobTitle	EmailAddress	BusinessPhone	BusinessFax	MobilePhone	HomePhone	BusinessStreet	BusinessCity	Busine	Business Zip	Notes
Airports	Southwest Oregon Regional Airport	Theresa	Cook	Executive Director	theresa@flyoth.com	(541) 756-8531 x104 / Johanna	(541) 751-1010	(541) 404-2161		PO Box "F"	North Bend	OR	97459	Updated 5/13/2010
Airports	Southwest Oregon Regional Airport	Bob	Hood	Operations & Maintenance Manager	bob@flyoth.com	(541) 756-8531 x104 / Johanna	(541) 751-1010	(541) 297-4777		PO Box "F"	North Bend	OR	97459	Updated 5/13/2010
Ambulances	Bay Cities Ambulance	Jennalyn	Ford	Dispatch Manager	jennf@baycitiesambulance.com	(541) 269-1155	(541) 269-9135	(541) 294-1370		3505 Ocean Boulevard	Coos Bay	OR	97420	Updated 5/17/2010
Ambulances	Bay Cities Ambulance	Tim	Novotny	Operations Manager	timn@baycitiesambulance.com	(541) 269-1155	(541) 269-9135	(541) 404-7706		3505 Ocean Blvd.	Coos Bay	OR	97420	Updated 5/18/2010
Ambulances	City of Myrtle Point	Dan	Gardner	Fire Chief / Ambulance	myrtlepointfire@hotmail.com	(541) 572-5422 or 572-2626	(541) 559-0456			424 5th Street	Myrtle Point	OR	97458	Updated 5/17/2010
Ambulances	City of Powers	Joe	Gregorio	Fire Chief/ Ambulance Director	smok_nice@hotmail.com	(541) 439-2031	(541) 439-2031	(541) 290-2889	(541) 439-3033	PO Box 250	Powers	OR	97466	Updated 6/23/2010
Ambulances	Coquille Valley Ambulance	Shawn	March	EMS OPS Manager	smarch@cityofcoquille.org	(541) 396-2232	(541) 824-0129	(541) 290-0734		89 W. 3rd	Coquille	OR	97423	Updated 8/24/2010
Ambulances	Lower Umpqua Hosp. (Reedsport, Lakeside)	Kevin	Van Syoc	Director of EMS	kvansvoc@luhonline.com	(541) 271-2171 x264	(541) 271-6365	(541) 662-1137		600 Ranch Road	Reedsport	OR	97467	Updated 5/24/2010
Churches	Seventh Day Adventist Church	David	Ames	Chairman of Disaster Relief	ivv451@hotmail.com	(541) 808-0106			(541) 808-0106	2175 Newmark	Coos Bay	OR	97420	Updated 5/20/2010
County	Coos County	Bob	Main	Coos County Commissioner/ PIO	bmmain@co.coos.or.us	(541) 396-3121 x 770	(541) 396-4861	(541) 404-5382	(541) 396-5860	250 North Baxter	Coquille	OR	97423	Updated 5/20/2010
County	Coos County	Mike	Lehman	Director of Human Services	mlehman@co.coos.or.us	(541) 396-3121 x249	(541) 396-4861	(541) 912-2632		250 N. Baxter	Coquille	OR	97423	Updated 6/3/2010
County	Coos County Mental Health	Neville	Cordell	Mgr. Brief Therapy Crisis Services, BT Liaison	neville.cordell@mh.co.coos.or.us	(541) 756-2020 x 564	(541) 756-8982			1975 McPherson	North Bend	OR	97459	Updated 7/1/2010
County	Coos County Office of Legal Counsel	Jacki	Haggerty	County Counsel	jhaqertv@co.coos.or.us	(541) 396-3121 x 215	(541) 396-3651			250 N. Baxter Street	Coquille	OR	97423	Updated 5/24/2010
County	Coos County Office of Legal Counsel	Oubonh	White	Assistant County Counsel, Asst PIO	owhite@co.coos.or.us	(541) 396-3121 x 226	(541) 396-3651	(541) 407-5571		250 N. Baxter Street	Coquille	OR	97423	Updated 7/15/2010
County	Coos County Public Health	Frances	Smith	Administrator	fsmith@co.coos.or.us	(541) 756-2020 x 545	(541) 756-8297	(541) 404-5313		1975 McPherson #1	North Bend	OR	97459	Updated 5/17/2010
County	Coos County Public Health	Michelle	Wyatt	Biotorrism Preparedness Coordinator	mwyatt@co.coos.or.us	(541) 756-2020 x 514	(541) 756-5466	(541) 404-5320		1975 McPherson #1	North Bend	OR	97459	Updated 5/17/2010
County	Coos County Public Health	Karin	Kenney	PIO	kkenney@co.coos.or.us	(541) 756-2020 x 645	(541) 756-5828	(541) 297-4497		1975 McPherson, #1	North Bend	OR	97459	Updated 5/17/2010
County	Curry County Public Health	Gorgeanne	Green	BT Coordinator	greenq@co.curry.or.us	(541) 247-3268	(541) 247-5601	(541) 698-6289		PO Box 746	Gold Beach	OR	97444	Updated 8/12/2010
County	Curry County Public Health	Jan	Kaplan	Emergency Preparedness	kaplani@co.curry.or.us	(541) 247-4082 x 6125	(541) 247-5058			PO Box 746	Gold Beach	OR	97444	Upated 7/15/2010
Federal	USCG	Jason	Reeder	PAO/ PIO	jason.a.reeder@uscg.mil	(541) 756-9669	(541) 756-9203			2000 Connecticut Ave.	North Bend	OR	97459	Updated 7/1/2010
Federal	USCG	Tamara	Whalen	Interim PAO	tamara.b.whalen@uscg.mil	(541) 756-9669	(541) 756-9203			255 North Norman	Coos Bay	OR	97420	Updated 7/15/2010
Federal	USCG	Daniel	Dumas	LCDR/ Contingency Planner	daniel.d.dumas@uscg.mil	(541) 756-9669 x 608	(541) 756-9203			2000 Connecticut Ave.	North Bend	OR	97459	Updated 7/1/2010
Fire & Police	City of Bandon	Bob	Webb	Chief of Police / Bandon	bwebb@ci.bandon.or.us	(541) 347-2241	(541) 347-2206	(541) 404-2141		PO Box 67	Bandon	OR	97411	Updated 11/30/2010
Fire & Police	City of Bandon	Lanny	Boston	County Fire Chief / Bandon Fire Chief	lannyboston@frontier.org	(541) 347-3560/396-2106 disp.	(541) 347-2352	(541) 290-7110			Bandon	OR	97411	Updated 12/22/2010
Fire & Police	City of Coos Bay	Gary	McCullough	Chief of Police / Coos Bay	gmccullough@police.coosbay.org	(541) 269-8911 x 268	(541) 266-5788			500 Central	Coos Bay	OR	97420	Updated 7/12/2010
Fire & Police	City of Coos Bay	Stan	Gibson	Fire Chief/ Coos Bay	sgibson@fire.coosbay.org	(541) 269-1191	(541) 267-0378	(541) 297-4144	(541) 269-2770	450 Elrod	Coos Bay	OR	97420	Updated 5/24/2010
Fire & Police	City of Coos Bay	Cal	Mitts	Operations Captain / PIO	cmitts@coosbay.org	(541) 269-8911 x230	(541) 266-5788			500 Central	Coos Bay	OR	97420	Updated 8/25/2010
Fire & Police	City of Coquille	Dave	Waddington	Fire Chief / Coquille	dwaddington@cityofcoquille.org	(541) 396-2232	(541) 396-0129	(541) 297-7126		89 W. 3rd	Coquille	OR	97423	Updated 5/18/2010
Fire & Police	City of Coquille	Mark	Dannels	Chief of Police / Coquille	mdannels@cityofcoquille.org	(541) 396-2114 x 210	(541) 396-2113			851 N. Central	Coquille	OR	97423	Updated 5/18/2010
Fire & Police	City of Lakeside	Ted	Ross	Fire Chief / Lakeside Rural Fire	tedross@charter.net	(541) 759-3931	(541) 759-4826	(541) 297-5694		PO Box 243	Lakeside	OR	97449	Updated 5/18/2010
Fire & Police	City of Myrtle Point	AC "Rock"	Rakosi	Chief of Police / Myrtle Point	r.rakosi@myrtlepointpolice.com	(541) 572-2124	(541) 572-5086	(541) 396-2106 disp.		424 Fifth Street	Myrtle Point	OR	97458	Updated 6/22/2010
Fire & Police	City of Myrtle Point	Dan	Gardner	Fire Chief / Myrtle Point	myrtlepointfire@hotmail.com	(541) 572-5422	(541) 559-0456	(541) 404-7593		424 Fifth Street	Myrtle Point	OR	97458	Updated 12/06/2010
Fire & Police	City of North Bend	Scott	Graham	Fire Chief / North Bend	sgraham@uci.net	(541) 756-7757	(541) 756-1033	(541)297-2454		835 California (Box B)	North Bend	OR	97459	Updated 6/22/2010
Fire & Police	City of North Bend	Jim	Brown	Assistant Fire Chief	brownie@uci.net	(541) 756-8581	(541) 756-1033			835 California (Box B)	North Bend	OR	97459	Updated 5/26/2010
Fire & Police	City of North Bend	Steve	Scibelli	Chief of Police / North Bend	s.scibelli@northbendcity.org	(541) 756-3161	(541) 756-0142	or 911 dispatch		835 California (Box B)	North Bend	OR	97459	Updated 8/12/2010
Fire & Police	City of Powers	Joe	Gregorio	Fire Chief/ Ambulance Director	smok_nice@hotmail.com	(541) 439-2031	(541) 439-2031	(541) 290-2889	(541) 439-3033	PO Box 250	Powers	OR	97466	Updated 6/23/2010
Fire & Police	City of Powers	Rhett	Davis	Chief of Police / Powers	powerspd@peoplepc.com	(541) 439-2411	(541) 439-2034	(541) 404-6149		427 2nd Avenue	Powers	OR	97466	Updated 6/17/2010
Fire & Police	City of Reedsport	Tom	Anderson	Fire Chief / PIO	reedsportvfd@cityofreedsport.org	(541) 271-2423	(541) 271-1228	(541) 662-0025		451 Winchester Ave	Reedsport	OR	97467	Updated 6/23/2010
Fire & Police	City of Reedsport	Mark	Fandrey	Police Chief / Reedsport	mfandrey@cityofreedsport.org	(541) 271-2100	(541) 271-4735	(541) 961-2343		146 N 4th St	Reedsport	OR	97467	Updated 6/21/2010
Fire & Police	Coos County Sheriff's Department	Dan	Looney	Detective Sergeant	dlooney@co.coos.or.us	(541) 396-3121 x 378	(541) 396-5932	(541) 404-5341		250 N. Baxter	Coquille	OR	97423	Updated 6/1/2010
Fire & Police	Coos County Sheriff's Department	Craig	Zanni	Sheriff	coosso@co.coos.or.us	(541) 396-3121 x 255	dispatch: 396-4290			250 N. Baxter	Coquille	OR	97423	Updated 12/22/2010
Fire & Police	Coos County Sheriff's Department	Pat	Downing	PIO/ Admin	pdowning@co.coos.or.us	(541) 396-2131 x 332	(541) 396-5932	(541) 404-5387		250 N. Baxter	Coquille	OR	97423	Updated 6/17/2010
Fire & Police	Coos County Sheriff's Department	Glenda	Hales	Emergency Mgt. Program Mgr.	ghales@co.coos.or.us	(541) 396-3121 x 398	(541) 396-4290	(541) 404-5385		250 N. Baxter	Coquille	OR	97423	Updated 6/1/2010
Fire & Police	Coquille Indian Tribe	Scott	La Fever	Chief of Police	cpolice@coquilletribe.org	(541) 888-0509	(541) 888-2239	(541) 297-1497		2602 Mexeye Loop	Coos Bay	OR	97420	Updated 6/21/2010
Fire & Police	Curry County Sheriff's Department	Don	Kendall	Emergency Services Coordinator	kendalld@co.curry.or.us	(541) 247-3208	(541) 247-3335	(541) 254-0731		PO Box 746	Gold Beach	OR	97444	Updated 8/13/2010
Fire & Police	Curry County Sheriff's Office	John	Bishop	Sheriff	bishopj@co.curry.or.us	(541) 247-3242 dispatch 24/7	(541) 247-6352			P.O. Box 681	Gold Beach	OR	97444	Updated 7/1/2010
Fire & Police	Douglas County Sheriff's Office	Wayne	Stinson	Emergency Manager	wastinson@cco.douglas.or.us	(541) 440-4448 440-4471 24/7	(541) 440-4470			1036 SE Douglas Avenue	Roseburg	OR	97470	Updated 8/26/2010
Fire & Police	Douglas County Sheriff's Office	Luann	Urban	Emergency Mangement Assistant	luurban@co.douglas.or.us	(541) 464-6412 440-4471 24/7	(541) 957-8140			1036 SE Douglas Avenue	Roseburg	OR	97470	Updated 5/17/2010
Fire & Police	Douglas County Sheriff's Office	John	Hanlin	Sheriff	jwhanlin@co.douglas.or.us	(541) 440-4450	(541) 440-4496	(541) 817-4101		1036 SE Douglas Avenue	Roseburg	OR	97470	Updated 5/24/2010
Fire & Police	Douglas County Sheriff's Office	Dwes	Hutson	PIO	dhutson@co.douglas.or.us	(541) 440-4464	(541) 440-4496			1036 SE Douglas Ave	Roseburg	OR	97470	Updated 5/17/2010
Fire & Police	Hauser Rural Fire Protection District	Jerry	Wharton	Fire Chief / Hauser Rural Fire	info@hauserffpd.org	(541) 756-7222	(541) 756-5545	(541) 294-3172		93622 Viking Lane	Hauser	OR	97459	Updated 6/23/2010
Fire & Police	Millington Fire District	Drew	Solomon	Fire Chief / Millington Rural Fire	millingtonfire5@gmail.com	(541) 267-3151	(541) 267-3151			62866 Millington-Frontage Road	Coos Bay	OR	97420	Updated 8/25/2010
Fire & Police	Oregon State Police	Steve	Smartt	Lieutenant	steve.smartt@state.or.us	(541) 888-2677 x 224	(541) 888-9546	(541) 531-5886		155 Schoneman	Coos Bay	Or	97420	Updated 7/12/2010
Forestry	BLM / Coos Bay District	Megan	Harper	PAS	megan_harper@blm.gov	(541) 751-4353	(541) 751-4303	(541) 290-3780		3040 Biddle Road	Medford	OR	97501	Updated 7/15/2010
Forestry	BLM / Coos Bay District	Vanessa	Duncan	Occupational Health & Safety Spec.	vanessa_duncan@blm.gov	(541) 751-4224	(541) 751-4303	(575) 644-7977		3040 Biddle Road	Medford	OR	97504	Updated 9/20/2010
Forestry	BLM / Medford District	Jim	Whittington	PAO	jim_whittington@blm.gov	(541) 618-2220	(541) 618-2400	(541) 261-0424		1300 Airport Lane	North Bend	OR	97459	Updated 7/12/2010
Forestry	BLM / Roseburg District	Cheyne	Rossbach	PAO	cheyne_rossbach@blm.gov	(541) 464-3245	(541) 440-4948	(541) 579-0648		4077 SW Research Way	Corvallis	OR		Updated 7/12/2010
Forestry	Coos Forest Protective Association	Dominique	Ray	District Administration Specialist	dray@odf.state.or.us	(541) 267-3161	(541) 266-8452	(541) 294-1899		1330 Bayshore Way	Eureka	CA	95501	Updated 7/12/2010
Forestry	Douglas Forest Protective Association	Tom	Fields	PIO	tom.fields@state.or.us	(541) 672-6507 x 136	(541) 440-3424	(541) 580-2789		29279 Ellensburg Ave.	Gold Beach	OR	97444	Updated 5/20/2010
Forestry	Oregon Dept. of Forestry	Brian	Ballou	Fire Prevention Spec./ SW Oregon Dist.	bballou@odf.state.or.us	(541) 665-0662	(541) 776-6184	(541) 621-4156		1758 Airport Rd.	Roseburg	OR	97470	Updated 7/12/2010
Forestry	Rogue River-Siskiyou Nat'l Forest	Kim	Hunter	Partnership Coord.	kimmarielhunter@fs.fed.us	(541) 247-3636	(541) 247-3617	(541) 531-3891		5286 Table Rock Road	Central Point	OR	97502	Updated 7/12/2010
Forestry	RogueRiver-Siskiyou Nat'l Forest	Virginia	Gibbons	PAO	vgibbons@fs.fed.us	(541) 618-2113	(541) 618-2413	(541) 690-6681		1300 Airport Lane	North Bend	OR	97459	Updated 11/29/2010
Forestry	Siuslaw National Forest	Joni	Quarmstrom	PAO	jquarmstrom@fs.fed.us	(541) 750-7075		(541) 740-0781		2900 NW Stewart Parkway	Roseburg	OR	97471	Updated 7/12/2010
Forestry	Six Rivers Nat'l Forest	Julie	Ranieri	PAO / Partnership & RAC Coord.	jranieri@fs.fed.us	(707) 441-3673	(707) 442-9242	(707) 834-1892		63612 5th Road	Coos Bay	OR	97420	Updated 8/13/2010
Forestry	Umpqua Nat'l Forest	Cheryl	Caplan	PAO	ccaplan@fs.fed.us	(541) 957-3270	(541) 957-3495	(541) 430-5124		777 NW Garden Valley Blvd	Roseburg	OR	97471	Updated 9/1/2010
Forestry	Umpqua Nat'l Forest	Susan	Johnson	PAS	sejohnson@fs.fed.us	(541) 957-3230	(541) 957-3495			777 NW Garden Valley Blvd	Roseburg	OR	97471	Updated 10/25/2010
Hospitals & Clinics	Bay Area Hospital	Lonny	Anderson	Director of Quality Srvices	lonny.anderson@bayareahospital.org	(541) 269-8185	(541) 267-7057	(541) 297-5796		1775 Thompson Rd.	Coos Bay	OR	97420	Updated 5/17/2010
Hospitals & Clinics	Bay Clinic	Linda	Means	Office Manager	lmeans									

Categories	Company	FirstName	LastName	JobTitle	EmailAddress	BusinessPhone	BusinessFax	MobilePhone	HomePhone	BusinessStreet	BusinessCity	Busine	Business Zip	Notes
Hospitals & Clinics	PeaceHealth Siuslaw Region	Rick	Yecny	CEO	rvecnv@peacehealth.org	(541) 902-6050	(541) 902-7508	(541) 999-2488		400 9th Street	Florence	OR	97439	Updated 5/13/2010
Hospitals & Clinics	Sacred Heart Medical Center @ Riverbend	Kim	Gibson	Dir. of Regional Security & Emergency Mgmt.	kqibson2@peacehealth.org	(541) 335-2688	(541) 349-2014			3333 RiverBend Drive	Springfield	OR	97477	Updated 8/24/2010
Hospitals & Clinics	Southern Coos Hospital & Health Ctr.	Rebecca	Davisson	Disaster Coordinator and ER Manager	rdavisson@southerncoos.org	(541) 347-2426 x 330	(541) 347-0506	(541) 260-5557		900 11th Street SE	Bandon	OR	97411	Updated 5/17/2010
Hospitals & Clinics	Southern Coos Hospital & Health Ctr.	Monica	Reisner	PIO / Dir. of Human Resources	mreisner@southerncoos.org	(541) 347-2426 x 325	(541) 347-7027	(541) 404-7299		900 11th Street SE	Bandon	OR	97411	Updated 5/17/2010
Hospitals & Clinics	Southern Coos Hospital & Health Ctr.	James	Wathen	CEO	jwathen@southerncoos.org	(541) 347-2426 x 241	(541) 347-3923			900 11th Street SE	Bandon	OR	97411	Updated 5/17/2010
Hospitals & Clinics	Southern Coos Hospital & Health Ctr.	Lonnne	Scarborough	Director of Nursing	lscarborough@southerncoos.org	(541) 347-2426 x 242	(541) 347-0507			900 11th Street SE	Bandon	OR	97411	Updated 5/17/2010
Municipalities	City of Bandon	Fred	Carleton	City Attorney & PIO	carlaw@mycomspan.com	(541) 347-2468	541-347-6198			PO Box 67	Bandon	OR	97411	Updated 6/3/2010
Municipalities	City of Bandon	Matt	Winkel	City Manager	citymanager@ci.bandon.or.us	347-2437 x229	541-347-1415			PO Box 67	Bandon	OR	97411	Updated 5/21/2010
Municipalities	City of Bandon	Charli	Davis	Emergency Plan Coordinator/ PIO/ Community Outreach/ DOGAMI	cdavis06@ci.bandon.or.us	(541) 347-2437 x 230	541-347-1415			PO Box 67	Bandon	OR	97411	Updated 6/3/2010
Municipalities	City of Bandon	Mary	Schamehorn	Mayor	marvs@coosnet.com	(541) 404-7291		(541) 404-7291		PO Box 521	Bandon	OR		Updated 5/15/2010
Municipalities	City of Coos Bay	Jackie	Mickelson	Executive Assistant to the City Manager	jmickelson@coosbay.org	(541) 269-8912	(541) 267-5912			500 Central Avenue	Coos Bay	OR	97420	Updated 5/20/2010
Municipalities	City of Coos Bay	Rodger	Craddock	City Manager	rcraddock@coosbay.org	(541) 269-8912	(541) 267-5912			500 Central Avenue	Coos Bay	OR	97420	Updated 6/3/2010
Municipalities	City of Coquille	Terence	O'Connor	City Manager	toconnor@cityofcoquille.org	(541) 396-2115 x 201	(541) 396-5125	(541) 260-7646		851 N. Central	Coquille	OR	97423	Updated 5/20/2010
Municipalities	City of Coquille	Steve	Britton	Mayor	sbritton01@msn.com	(541) 396-5534	(541) 290-4823	(541) 396-4758		851 N. Central	Coquille	OR	97423	Updated 5/24/2010
Municipalities	City of Lakeside	Ed	McGowan	Mayor	edeowan520@aol.com	(541) 759-3011	(541) 759-3711	(541) 294-8902	(541) 759-2309	PO Box 658	Lakeside	OR	97449	Updated 5/20/2010
Municipalities	City of Lakeside	Charlie	Hill	City Administrator	cityoflakeside@charterinternet.com	(541) 759-3011	(541) 759-3711	(541) 404-8841	(541) 759-3011	PO Box L	Lakeside	OR	97449	Updated 5/20/2010
Municipalities	City of Myrtle Point	John	Walsh	City Manager / PIO	cityofmyrtlepoint@yahoo.com	(541) 572-2626	(541) 572-3838	(541) 297-6051		424 5th Street	Myrtle Point	OR	97458	Updated 5/21/2010
Municipalities	City of North Bend	Joann	Thompson	City Recorder	jthompson@northbendcity.org	(541) 756-8529	(541) 756-8527			835 California (Box B)	North Bend	OR	97459	Updated 5/21/2010
Municipalities	City of North Bend	Jan	Willis	City Administrator	janwillis@northbendcity.org	(541) 756-8536 /disp. 756-316	(541) 756-8527	(541) 297-5500	(541) 756-7362	835 California (Box B)	North Bend	OR	97459	Updated 5/20/2010
Municipalities	City of North Bend	David	Voss	Comm. Dev. Dir./ Planning & Public Works	planner@northbendcity.org	(541) 756-8535	(541) 756-8544	(541) 297-0684		835 California, PO Box B	North Bend	OR	97459	Updated 5/20/2010
Municipalities	City of Powers			City Recorder		(541) 439-3331	(541) 439-5555			PO Box 250	Powers	OR	97466	Updated 5/20/2010
Municipalities	City of Reedsport	Scott	Somers	City Manager	ssomers@cityofreedsport.org	(541) 271-3603	(541) 271-2809			451 Winchester Avenue	Reedsport	OR	97467	Updated 5/20/2010
Native- American	Conf.Tribes/Coos/Lower Umpqua/Suislaw	Eric	Metcalf	Health Director Services	eric.metcalf@ctclusi.org	(541) 888-9577	(541) 888-2847	(541) 217-0457		1245 Fulton Ave	Coos Bay	OR	97420	Updated 6/3/2010
Native- American	Coquille Indian Tribe	Jack	Lenox	Planner / Emergency Preparedness Coord.	jacklenox@coquilletribe.org	(541) 756-0904 x 10241	(541) 756-0847			3050 Tremont	North Bend	OR	97459	Updated 12/06/2010
Native- American	Coquille Indian Tribe	Michelle	Ramey	Human Resources / Exec. Mgmt Coord.	michelleramey@coquilletribe.org	(541) 756-0904 x 10233	(541) 751-2014			3050 Tremont	North Bend	OR	97459	Updated 6/3/2010
Native- American	Coquille Indian Tribe	Scott	La Fever	Chief of Police	cinpolice@coquilletribe.org	(541) 888-0509	(541) 888-2239	(541) 297-1497		2602 Mexeye Loop	Coos Bay	OR	97420	Updated 6/21/2010
Non-Profit	American Red Cross	Brian	Leeper	Regional Executive Director	leeperb@oregonpacific.redcross.org	(541) 344-5244	(541) 345-4806			862 Bethel Drive	Eugene	OR	97402	Updated 6/21/2010
Non-Profit	ARES / RACES	Dan	Bissell	ARES / RACES	dbissell@harborside.com	(541) 347-4580		(541) 260-0643		53516 Forest Road	Bandon	OR	97411	Updated 10/07/2010
Non-Profit	Coos County Citizen Corps (CERT)	Connie	Bunnell	Volunteer Trainer	cbnll@isp.com	(541) 267-3216		(541) 297-9078	(541) 267-3216	PO Box 276	Coos Bay	OR	97420	Updated 7/12/2010
Non-Profit	Salvation Army	Cliff	Jones	Major	clifford.jones@usw.salvationarmy.org	(541) 888-5202	(541) 888-8742	(541) 404-8071	(541) 888-4708	PO Box 3537	Coos Bay	OR	97420	Updated 6/3/2010
Non-Profit	SWO Public Safety Assn.	Kathleen	Hornstuen	Secretary	firetrainer1@charter.net	works out of home		(541) 404-6593	(541) 888-4582	90046 Cape Arago Hwy	Coos bay	OR	97420	Updated 6/21/2010
Ports	Oregon International Port of Coos Bay	Martin	Callery	Director of Comm/ Freight Mobility	mcallery@portofcoosbay.com	(541) 267-7678		(541) 297-2007	(541) 756-2930	125 Central Ave, Suite 300	Coos Bay	OR	97420	Updated 6/3/2010
Ports	Port of Bandon	Gina	Dearth	General Manager	admin@portofbandon.com	(541) 347-3206		(541) 297-1060	(541) 347-2214	390 1st S. SW	Bandon	OR	97411	Updated 6/21/2010
Ports	Port of Gold Beach	Errol	Roberts	Port Manager	portoffice@portofgoldbeach.com	(541) 247-6269	(541) 247-6268	(541) 425-1569		29891 Harbor Way	Gold Beach	OR	97444	Updated 6/21/2010
Ports	Port of Umpqua	Charmaine	Vitek	Port Manager	portofumpqua@portofumpqua.net	(541) 271-2232				PO Box 388	Reedsport	OR	97467	Updated 6/21/2020
Ports	Salmon Harbor Marina	Jeff	Vander Kley	Harbor Manager	ivkley@co.douglas.or.us	(541) 271-3407 x 25	(541) 271-2060	(541) 662-0002		PO Box 1007	Winchester Bay	OR	97467	Updated 6/21/2010
Schools	Bandon School District	Diane	Buche	Superintendent	diane@bandon.k12.or.us	(541) 347-4411	(541) 347-3974	(541) 404-1830	(541) 572-2017	455 9th Street SW	Bandon	OR	97411	Updated 6/3/2010
Schools	Bandon School District			Transportation Support Center/ Fleet		(541) 347-4412 x 1				455 9th St SW	Bandon	OR	97411	Updated 10/7/2010
Schools	Brookings-Harbor School District	Brian	Hodge	Superintendent	brianh@brookings.k12.or.us	(541) 469-7443	(541) 469-6599			629 Easy Street	Brookings	OR	97415	Updated 7/1/2010
Schools	Central Curry School District#1	Jeff	Davis	Superintendent	jeffdavis@ccsd.k12.or.us	(541) 247-2003 x 224	(541) 247-9717	(503) 701-4013	(541) 247-2523	29516 Ellensburg Ave	Gold Beach	OR	97444	Updated 6/3/2010
Schools	Coos Bay School District	Bob	De La Vergne	Superintendent	bobd@coos-bay.k12.or.us	(541) 267-1310	(541) 269-5366			1255 Hemlock	Coos Bay	OR	97420	Updated 7/1/2010
Schools	Coos Bay School District- First Student Bus Co.	Diana	Whitmire	Transportation Supervisor	diana.whitmire@firstgroup.com	(541) 888-9131	(541) 888-4924			190 N. Wall	Coos Bay	OR	97420	Updated 6/21/2010
Schools	Coquille School District	Tim	Sweeney	Superintendent	tsweeney@coquille.k12.or.us	(541) 396-2181	(541) 396-5015	(541) 531-3435		1366 N Gould	Coquille	OR	97423	Updated 12/06/2011
Schools	Coquille School District	Susan	Shepherd	Transportation Services	sshepherd@coquille.k12.or.us	(541) 396-2723	(541) 396-7167		(541) 572-3686	1366 N. Gould	Coquille	OR	97423	Updated 12/22/2010
Schools	Myrtle Point School District	Mary	Knight	Bus Barn Dispatch		(541) 572-2811 x 750	(541) 396-6972			212 Spruce Street	Myrtle Point	OR	97458	Updated 5/26/2010
Schools	Myrtle Point School District	Bruce	Shull	Superintendent	bshull@mpsd.k12.or.us	(541) 572-2811 x 225	(541) 572-5401			413 "C" Street	Myrtle Point	OR	97458	Updated 5/26/2010
Schools	North Bend School Dist- Mid Col. Bus Co.	Nathan	Burbank	Transportation Supervisor	nathanb@midcobus.com	(541) 756-2341	(541) 756-2958			PO Box 415	North Bend	OR	97459	Updated 6/21/2010
Schools	North Bend School District	BJ	Hollensteiner	Superintendent	bjhollensteiner@nbend.k12.or.us	(541) 756-8303 direct	(541) 756-1313	(503) 508-0978		1913 Meade	North Bend	OR	97459	Updated 6/21/2010
Schools	Port Orford / Langlois School District	Mick	Lane	Superintendent	mlane@2ci.com	(541) 348-2337 x 152	(541) 348-2228			45525 Hwy 101	Langlois	OR	97450	Updated 6/3/2010
Schools	Powers School District	Ellen	Baldwin	Administrative Assistant	ebaldwin@powers.k12.or.us	(541) 439-2291	(541) 439-2875	(541) 297-3440	(541) 439-3791	High School Hill Road	Powers	OR	97466	Updated 6/21/2010
Schools	Powers School District	Matt	Shorb	Superintendent / Principal	mshorb@powers.k12.or.us	(541) 439-2291	(541) 439-2875	(541) 297-3442	(541) 439-3113	High School Hill Road	Powers	OR	97466	Updated 6/3/2010
Schools	Reedsport School District	Ike	Launstein	Superintendent	ilaunstein@reedsport.k12.or.us	(541) 271-3656	(541) 271-3658	(541) 290-7484		100 Ranch Road	Reedsport	OR	97467	Updated 6/21/2010
Schools	SCESD	George	Woodruff	Superintendent	georgew@scsed.k12.or.us	(541) 269-1611	(541) 266-4040			1350 Teakwood	Coos Bay	OR	97420	Updated 6/3/2010
Schools	SCESD	Sharon	Smith	Executive Assistant	sharons@scsed.k12.or.us	(541) 269-4528	(541) 266-4531			1350 Teakwood	Coos Bay	OR	97420	Updated 6/3/2010
Schools	Southwestern Oregon Community College	Karl	Eastorp	Director of Community Relations	keastorp@socc.edu	(541) 888-7422/7711	(541) 888-7625			1988 Newmark Ave	Coos Bay	OR	97420	Updated 10/25/2010
Schools	Southwestern Oregon Community College	Linda	Kridelbaugh	Vice President Administrative Services	lkridelbaugh@socc.edu	(541) 888-7402	(541) 888-3258			1988 Newmark	Coos Bay	OR	97420	Updated 6/3/2010
State	Oregon Dept of Transportation	Dan	Latham	ODOT Proj. Info Spec / Coos, Curry & Douglas Cnty's	dan.latham@odot.state.or.us	(541) 957-3601	(541) 957-3547	(541) 817-5200		3500 NW Stewart Parkway	Roseburg	OR	97470	Updated 7/12/2010
State	Oregon Dept of Transportation	Jeff	Waddington	Permit Specialist	jeff.s.waddington@odot.state.or.us	(541) 396-1151	(541) 396-5321	(541) 290-0540		307 Highway 42 East	Coquille	OR	97423	Updated 7/12/2010
State	Oregon Dept. of Human Services	Candy	Cates	Crisis/ Em. Risk Communications Coord.	candy.k.cates@state.or.us	(971) 673-1313	(971) 673-1307	(503) 572-4432		800 NE Oregon St. Suite 465	Portland	OR	97124	Updated 7/13/2010
State	Oregon Dept. of Transportation	Jared	Castle	SW Oregon Public Affairs / PIO	jared.b.castle@odot.state.or.us	(541) 957-3656	(541) 957-3547	(541) 817-3456		3500 NW Stewart Parkway	Roseburg	OR	97471	Updated 7/12/2010
State	Oregon Public Health Division	Christine	Stone	Communications Officer	christine.l.stone@state.or.us	(971) 673-1282	(971) 673-1299	(503) 602-8027	(503) 807-1491	800 NE Oregon Street	Portland	OR	97232	Updated 7/12/2010
Utilities	Bandon Power	Bob	Shaffar	Supervisor/ Electric	electric@ci.bandon.or.us	(541) 347-2437 x 233	(541) 347-1269	(541) 297-2776		PO Box 67	Bandon	OR	97411	Updated 6/23/2010
Utilities	Bonneville Power Administration	Dale	Coulombe	Manager, Dist. Ops & Maintenance	dacoulombe@bpa.gov	(541) 988-7401	(541) 988-7419	(541) 954-0168		86000 Hwy 99 S	Eugene	OR	97405	Updated 7/25/2010
Utilities	Bonneville Power Administration	Doug	Johnson	Public Affairs Specialist	gdjohnson@bpa.gov	(503) 230-5840	(503) 230-4019	(503) 713-7658		DKP-7IIPO Box 3621	Portland	OR	97208-3621	Updated 7/25/2010
Utilities	Central Lincoln PUD	Chris	Chandler	Communication/Community & Economic Dev.	cchandler@cencoast.com	(541) 574-2004	(541) 574-2083	(541) 961-2566		2129 N. Coast Hwy	Newport	OR	97365	Updated 5/24/2010
Utilities	Central Lincoln PUD	Stuart	Jarman	Distribution Engineering/OPS Supervisor	sjarman@cencoast.com	(541) 271-8720	(541) 271-8720	(541) 662-7019	(541) 271-5379	440 Fir Ave.	Reedsport	OR		

Categories	Company	FirstName	LastName	JobTitle	EmailAddress	BusinessPhone	BusinessFax	MobilePhone	HomePhone	BusinessStreet	BusinessCity	BusinessState	Business Zip	Notes
Utilities	Pacific Power	Sande	Snead	Operations Manager	sande.snead@pacificorp.com	(541) 267-1800	(541) 267-1838	(541) 297-5818	(541) 396-1993	135 Lockhart	Coos Bay	OR	97420	Updated 6/3/2010

Reedsport CERT Notification Plan Distribution

1. Douglas County CERT Coordinator
2. City of Reedsport Police Department
3. City of Reedsport Fire Department
4. City of Reedsport Dispatch Center
5. City manager, City of Reedsport
6. Each Reedsport CERT Member

Reedsport CERT Notification Plan

Instructions: Primary will be notified by appropriate authority. Primary will notify each box below. If the Primary is not available, go to first or second alternate. Each person will call the person below them. If no response, call the next person, and continue to contact those not previously contacted. Notify Primary of status. Call status in to Primary hourly until all persons are notified or status known. Report activity to Douglas County CERT Coordinator. Distribution on reverse.

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Jennifer Downes
801 Doyle St.
Reedsport, OR 97467
H 541-271-3728
B 541--525-3337
C 541-
revellyre@yahoo.com

Notice: The information contained in this CERT Notification Plan is personal and confidential, and may not be released outside official public safety channels without the express written permission of the individual. Any unauthorized use or distribution of this information may subject the releaser to prosecution to the fullest extent of the law.

Andrea Stone – 541-817-2930
Douglas County CERT Coordinator

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Current as of: 11/21/2011

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Page 2 of 2

Elected and Appointed Officials List

TITLE	NAME	HOME	WORK	PAGER	CELL	FAX
MAYOR	Keith Tymchuk					
Councilor	Stan Washington					
Councilor	Ruth Hash					
Councilor	Debbie Williams					
Councilor	Mike Macho					
Councilor						
Councilor						
City Manager						
Attorney	Steve Miller	756-2066	271-2101			
Fire Chief	Tom Anderson					
Asst. Chief						
Police Chief	Robert Gross	271-1269	271-1993		662-1269	271-4735
SGT.	Terry Green					
SGT.	Carey Jones					
Public Wks	Dan Welch					
Forman						
Finance Director	Vera Koch					
Librarian	Sue Cousineau					
Asst.						
Parks						
Maintenance	Randy					

**Oregon Department of Transportation
District Manager List
As of July, 2010**

<p>District 1 David Neys 350 West Marine Drive Astoria, OR 97103 Phone (503) 325-7222 Fax (503) 325-1314</p>	<p>District 4 Bob Doran 3700 SW Philomath Blvd. Corvallis, OR 97333 Phone (541) 757-4211 Fax (541) 757-4111</p>	<p>District 10 Pat Creedican 63055 Highway 97 PO Box 5309 Bend, OR 97708 Phone (541) 388-6192 Fax (541) 388-6022</p>
<p>District 2A Ron Kroop 6000 SW Raab Rd Portland, OR 97221-1302 Phone (503) 229-5266 Fax (503) 297-6058</p>	<p>District 5 David Warren 644 A Street Springfield OR 97477 Phone (541) 744-8080 Fax (541) 726-2509</p>	<p>District 11 Mike Stinson 2557 Altamont Drive Klamath Falls, OR 97603 Phone (541) 883-5662 Fax (541) 883-5589</p>
<p>District 2B Mike Strauch 9200 SE Lawnfield Rd PO Box 1339 Clackamas, OR 97015 Phone (971) 673-6200 Fax (503) 539-8215</p>	<p>District 7 Darrin Neavoll 3500 NW Stewart Parkway Roseburg, OR 97470-1687 Phone (541) 957-3683 Fax (541) 957-3591</p>	<p>District 12 Marilyn Holt 1327 SE Third Street PO Box 459 Pendleton, OR 97801 Phone (541) 278-6021 Fax (541) 276-5767</p>
<p>District 2C Larry Olson 999 Frontage Road Ste 250 Troutdale, OR 97060 Phone (503) 665-4514 Fax (503) 665-5419</p>	<p>District 8 Jerry Marmon 200 Antelope Road White City, OR 97503 Phone (541) 774-6355 Fax (541) 774-6349</p>	<p>District 13 Mike Buchanan 3014 Island Avenue LaGrande, OR 97850 Phone (541) 963-8406 Fax (541) 963-0249</p>
<p>District 3 Don Jordan 885 Airport Road SE Salem, OR 97301 Phone (503) 986-2877 Fax (503) 986-2881</p>	<p>District 9 Pat Cimmiyotti 3313 Bret Clodfelter Way The Dalles, OR 97058 Phone (541) 296-2215 Fax (541) 296-1629</p>	<p>District 14 Paul Woodworth 1390 SE 1st Ave Ontario, OR 97914 Phone (541) 889-8558 Fax (541) 889-6600</p>

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Emergency Phone List

TMOC / PORTLAND	
Public	(503) 283-5859
WRDC / ODOT- SALEM	
Public	(503) 362-0457
ERDC / ODOT - BEND	
Public	(541) 383-0121
SRDC / ODOT - MEDFORD	
Public	(541) 858-3103

RADIO NUMBERS
REEDSPORT VOLUNTEER FIRE DEPARTMENT

Base station, Frontage Road uptown fire hall:

REEDSPORT FIRE STATION 2

OFFICERS

8821 Chief Tom Anderson
8824 Assistant Chief John Steininger
8825 Assistant Chief / Training Officer Ward Halstead
8823 Carey Jones, Fire Marshall
8822 Captain Harold Rose (Engine #2)
8833 Captain Dave Courtney (Engine #3)
8844 Captain Kurt Holmgreen (Engine #4)
8866 Captain Charlie Dukovich (Engine #6)
8811 Captain Chris Spichtig (Salvage bus)

APPARATUS

8821 Chief's SUV
8802 Engine #2
8803 Engine #3
8804 Engine #4
8806 Engine #6
8811 Salvage bus
8828 Fire pickup

RADIO NUMBERS
REEDSPORT POLICE DEPARTMENT

7A1	ROBERT GROSS
7S1	TERRY GREEN
7S2	CAREY JONES
7S3	JUDY MACHO
7P5	BOB CORCORAN
7P6	TOM BECK
7P7	MATT SMART
7P8	SHON LATTY
7P9	JOHN FUNK
7P10	DUSTIN ANDERSON
7P11	JEREMIE LEDOUX
7C1	CHARLENE LOHF
7C2	SEAN GRUBB
7C3	SHERRY WATSON
7C5	PATTIE MICHAELSON
7C6	JEFF WOODCOCK
7R1	JERRY WILSON

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FA 2 – Human Services

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Table of Contents

1	Purpose and Scope	FA 2-1
2	Policies and Agreements	FA 2-2
3	Situation and Assumptions	FA 2-2
3.1	Situation	FA 2-2
3.2	Assumptions	FA 2-2
4	Roles and Responsibilities	FA 2-3
4.1	Emergency Management	FA 2-4
4.2	American Red Cross	FA 2-4
4.3	City Fire Department	FA 2-5
4.4	Police Department	FA 2-5
5	Concept of Operations	FA 2-6
5.1	General	FA 2-6
5.2	Mass Care	FA 2-6
5.2.1	Shelter	FA 2-6
5.2.2	Sheltering Service and Companion Animals	FA 2-8
5.2.3	Bulk Distribution	FA 2-8
5.3	Emergency Assistance	FA 2-8
5.3.1	Disaster Welfare Information	FA 2-8
5.3.2	Disaster Recovery Center(s)	FA 2-9
5.4	Long-Term Housing	FA 2-10
5.5	Human Services	FA 2-10
5.5.1	Behavioral Health	FA 2-10
5.5.2	Access and Functional Needs Populations	FA 2-11
5.6	Public Health Services	FA 2-13
5.7	Care of Response Personnel and EOC Staff	FA 2-14
6	Annex Development and Maintenance	FA 2-14
7	Supporting Plans and Procedures	FA 2-14
8	Appendices	FA 2-14
Appendix A	Shelter Materials	FA 2-15
Appendix A-1	Shelter Survey Form	FA 2-17
Appendix A-2	Sample Shelter Agreement	FA 2-27

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FA 2. Human Services

FA 2 Tasked Agencies	
Primary Agencies	City Manager Lower Umpqua Hospital American Red Cross (Red Cross) - Oregon Pacific Chapter Lower Umpqua Ministerial Association (LUMA)
Supporting Agencies	Administrator's Office Finance Department Fire Department Police Department Reedsport School District Central Lincoln Public Utilities Department (PUD) Southern Oregon Sanitation Douglas County Emergency Management Douglas County Health and Social Services Department

1 Purpose and Scope

This annex provides information regarding the City's response to the needs for mass care/sheltering, human services, and public health support for victims of natural and technological emergencies and disasters. It outlines basic roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization (EMO), as outlined in the Basic Plan of this Emergency Operations Plan (EOP), is designed to provide support to local human services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures (SOPs) of local response agencies.

This annex covers the following functions:

- Mass Care.
- Emergency Assistance.
- Housing.
- Human Services.
- Public Health Services.
- 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 coordinates this need with the City Emergency Manager. Emergency shelter includes the use of pre-identified shelter

FA 2. Human Services

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 to maximize benefits without hindering response activities.

Emergency response agencies for the City should also identify and coordinate assistance for Access and Functional Needs Populations (also called Special Needs and Vulnerable Populations) within the impacted area. Access and Functional Needs Populations describes members of the community who experience physical, mental, or medical care needs who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

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 Red Cross and the City, human services would be primarily implemented by the Red Cross when activated by County request. The agreement provides for shelter and mass care provisions if requested by the County.

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 would 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 such needs arise, it is the responsibility of the City to work with the various human service agencies to meet them.

3.2 Assumptions

- Although City government has primary responsibility for implementing and coordinating the resources and services included in this annex, the Red Cross would manage and coordinate sheltering and mass care operations to the extent of its capability. The Salvation

FA 2. Human Services

Army would support these operations, and other professional and/or volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations would continue to do so.

- The Red Cross would have agreements in place for use of specific shelters that could be activated by calling the local 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 arises.
- Permission to use Red Cross–approved facilities for disaster operations and sheltering would be obtained and agreed upon in writing. Pre-identified facilities intended for shelter and mass care would be available and operational at the time of need.
- City government and other available response agencies would manage and coordinate all shelter and mass care activities until the Red Cross has arrived on scene, assessed the situation, and activated procedures for preparing and operating shelters.
- Prior to arrival of the Red Cross, the City would manage and coordinate all shelter and mass care activities with LUMA.
- Assistance would be available through mutual aid agreements with the County, other counties, other regions, and State and Federal emergency agencies and organizations.
- Unique demands would be placed on the delivery of human services, including crisis counseling, emergency assistance, and the care of access and functional needs groups. As a consequence, the clientele groups of both local and State human service organizations would increase.
- Under localized emergency conditions, a high percentage of evacuees would seek lodging with friends or relatives rather than go to established facilities.
- Should the threat of an evacuation be due to a visible hazard, or discussed in the media, some spontaneous evacuation would 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 would vary depending on the type of resource, length of the warning period, and duration of the incident.

FA 2. Human Services**4.1 Emergency Management**

- Coordinate emergency preparedness planning and exercise activities with the Red Cross and LUMA.
- 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 ARC and/or LUMA, 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

It is not the intent of the City to supplant the Red Cross as the primary provider and coordinator of emergency housing, sheltering, and feeding services; however, the City is not relieved of its own obligation to ensure the welfare of its citizens in times of emergencies, as outlined in Chapter 401 of the Oregon Revised Statutes. If the County and Red Cross are unable to respond, the City Emergency Manager would coordinate Red Cross responsibilities with LUMA and the School District within available resources. City response procedures for mass care, emergency assistance, housing, and human service are currently under development.

FA 2. Human Services

- 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 EMO to test the 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 volunteer 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 them 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 City Fire Department

- Provide personnel, supplies, materials, and facilities as available in support of this function.
- Establish a shelter Emergency Medical Services response plan.
- Provide fire and line safety inspections, as appropriate.

4.4 Police Department

- Assist with shelter security and communications.

5 Concept of Operations

5.1 General

The City Council 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 Manager would ensure the provision of basic human services. Disaster victims should be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, the City would assist and coordinate the post-disaster housing needs of the homeless. While coordinated City/Red Cross decision-making is desirable, the Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) would provide additional support for disaster victims.

In the case of unmet needs, the Emergency Manager would issue requests for County assistance via the EOC to County Emergency Management. Some emergencies would not entail mass care assistance but would still require a limited amount of emergency food and clothing.

Initial preparedness efforts would 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. Should an incident occur that required evacuation, preparations would begin for receiving evacuees at selected facilities. Essential personnel, including volunteers, should be alerted; pre-positioned material resources (cots, blankets, food, etc.) should be made ready; and medical facilities should be alerted to the possibility of receiving evacuee patients. Participating agencies would 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 mission area, the human needs of victims should be continually assessed and met as necessary via one or more Disaster Recovery Center.

5.2 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 Red Cross would assist in registering evacuees and, as applicable, would coordinate information with appropriate government agencies regarding evacuees housed in Red Cross shelters.

5.2.1 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

FA 2. Human Services

of facilities is the focus of this annex and is designated as Reception and Care facilities in local Red Cross sheltering plans.

The designation of specific lodging and feeding facilities would depend on the actual situation and the location of the hazard area. Public school facilities would receive prime consideration for use as emergency mass care facilities; such use would be coordinated with school officials. Selected facilities should 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 Red Cross. The City Manager should obtain permission from owners to use other facilities as required. Should Red Cross facilities be opened, the Red Cross would be responsible for maintaining all functions and staffing according to Red Cross policy. The Red Cross would 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 Red Cross and LUMA.
- General purpose tents available through the Oregon National Guard and requested by the County EOC to Oregon Emergency Management (OEM).
- If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the City EOC staff may serve as the City Shelter Coordinator. Services should be provided through the coordinated efforts of staff members, the Red Cross, LUMA, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies should provide security at shelter facilities, where possible, and should also support back-up communications, if needed.

Food would be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations would be based on nutritional standards and, if possible, should include meeting dietary requirements of victims with special dietary needs. The Red Cross is responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies. The Red Cross would coordinate all mass feeding and other services needed at open shelters within the City's jurisdiction with City Emergency Management via the City EOC.

Shelter/lodging facility managers should be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC would be landline and cellular telephones. If telephones cannot be used or are overloaded, law enforcement personnel would provide radio

FA 2. Human Services

assistance. Shelter facility managers should arrange for persons in their facilities to monitor prescribed communication sources for guidance and announcements.

5.2.2 Sheltering Service and Companion Animals

The City, the Red Cross, and other organizations or groups providing sheltering and mass care should 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 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 at their own direction and expense.

5.2.3 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 Red Cross, LUMA, or Community Emergency Response Team would coordinate all bulk distribution activities needed within the City's jurisdiction with the City Emergency Manager via the City EOC.

Agencies and organizations involved in supporting and managing bulk distribution include:

- City Manager's Office.
- Red Cross.
- Salvation Army.
- Private-sector partners.
- Disaster assistance personnel, paid, and volunteer staff.

5.3 Emergency Assistance**5.3.1 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 Red Cross would 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, should be coordinated with the EOC and law enforcement agencies for comparison with missing persons' lists. County Amateur Radio Emergency Services provides support to the Red Cross and City

FA 2. Human Services

Emergency Management in gathering, disseminating, and managing disaster welfare information.

5.3.2 Disaster Recovery Center(s)

Upon a Presidential disaster declaration, a Disaster Recovery Center may be established. In addition to numerous grant and assistance programs available through the Disaster Recovery Center, 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 Disaster Recovery Center. The Federal Emergency Management Agency (FEMA) is responsible for operating Disaster Recovery Centers, which are often located in facilities such as schools, churches, and community centers. A Disaster Recovery Center provides a location where citizens can meet with local, State, Federal, and volunteer agency representatives to apply for disaster assistance. Advertising of these facilities should 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 Disaster Recovery Center:

- 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.

FA 2. Human Services

- 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 shelters, the Logistics Section may assist in site choice and preparation consistent with the City's local comprehensive land use plan.

5.4 Long-Term Housing

All housing needs identified during and following emergency incidents or disasters impacting the City would be coordinated through the County Emergency Manager via the County EOC. In some disaster situations, the Federal government may be requested to provide emergency housing. Disaster victims should be encouraged to obtain housing with family or friends, or in commercial facilities. To the greatest extent possible, local and County government would coordinate post-disaster housing needs for the homeless population.

5.5 Human Services**5.5.1 Behavioral Health**

The City relies on the County Health Department for behavioral health services during a disaster. Details regarding the provision of these services are provided in the County EOP. Additional 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 Douglas County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more details.

FA 2. Human Services

5.5.2 Access and Functional Needs Populations

The needs of children and adults who experience disabilities and others who experience access and functional needs should be identified and planned for as directed by policy makers and according to State and Federal regulations and guidance. The City would seek the assistance of the County Health Department 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 would enable them to maintain their pre-disaster levels of independence.
- **Communication.** Individuals who have limitations that interfere with the receipt of and response to information would 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 vehicles may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., vehicles with lift equipment or oxygen facilities) 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-

FA 2. Human Services

dependent equipment to sustain life. These individuals require the support of trained medical professionals.

5.5.2.1 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the City and, whenever possible, the City would consider preparedness, evacuation, and shelter operations, and public outreach and education activities that identify issues particular to children. In particular, these issues may include:

- **Preparedness.** Program and planning activities that relate to the needs of children. This includes involving members of the community familiar with children's issues.
- **Evacuation.** Identifying where children are located (schools, daycares) and how they would 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.

5.5.2.2 Household Pets and Service Animals

Whenever possible, the City would consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to household pets and service animals. These issues may include:

- **Preparedness.** Program and planning activities that relate to the needs of household pets and service animals. This includes involving members of the community familiar with pet and service animal issues.
- **Shelter.** Identifying resources for food and crates, as well as 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.

5.5.2.3 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.

FA 2. Human Services

- 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.

5.5.2.4 Programs in Place

The City has the following programs in place for vulnerable populations:

- Spanish/English outreach programs through the police department.
- Identified language skills of City employees.
- Disabled access to City facilities and Red Cross shelter facilities.
- Routine fire inspections of adult assisted living facilities, rest homes, nursing homes and hospitals.
- Identified transportation assistance for people who experience physical disabilities.

For further information refer to FEMA's Office of Disability Integration and Coordination and the Functional Needs Support Services Guidance, <http://www.fema.gov/about/odic/>.

5.6 Public Health Services

The following emergency medical resources are available for the City: Lower Umpqua Hospital. The Health Department provides public health and welfare services to all citizens within the County. Contact with the Department during a major emergency would be through County Emergency Management.

Services provided by the Health Department may include:

- Upon request, screening shelter residents and visitors for communicable diseases.
- Establishing and monitoring isolation space.
- Providing staff and supplies for immunizations as directed by the medical officer.
- Providing advice on sanitation measures for emergency food and water.
- Monitoring garbage and waste disposal.

FA 2. Human Services

The Health Department would request emergency medical, health, and welfare services not available in the County from the Oregon Health Authority.

See the Douglas County EOP, ESF 8 – Public Health and Medical Services for more details.

5.7 Care of Response Personnel and EOC Staff

Arrangements for the feeding and sheltering of EOC staff are the responsibility of the Logistics Section. As space allows, EOC staff would sleep and eat at the EOC. Sleeping areas may also be set up in other facilities.

Response personnel should 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. Families of response personnel may be sheltered together in the event of an extended incident involving a major shelter operation. This should facilitate keeping families informed and help maintain the morale of response personnel.

6 Annex Development and Maintenance

The City Manager and Lower Umpqua Hospital are responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing human services, the City should incorporate elements of human services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support human services for the City:

- 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

8 Appendices

Appendix A Shelter Materials

A-1 Shelter Survey Form

A-2 Sample Shelter Agreement

Appendix A Shelter Materials

A-1 Shelter Survey Form

A-2 Sample Shelter Agreement

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FA 2. Human Services

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: () -

E-mail Address (if applicable):

Primary Contact to Authorize Facility Use:

Name:

Day Phone: () -

After Hours/Emergency Phone: () -

Mobile Phone: () -

E-mail: _____

Alternate Contact to Authorize Facility Use:

Name:

Day Phone: () -

After Hours/Emergency Phone: () -

Mobile Phone: () -

E-mail: _____

FA 2. Human Services

Primary Contact to Open Facility: Name: _____ Day Phone: (____) _____ - _____ After Hours/Emergency Phone: (____) _____ - _____ Mobile Phone: (____) _____ - _____ E-mail: _____	Alternate Contact to Open Facility: Name: _____ Day Phone: (____) _____ - _____ After Hours/Emergency Phone: (____) _____ - _____ Mobile Phone: (____) _____ - _____ E-mail: _____
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.	
<input type="checkbox"/> Facility available for use at any time of the year	
<input type="checkbox"/> Facility only available for use during the following time periods: From: _____ to _____ From: _____ to _____	
<input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe: _____	
Is smoking allowed in the facility buildings? <input type="checkbox"/> Yes <input type="checkbox"/> No Is smoking allowed on the facility grounds? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Capacity	
<u>Shelter Capacity</u> - 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 <input type="checkbox"/> is <input type="checkbox"/> is not <input type="checkbox"/> 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 Access and Functional Needs Shelter: 80 square feet per person	

FA 2. Human Services

Type of Shelter	Total Area	Square Feet/ per person	Capacity *
<input type="checkbox"/> Evacuation			
<input type="checkbox"/> General			
<input type="checkbox"/> Access and Functional 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)?			
<input type="checkbox"/> Bench	Measured Linear Feet of Bench _____ ÷ 16 ft ² /person = Bench Seating Capacity _____		
<input type="checkbox"/> Chairs	Number of Chairs Counted = _____ = Seating Capacity _____		
<input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No			
When the facility is in normal use (e.g., school in session): <input type="checkbox"/> On-site parking is adequate for shelter residents <input type="checkbox"/> Off-site parking is available as noted below (e.g., on streets around the school): _____ <input type="checkbox"/> There is not adequate on-site or off-site parking available		When the facility is not in normal use (e.g., school not in session): <input type="checkbox"/> On-site parking is adequate for shelter residents <input type="checkbox"/> Off-site parking is available as noted below (e.g., on streets around the school): _____ <input type="checkbox"/> There is not adequate on-site or off-site parking available	
General Facility Construction			
Facility Construction <input type="checkbox"/> Wood Frame <input type="checkbox"/> Prefabricated <input type="checkbox"/> Concrete <input type="checkbox"/> Trailer <input type="checkbox"/> Masonry <input type="checkbox"/> Bungalow <input type="checkbox"/> Metal <input type="checkbox"/> Pod <input type="checkbox"/> Portable Classroom <input type="checkbox"/> Other If "Other," describe:		Number of stories: Elevator: <input type="checkbox"/> Yes <input type="checkbox"/> No Where, in relation to shelter area?	Approximate year of construction: Chair Lift: <input type="checkbox"/> Yes <input type="checkbox"/> No Quantity:

FA 2. Human Services

<input type="checkbox"/> Accessible doorways (minimum 35 inches wide)	<input type="checkbox"/> Ramps (minimum 35 inches wide): <input type="checkbox"/> Fixed <input type="checkbox"/> Portable <input type="checkbox"/> Level Landings																																								
<input type="checkbox"/> Automatic doors or appropriate door handles																																									
Open Space: Indicate quantity and size (square feet) <input type="checkbox"/> Athletic Field(s): <input type="checkbox"/> Fenced Court(s): <input type="checkbox"/> Secured Playground Area <input type="checkbox"/> Other:																																									
Fire Safety																																									
<i>Some facilities 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.</i>																																									
Does the facility have inspected fire extinguishers? <input type="checkbox"/> Yes <input type="checkbox"/> No																																									
Does the facility have functional fire sprinklers? <input type="checkbox"/> Yes <input type="checkbox"/> No																																									
Does the facility have a fire alarm? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, choose one: <input type="checkbox"/> Manual (pull down) <input type="checkbox"/> Automatic Does the fire alarm directly alert the fire department? <input type="checkbox"/> Yes <input type="checkbox"/> No																																									
Does the facility have an internal fire hose system? <input type="checkbox"/> Yes <input type="checkbox"/> No																																									
Does the facility have smoke detectors in/near the shelter area? <input type="checkbox"/> Yes <input type="checkbox"/> 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: <u>Toilets:</u> Bathroom stall (38 inches wide); Grab bars (33–36 inches wide) <u>Showers:</u> Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower head (48 inches in height) or Hand-held spray unit with hose accessible for people with disabilities: <u>Sinks:</u> Sink (34 inches in height); Towel dispenser (39 inches in height)																																									
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 25%;">Urinals</th> <th style="width: 25%;">Toilets</th> <th style="width: 25%;">Showers</th> <th style="width: 25%;">Sinks</th> </tr> <tr> <td style="text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table> </td> <td style="text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table> </td> <td style="text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table> </td> <td style="text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table> </td> </tr> <tr> <td>Men's</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Women's</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Unisex</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> </tr> </table>	Urinals	Toilets	Showers	Sinks	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table>	ADA compliant	Not compliant			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table>	ADA compliant	Not compliant			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table>	ADA compliant	Not compliant			<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">ADA compliant</th> <th style="width: 50%;">Not compliant</th> </tr> <tr> <td style="height: 40px;"></td> <td style="height: 40px;"></td> </tr> </table>	ADA compliant	Not compliant			Men's				Women's				Unisex				Total			
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Women's																																									
Unisex																																									
Total																																									
Are there any limitations on the availability of these facilities? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, describe limitations (e.g., only during specific time blocks, etc.):																																									
Are there baby diaper changing tables in any of the restroom facilities? <input type="checkbox"/> Yes <input type="checkbox"/> No																																									

FA 2. Human Services

Food Preparation Facilities		
<input type="checkbox"/> There are no food preparation or food service capabilities at this facility		
<input type="checkbox"/> Full-Service Kitchen: food is stored, prepared, and served on site. If full-service, number of meals that can be produced: _____		
<input type="checkbox"/> Food is prepared off site by a central kitchen and served on site Central Kitchen Contact: _____ Phone Number: ()		
<input type="checkbox"/> 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 (<i>approved sanitation levels</i>):		Non-commercial Dishwasher:
Location of equipment if in area other than kitchen:		
Dining Facilities		
Dining area on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Location:	
Snack Bar: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Cafeteria: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Other indoor seating: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, describe; include size and seating capacity:	
Total estimated seating capacity for eating:		
Standards for accessible for people with disabilities Tables (28-34 inches in height); Serving Line/Counter (28-34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number:	Are serving line/counters accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are aisles accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No

FA 2. Human Services

Additional comments related to food preparation or dining areas:		
Health Service Facilities		
Number of private rooms available:	Access to locked refrigeration? <input type="checkbox"/> Yes <input type="checkbox"/> 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	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are laundry facilities coin operated?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Special conditions or restrictions:		
<u>Facility Services Information</u>		
Electricity		
Emergency (generator power) on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Capacity in kilowatts:	
Is facility staff required to operate emergency generator? <input type="checkbox"/> Yes <input type="checkbox"/> No		
This generator powers: <input type="checkbox"/> Facilities throughout the shelter area <input type="checkbox"/> Only emergency lights and other critical circuits in the shelter area <input type="checkbox"/> No generator serves the shelter area		
Estimated run-time without refueling (in hours):	<input type="checkbox"/> Auto start <input type="checkbox"/> Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: <input type="checkbox"/> Yes <input type="checkbox"/> 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: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane <input type="checkbox"/> Oil <input type="checkbox"/> Gasoline <input type="checkbox"/> Diesel		
Shelter area is heated: <input type="checkbox"/> Yes <input type="checkbox"/> No		

FA 2. Human Services

FA 2-23

FA 2. Human Services

Are there business telephones available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Are there business telephones available to shelter occupants: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Are there accessible telephones (49 inches from floor)? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number of accessible phones:	Is there Telecommunications Device for the Deaf (TDD) availability? <input type="checkbox"/> Yes <input type="checkbox"/> No
Are there Earpiece telephones (volume adjustable)? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are there Fax machines available to shelter staff? <input type="checkbox"/> Yes <input type="checkbox"/> No
Is there speaker telephone/conference availability? <input type="checkbox"/> Yes <input type="checkbox"/> No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -
Computers:	
Type of internet service connection: <input type="checkbox"/> Dial-up <input type="checkbox"/> High-Speed <input type="checkbox"/> Cable <input type="checkbox"/> Wireless	
Computers available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	Is there public access to computers? <input type="checkbox"/> Yes <input type="checkbox"/> 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?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Location of cable TV drop for shelter area:	
<u>Shelter Management Information</u>	
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? <input type="checkbox"/> Yes <input type="checkbox"/> No

FA 2. Human Services

Location of office for shelter management team:	Is there a computer network drop in this area? <input type="checkbox"/> Yes <input type="checkbox"/> 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: <input type="checkbox"/> On-site in existing facility Capacity: _____ <input type="checkbox"/> On-site using additional resources (Tents/Trailers) Capacity: _____ <input type="checkbox"/> Combination of existing facility and additional resources <input type="checkbox"/> Off-site	
Location of pet intake area:	Location of pet shelter area:
Is the space used for the pet shelter area near chemicals: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Location of outdoor pet walking area:	
Facility Staff	
Facility personnel required when using facility: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Facility kitchen staff required when using facility kitchen: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Voluntary organizations (<i>such as church or fire auxiliaries</i>) required when using the facility: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Sanitation/Maintenance staff required: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Will any of the above groups be experienced or trained in shelter management? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Shelter Agreement Information	
Does the facility/owner have a current agreement for use as emergency shelter? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Date:	Updated:
Additional information about agreement, if applicable:	
Additional Notes (use additional page as needed):	

FA 2. Human Services

Survey completed/updated by:		Date:
<i>Printed name and title of authorized facility personnel:</i>		<i>Signature of authorized personnel:</i>
<i>Agency/Organization of authorized facility personnel:</i>		
<i>Printed name and title of shelter surveyor:</i>		<i>Signature of shelter surveyor</i>
<i>Agency/Organization of surveyor:</i>		
Shelter Determination:		
<input type="checkbox"/> Facility can be used as general emergency shelter.		
<input type="checkbox"/> Facility can be used as an evacuation shelter.		
<input type="checkbox"/> Facility can be used as a access and functional needs shelter.		
<input type="checkbox"/> Facility can be used as a pet-friendly shelter		
<input type="checkbox"/> Facility will not be used as a shelter.		
Facility is ADA-compliant: <input type="checkbox"/> Partially <input type="checkbox"/> Fully <input type="checkbox"/> Not ADA Accessible		
Is this shelter entered in the National Shelter System (NSS)? <input type="checkbox"/> Yes <input type="checkbox"/> No		
NSS ID: _____		

FA 2. Human Services

Appendix A-2 Sample Shelter Agreement

The City of Reedsport 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 the City of Reedsport Emergency Management 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:

City of Reedsport

City Department/Agency: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

Copies of legal notices must also be sent to:

The City of Reedsport Finance Department

FA 2. Human Services

Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write “See attached facility list” and attach a facility list, including 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 City of Reedsport to use the facility on a temporary basis as an emergency public shelter.
- **Shelter Management:** City of Reedsport will have primary responsibility for the operation of the shelter and will designate a member of the relief organization personnel as 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 the City of Reedsport.
- **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 the City of Reedsport to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the City of Reedsport should not use while sheltering in the facility. The City of Reedsport 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 the City of Reedsport, 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 the City of Reedsport.

FA 2. Human Services

- Custodial Services: Upon request by the City of Reedsport, and if such resources exist and are available, the Owner will make the facility's 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: The City of Reedsport may post signs identifying the shelter as a City of Reedsport 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: The City of Reedsport will notify the Owner or Facility Coordinator of the closing date for the shelter. Before the City 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: The City of Reedsport 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 the City of Reedsport. Reimbursement for facility damage will be based on replacement at actual cash value. The City of Reedsport will select from among bids from at least three reputable contractors. The City of Reedsport is not responsible for storm damage or other damage caused by the disaster.
 - *Reasonable costs associated with custodial and food service personnel* that would not have been incurred but for the City of Reedsport's use of the facility for sheltering. The City of Reedsport will reimburse at a 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

FA 2. Human Services

costs would not have been incurred but for the City of Reedsport's use of the premises (both parties must initial all utilities to be reimbursed by the City of Reedsport):

	Owner initials	City initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____
Waste Disposal	_____	_____

The Owner will submit any request for reimbursement to the City 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 and the dates and hours worked at the shelter.

- **Insurance:** The City of Reedsport and designated relief organizations that support 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. The City of Reedsport 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:** The City of Reedsport 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 the City of Reedsport 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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Table of Contents

1	Purpose and Scope	FA 3-1
2	Policies and Agreements	FA 3-1
3	Situation and Assumptions	FA 3-2
3.1	Situation	FA 3-2
3.2	Assumptions	FA 3-2
4	Roles and Responsibilities	FA 3-2
4.1	General Responsibilities	FA 3-2
4.1.1	Emergency Management	FA 3-2
4.1.2	Public Works Department	FA 3-3
4.1.3	Fire Department.....	FA 3-4
4.1.4	Police Department.....	FA 3-4
4.1.5	Utilities.....	FA 3-4
5	Concept of Operations	FA 3-5
5.1	General	FA 3-5
5.2	Transportation.....	FA 3-5
5.3	Infrastructure Repair and Restoration	FA 3-6
5.4	Energy and Utilities	FA 3-6
5.5	Debris Management.....	FA 3-6
6	Annex Development and Maintenance.....	FA 3-7
7	Supporting Plans and Procedures	FA 3-7
8	Appendices	FA 3-7

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FA 3. Infrastructure Services

FA 3 Tasked Agencies	
Primary Agencies	Public Works Department
Supporting Agencies	Fire Department Police Department Engineering / Building Department City Administrator's Office City Manager Douglas County Public Works Department Reedsport School District Community Emergency Response Team (CERT) Local Utilities: Water: City of Reedsport Sewer: City of Reedsport Sanitation: Southern Oregon Sanitation Electricity: Central Lincoln Public Utilities Department (PUD) Telephone(s)/Cable: Frontier/Charter

1 Purpose and Scope

This annex provides information regarding the coordination of infrastructure, public works, damage assessment, and engineering services during all emergency mission areas. It outlines basic roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization (EMO), as outlined in the Basic Plan of this Emergency Operations Plan (EOP), is designed to provide support to local infrastructure services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures (SOPs) of local response agencies.

The annex covers the following functions:

- Transportation.
- Infrastructure Repair and Restoration.
- Energy and Utilities.
- Debris Management.

See FA 4 for information on Damage Assessment.

2 Policies and Agreements

The following policies and agreements are currently in place to support infrastructure services for the City:

FA 3. Infrastructure Services

- 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 should take precedence during all facets of response, and essential services within the City would 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-created 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 would include assisting law enforcement and fire services in traffic control and rescue operations and clearing and maintaining critical lifeline routes.
- During emergencies resulting from snow storms, wind storms, utility failure, or volcanic activities, the Public Works Department would 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 would vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1.1 Emergency Management

- Regularly brief the Mayor and City Council on situational developments.
- Collect resource requirement information from all City Departments.

FA 3. Infrastructure Services

- Evaluate the situation and determine whether the EOP 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 developing conditions.
- Consider activating the Emergency Operations Center (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 of existing contracts and develop 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 would be given top priority during an emergency.

FA 3. Infrastructure Services

- 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 City infrastructure.
- Requesting assistance through the County, if necessary.
- Documenting incident actions and costs incurred.
- Notifying regulating agency(s), as appropriate.

4.1.3 Fire Department

The Fire Department 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 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.

FA 3. Infrastructure Services

- Making repairs and restoring services as soon as possible.
- Supporting the City with equipment, personnel, etc., as appropriate.

5 Concept of Operations

5.1 General

When the EOP is implemented, all activities and resources in support of infrastructure services would 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 would focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public Works would also place emphasis on supporting law enforcement, fire, and search and rescue services with evacuation and traffic control capabilities. Other operational priorities include:

- Damage assessment (see FA 4).
- 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 storm water systems).
- Coordination with utility restoration operations (power, gas, and telecommunications).
- Prioritizations of efforts to restore, repair, and mitigate infrastructure owned by the City and County.

Public Works would use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

See the Douglas County EOP, Support Annex 3 – Damage Assessment for more details.

5.2 Transportation

- Monitor and report on the status of and damage to the transportation system and infrastructure as a result of an emergency incident.

FA 3. Infrastructure Services

- 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 Douglas County EOP, ESF 1 – Transportation for more details.

5.3 Infrastructure Repair and Restoration

City Public Works actions may include:

- Conducting pre- and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for life-saving and life-sustaining services.
- Coordinating technical assistance, including engineering expertise, construction management, and contracting and real estate services.
- Providing emergency repair of damaged public infrastructure and critical facilities.

See the Douglas County EOP, ESF 3 – Public Works and Engineering for more details.

5.4 Energy and Utilities

Energy- and utility-related actions may include:

- Collecting, evaluating, and sharing information regarding energy/utility system damage and estimations of the impact of outages/failures within affected areas.
- Coordinating restoration of service in impacted areas.
- Ensuring backup power and utility sources for critical facilities.

See the Douglas County EOP, ESF12 – Energy for more details.

5.5 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 periods of a disaster.

FA 3. Infrastructure Services

The County Department of Public Works would address larger debris management issues for the County. If needed, the City should 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.

See the Douglas County EOP, Support Annex 4 –Debris Management for more details.

6 Annex Development and Maintenance

The City Public Works Department is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing infrastructure services, the City would incorporate elements of infrastructure services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support infrastructure services for the City:

- County Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 3 – Public Works and Engineering
 - ESF 12 – Energy
 - SA 3 – Damage Assessment
 - SA 4 – Debris Management
- FA 4 – Recovery Strategy, Appendix G Damage Assessment

8 Appendices

- None at this time.

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FA 4 – Recovery Strategy

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Table of Contents

1	Purpose and Scope	FA 4-3
2	Policies and Procedures	FA 4-4
3	Situation and Assumptions	FA 4-5
3.1	Situation	FA 4-5
3.2	Assumptions	FA 4-6
4	Roles and Responsibilities	FA 4-6
4.1	Emergency Operations Center.....	FA 4-6
4.1.1	Operations Section	FA 4-7
4.1.2	Planning Section.....	FA 4-7
4.1.3	Logistics Section.....	FA 4-7
4.1.4	Finance Section.....	FA 4-8
4.1.5	Public Information Officer	FA 4-8
4.2	Local Agencies.....	FA 4-8
4.2.1	Recovery Manager	FA 4-8
4.2.2	Individual Assistance Coordinator	FA 4-9
4.2.3	Local Hazard Mitigation Coordinator	FA 4-9
4.2.4	Private Sector Recovery Coordinator	FA 4-10
4.2.5	Public Sector Recovery Coordinator.....	FA 4-11
4.2.6	Reimbursement Coordinator.....	FA 4-12
4.3	Mutual Aid Regions.....	FA 4-13
4.4	State Office of Emergency Services.....	FA 4-13
4.5	Federal Emergency Management Agency	FA 4-13
5	Concept of Operations	FA 4-14
5.1	General	FA 4-14
5.1.1	Local Emergency Declaration.....	FA 4-14
5.1.2	Local Request for State Assistance.....	FA 4-14
5.1.3	County and Federal Recovery Efforts.....	FA 4-15
5.2	Short-Term Recovery Activities.....	FA 4-15
5.2.1	Public Assistance	FA 4-15
5.2.2	Individual Assistance	FA 4-18
5.3	Long-Term Recovery Activities	FA 4-20
5.3.1	National Disaster Recovery Framework	FA 4-20
5.3.2	Community Planning and Capacity Building.....	FA 4-21
5.3.3	Economic Recovery.....	FA 4-21
5.3.4	Health and Social Services Recovery.....	FA 4-23

FA 4. Recovery Strategy

5.3.5	Housing Recovery	FA 4-23
5.3.6	Infrastructure Systems Recovery.....	FA 4-23
5.3.7	Natural and Cultural Resources Recovery	FA 4-23
5.3.8	Hazard Mitigation.....	FA 4-23

6 Direction and Control FA 4-25

6.1	Initial Response.....	FA 4-25
6.2	Recovery Coordination Center.....	FA 4-25
6.2.1	Mission	FA 4-25
6.2.2	Function.....	FA 4-26
6.2.3	Command Structure	FA 4-27
6.2.4	Lines of Succession.....	FA 4-27
6.3	Recovery / Reconstruction Plan.....	FA 4-27
6.4	Post-Emergency.....	FA 4-28
6.4.1	General.....	FA 4-28
6.4.2	Priorities and Provisions	FA 4-29
6.5	Coordination and Communication	FA 4-31
6.6	Reimbursement.....	FA 4-32
6.7	Documentation of Costs.....	FA 4-32

7 Annex Development and Maintenance FA 4-32**8 Supporting Plans and Procedures FA 4-33****9 Appendices FA 4-33**

Appendix A	Public Assistance Materials	FA 4-35
Appendix B	Individual Assistance Materials	FA 4-73
Appendix B-1	Disaster Recovery Center Requirements Checklist	FA 4-75
Appendix B-2	FEMA Disaster Recovery Center Site Requirements List	FA 4-77
Appendix C	Typical Individual Assistance Programs.....	FA 4-79
Appendix D	Recovery Planning Section Chief Checklist	FA 4-83
Appendix E	Force Account and Contract Cost Documentation Procedures.....	FA 4-85
Appendix F	Post Disaster Contractor Licensing/Permits Sample News Release.....	FA 4-89
Appendix G	Damage Assessment.....	FA 4-91
Appendix G-1	Initial Damage Assessment Checklist	FA 4-99
Appendix G-2	Preliminary Damage Assessment Checklist.....	FA 4-103
Appendix G-3	Initial Damage Assessment Summary Report Forms.....	FA 4-109

FA 4. Recovery Strategy

FA 4 Tasked Agencies	
Primary Agencies	City of Reedsport Emergency Management Organization (EMO)
Supporting Agencies	Engineering/Building Department Fire Department Community Development Director Community Emergency Response Team (CERT)

1 Purpose and Scope

The Recovery Planning Section Chief should develop a Recovery/ Reconstruction Plan with the assistance of all departments prior to an emergency. This plan would then be used at the onset of the disaster and should state how the City would recover from the incident using all City Departments as needed. Initially, “response” efforts would take priority over “recovery” efforts. The Recovery Planning Section Chief would set recovery priorities and develop an Emergency Recovery Team, which may or may not include the Emergency Response Organization participants. The Recovery Planning Section Chief may be appointed as the Incident Commander when all lifesaving operations are complete. The priorities for the Section are as follows:

- Restore City facilities and services as quickly as possible.
- Aggressively identify all damage and seek financial reimbursement from the Federal Emergency Management Agency (FEMA) and Oregon Office of Emergency Management (OEM).
- Facilitate the rebuilding process; expedite the permit process.
- Assist departments in identifying all funding sources made available through legislation and disaster grants.
- Assist the public in identifying available resources, including public assistance, for recovery.
- Make recommendations on City infrastructure restoration priorities.
- Assist in removing barriers to social recovery of the affected population.
- Assist in removing barriers to business recovery, including economic development, redevelopment, and new development.

In addition, this annex outlines the scope of long-term recovery activities as defined in the National Disaster Recovery Framework. The City has not developed a formal Recovery Plan to date, but would take the functional elements of long-term recovery into consideration in its recovery planning.

FA 4. Recovery Strategy

Refer to Appendix G Damage Assessment of this annex for further information on the assessment of damage during the recovery period.

2 Policies and Procedures

Following a disaster, each jurisdiction is expected to use its resources and capabilities as necessary to perform emergency work. These actions include debris removal, emergency measures to save lives, protecting public health and safety, protecting property, and issuing a Declaration of Emergency before requesting assistance from the County, State, or Federal government.

- The Recovery Manager would chair the Recovery Operations Organization to manage all recovery operations.
- Following a major disaster or emergency declaration, each jurisdiction is responsible for adopting or updating, as necessary, appropriate construction standards and for enforcing them. Applicants may request state or federal technical advice or assistance in taking these actions.
- The Recovery Operations Organization should collect all appropriate disaster information, time and worksheets, etc., to allow for reconstruction of the disaster and potential recovery of all related costs.
- The Recovery Operations Organization would seek financial reimbursement from State and Federal sources, if applicable.
- The Recovery Operations Organization should make specific recommendations concerning land use regulations based on field observations and evaluation of hazards within the affected area.
- A Hazard Mitigation Team should be established to review applicable land-use regulations, construction standards and other appropriate hazard mitigation measures. Utilizing information from preliminary damage assessments, Disaster Survey Reports (DSRs), and all other readily available pertinent information, the team should visit the sites of significant damage and evaluate all hazards at those sites.
- Existing local hazard mitigation plans should be updated and new ones developed as deemed necessary, in consultation with the State and Federal representatives.
- There would be consultations between the local, State, and Federal Hazard Mitigation Coordinators to identify the jurisdiction's options on future land-use planning.
- The Recovery Operations Organization should encourage adoption and enforcement of appropriate revised or new land-use regulations.

FA 4. Recovery Strategy

- Following a major disaster or emergency declaration, the jurisdiction should inventory and evaluate the existing building standards for the type of repairs, reconstruction, or restorative work required for which Federal loan or grant assistance is being requested.
- The Hazard Mitigation Team may develop appropriate recommendations for upgrading existing construction standards or for adopting new building standards.

3 Situation and Assumptions

3.1 Situation

The recovery mission area 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 a function undertaken during and after an event, along with the response. Expeditious recovery would 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 levels.

In most cases, recovery begins during an event's response period, when damage is identified and assessed. Damages are classified as being in the private or public sector. The extent of damages in dollars would determine what, if any, State or Federal assistance may be available during the recovery period. To request this assistance, a local proclamation of emergency must be made and communicated to the Governor. Good record keeping and mitigation planning would support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private non-profit organizations support recoveries as well. The Red Cross, LUMA 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.

FA 4. Recovery Strategy

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.

3.2 Assumptions

- Reedsport may be impacted by emergency incidents such as flood, earthquake, fire, explosion, hazardous material spill, tsunami, tornado/water spout, nuclear incident, plane crash, or other unforeseen events.
- In an emergency situation, response and recovery operations must continue even under adverse conditions such as fires, flooding, collapsed buildings and infrastructure, communication failures, power outages, natural gas leaks, water shortages, sewer breaks, flood channel breaches, hazardous chemical spills, etc.
- The City's EOC would be activated to manage the disaster/emergency. At the onset of a disaster, the Recovery Planning Section Chief should develop a plan stating how the City would recover from the incident using all City Departments as needed. At the conclusion of the emergency, the Recovery Planning Section Chief should ensure that the City receives all emergency assistance and disaster recovery costs for which it is eligible. The unit should conduct all initial recovery operations and prepare the EOC organization for transition to recovery operations organization to restore the City to pre-disaster conditions as quickly and effectively as possible.

4 Roles and Responsibilities**4.1 Emergency Operations Center**

During recovery, many of the Section Chiefs' responsibilities and activities continue, but sometimes with a change in focus. These responsibilities are described below.

- 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.

FA 4. Recovery Strategy

- Submit forms to Douglas County Emergency Management 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 that documentation of disaster-related response and recovery costs is complete.
- Coordinate with local officials to identify and recommend mitigation.

4.1.1 Operations Section

- Coordinate restoration of roads, bridges, and essential services and facilities, and work on long-term reconstruction.
- Coordinate temporary housing and long-term shelter operations for displaced individuals.
- Coordinate initial damage assessments.

4.1.2 Planning Section

- Demobilize resources.
- Document emergency activities.
- Create situation status reports.
- Coordinate resource management with the Logistics Section and Incident Commander.
- Create incident-specific maps to assist in damage assessment and recovery efforts.

4.1.3 Logistics Section

- Make arrangements for Disaster Recovery Center for FEMA.
- Document emergency activities.
- Coordinate resource management with the Planning and Finance Sections.

FA 4. Recovery Strategy**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 Local Agencies**4.2.1 Recovery Manager**

The Recovery Manager (Chief Executive, or person designated by the Chief Executive) is directly assisted by the Coordinators listed above. Recovery planning and operations should be coordinated with and supported by other departments as needed. The Recovery Manager should establish periodic time schedules for briefing members of the recovery organization on the status of recovery operations. The Recovery Manager should also be immediately available for emergency decisions.

The Recovery Manager is responsible for all disaster-related programs. Duties include:

- Restoration of services to the jurisdiction.
- Repair/replacement of public facilities.
- Establishing priorities.
- Approving public works operations to expedite repair or removal of dangerous structures.
- Expediting occupancy of homes and businesses when possible and practical.
- Implementing actions that may alleviate/remedy previous incompatible land uses.
- Maintaining close contact with OEMs State Coordinating Officer (SCO)/Local Public Assistance Officer for advice and assistance.

FA 4. Recovery Strategy

- Conducting special reviews of facilities within the “Historical Building” classification when they are being considered for demolition.

4.2.2 Individual Assistance Coordinator

The Individual Assistance Coordinator reports to the Disaster Recovery Manager and is responsible for ensuring that all plans and procedures and training needed to support post-disaster assistance for the private sector have been completed and are available.

Duties include:

- Monitoring disaster intelligence reports relating to individual and business losses.
- Identifying disaster assistance that would be needed.
- Consolidating individual losses and needs into the Damage Summary Report and forwarding it to OEM.
- When State and Federal disaster proclamations are made, contacting personnel assigned Individual Assistance roles at Disaster Application Centers and alerting them for possible duty.
- Scheduling safety assessment of designated Disaster Application Center facilities to ensure their availability and safety.
- Coordinating IA and Disaster Application Center operations with the State Individual Assistance Officer. The State Individual Assistance Coordinator is to approve all locally provided services for Disaster Application Center operations.
- Coordinating news releases on Disaster Application Center locations and hours of operation with State and Federal officials. Such releases and information sheets should be provided in languages prevalent in the area.
- Monitoring Disaster Application Center operations to ensure that the needs of the local applicant are being met.
- Keeping the Recovery Manager, and others as directed, informed of the progress or problems in providing help to individuals and families

4.2.3 Local Hazard Mitigation Coordinator

The Hazard Mitigation Coordinator reports to the Recovery Manager and is responsible for ensuring that the FEMA-required mitigation plan is completed/updated and provided to FEMA through the State. The plan is due within 180

FA 4. Recovery Strategy

days after the Federal Disaster Declaration, or within an approved extended period.

A Joint Hazard Mitigation Team (consisting of the State/Federal/local hazard mitigation coordinators) would perform the following:

- Evaluate hazards and adopt appropriate hazard mitigation measures, including land use and construction practices.
- Participate in the development and implementation of Section 409 mitigation plans or plan updates.
- Monitor, coordinate, and ensure implementation of agreed-upon hazard mitigation measures.
- Ensure that reports and documentation are distributed to appropriate officials.

The Local Hazard Mitigation Coordinator should maintain close coordination with the State Hazard Mitigation Coordinator.

4.2.4 Private Sector Recovery Coordinator

The Private Sector Recovery Coordinator, under the direction of the Recovery Manager, is tasked with expediting the return of homeowners and renters to their residences and business owners back into their businesses. This would require close cooperation and coordination among many departments, as well as the persons assigned functional recovery responsibilities.

Duties include:

- Coordinating with local Planning, Building, Public Works, and Community Development Departments and the jurisdiction's attorney, as well as Damage Assessment, the Public Recovery Sector, and the Hazard Mitigation Coordinators.
- Implementing recovery plans and procedures, including extended hours of operation.
- Activating the Structure Review Committee to determine the safety status of damaged buildings.
- Developing procedures to allow re-entry into damaged homes.
- Expediting procedures to repair/replace homes and businesses.
- Using approved procedures and methods, exploring opportunities to mitigation high-risk facilities.

FA 4. Recovery Strategy

- Continually reviewing damage and safety assessment reports for problems requiring assistance or local government support.
- Coordinating emergency demolition operations.
- Identifying sites for emergency temporary housing.
- Accelerating environmental and planning review.
- Expediting and assisting business resumption in the community. The Chamber of Commerce, Better Business Bureau, and other organizations should be consulted to help determine what impact the disaster has had on business operations. Obvious problems such as loss of utility services or transportation route damage can slow or totally disrupt business operations. Closure of banks or services that are used to validate checks and credit cards would also have a serious effect.

The jurisdiction should do everything it can to speed up business resumption and help alleviate such problems by:

- Allowing temporary methods of restoring utilities.
- Arranging for emergency public transportation services until roads and normal service are restored.
- Meeting with banking and other officials to see what assistance the jurisdiction may be able to provide.

4.2.5 Public Sector Recovery Coordinator

The Public Sector Recovery Coordinator, under the direction of the Recovery Manager, is responsible for:

- Identification of public-sector damages.
- Implementation of recovery operations for interim and/or permanent restoration of public facilities.
- Supporting priority private-sector recovery operations.
- Reviewing and maintenance of all reports, receipts, contracts, and documents that pertain to financial assistance for public-sector recovery operations.
- Ensuring that the reconnaissance teams immediately inspect critical facilities.
- Scheduling immediate safety assessment surveys for critical facilities that have been reported damaged by the reconnaissance teams.

FA 4. Recovery Strategy

- Coordinating and scheduling initial damage assessment surveys of public facilities to determine the extent of damage and estimated costs to restore or replace.
- Reviewing damage assessment reports to ensure that all damages and associated costs for protective measures, personnel, materials, supplies, and equipment have been properly documented and are included on the OEM Damage Assessment Summary Form.
- Implementing public-sector recovery operations to restore essential services in accordance with pre-determined priorities or as directed by the Recovery Manager.
- Assign personnel to accompany State and Federal engineers to conduct PDAs, which are used to support local government requests for State and Federal disaster assistance.
- Reviewing all completed DSRs and signing for jurisdiction acceptance when reimbursement costs are agreed upon.
- Providing copies of all documents that pertain to expenditures for public-sector operations to the Reimbursement Coordinator.
- Conducting or supporting demolition operations only when directed to do so by the Recovery Manager.

4.2.6 Reimbursement Coordinator

The Reimbursement Coordinator reports to the Recovery Manager and is responsible for ensuring that all plans, procedures, special report forms, and training needed to support the recovery of all costs associated with the disaster are implemented.

Most, if not all, communities impacted by previous disasters have found that, in their desire to attend to the immediate emergency needs of the community, they failed to properly document all disaster-related costs. Others, as time went on, lost, misplaced or failed to document eligible costs. In such cases, the non-reimbursed costs had to be absorbed in the local budget.

To ensure full reimbursement, documentation must begin with the first disaster-related task and continue until the final audit has been completed. Depending upon the amount of damage and the complexity of restoration, the recovery process may continue for many years.

Both State and Federal government have recently passed legislation that would assist local government in expediting their recovery from disasters. The legislation increased financial assistance, expanded the eligible program categories, and simplified the reimbursement process for expenses and losses.

FA 4. Recovery Strategy

The Reimbursement Coordinator should:

- Maintain close contact with the OEM Public Assistance Officer.
- Attend all FEMA/State Public Assistance briefings and workshops.
- Review latest publications and regulations dealing with all financial aspects of public disaster relief.
- Keep the Recovery Manager and other appropriate officials informed of current procedures and regulations.

4.3 Mutual Aid Regions

The OEM's Region Office is responsible for initial contacts with representatives of local government for the purpose of scheduling Public Officials' briefings and Applicants' briefings and designation of Disaster Application Centers and their staffing requirements. In addition, they would arrange workshops/meetings of the Local Individual Assistance Coordinator and Local Hazard Mitigation Officer with their State and Federal counterparts.

4.4 State Office of Emergency Services

The Chief of the Disaster Assistance Division, the Governor's Authorized Representative, and the State Coordinating Officer are responsible for all disaster assistance needs and relaying information to the Director of OEM, who reports to the Governor. The Chief of the Disaster Assistance Division would assist, implement, and coordinate the various programs with local public entities, the private sector, and non-profit organizations. The Chief is assisted by the State Individual Assistance Office, the State Hazard Mitigation Officer, the Public Assistance Officer for Federal programs, and the Public Assistance Officer for State programs, as well as representatives from other state agencies as required.

The assistance officers, together with their Federal counterparts, would coordinate disaster recovery operations from the Disaster Field Office. They should provide briefings, workshops, and training (for Individual Assistance programs); arrange for the operations and Federal/State staffing of Disaster Application Centers; schedule engineering teams for damage survey reports; review and approve Disaster Survey Reports and schedule reimbursement for public damages.

4.5 Federal Emergency Management Agency

FEMA reports to the President and is responsible for coordinating all Federal agencies having roles providing disaster assistance to the private sector, state and local governments, and other eligible entities. They collocate with their state counterparts in the Disaster Field Office to coordinate and expedite disaster relief assistance.

5 Concept of Operations

5.1 General

The Recovery Section should ensure that the City receives all emergency assistance and disaster recovery costs for which it is eligible and that the City is prepared to participate jointly with FEMA, OEM, Douglas County Operational Area, and nonprofit organizations to expedite disaster assistance for individuals, families, businesses, public entities, and others entitled to disaster assistance. The unit leader should monitor and ensure that required and/or approved mitigation measures are carried out and should consider taking advantage of disaster-caused opportunities to correct past poor land use practices, while ensuring that legal safeguards for property owners and the jurisdiction are observed.

5.1.1 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 City, can set the stage for requesting County and State assistance.

See the Basic Plan, Chapter 1 for procedures for declaring a state of emergency.

5.1.2 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 OEM for consideration by the Governor. The State has a reasonable expectation that counties will 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, and 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.

FA 4. Recovery Strategy

- Specific information about the assistance being requested.

5.1.3 County and Federal Recovery Efforts

Community recovery assistance from the County and Federal levels comes in the form of activating Emergency Support Function (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.

5.2 Short-Term Recovery Activities

During the recovery period 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, would most likely begin during the response period 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, e.g., electricity and natural gas.
- Establishment of security in affected areas.

5.2.1 Public Assistance

Public-sector recovery responsibilities include:

- Identifying public damages.

FA 4. Recovery Strategy

- Coordinating damage assessment surveys of public facilities.
- Scheduling and completing DSRs for public facilities.
- Restoring/providing interim or temporary facilities needed to expedite recovery.
- Restoring/replacing public facilities.
- Providing support to private-sector recovery.
- Providing records and data to ensure maximum reimbursement of disaster expenditures.

Public-sector recovery operations should focus primarily on health and lifeline services, followed closely by essential government services, public assistance in providing temporary housing and activities that would expedite business economic recovery. Operations to restore facilities that are mainly for life-enhancing purposes, such as art galleries, museums, recreation centers, libraries, etc., would be of a lessor priority.

Full recovery from a major disaster may take years to complete. Even so, recovery operations must begin in the immediate aftermath of a disaster, and to facilitate this, plans and preparations must have been completed beforehand. Requests for Public Assistance for the City will be coordinated with County Emergency Management. Activities and programs that must be addressed in order to have “ready-to-go” public-sector recovery capability include the following:

- A thorough review of State and Federal disaster assistance programs to determine what types of assistance are available and what action/information is required from local government to obtain such assistance.
- A review of OEM publications to determine what types of initial damage assessment information must be provided to support the local government’s request for state/federal disaster assistance.
- In coordination with the Private Sector Recovery Coordinator, the Emergency Services Coordinator, the Individual Assistance Coordinator, and the Recovery Manager, development of forms and procedures and providing training for assessment teams so that OEM-required damage information can be provided.
- The assignment of damage assessment inspectors. If a formal PDA survey is required, ensure that all known public damage is shown to the inspectors.

FA 4. Recovery Strategy

- Identification of critical factors that need immediate post-disaster inspection by reconnaissance teams. These consist of essential services facilities needed to conduct emergency operations and for protection of the public, as well as structures that are highly vulnerable to disasters and pose great threat to the public if they are damaged.
- Coordination with the Reimbursement Coordinator to ensure that forms, records, and procedures for all eligible disaster costs have been prepared.
- Conducting training for all supervisors on the use of the forms and records that would be used to identify disaster costs.

5.2.1.1 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.

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.

5.2.1.2 Request for Public Assistance

Applicants notify FEMA of their intent to apply for public assistance by filing a Request for Public Assistance form. These forms serve as applicants' official notification to FEMA of their intent 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 form to OEM at the Applicants' Briefing, the applicant must submit the request form within 30 days of the date of Public Assistance designation of the County. An applicant need not wait until all damage is identified before requesting assistance.

Federal and State personnel will review each request form to ensure the applicant's eligibility. Once a request form has been submitted, project formulation can begin. Project formulation is the process of documenting the eligible facility, the eligible work, and the eligible cost for damaged projects.

5.2.1.3 Steps to Obtain Disaster Assistance

There are five primary steps to obtaining public disaster assistance:

- A request form is submitted by the applicant.
- A Public Assistance Coordinator is assigned to each applicant.
- The applicant presents a list of damages to the Public Assistance Coordinator at the kickoff meeting. This list serves as the basis for

FA 4. Recovery Strategy

completing Project Worksheets. The applicant then has 60 days from the date of the kickoff meeting to report or identify damages to FEMA.

- The Public Assistance Coordinator and State staff work with the applicant/sub-grantee 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 sub-grantee. 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.

5.2.2 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. Individual Assistance includes:

- The review of Federal and State disaster assistance program regulations to determine the disaster assistance programs available for individuals, families, and businesses.
- The review of State plans to determine the role and responsibilities of the local jurisdiction in providing private-sector assistance.
- The identification of public facilities that meet the federal requirements for use as Disaster Application Centers.
- Meeting with other departments of the jurisdiction to consider the types of local jurisdiction assistance to be provided at the Disaster Application Center.

NOTE: In past disasters, the following representatives have assisted in Disaster Assistance Center operations: Tax Assessor's Office to advise on disaster relief programs, Building Department to provide information on repair/replacement of home or business. Mental Health Department and other agencies provide counseling or other assistance to help disaster relief applicants through the recovery process.

FA 4. Recovery Strategy

Arrangements should be made with volunteer or service organizations to provide childcare while parents are occupied in the application process. Agency personnel or volunteers may be needed to provide transportation for the disabled, the elderly, or those without transportation. Many church and charitable organizations have offered this service in the past.

5.2.2.1 Insurance

Claims should be made in accordance with appropriate insurance policies in effect for the hazard that caused the disaster. Disaster assistance programs are not a replacement for insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as comprehensive as that provided by insurance policies. 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.

5.2.2.2 Voluntary Agency Assistance

Many voluntary agencies provide disaster recovery assistance to individuals and families. Like insurance, voluntary agencies should be viewed as having resources that are utilized prior to governmental disaster assistance programs. In cases for which there is a Presidential declaration of emergency, access to some voluntary agency assistance may be gained at or through Disaster Recovery Centers. 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.

5.2.2.3 Disaster Recovery Centers

Local, State, and Federal entities would:

- If individual assistance is authorized, establish a local Disaster Recovery Center to assist qualified citizens in 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.

FA 4. Recovery Strategy

- 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 other local entities.

Identify and coordinate with State and Federal agencies regarding a location for the Disaster Recovery Center.

See the State Disaster Recovery Guidebook, Part II – Programs Which Assist Families and Individuals for more detailed information on individual assessment.

5.3 Long-Term Recovery Activities

5.3.1 National Disaster Recovery Framework

The National Disaster Recovery Framework is a guide that enables effective recovery support to disaster-impacted States, tribes, and territorial 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 the community and build a more resilient nation.

The National Disaster Recovery Framework is consistent with the framework set forth in the Presidential Policy Directive 8 (PPD-8), National Preparedness, which directs FEMA to work with interagency partners to publish a recovery framework. It is the first framework published under the Presidential Policy Directive reflecting the core recovery capabilities by supporting operational plans as an integral element of a National Preparedness System. It is a first step toward the PPD-8 objective to achieve a shared understanding and a common, integrated perspective across all mission areas—Prevention, Protection, Mitigation, Response, and Recovery—in order to achieve unity of effort and make the most effective use of the nation’s limited resources.

The National Disaster Recovery Framework defines:

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

The National Disaster Recovery Framework introduces six new Recovery Support Functions that provide a structure to facilitate problem solving, improve access to

FA 4. Recovery Strategy

resources, and foster coordination among State and Federal agencies, nongovernmental partners, and stakeholders. Each Recovery Support Function has coordinating and primary Federal agencies and supporting organizations that operate together with local, State, and Tribal government officials, nongovernmental organizations, and private-sector partners.

The National Disaster Recovery Framework presents three positions that provide focal points for incorporating recovery considerations into the decision-making process and monitoring the need for adjustments in assistance where necessary and feasible throughout the recovery process. These positions are Federal Disaster Recovery Coordinator, State or Tribal Disaster Recovery Coordinators, and Local Disaster Recovery Managers.

5.3.2 Community Planning and Capacity Building

The core recovery capability for community planning is the ability to effectively plan and implement disaster recovery activities, engaging the whole community to achieve their objectives and increase resilience. The goal of recovery planning for the City is to unify and coordinate expertise and assistance programs from across the City and in coordination with the County to aid in restoring and improving the ability of the City to organize, plan, manage, and implement recovery. Recovery planning assists the City in developing a pre- and post-disaster system of support for their communities emphasizing the integration of hazard mitigation throughout planning process. Recovery planning would serve as a forum for helping to integrate the nongovernmental and private-sector resources into City recovery planning processes.

5.3.3 Economic Recovery

The core recovery capability for economic recovery is the ability to return economic and business activities (including agricultural) to a state of health and develop new economic opportunities that result in a sustainable and economically viable community. Economic recovery means getting people back to their residences and businesses back into operation as quickly and safely as possible. It is essential to do so, both for the mental well-being of the victims, as well as the economic health of the community. Except for actions related to protection of life, health and property, activities concerned with private-sector recovery should have the highest priority.

Complex issues requiring a wide range of knowledge and skills must be resolved prior to a disaster. It would involve the participation of many departments, and perhaps the need to include outside organizations. Fundamental issues that must be addressed as part of the recovery plan activities include the following:

- Determine the immediate and/or long-term danger the structure poses to the public.
- Determine if the facility poses a health threat to the community.

FA 4. Recovery Strategy

- Determine if the facility poses a threat to adjacent properties.
- Identify protective measures.
- Recommend that protective measures be implemented.
- Recommend demolition of structures posing an immediate or significant danger that cannot be reasonably mitigated in other ways.
- Develop procedures and standby orders to allow for expedited emergency hearings and/or arbitration for property owners whose structures have been recommended for demolition.
- Determine the State and Federal financial assistance that may be available to help defray the cost of demolition and debris removal from private property. *NOTE: Generally, the demolition must be in the public interest for approval of such assistance.*
- Communication with the public to inform them of issues and procedures relevant to damaged properties, including, but not limited to:
 - Information sheets for owners of damaged homes and businesses explaining what the various posting placards means
 - Written instructions of repairs necessary to occupy their home or business
 - A listing of telephone numbers and addresses of agencies that can offer advice or assistance.

NOTE: Information should be given in English as well as other languages that are prevalent in the area.
- Develop procedures for temporary entry of persons into damaged homes, businesses or buildings. Seek advice from many disciplines, including structural engineers, geologists, building officials, legal counsel, risk managers, fire personnel, and police, as well as participation by members of the public and business community. Consider the following in developing such procedures:
 - The risk of aftershocks
 - Drafting hold harmless agreements
 - Restricting entry to retrieve belongings such as essential documents, medicines, small valuables, and necessary clothing
 - Setting a time limit for entry

FA 4. Recovery Strategy

- Identifying the personnel who must be present to ensure the identity of persons entering, ensure signing of hold-harmless agreements, control entry, and give advice on precautions to be taken while in the building.

5.3.4 Health and Social Services Recovery

The core recovery capability for health and social services is the ability to restore and improve health and social services networks to promote the resilience, health, independence, and well-being of the whole community. The City should participate in locally led recovery efforts to address public health, health care facilities and coalitions, and essential social service needs.

5.3.5 Housing Recovery

The core recovery capability for housing is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Like infrastructure and safety services, housing is a critical and often challenging component of disaster recovery. It is critical because local economies cannot recover from devastating disasters without adequate and affordable housing. It is challenging because many years' worth of housing repair, rehabilitation, reconstruction, and new construction often need to occur at an accelerated pace as a result of a disaster. These conditions create design, construction, labor, materials, logistics, inspection, and financing issues.

5.3.6 Infrastructure Systems Recovery

The core recovery capability for infrastructure systems is the ability to efficiently restore the infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. This function promotes a holistic approach to disaster recovery coordination, support, planning, and implementation for infrastructure systems that serve the community.

5.3.7 Natural and Cultural Resources Recovery

The core recovery capability for natural and cultural resources is the ability to protect these resources, including historic properties, through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them in a manner consistent with post-disaster community priorities and in compliance with appropriate environmental and cultural resources laws. This function coordinates departments and agencies working together to provide information and assistance to communities seeking to protect and restore natural and cultural resources during recovery.

5.3.8 Hazard Mitigation

FEMA may require that mitigation measures be implemented when a jurisdiction requests disaster recovery funding. Measures that are often required are

FA 4. Recovery Strategy

ordinances, building code changes, insurance coverage, relocation, flood proofing, and other measures that would help prevent or reduce future damages.

The person assigned duties of the Local Hazard Mitigation Coordinator should carefully review FEMA Regulation 44 Code of Federal Regulations, parts 206 and 207, to become familiar with Federal mitigation requirements. These sections identify the process, procedures, requirements, and circumstances that would require mitigation measures. Many jurisdictions have already identified the general hazard threats to their community while developing their EOPs, completing the FEMA Capability and Hazard Identification Program (CHIP) or reviewing/updating their General Plans.

Review of the threat hazards, the areas likely to be affected, and the kinds of facilities in areas that may be damaged would help the Local Hazard Mitigation Coordinator to better focus on the kinds of mitigation measures that may be required. The person in this position should ensure that facilities at high risk in the threatened areas are included on the schedule for immediate reconnaissance.

5.3.8.1 Self-Imposed Hazard Mitigation

Certain types of facilities, if damaged, can be of significant danger to life and property. These include un-reinforced masonry buildings, facilities that manufacture or use chemicals, pesticides, or other hazardous materials and dams located in or close to urban areas.

Each jurisdiction should review high-risk facilities to determine their vulnerability to disasters such as fires, floods, and earthquakes. Depending upon the perceived level of vulnerability, the number of incompatible facilities, and the proximity to residential neighborhoods, schools, or hospitals, pre-disaster mitigation measures and site-specific emergency plans should be considered.

Post-disaster mitigation measures also should be considered for identified high-risk areas. Policies may need to be established to prohibit reconstruction of significantly damaged structures involving incompatible land uses to prevent or reduce future dangerous situations. These policies should identify any assistance the jurisdiction can provide to those who must relocate.

Many jurisdictions have grown in an unplanned fashion. Housing tracts and commerce have emerged in dam inundation areas. Until recently, many schools, hospitals, and residences have been allowed to become close neighbors to refineries, chemical plants, or other facilities that manufacture or use materials harmful to life.

Making land use changes in existing neighborhoods, even for the purpose of reducing dangerous conditions and for the general benefit of the community, can be difficult under the best of circumstances. However, as a result of a disaster affecting these facilities, land use changes could be made. Before initiating any course of action, approval of the concept should be sought from the governing body and legal counsel.

6 Direction and Control

6.1 Initial Response

- Respond concurrently with emergency responders.
- Assess emergency to determine what recovery operations would likely be required.
- Do early strategic planning.
- Assist Public Works in determining which utilities and infrastructure to restore first.
- Ensure that liaison with Incident Commanders has been established for financial recovery purposes.
- Perform other functions in support of the Director of Emergency Services and department.
- Liaise with impacted businesses in the community to see how the City can assist them in their recovery process.
- Determine first the short-term and then long-term housing needs of displaced persons.
- Serve as EOC Recovery planners until disaster is stabilized and City transitions to initial recovery operations.

6.2 Recovery Coordination Center

6.2.1 Mission

The Recovery Unit may set up a Recovery Coordination Center in the EOC or other City facility. The Recovery Coordination Center's mission is to:

- Coordinate initial recovery operations of City departments.
- Provide overall information, liaison, and recovery coordination for the City's recovery operations. The Recovery Planning Section Chief would manage the recovery operations. They should be assisted by:
 - The City's Emergency Services Coordinator, who would facilitate the FEMA/OEM claim process, bringing the involved parties together.
 - The Finance Section, Reedsport Community Development, and Reedsport Police Department, which takes the lead on sheltering and housing shortage issues.

FA 4. Recovery Strategy

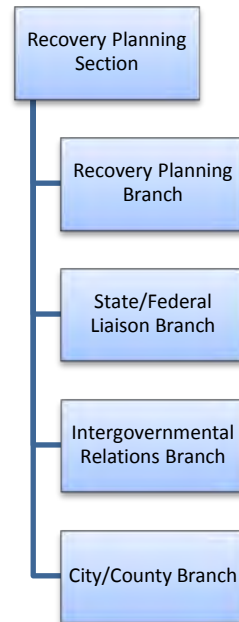
- The Public Works Department, which takes the lead on the utility and infrastructure restoration.
- The Plans Section and Reedsport Community Development, which takes the lead in rebuilding issues.
- The Police Department, which provides security for damaged areas.
- The Fire Department, which provides fire and hazardous materials mitigation measures to ensure the public's safety.

6.2.2 Function

- Establish initial recovery operations under the direction of the Director of Emergency Services.
- Gather damage assessment information to support recovery operations.
- Prioritize and coordinate the use and distribution of recovery resources not already managed by other City departments.
- Provide recovery briefings/written reports to the Director of Emergency Services, City Council, and other officials.
- Exchange information with local, County, State, and Federal recovery centers.
- Coordinate public information.
- Coordinate recovery operations with OEM and other agencies.
- Coordinate and assist in the establishment of Federal Disaster Application Centers.
- Gather information about victim assistance programs.
- Provide a point of contact that City departments can use for recovery-related information.
- Provide support for departments' recovery operations as required.

FA 4. Recovery Strategy

6.2.3 Command Structure



6.2.4 Lines of Succession

■ Lines of Succession for Recovery

City Manager	Recovery Section Chief
Chief of Police	First Alternate
Not Available	Second Alternate

■ Lines of Succession for Assistant

Not Available	Assistant
Not Available	First Alternate
Not Available	Second Alternate

6.3 Recovery / Reconstruction Plan

A recovery and reconstruction plan task force should be created to develop a plan that:

- Provides the framework for how the City would recover from a major disaster.
- Includes a matrix with broad categories of functions to be performed and departments to carry out the functions.
- Includes a policy and new program recommendations where necessary.

FA 4. Recovery Strategy

The Recovery/Reconstruction Plan should include the following elements and issues:

- Revenue losses, curtailed programs.
- Progressive legislation package based on changing needs, recovery time frames, etc.
- Capital projects to curtail? Hold? Expand? Implications?
- Bonds (use, limitations, access, etc.)
- Special interest groups (developers, historic preservation, etc.)
- Mitigation plans to qualify for Federal relief dollars.
- Short- and long-range medical and mental health issues.
- Environmental use, zoning ordinances.
- Expedited loan assistance process.
- Demolition policies.
- Interim housing, long-term housing, low-income housing.
- Public hearings, appeals process, etc.
- Infrastructure, utilities.
- New development opportunities, redevelopment.
- Business resumption.
- Government cash flow.
- Coordinated public information systems, public service announcements, hot lines, etc.
- Legal and political issues.

6.4 Post-Emergency**6.4.1 General**

All City departments have duties in an emergency. In the aftermath of a disaster, departments would be responsible for carrying out recovery and reconstruction duties and should assist in preparing the City's Recovery and Reconstruction Plan. The Community Development Department is responsible for carrying out the Recovery Unit function. Other departments may have significant roles or responsibilities in either carrying out or assisting in carrying out the recovery

FA 4. Recovery Strategy

function as determined based on the specific emergency. Some departments may be expected to (or may be able to) defer most, if not all, of their normal day-to-day operations in the immediate aftermath of a disaster in order to devote personnel and equipment to carrying out the function it is assigned during the initial stage of recovery. A potential resource could be a department that has equipment, personnel or specialized/skilled staff that may be a potential resource to the Recovery Section.

Any City department, whether or not it has been assigned specific recovery roles, may be called upon to provide recovery assistance to other departments. Some departments may be designated to coordinate or assist in coordinating recovery functions between departments and/or outside agencies. All departments would be expected to comply immediately with reasonable requests for assistance from the Recovery Unit. However, in the event that the request would impede the ability of the department to fulfill its normal primary and non-deferrable mission, the Recovery Section Chief should inform the Emergency Manager and/or the Incident Commander. In those instances, the final decision to divert a department's resources from their normal primary mission to recovery support activities would be made by the City Manager.

The Recovery Section Chief, along with response agency staff, is responsible for the exchange of information and training other departments in the recovery function. They would be required to communicate and interact with all departments on relevant joint recovery planning, training, and exercises and would be responsible for forming the task force, which would prepare a Recovery/ Reconstruction Plan for the City.

6.4.2 Priorities and Provisions

The goal of the City's Emergency Recovery Organization is to redirect its efforts toward the recovery process. The Community Development Director, as the Recovery Section Chief, would direct the following responsibilities:

- Relieve unneeded EOC public safety personnel from the Operations Section while adding staff from planning, building, public works, and finance, etc. Recovery priorities include:
 - Financial Recovery
 - Temporary/Permanent Housing Issues
 - Rebuilding and Contraction
 - Recovery of Public Facilities and Service
 - Business Recovery.
- Provision of Assistance to Individuals, such as:
 - Temporary housing.

FA 4. Recovery Strategy

- Minimum essential repairs to owner-occupied residences in lieu of temporary housing.
 - Temporary assistance with mortgage or rental payments.
 - Low-interest disaster loans for repair of homes and rental housing.
 - Disaster-related unemployment assistance.
 - Disaster loans to individuals, farmers, and businesses.
 - Distribution of food coupons to eligible disaster victims.
 - Individual and family grants to meet necessary expenses and serious needs, which are disaster-related.
 - Legal services to low-income families and individuals.
 - Consumer counseling and assistance in obtaining insurance benefits.
 - Crisis counseling to relieve disaster-caused mental health problems.
 - Social Security assistance, including death or disability benefits.
 - Veteran's assistance including home mortgages, death benefits, and insurance adjustments.
 - Advice and assistance in obtaining tax relief for disaster casualty losses.
- Provision of Assistance to the Public Section, such as:
- Clearing debris from public or private lands or waters.
 - Emergency measures to preserve life and property.
 - Repair or replacement of public facilities including buildings, roads, utilities, etc.
 - Repair or restoration of recreational facilities and parks.
 - Repair or restoration of public facilities damaged while under construction.
 - Repair or replacement of private nonprofit education, emergency, medical, and custodial care facilities on Indian reservations.

FA 4. Recovery Strategy

- Disaster loans from FEMA to communities that may suffer a substantial loss of tax and other revenues and that demonstrate a need for financial assistance.
- Assistance to repair and operate public elementary and secondary schools.
- Use of Federal equipment, supplies facilities, personnel and other resources (other than the extension of credit) from various Federal agencies.

If the recovery organization must work full time, consider how they would maintain their day-to-day workload; priorities must be set that take facilities' needs into consideration. The operation should be managed from the EOC; however, facilities may need to be set up where the public can do a "one-stop" process (temporary housing, demolition permits, building permits, Federal grants, tax relief, Red Cross, etc.). This can either be coordinated with the Federal/State Disaster Application Center or be done as a single City facility dealing strictly with City issues. The facility costs may be reimbursable by FEMA. Written approval from FEMA, in the form of a DSR, is required prior to renting/assigning the facility.

In disasters, demolition and building permit fees, etc. are often waived. FEMA may reimburse these costs. FEMA rules change often and without prior notice, so there is no way of knowing what the rules are at the time of the emergency. It is recommended that the City get confirmation in writing in the form of a DSR from FEMA that costs would be reimbursed prior to waiving fees.

City personnel would be working long hours coordinating the recovery process. Many have responsibilities during both the response and recovery periods. To keep staff from "burn-out," it may be necessary to set maximum work hours per day and/or week. (Decisions should not be made by exhausted, over-worked personnel). Determine if additional personnel must be hired during the recovery period. Their salaries may be reimbursable by FEMA. Get written approval from FEMA prior to hiring these individuals.

6.5 Coordination and Communication

Depending on the scope of the disaster, some recovery operations would be coordinated from the City EOC, a Recovery Coordination Center, or the Douglas County Operational Area EOC. The recovery units must be kept informed of the status/availability of resources they may need to use in order to carry out their primary recovery missions. To accomplish this, support and resource departments must notify the Recovery Unit of the status of their deployed and available resources. Coordination between EOC Sections is required to collect all needed information and make it available to all sections of the organization. This dissemination of information, establishment of priorities, and distribution of resources cannot be done by any single person or any one department or section. A concerted effort on the part of many individuals in many departments would be

FA 4. Recovery Strategy

required to collect, display, and disseminate the information needed to manage the emergency.

6.6 Reimbursement

Disaster costs begin with the first response. Documentation of disaster-related costs should begin at the same time. Local governments must have their reimbursement forms, records, and procedures developed well before the disaster occurs if they are to recover all eligible costs. State and Federal disaster relief legislation must be studied to ensure a thorough understanding of disaster assistance programs available, the proper methods to access them, and the documentation needed.

The person assigned reimbursement responsibilities should, in concert with representatives from all departments who have a response or recovery role, prepare standard forms for use in recording disaster costs. Procedures need to be written describing how and when the forms are to be used. Training must be provided, at a minimum, to supervisors and higher levels to ensure that all personnel under their authority know what information is to be reported and how it is to be entered on the forms.

6.7 Documentation of Costs

This summary information on the basic FEMA documentation requirements is provided to assist the local jurisdiction in preparing and stocking documents for tracking personnel, equipment, and materials used during a disaster. Accounting and departmental supervisory personnel should be trained in the use of the jurisdiction-developed forms and documentation requirements.

NOTE: Documentation must begin at the onset of the disaster to ensure the jurisdiction's ability to recover all eligible disaster-related costs.

All recipients of Federal financial assistance under Public Law 930 - 288 must keep and maintain acceptable documentation of work performed and the cost incurred on each DSR. This responsibility rests solely with the applicant, not with the State and not with FEMA. Failure to keep and maintain proper documentation would result in disallowing reimbursement of final claimed costs at the time of final inspection (or audit). In addition, the applicant would have to refund moneys already received if interim progress payments made for completed work are later found to lack documentation.

Refer to Appendix E of this annex for specific documentation requirements for force account and contract costs.

7 Annex Development and Maintenance

The City of Reedsport EMO is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing

FA 4. Recovery Strategy

disaster recovery services, the City should incorporate elements of recovery into its training and exercise program.

8 Supporting Plans and Procedures

The following documents support recovery for the City:

- County Emergency Operations Plan
 - ESF 14 – Long-Term Recovery
- State of Oregon Emergency Operations Plan
 - ESF 14 – Long-Term Community Recovery
- State of Oregon Disaster Recovery Guidebook
- National Response Framework
 - ESF 14 – Long-Term Community Recovery
- National Disaster Recovery Framework

9 Appendices

- Appendix A Public Assistance Materials
- Appendix B Individual Assistance Materials
 - B-1 Disaster Recovery Center Requirements Checklist
 - B-2 FEMA Disaster Recover Center Site Requirements List
- Appendix C Typical Individual Assistance Programs
- Appendix D Recovery Planning Section Chief Checklist
- Appendix E Force Account and Contract Cost Documentation Procedures
- Appendix F Post Disaster Contractor Licensing/Permits Sample News Release
- Appendix G Damage Assessment

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Appendix A 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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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
REQUEST FOR PUBLIC ASSISTANCE

O.M.B. NO. 1660-0017
Expires April 30, 2013

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 10 minutes. 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, 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 it displays a valid OMB number. **NOTE: Do not send your completed questionnaire to this address.**

APPLICANT (Political subdivision or eligible applicant)		DATE SUBMITTED	
COUNTY (Location of Damages. If located in multiple counties, please indicate)		DUNS NUMBER	<input type="text"/>

APPLICANT PHYSICAL LOCATION

STREET ADDRESS			
CITY	COUNTY	STATE	ZIP CODE

MAILING ADDRESS (If different from Physical Location)

STREET ADDRESS			
POST OFFICE BOX	CITY	STATE	ZIP CODE

Primary Contact/Applicant's Authorized Agent

Alternate Contact

NAME	NAME
TITLE	TITLE
BUSINESS PHONE	BUSINESS PHONE
FAX NUMBER	FAX NUMBER
HOME PHONE (Optional)	HOME PHONE (Optional)
CELL PHONE	CELL PHONE
E-MAIL ADDRESS	E-MAIL ADDRESS
PAGER & PIN NUMBER	PAGER & PIN NUMBER

Did you participate in the Federal/State Preliminary Damage Assessment (PDA)? ☐ YES ☐ NO

Private Non-Profit Organization? ☐ YES ☐ NO

If yes, which of the facilities identified below best describe your organization? _____

Title 44 CFR, part 206.221(e) defines an eligible private non-profit facility as: "... any private non-profit educational, utility, emergency, medical or custodial care facility, including a facility for the aged or disabled, and other facility providing essential governmental type services to the general public, and such facilities on Indian reservations." "Other essential governmental service facility means museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, shelter workshops and facilities which provide health and safety safety services of a governmental nature. All such facilities must be open to the general public."

Private Non-Profit Organizations must attach copies of their Tax Exemption Certificate and Organization Charter or By-Laws. If your organization is a school or educational facility, please attach information on accreditation or certification.

OFFICIAL USE ONLY: FEMA -	-DR-	-	FIPS#	DATE RECEIVED
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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.				

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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.**

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

[illegible]

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:

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O.M.B. No. 1660-0017
Expires October 31, 2008

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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

PROJECT NO.

PA ID NO.

DATE

CATEGORY

FEMA-_____ -DR-_____

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
<input type="checkbox"/> Review projects <input type="checkbox"/> Visit site <input type="checkbox"/> Statement of work <input type="checkbox"/> Accurate <input type="checkbox"/> Complete <input type="checkbox"/> Eligible <input type="checkbox"/> Pictures <input type="checkbox"/> Sketches/drawings	

II- COMPLETED WORK

<input type="checkbox"/> Forced Account Labor <input type="checkbox"/> Eligible employee <input type="checkbox"/> Hours <input type="checkbox"/> Regular <input type="checkbox"/> Overtime <input type="checkbox"/> Fringe benefits <input type="checkbox"/> Regular <input type="checkbox"/> Overtime <input type="checkbox"/> Calculations	
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

III- FORCE ACCOUNT EQUIPMENT

<input type="checkbox"/> Labor hours exceeds or match Equipment hours <input type="checkbox"/> FEMA rates used <input type="checkbox"/> PAC approved rates used <input type="checkbox"/> Mileage used for automobiles, busses, pickups, and ambulances <input type="checkbox"/> Calculations	
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

IV- LEASED/RENTAL EQUIPMENT

<input type="checkbox"/> Invoice <input type="checkbox"/> Price reasonable <input type="checkbox"/> Operation/labor cost <input type="checkbox"/> Gasoline/oil/lubricants <input type="checkbox"/> Eligible repairs/parts <input type="checkbox"/> Calculations	
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

V- MATERIALS

<input type="checkbox"/> Purchase orders/invoices <input type="checkbox"/> Inventory records/stock tickets <input type="checkbox"/> Calculations	
--------------------------------------------------------------------------------------------------------------------------------------------------------	--

VI- CONTRACT

VALIDATION ITEM	REMARKS
<input type="checkbox"/> Price reasonable <input type="checkbox"/> Competitive bids <input type="checkbox"/> Exception <input type="checkbox"/> Follow procurement procedures <input type="checkbox"/> Calculations	

VII- WORK TO BE COMPLETED

<input type="checkbox"/> Cost estimating method approved by PAC <input type="checkbox"/> Calculations	
----------------------------------------------------------------------------------------------------------	--

VIII- SPECIAL CONSIDERATIONS

<input type="checkbox"/> Insurance <input type="checkbox"/> Mitigation <input type="checkbox"/> Environmental <input type="checkbox"/> Historic	
----------------------------------------------------------------------------------------------------------------------------------------------------------	--

ADDITIONAL REMARKS

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%

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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 facility _____
6. What fee, if any, is charged for the use of the facility _____
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

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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):

- | | |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Repair or replace non character-defining features | <input type="checkbox"/> Repair and or/replace historic features/elements in kind to return facility to pre-disaster condition. |
| <input type="checkbox"/> Alter or remove historic features/elements. | <input type="checkbox"/> Add non-historic features/elements to a historic facility, setting or |
| <input type="checkbox"/> Disturb, destroy or make archeological resources | <input type="checkbox"/> Include mitigation, an alternate project or an improved project. |
| <input type="checkbox"/> Other _____ | |

3. Describe measures to prevent or minimize loss or impairment of character-defining features:

4. Attachments:

- | | | | | |
|--------------------------------------|--------------------------------------------|--------------------------------------------|-----------------------------------------|--------------------------------------------------------------|
| <input type="checkbox"/> Maps | <input type="checkbox"/> Field Notes | <input type="checkbox"/> Scope of Work | <input type="checkbox"/> Site Plan | <input type="checkbox"/> Nation Register Nomination Form |
| <input type="checkbox"/> Drawings | <input type="checkbox"/> Research Material | <input type="checkbox"/> Project Worksheet | <input type="checkbox"/> Specifications | <input type="checkbox"/> Summary Views of Interested Parties |
| <input type="checkbox"/> Photographs | <input type="checkbox"/> Archeological | <input type="checkbox"/> 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

O.M.B. No. 1660-0017
Expires December 31, 2011

PAGE OF

APPLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATION/SITE		CATEGORY	PERIOD COVERING

DESCRIPTION OF WORK PERFORMED

[illegible]

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
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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 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					
GRAND TOTAL								
I CERTIFY THAT THE ABOVE 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 CONTRACT WORK 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					
DATES WORKED	CONTRACTOR	BILLING/INVOICE NUMBER	AMOUNT	COMMENTS- SCOPE	
GRAND TOTAL					
I CERTIFY THAT THE INFORMATION WAS OBTAINED FROM PAYROLL, INVOICES, OR OTHER DOCUMENT THAT ARE AVAILABLE FOR AUDIT.					
CERTIFIED		TITLE		DATE	
FEMA Form 90-126, FEB 09					
Print Form					

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O.M.B. No. 1660-0017
Expires April 30, 2013

PAGE _____ OF _____

APPLICANT	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									

CERTIFIED	TITLE	DATE

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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

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Appendix B Individual Assistance Materials

B-1 Disaster Recovery Center Requirements Checklist

B-2 FEMA Disaster Recovery Center Site Requirements List

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FA 4. Recovery Strategy

Appendix B-1 Disaster Recovery Center Requirements Checklist
General Information

Disaster Recovery Centers 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. Disaster Recovery Centers may be open for as short as a few days, and as long as a few weeks. Site selection for Disaster Recovery Centers 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 Disaster Recovery Centers.

Required

The following should be considered in identifying possible facilities to serve as Disaster Recovery Centers:

- The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the Disaster Recovery Center). This may vary from as few as 1200 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 (either in the facility or easily moved to the facility). Each agency working at the facility would 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. (Disaster Recovery Centers 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 the Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA) to install telephone lines.

FA 4. Recovery Strategy**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 B-2 FEMA Disaster Recovery Center 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:	Site keys: location and who has them?	
days:		
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? <ul style="list-style-type: none"> - adequate power available for fax machines and computers? - water system functioning? - emergency lighting system available? - exterior lighting available? 		
Secure, safe, and sanitary facility? <ul style="list-style-type: none"> - 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? <ul style="list-style-type: none"> - 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? <ul style="list-style-type: none"> - 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? <ul style="list-style-type: none"> - 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 C 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: Provides food coupons to qualified disaster victims. Requires a request to the USDA by the DSHS, based on request to DSHS by State Emergency Management in coordination with local Emergency Management.

INSURANCE ASSISTANCE

Administered by: American Insurance Association, Federal Emergency Management Agency (FEMA), and National Flood Insurance Program

Details: Provide counseling regarding insurance problems or questions.

CONSUMER PROTECTION

Administered by: State Attorney General's Office

Details: Provides counseling regarding consumer problems, such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. May involve coordination with the Insurance Commissioner and/or legal counsel.

FA 4. Recovery Strategy

Typical Individual Assistance Programs

CRISIS COUNSELING

Administered by: Douglas Health Department

Details: Available only after a special request by the Governor and approved by FEMA. 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

Provides 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: 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 \$500,000. Funds can be used for indebtedness and operating expenses.

FA 4. Recovery Strategy

Typical Individual Assistance Programs**EMERGENCY LOANS, FARMERS HOME ADMINISTRATION**

Administered by: U.S. Department of Agriculture (USDA)

Details: Provides low-interest loans to farmers, ranchers, and agricultural operators (either tenant-operator or owner-operator) for physical and production losses. 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. Loans 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: 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: 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.

FA 4. Recovery Strategy

Typical Individual Assistance Programs**VETERAN'S BENEFITS**

Funded by: Veterans Administration (VA)

Administered by: Veterans Administration

Details: 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 to low-income persons for disaster-related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

FA 4. Recovery Strategy

Appendix D Recovery Planning Section Chief Checklist

Responsible Department	Community Development
Responsible Party:	Primary: Community Development Director First Alternate: Building Inspector Second Alternate: Abatement Officer
Immediate Supervisor in EOC	Incident Commander
Supervises	Requests additional personnel as needed
Policy Group	Yes

I. GENERAL DUTIES

- Ensure that the City receives all emergency assistance and disaster recovery financial reimbursement for which it is eligible.
- Ensure that the City is prepared to participate jointly with the Federal Emergency Management Agency (FEMA), Oregon Emergency Management (OEM), Douglas County Operational Area, and non-profit organizations to expedite disaster assistance for individuals, families, businesses, public entities, and others entitled to disaster assistance.
- Monitor and ensure that required and/or approved mitigation measures are carried out.
- Take advantage of disaster-caused opportunities to correct past poor land-use practices, while ensuring that legal safeguards for property owners and the jurisdiction are observed.
- Manage short- and long-term housing shortages.

II. CHECKLIST

- ☐ Check in upon arrival in the EOC.
- ☐ Report to the Planning/Intelligence Unit Leader.
- ☐ Obtain a briefing and special instructions from Plans.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Recovery Planning Section Chief by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Activate elements of your unit, establish work area, assign duties, and ensure that the unit journal/log is opened.
- ☐ Determine 24-hour staffing requirement and request additional support as required.

FA 4. Recovery Strategy

- ☐ Ensure that all incoming personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future needs.
- ☐ Anticipate situations and problems before they occur.
- ☐ Initiate and maintain an activities log.
- ☐ Maintain all required records and documentation to support After-Action Report (AAR) and the history of the emergency/disaster. Document:
 - Messages received
 - Action taken
 - Decision justification and documentation
 - EOC personnel, time on duty and assignments. *Precise information is essential to meet requirements for possible reimbursement by OEM and FEMA.*
- ☐ Identify issues to be prioritized by the Incident Commander or City Manager on restoration of services to the City.
- ☐ Be alert for opportunities to implement actions to alleviate/remedy previous zoning practices that have caused incompatible land uses.
- ☐ Maintain contact with Douglas County Operational Area and OEM and FEMA sources for advice and assistance in obtaining maximum eligible funds for disaster costs.
- ☐ In coordination with the Damage Assessment Unit, establish criteria for emergency demolition of buildings/structures that are considered to be an immediate and major danger to the population of adjacent structures. Ensure that homeowners and business owners' rights are considered to the fullest extent and that arrangements are made for appropriate hearings, if at all possible.
- ☐ Ensure that buildings considered for demolition that come under "Historical Building" classification follow the special review process, if any.
- ☐ With Section/Unit Coordinators, develop a plan for initial recovery operations.
- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow up to your assignment might be required before you leave.
- ☐ Deactivate the Recovery Unit position and close out logs when authorized by the Plans Unit Leader or Incident Commander.
- ☐ File, store, and maintain files for legal, analytical, and historical purposes.
- ☐ Coordinate with other units of the Plans Section.
- ☐ Before leaving EOC, brief your replacement, leave a forwarding phone number where you can be reached and sign out.

FA 4. Recovery Strategy

Appendix E Force Account and Contract Cost Documentation Procedures

Documentation requirements for force account and contract costs are as follows:

I. FORCE ACCOUNT

For each DSR, the applicant should establish a file in which to keep the original or a copy of all source documents. The final claim for reimbursement should be prepared from these documents. Such documentation should include but not necessarily be limited to the following:

- A. **Applicant's Employees:** The claimed cost for labor must be broken down by DSR and must indicate the date, hours, locations and types of work performed by the employee. This information may be shown on the original time cards for the employee or on a daily activity report prepared and signed by the foreman. The time of eligible employees must be supported by source payroll documents, which given the payroll period (i.e., 1/15/88 to 1/28/88) and the following information for each employee:

1. Name
2. Job Classification—labor, truck driver, etc.
3. Date and number of hours worked each day
4. Total hours worked
5. Hourly rate of pay*
6. Total earnings and pay check numbers

*If time and one-half or double time is paid, such payment must be in accordance with policy or labor agreement in effect prior to the disaster. The Davis-Bacon Act is not applicable to FEMA grants.

- B. **Applicant-Owned Equipment.** Claims for use of applicant-owned equipment used on eligible disaster work must be broken down by DSR and supported by documentation similar to that required for employees' labor costs. Equipment may be shown on the operator's individual time card or on a daily activities report prepared by the foreman. The following information must be shown for each piece of equipment used:

1. Type of equipment, size, capacity, make and model
2. Location of use
3. Dates and number of hours used each day*
4. Total hours used
5. Hourly rate approved by FEMA
6. Total cost

*If an equipment operator operates more than one piece of equipment in a day, the total number of hours for the equipment use must not be greater than the hours worked by the operator. (Stand-by time is ineligible).

- C. **Rented Equipment.** Claims for use of rented equipment must show the DSR number for which the equipment was used and give the location of use. If the responsibility for repairs is the renter's (applicant's) responsibility, it must be so stated in the rental agreement. The agreement must also indicate whether the equipment is rented with or without an

FA 4. Recovery Strategy

operator and whether fuel cost is included in the rental rate. A copy of the rental agreement must be provided to support the applicant's documentation of cost. Invoices for equipment rental must include the following information:

1. Type of equipment, size, capacity, make and model
2. Rental rate per hour of use*
3. Dates and hours used each day
4. Total rental cost for each piece of equipment
5. Payment check number

*If the equipment is rented from another public agency, the rental rate must not be greater than the approved FEMA rate.

- D. **Materials from Applicant's Stock:** Claims must be broken down by DSR and must indicate the location (if more than one location is shown on the DSR) where and how the material was used. The claimed cost for the materials must be supported by one of the following:

1. The invoice for the original purchase cost or
2. The invoice covering the replacement cost or
3. The applicant's stock record card showing the calculation of an average price based on several purchase invoices.

* Commonly, the actual cost paid supplier is eligible. Added costs for handling and overhead are not eligible. Invoices for materials furnished must include the following information:

1. Quantity of materials
2. Description of materials
3. Unit cost
4. Total cost of each item
5. Total amount of invoice and canceled check.

*If materials are used on more than one DSR, the quantity and cost must be distributed to the various DSRs.

- E. **Services.** Services performed by other public agencies for the applicant must have the same detail of documentation for labor, equipment and materials as required for force account work by the applicant. Invoices for labor must provide the same details as required for the applicant's employees. Invoices for rental of public-owned equipment must give the same details as required for use of applicant's equipment and must be approved at FEMA rates. Materials used must be at actual cost paid to the supplier with nothing added for handling, overhead, etc.

II. WORK PERFORMED BY CONTRACT

For work performed by contract, the applicant must maintain the following documents.

- A. Copies of request for bids
- B. Bid documents, plans and specifications
- C. Tabulation of bids received
- D. Contract and copies of all change orders

FA 4. Recovery Strategy

- E. Invoices (progress payment requests)
- F. Inspector's daily logs
- G. Canceled checks.

III. GENERAL REQUIREMENTS

The applicant must show on each invoice the date and the amount paid, the check number or evidence of cash payments. Payments may be verified at final inspection and/or audit. Invoices not paid would be disallowed. Earned cash discounts or payments made within discount date indicated on the invoice must be deducted from the claimed cost.

IV. DISASTER CLAIMS FOR REIMBURSEMENT

Further details and forms would be provided at an Applicant's briefing following a declared disaster.

Exhibits:

1. Labor Record
2. Force Account Equipment Record
3. Rented Equipment Record
4. Materials Record

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Appendix F Post Disaster Contractor Licensing/Permits Sample News Release

FOR IMMEDIATE RELEASE

The City of Reedsport advises all contractors wishing to engage in repairs or reconstruction work necessitated by our recent disaster to obtain permits and copies of disaster damage inspection forms before proceeding with any work. In addition, all contractors must be State licensed and have a local business license before permits may be issued.

All citizens and residents of the City of Reedsport—please be informed that the purpose of these requirements is to screen out possible opportunists from taking advantage of the current situation. Furthermore, residents are cautioned and warned not to sign blank contracts, agree to have work performed without first seeing the contractor’s current State and local licenses, or allow work or alterations not authorized by the City of Reedsport Building Department.

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Appendix G Damage Assessment

SA B Tasked Agencies

Primary Agencies	City of Reedsport EMO
Supporting Agencies	Community Development Department Fire Department Public Works Police Department Parks and Recreation Department All Other City Departments Douglas County Office of Emergency Management Douglas County Department of Public Health Central Lincoln PUD American Red Cross

1 Purpose and Scope

1.1 Purpose

The purpose of this appendix is to establish uniform policies and procedures for assessment of damages in the City of Reedsport resulting from a natural or technological (man-made) disaster.

1.2 Scope

Disasters can cause injury to individuals, damage to public and private property, and the environment. Damage to all of these must be assessed to determine a priority of response efforts and to determine eligibility for various forms of disaster aid.

2 Policies

2.1 Non-Catastrophic Events

In the event an incident goes beyond the normal response capabilities of the City of Reedsport, and it becomes apparent that the City may be eligible for federal disaster relief, a Preliminary Damage Assessment must be completed and forwarded to Douglas County.

Damage assessment activities include “windshield surveys” of affected areas. This assessment is a quick, cursory evaluation, usually accomplished immediately after the event has taken place. Fire, Police, Public Works or Parks and Recreation personnel during the course of their response activities can accomplish this. In addition, teams (to be assigned) can also accomplish the “windshield surveys”. The “windshield survey” should be performed within 24 hours of the event regardless of a declaration.

If the Preliminary Damage Assessments result in a Presidential Disaster Declaration authorizing “Public Assistance,” then detailed damage assessments must be completed by all City Departments and submitted to the EOC. Eligible costs include emergency work carried out by City of Reedsport personnel, or contracted agencies, and the repair or restoration of damaged facilities to their pre-disaster condition. There would be an “incident period” established by

FA 4. Recovery Strategy

FEMA and would generally begin at the start of the event, and would last **as long as necessary** to include all normal damages from the event. Damage Survey Reports would be completed jointly by the City of Reedsport, State and federal personnel for these costs.

Damage assessment may be performed on private residences and businesses in the event it becomes a life safety issue or the Presidential Disaster Declaration authorizes “Individual Assistance”. Teams comprised of Building and Fire Inspectors should inspect and tag damaged structures in accordance with the Applied Technology Council (ATC-20). The surveys performed by the Inspectors should be compiled and submitted to Douglas County by the EOC.

2.2 Catastrophic Events

If the effects of the disaster are so overwhelming that the resources in the City of Reedsport are unable to obtain preliminary damage assessments, the Oregon State Mobilization Plan states, “that the need for a Preliminary Damage Assessment is eliminated for those jurisdictions that are especially hard hit.” In those cases, the City of Reedsport should request resources through Douglas County to assess damage for Public and Individual Assistance in the City.

3 Situation and Assumptions**3.1 Situation**

Refer to Chapter 2 of the Basic Plan.

3.2 Assumptions

- An emergency or disaster has occurred.
- The emergency of disaster has caused enough damage to require an assessment of damages.

4 Roles and Responsibilities**4.1 Mitigation**

The City of Reedsport and supporting agencies should identify opportunities to lessen the effect of future emergencies or disasters. Support agencies should inform the City of these opportunities and the City should make these opportunities known to all City Departments.

4.2 Preparedness*City of Reedsport*

- Prepares detailed administrative procedures to implement damage assessment programs
- Supplies damage assessment bags for field use by building/fire personnel.
- Provides basic training to support agencies for conducting damage assessment and Preliminary Damage Assessments

FA 4. Recovery Strategy*Support Agencies*

- Develops procedures to evaluate damage to public and private property, utilities, etc.
- Develops detailed administrative procedures to conduct damage assessment of City facilities following an emergency or disaster.
- Identifies and trains staff to conduct Preliminary Damage Assessments.

Other City Departments

- Develops detailed administrative procedures to conduct damage assessment of department facilities following an emergency or disaster
- Identifies and trains staff to conduct Preliminary Damage Assessments.

4.3 Response*City of Reedsport EOC*

- Requests the activation of the damage assessment teams
- Assigns damage assessment teams to designated areas of the City to perform evaluations.
- Assembles preliminary damage assessment information at the EOC.
- Coordinates forming of teams and the collection, dissemination and evaluation of damage information.

Fire Prevention, Planning and Building, and Engineering

- Upon request, reports to EOC, if activated, for assignment to damage assessment team
- Conducts Damage Assessments for public and private properties and utilities in assigned areas
- Determine impact of emergency or disaster on the ability to provide service to the community.
- Reports damage assessment results to EOC, if activated.

Fire, Police, Public Works, Parks and Facilities

- Conducts an evaluation of damage to City facilities and utilities
- Determines impact of emergency or disaster on the ability to provide service to the community
- Provides completed Damage Assessments to the EOC, if activated.

FA 4. Recovery Strategy*All Other City Departments/Divisions*

- Conducts Damage Assessments for City facilities
- Determine impact of emergency or disaster on the ability to provide service to the community.
- Provides completed Damage assessment to the EOC, if activated.

Central Lincoln Public Utility District

- Provides damage assessment evaluations to the EOC, if activated, to include identification of outages, main breaks, their locations, and probable restoration times on the utility systems within the City of Reedsport's jurisdiction

The American Red Cross

- Coordinates with the EOC in conducting Preliminary Damage Assessments for private property and residences

4.4 Recovery*City of Reedsport*

- Continues to conduct damage and impact assessments.
- Prepares damage assessment reports and submits to Douglas County EOC.
- Notifies City Administrator of impacts to the City from the emergency or disaster

Support Agencies

- Continues to conduct damage and impact assessments.
- Prepares damage assessment reports and provides to the EOC, if activated

5 Concept of Operations**5.1 General**

Preliminary Damage Assessments are tools used to determine the safety needs of the citizens in Reedsport, as well as to determine the eligibility for disaster assistance. The EOC is the lead agency for coordinating damage assessment throughout the City of Reedsport. The EOC would normally escort state and federal inspectors through damaged areas. The damage assessments for the City of Reedsport should be forwarded to Douglas County and on to the State to seek federal disaster assistance.

- The timely and accurate assessment of damage to public or private property would be of vital concern to local officials following a

FA 4. Recovery Strategy

disaster and would 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 general impression of the event’s impact as part of preparing to issue the disaster declaration. A more detailed damage assessment would need to be performed to document the need for State and Federal aid.
- County, State, and Federal assistance would depend upon the adequate and timely documentation of the results of the disaster on the local community.

5.2 Procedures

Windshield Surveys

During the initial stage 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 so that EOC can determine the appropriate level of damage assessment with which to proceed and assign resources to the priority situations. Windshield surveys may also occur throughout the response efforts; department personnel are instructed to report areas of damage they observe while out in the field to their commander or the EOC.

If the level of assessment is beyond the scope of a “windshield survey,” the EOC should request personnel from Fire Prevention, Development Services and Public Works to be assigned to a damage assessment team. The teams should be assigned a specific area to perform “rapid surveys” (10-20 minutes per site). The damage assessment reports should be forwarded to the Douglas County EOC.

Initial Damage Assessment

The rapid survey should be followed by a “Detailed” damage assessment also known as an initial damage assessment. This initial assessment of damages and impacts may be used to support requests for State or Federal resources to augment local ones. The Emergency Manager coordinates this assessment and usually assigns some IDA responsibilities to other local government departments. The Planning Section should provide supporting information for the disaster declaration and is the responsibility of the City.

FA 4. Recovery Strategy

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 1 below outlines the City's priorities for damage assessment.

Table 1 City of Reedsport Damage Assessment Priorities

Priority #1	Public Safety and Restoration of Vital Services
Emergency Operations	Emergency Operations Center Fire Department Police Department Douglas County Sheriff's Office 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
<i>Note: Each facility should be analyzed on structural integrity, safety, functional capability, and estimated costs to repair or replace.</i>	
Priority #2	Assessment of Damage to Support Emergency or Major State or Emergency Declaration
	Multi-family complexes Single-family residences Other businesses

Secondary Damage Assessment

The secondary damage assessment is an in-depth analysis of long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the ARC. This may occur after Douglas County has been declared to be a major disaster area. The IDA should provide the basis for

FA 4. Recovery Strategy

secondary assessment activities. Secondary damage assessments most often occur during the recovery period after initial response activities have taken place. Finance Section personnel should be able to perform the tasks outlined below.

- Identify damaged facilities and lead State and Federal damage assessment teams to them.
- Document expenditures in response to events for which a declaration has been requested. The State of Oregon standard for cost estimating is contained in the State Forestry Fire Plan. If the City can document actual costs, these should be used to develop accurate cost estimates.
- In the event that the Finance Section is not staffed, the City Manager (or designee) would coordinate this activity.

The City Department of Public Works should provide personnel to lead damage assessment teams. Volunteers may be trained and can be expected to lead damage assessment teams for Priority #2 IDAs. Additional support may be available from the County. Following the Secondary damage assessment EOC would meet with teams of federal and state inspectors who would determine the eligibility of costs to public facilities.

See the State Disaster Recovery Guidebook, Part I – Overview for more detailed information on damage assessment.

6 Direction and Control**6.1 General**

The responsibilities for the accomplishment of damage assessments lie with the EOC and/or the Development Services Division. After compiling the assessments from all departments, the EOC (if activated) would separate the private and public damage, and forward the results to the Douglas County Emergency Operation Center. The results of the Initial Damage Assessment would determine if the EOC requests a Disaster Proclamation through the Mayor of the City of Reedsport.

6.2 Resource Requirements

- Damage assessment resources are requested through the EOC, if activated.
 - Damage Assessment kits are located in the EOC.
 - Office space for the damage assessment teams and damage survey teams during the recovery process.
- Other resource requirements are to be requested through the EOC Logistics Section, if activated.

7 Supporting Plans and Procedures

- FEMA Publication 262, Guide to Federal Aid in Disasters, April 1995

FA 4. Recovery Strategy

- ATC-20 Post Earthquake Safety Evaluation of Buildings, 1989

FA 4. Recovery Strategy

Appendix G-1 Initial Damage Assessment Checklist

As its name suggests, an Initial Damage Assessment (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 Preliminary Damage Assessment (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 IDA Field Data Collection Form is designed to assist you in conducting the IDA for homes and businesses.
- The Infrastructure (Public Assistance) IDA 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 such that only immediate personal needs exist? If so, these needs can probably be met by volunteer organizations such as the ARC, LUMA, Salvation Army, Mennonite Disaster Service, and others.
 - 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.

FA 4. Recovery Strategy

- 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, more than one person should be involved in the IDA process. The Emergency Manager should assemble a team to assist, including members such as:

- ARC officials: depending on the capabilities of the ARC branch that serves your area, you may want to ask the ARC 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 ARC would 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. to assess 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 to assess of disaster effects on community health.
- Officials in charge of levees, drainage systems, private nonprofit, recreational facilities, etc.
- County agent for farm and ranch damage assessment.

FA 4. Recovery Strategy**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 the tenant and owner.
- 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 these criteria should be noted as “affected habitable”; businesses as “interrupted.”

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FA 4. Recovery Strategy

Appendix G-2 Preliminary Damage Assessment Checklist

To prepare for the arrival of State and Federal joint Preliminary Damage Assessment (PDA) officials, local jurisdictions should do as much of the following as time permits.

General

- The Emergency Manager should coordinate the PDA or designate a PDA Coordinator. The person in this position 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 would 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, fire department engineers, road department engineers and technicians, bridge engineers, etc.
- Prepare maps that 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 that 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, have photographs of damage sites available for State and Federal inspectors.
- Assemble and briefly summarize information on the resources committed by the jurisdiction in responding to the disaster. Be sure to

FA 4. Recovery Strategy

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 so there is less 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 Emergency Operations Center 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, including the following information:
 - Have there been injuries or deaths? Are persons missing?
 - Are families isolated due to the disaster?
 - Is public health and safety significantly compromised?
 - Is debris on private property a health and safety hazard? Does it prevent access to homes?

FA 4. Recovery Strategy

- Are services such as medical care, schools, mail delivery, public transportation, communication, etc. significantly affected?
 - Are utilities (electric, gas, water, sewer, drainage systems, dikes, etc.) out of service? When will service be restored? Are outages widespread or concentrated in one area?
 - Have many private vehicles been 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, and rural? Commercial? Industrial? Delineate these areas on the teams' maps.
 - What was the 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 ARC to make available any information they have collected during their "windshield" and "on-site detailed" damage assessments.
- Work with Oregon Emergency Management and the Federal Emergency Management Agency to find out what you can about insurance coverage in force in the disaster areas. FEMA should conduct some of this research from its regional office.
- What resources are available in the area to provide temporary housing for displaced persons? Are there vacant rental homes, mobile homes, or apartments?
- If flooding has occurred, make estimates for the team regarding the duration of flooding, as well as water depths and velocities. 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 to the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, one or more

FA 4. Recovery Strategy

geographic areas may be assigned 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 loss of public facilities, equipment, materials, etc.
 - Public service impacts that would 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 would begin has been well established, 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 a knowledge of repairs already completed 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 would be repaired or reconstructed by contract, and which would be repaired by local forces. If a contractor's estimate has been received, have it available for the 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

FA 4. Recovery Strategy

copies of the specifications, local resolutions, ordinances, etc. that 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 work that has and has not been completed. 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 one or more geographic areas may be assigned 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 Initial Damage Assessment about hazard mitigation opportunities they discovered during this process; provide this information to the State and Federal inspectors (Federal Emergency Management Agency and Small Business Administration).

Resources permitting, assign a local representative to join Federal Emergency Management Agency and Oregon Emergency Management 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 would be only one hazard mitigation PDA team per local jurisdiction.

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FA 4. Recovery Strategy

Appendix G-3 Initial Damage Assessment Summary Report Forms

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 Initial Damage Assessment and Preliminary Damage Assessment 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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Oregon Emergency Management


INDIVIDUAL ASSISTANCE INITIAL DAMAGE ASSESSMENT (IDA) FIELD DATA COLLECTION FORM

For the purposes of this form, "Individual Assistance" may be thought of as potential assistance to individuals, families, and businesses which is tied to the structures they inhabit. This form is intended for use by local governments and their agents collecting IDA data on homes and businesses in the field. It may also be useful for collecting data being provided via "telephone-banks." The information collected on these forms should be summarized on the Initial Damage Assessment Summary Report Form.

JURISDICTION: _____ DATE: _____

AREA BOUNDARIES: North _____ East _____
West _____ South _____

STREET NAME: _____

Place a mark for each unit, and a diagonal line for every fifth unit (i.e.: ). When assessing multi-family dwellings, and businesses co-located within one structure, make a mark for each individual unit within the appropriate category of damage. Where a dwelling or business is not damaged, but is significantly affected by the event (for example; no access, loss of potable water, anticipated long-term utility outage, etc.), place the mark for that unit in the affected row.

	Single Family Dwelling	Mobile Home	Multi-Family	Business	Total
Affected - Habitable					
Minor					
Major					
Destroyed					
Estimate % Insured					
Total					

INITIAL BY SUBMITTING OFFICIAL: _____

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ESTIMATED DISASTER ECONOMIC INJURY WORKSHEET FOR BUSINESSES

Accurate responses to the questions below will assist in evaluating a request for an economic injury disaster declaration from the U. S. Small Business Administration.

1. Name of Business Owner: _____
- Name of Property Owner: _____
- Business/Property Address: _____
- Mailing Address: _____
- Telephone Numbers: Business: _____ Home: _____

2. **Estimated Adverse Economic Impact**

Did the disaster economically impact your business? If so, when did the impact start and end?

_____ to _____
(month/year) (month/year)

What were your business' revenues during that period? \$ _____

What were your business' revenues during the same period of the prior year? \$ _____

3. Amount of business interruption insurance received or anticipated, if any: \$ _____

4. Provide a brief explanation of what adverse economic effects the disaster had on your business:

5. How many people did you employ **prior** to the disaster? _____

How many people did you employ **after** the disaster? _____

If your business also suffered property damage, answer the following questions:

6. Estimated dollar loss to:

Real property (building), if owned: \$ _____

Contents (machinery and equipment, furniture and fixtures,
inventory, leasehold improvements, etc): \$ _____

7. Insurance recovery received or anticipated for **property** damages: \$ _____

Signature of Business Owner/Representative

Date

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OREGON EMERGENCY MANAGEMENT INFRASTRUCTURE (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM

NAME OF PUBLIC (GOVERNMENT) OR PRIVATE NONPROFIT AGENCY: _____ COUNTY: _____

(List damage and emergency response costs for only one agency on each form. Use more than one form per agency if necessary. Only certain private nonprofits should be included on this form. Additional Instructions for this form on reverse side.)

Category	Brief Description of Damage or Cost	Location	Estimated Cost	Comments (Impacts)

Inspector's Name: _____ Contact Information: _____ Date: _____

This Page Total by Categ

Total A	\$0	Total E	\$0
Total B	\$0	Total F	\$0
Total C	\$0	Total G	\$0
Total D	\$0	Total	\$0

Total \$0.00

INSTRUCTIONS FOR THE INSTRUCTIONS (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM

This form is intended to be utilized by local government officials or their agent during the Initial Damage Assessment (IDA) to record estimates of damage, costs, and impacts of the disaster on public infrastructure. The following categories of work shall be utilized:

Emergency Work Categories	Permanent Work Categories
A = Debris Removal	C = Roads and bridges
B = Protective Measures	D = Water control facilities
	E = Public buildings and equipment
	F = Public utility systems
	G = Parks and other

List the work performed, and public 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 which has not.

For Roads and bridges on the Federal Aid System, Enter "FAS" instead of "C" under the category of work; likewise for debris removal and protective measures related to FAS facilities. Alternatively, FAS damage and costs can be listed on separate field data collection forms if the local jurisdiction wishes. Although FAS costs will not be a factor in determining a request for a Presidential declaration, it may be useful to assess and summarize these damages for inclusion in any requests to the FHWA for assistance.

Only private nonprofits (PNPs) providing the following types of government-like services to the general public should be included on this form: education facilities, utilities, emergency or medical facilities, custodial care facilities, museums, zoos, community centers, libraries, homeless shelters, and senior citizen centers. All other PNPs should be treated as businesses for the purpose of damage assessment, and included on Individual Assistance damage assessment forms.

Local officials should be prepared to provide state and federal officials with a detailed cost breakdown of personnel, equipment, materials, and supplies for all completed work. While a variety of forms can be used to summarize these items, the format must document the type and location of work performed. Sample forms are available in the *Disaster Recovery Assistance Guidebook*. Be prepared to describe which sites will be repaired or reconstructed by estimates of potential threats and routine maintenance should not be listed on the forms.

Totals should be summarized on the Initial Damage Assessment Summary Report Form.

Excel Tips: To copy IDA DATA Form, highlight IS IDA DATA tab with cursor arrow + Ctrl, then drag.

Oregon Emergency Management

INDIVIDUAL ASSISTANCE IDA AND PDA CALCULATION AND SUMMARY FORM

Structure Categories	Degrees of Damage	Number of Structures	Dollar Estimate
Low-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Medium-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
High-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Low-cost apartments (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Medium-cost apartments (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
TOTALS	Destroyed	#	
	Major	#	
	Minor	#	
	Affected Habitable	#	
	Dollar Estimate Grand Total		

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INITIAL DAMAGE ASSESSMENT (IDA) SUMMARY REPORT FORM		OERS INCIDENT #
Complete green areas of form		OERS 24 hr line 1-800-452-0311
JURISDICTION: <input style="width: 100%;" type="text"/> COUNTY: <input style="width: 100%;" type="text"/> EMAIL: <input style="width: 100%;" type="text"/> TELEPHONE: <input style="width: 100%;" type="text"/> DATE - TIME OF THIS REPORT: <input style="width: 50%;" type="text"/> <input style="width: 50%;" type="text"/> EOC ACTIVATED: DATE: <input style="width: 50%;" type="text"/> TIME: <input style="width: 50%;" type="text"/> EOC CLOSED: DATE: <input style="width: 50%;" type="text"/> TIME: <input style="width: 50%;" type="text"/> LOCAL EMERGENCY DECLARED: DATE: <input style="width: 50%;" type="text"/> TIME: <input style="width: 50%;" type="text"/>	NAME OF REPORTING OFFICIAL: <input style="width: 100%;" type="text"/> TITLE: <input style="width: 100%;" type="text"/> FAX: <input style="width: 100%;" type="text"/> DATE - TIME OF START OF EVENT: <input style="width: 50%;" type="text"/> <input style="width: 50%;" type="text"/> TYPE OF EMERGENCY: <div style="border: 1px solid black; height: 60px; width: 100%; margin-top: 5px;"></div>	
DESCRIBE THE GEOGRAPHIC BOUNDARIES (and attach map, if possible):		
<div style="display: flex; justify-content: space-between;"> DEATHS: <input style="width: 50px;" type="text"/> INJURIES: <input style="width: 50px;" type="text"/> POP.STILL AT RISK: <input style="width: 100px;" type="text"/> </div>		
CURRENT SITUATION AND EXISTING CONDITIONS:		
IMPACTS OF THE DISASTER TO THE JURISDICTION:		

IDENTIFY/DESCRIBE CONDITIONS THAT CONSTITUTE A HEALTH/SAFETY HAZARD TO THE GENERAL PUBLIC:
DESCRIBE THE POPULATION ADVERSELY AFFECTED DIRECTLY OR INDIRECTLY BY THE LOSS OF PUBLIC FACILITIES OR DAMAGES:
WHAT ECONOMIC ACTIVITIES ARE ADVERSELY AFFECTED BY THE LOSS OF PUBLIC FACILITIES OR DAMAGE?:
ACTIONS TAKEN / RESOURCES COMMITTED:
ASSISTANCE REQUESTED:

6/11/2009 13:08

IDA Impacts page 2/2

INITIAL DAMAGE ASSESSMENT (IDA) SUMMARY REPORT FORM				OERS INCIDENT # 0 <small>OERS 24 hr line 1-800-452-0311</small>
JURISDICTION	<input style="width: 90%;" type="text" value="0"/>	NAME OF REPORTING OFFICIAL:	<input style="width: 90%;" type="text" value="0"/>	
COUNTY:	<input style="width: 90%;" type="text" value="0"/>	TITLE:	<input style="width: 90%;" type="text" value="0"/>	
EMAIL:	<input style="width: 90%;" type="text" value="0"/>	FAX:	<input style="width: 90%;" type="text" value="-"/>	
TELEPHONE:	<input style="width: 90%;" type="text" value="-"/>			
<i>Complete green areas of form below</i>				
HOUSING COSTS & LOSS				
	#	\$\$s	COMMENTS	
Destroyed:				
Major damage:				
Minor damage:				
Affected habitable:				
"Second" homes:				
Personal property (not included above):				
Cost & loss estimate for housing:	0	\$0		
BUSINESS COSTS & LOSS				
	#	\$\$s	COMMENTS	
Destroyed:				
Major damage:				
Minor damage:				
Business interrupted:				
Cost & loss estimate for business:	0	\$0		
PRIVATE NONPROFIT COSTS & LOSS				
	#	\$\$s	COMMENTS	
Destroyed:				
Major damage:				
Minor damage:				
Service interrupted:				
Cost & loss estimate for PNPs:	0	\$0		
AGRICULTURE COSTS & LOSS				
	#	\$\$s	COMMENTS	
Crop loss (acres/\$\$s):				
Equipment lost/damaged:				
Livestock lost:				
Out-buildings damaged:				
Cost estimate for agriculture:		\$0		
INFRASTRUCTURE				
CITY(IES) COSTS & LOSS				
	#	\$\$s	COMMENTS	
A. Debris removal:				
B. Protective measures:				
C. Transportation system damage:				
Federal Aid System (FAS)				
non-Federal Aid System				
D. Water control facilities:				
E. Public buildings / equipment:				
insured				
uninsured				
F. Public utility systems:				
G. Parks and other:				
Cost & loss estimate for city(ies):	0	\$0		

IDA Cost Summary page 1/2

SPECIAL DISTRICTS COSTS & LOSS	#	\$\$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
Cost & loss estimate for special district(s):	0	\$0	

STATE FACILITIES COSTS & LOSS	#	\$\$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
Cost & loss estimate for state facilities:	0	\$0	

COUNTY FACILITIES COSTS & LOSS	#	\$\$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
cost & loss estimate for county facilities:	0	\$0	

TOTALS - ALL GOVERNMENTS	#	\$\$s	COMMENTS
A. Debris removal:	0	\$0	
B. Protective measures:	0	\$0	
C. Transportation system damage:			
Federal Aid System (FAS)	0	\$0	
non-Federal Aid System	0	\$0	
D. Water control facilities:	0	\$0	
E. Public buildings / equipment:			
insured	0	\$0	
uninsured	0	\$0	
F. Public utility systems:	0	\$0	
G. Parks and other:	0	\$0	
Jurisdiction total for all infrastructure:	0	\$	-

Grand total of housing, business, pnp, agriculture, infrastructure:			
Sites	0	\$0	
COUNTY TRANSMITS TO: OREGON EMERGENCY MANAGEMENT EMAIL: pers.staff@state.or.us FAX: 503-588-1378 (24 hours) TELEPHONE: 1-800-452-0311 (24 hours) AMATEUR RADIO PACKET: W7OEM@W7OEM.or.us (call sign W7OEM) 3.993.5 & 7.228 (hf)			

6/11/09 13:08 IDA Cost Summary page 2/2

INSTRUCTIONS FOR THE INITIAL DAMAGE ASSESSMENT SUMMARY REPORT FORM

GENERAL INFORMATION

Above all else, remember that the Initial Damage Assessment (IDA) Summary Report is an estimate. While accuracy is desirable, with this report *give an edge to speed over accuracy*.

Only those lines on the form which are not self-explanatory are further described in these instructions.

Counties should include in their IDA Summary Report to OEM damage and costs associated with the event throughout the county. Depending on how your county damage assessment method is established, this may include collecting IDA Summary Reports from the cities and special districts within the county, and summarizing their reports into one countywide report. State agency costs associated with the event, and the costs associated with repairs to damaged state facilities within your jurisdiction should also be included in the county report.

IMPACTS TAB

Name of reporting official is the name of the person filing the report. Her or his title goes on the line below. Next to "EOC activated:" note the date and time the EOC was first activated for this event. If the EOC has been closed, please note this as well on the next line. Next to the line "pop. still at risk," please estimate the number of people whose safety, health, and well-being are still at risk due to the emergency.

Please supplement this form, as needed, with additional information which further describes the situation, including maps, charts, field damage assessment forms, etc.

COST SUMMARY TAB**Housing**

To the extent that it is made known, or can be effectively assessed, include the total estimated costs associated with damage to housing, whether insured or not insured. In the "comments" column, estimate the percentage of insurance in place for the losses which have been experienced, but do not expend great effort in attempting to establish insurance coverage during an initial damage assessment. These details can be collected later, if needed.

[Note: There is an exception which may require an effort to more accurately estimate insurance coverage in-place; "small disasters" may 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 an SBA "damage survey."]

Determine the number of homes with minor and major damage, and the number destroyed. "Major" damage indicates those homes which are not habitable without costly or delayed repair. "Minor" damage refers to homes that are habitable with minor repair or clean-up. Include in the dollar cost estimates both repairs and clean-up. "Affected habitable" are homes which are not actually damaged and are habitable, but are affected in some way (for example: loss of potable water, loss of access road or bridge, etc.).

All "second" homes (vacation homes), no matter how affected, should be shown next to the line "second homes." Generally, potential disaster assistance programs do not apply to second homes.

Do not specifically seek personal property (contents) information, but where it is given, it may be included. If it is included with the dollar estimate assigned to "destroyed," "major," "minor," or "affected habitable," this is acceptable for the purposes of an initial damage assessment. If it is given as a separate amount, include this amount next to the line "personal property (not included above)," but try to avoid double-counting the house under the "#" column (i.e.: count the personal property under "#" only if not already included in an above category).

Include rental units in the assessment and note as such under "comments." Please note that rental homes should also be included as a "businesses" under that category.

The Local Emergency Program Manager may wish to solicit information about losses through appropriate press releases and telephone banks (see Collecting Initial Damage Assessment Data by Telephone Bank).

Keep a list of affected homeowners and how they can be reached.

Business

The process of collecting and analyzing information needed for businesses is different than that needed for housing, in large part because potential assistance programs have different criteria. Ideally, the IDA Summary Report should consider the total estimated disaster-related costs to businesses and whether or not these costs are insured.

Determine the number of businesses with minor and major damage, and the number destroyed. In the case of businesses, "destroyed" should be assigned to those businesses with 80% or greater uninsured losses, and "major" to businesses with greater than 40% uninsured losses due to physical damage. Businesses with lower percentages of uninsured physical damage should be shown as "minor." Include in the dollar cost estimates repairs, damage to or loss of inventory, and clean-up costs. In the "comments" column, report on your estimate of the overall percentage of insurance in place for the losses which have been experienced. Like the housing category, the smaller the disaster, the more critical having a good estimate of insurance coverage in-place will be.

Next to the line "business interrupted," show summary information on businesses which are not damaged, but are unable to operate because of the emergency conditions. If known, loss of business and increased operating expenses should be included under this category. Like above, in the "comments" column, estimate any insurance which is in place for interruption of business due to the disaster conditions. Make appropriate clarifying comments.

Consider trying to solicit information about losses through appropriate press releases and telephone banks (see Collecting Initial Damage Assessment Data by Telephone Bank). Assistance may also be obtained through local groups such as the chamber of commerce.

Keep a list of affected business people and how they can be reached.

Private nonprofits (PNPs)

Generally, for the purposes of initial damage assessment, private nonprofits (PNPs) should be treated similar to businesses because the potential assistance programs for the vast majority of PNPs are similar to those for businesses.

There are, however, a few exceptions. The most common ones are PNPs which offer their services to the general public, and meet the following categories: educational, utility, emergency service or facility including medical facilities, custodial care, museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, and rehabilitation facilities. PNPs meeting these specific categories should be shown under "infrastructure" on the IDA Summary Report (not under private nonprofit). This is due to the fact that they may be eligible for infrastructure assistance if there is a Presidential major disaster declaration.

Technically, PNPs are not special service districts, but PNPs meeting the specific categories listed in the previous paragraph should be included with the special districts for the purposes of the IDA Summary Report. For example, PNP utilities (usually called "co-ops") should be included under "infrastructure, special districts, category 'F'."

For all other PNPs, determine the number with minor and major damage, and the number destroyed. In the case of PNPs, "destroyed" should be assigned to those PNPs with 80% or greater uninsured losses, and "major" to PNPs with greater than 40% uninsured losses due to physical damage. PNPs with lower percentages of uninsured physical damage should be shown as "minor." Include in the dollar cost estimates repairs, damage to or loss of inventory, and clean-up costs. In the "comments" column, estimate an overall percentage of insurance in place for the losses which have occurred. Like the housing and business categories, the smaller the disaster, the more critical having a good estimate of insurance coverage in-place will be.

Next to the line "service interrupted," show summary information on PNPs which are not damaged, but are unable to operate because of the emergency conditions. If known, loss of service and increased operating expenses should be included under this category. Make appropriate clarifying comments.

Like the previous categories, one may be able to obtain the needed information about losses through press releases and telephone banks. Keep a list of affected PNP points-of-contact and how they can be reached.

Agriculture

Assessment of agricultural losses is usually led by the USDA County Emergency Board (CEB), which is typically comprised of county extension agents, soil and water conservation district representatives, and representatives of the Natural Resources Conservation Service (NRCS) and Farm Service Agency (FSA).

Estimate the acres and dollars associated with crop loss; include with this figure the costs for replanting (if appropriate), reduced production due to the emergency, and the removal of debris from farm land. In the comments column next to crop loss, note the types of crops on those acres. When appropriate and factually defensible, projected crop losses may be included. Please do not include a dollar amount for soil lost to erosion; while loss of productive soil is tragic, and while dollar equivalents probably could be developed, they should not be reflected on the IDA Summary Report.

Where it is known that damages will be covered by insurance, do not include this amount under dollar loss estimate. Do not expend great effort in attempting to establish insurance coverage during an initial damage assessment; these details can be collected later, if needed.

Keep a list of affected farmers and how they can be reached.

Infrastructure

Note the number of sites and cost associated with the jurisdiction's efforts at debris clearance, and with measures taken to protect lives and property.

Note the number of sites and dollar estimates associated with transportation system damage (roads, bridges, etc.). Separate this information into those sites on the Federal Aid System (FAS), and those off the System (non-FAS).

Note the number of sites and estimated dollar costs associated with damage to water control facilities, public buildings and equipment, public utility systems, parks, etc. For public buildings and equipment, divide losses into insured/uninsured categories.

Please include the costs for special service districts and state facilities located within your jurisdiction, but do not include damage to federal facilities under infrastructure. The category "county facilities costs & loss" refers only to county facilities and county costs. The cumulative totals for all infrastructure within a county should be calculated under "totals - all governments," and a grand total estimate for the infrastructure category shown just above the double line.

Estimated total cost & loss

Add the estimated total dollar cost and loss figures from housing, business, PNP, agriculture, and infrastructure. Put the sum to the right of "Estimated Total Cost & Loss." Do not include the "#" fields under agriculture in this total.

Transmittal

The IDA Summary Report should be submitted to Oregon Emergency Management in the format shown via fax, email, or PACKET amateur radio. Please call OEM by telephone or radio prior to sending the form.

Maintain a copy of the report for your files.

Updates

Updates should be provided to OEM as they become available. Updates should show *cumulative* figures.

Oregon Emergency Management

INDIVIDUAL ASSISTANCE JOINT PDA TEAM ASSIGNMENTS FORM

JURISDICTION: _____ DATE: _____

Teams	Names	Geographic Area
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		

PREPARED BY : _____

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FEMA – OEM Public Assistance
Joint Preliminary Damage Assessment Site Estimate Form

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

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FEDERAL EMERGENCY MANAGEMENT AGENCY PRELIMINARY DAMAGE ASSESSMENT SUMMARY					DATE	
PART 1 - APPLICANT INFORMATION						
COUNTY		NAME OF APPLICANT		NAME OF LOCAL CONTACT		PHONE NO.
POPULATION	TOTAL BUDGET Approved _____ Balance _____		MAINTENANCE BUDGET Approved _____ Balance _____			Date FY Begins
PART II - COST ESTIMATE - SUMMARY (COMPLETE SITE ESTIMATE BEFORE SUMMARIZING BELOW)						
CATE- GORY	NO. OF SITES	TYPES OF DAMAGE	COST ESTIMATE	Potential Local Funds for Recovery		
				FUND/ACCOUNT	Available Balance	
A		Debris Removal				
B		Emergency Protective Measures				
C		Roads & Bridges				
D		Water Control Facilities				
E		Public Buildings				
F		Public Utilities				
G		Recreational or Other				
			TOTAL		TOTAL	
			0		0	
PART III - DISASTER IMPACTS (USE SEPARATE SHEETS IF NECESSARY)						
<p>A. GENERAL IMPACT</p> <p>1. Identify and describe damages which constitute a health and/or safety hazard to the general public.</p> <p>2. Population adversely affected directly or indirectly by the loss of public facilities or damages.</p> <p>3. What economic activities are adversely affected by the loss of public facilities or damage?</p>						
<p>B. RESPONSE CAPABILITY: Can the applicant respond and recover from the damages quickly and without degradation of public services? Describe.</p> 						
<p>C. IMPACT ON PUBLIC SERVICES IF DECLARATION IS NOT MADE: e.g. Deferral of permanent repairs, impact on ongoing services and capital improvements, etc. Describe.</p> 						
NAME OF INSPECTOR			AGENCY		PHONE NO.	

PDA SUMMARY OF DAMAGES FOR POTENTIAL SUBGRANTEE

Public Entity/Potential Subgrantee Information

Public Entity/Potential Subgrantee	Total Operating Budget	County	Team Leader/Date of PDA
Population	Maintenance Budget		
Contact and Telephone Number	Additional Contacts and Telephone Numbers		

Site Estimated Summary

Category	Critical Facilities and Other Damages	Inspected		Projected		Total	
		# of Sites	Cost	# of Sites	Cost	# of Sites	Cost

Emergency Work

A.	Debris						
B.	Emer. Pro. Meas.						
Emergency Work sub-total		0	0	0	0	0	0

Permanent Work

C.	Roads & Bridges						
Sub-total		0	0	0	0	0	0

D.	Water Control & Facilities						
Sub-total		0	0	0	0	0	0

E.	Building & Equipment						
Sub-total		0	0	0	0	0	0

F.	Utilities						
Sub-total		0	0	0	0	0	0

G.	Parks & Other						
Sub-total		0	0	0	0	0	0

Permanent Work Sub-total	0	0	0	0	0	0
--------------------------	---	---	---	---	---	---

Emergency and Permanent Work Total	0	0	0	0	0	0
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Incident Annexes

1

IA 1 – Earthquake (including Tsunami)

IA 1. Earthquakes (including Tsunami)

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IA 1. Earthquakes (including Tsunami)

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 Emergency Operations center (EOC) to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response would be the Sheriff's Department and the Fire Service. As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the Incident Command System (ICS)/Operations section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Public Works Department may be expected to assume the role of lead department in the ICS/Operations section for the City's earthquake response. Public Works Department efforts in this response and early recovery stages of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and tsunamis, including the City EOP and supporting procedures and plans.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to tsunamis or landslides.	<i>Refer to FA 1 – Emergency Services, Appendix E-2</i>
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to earthquakes and tsunamis.	
	<ul style="list-style-type: none"> ▪ Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions. 	<i>Refer to FA 1 – Emergency Services, Appendix D</i>
	<ul style="list-style-type: none"> ▪ Prepare radio messaging to be used by local radio stations for emergency broadcast. 	<i>Refer to FA 1 – Emergency Services, Appendix D</i>
	<input type="checkbox"/> Have personnel participate in necessary training and exercises.	
	<ul style="list-style-type: none"> ▪ Continue fire department training for installation of dike walls to prevent tsunami-related flooding in the event of an earthquake. 	
	<input type="checkbox"/> Participate in City earthquake and tsunami preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOCs.	<i>Refer to Basic Plan, Appendix D – Continuity of Government, and FA 1 – Emergency Services, Appendix F</i>
	<input type="checkbox"/> Ensure that earthquake/tsunami response equipment and personnel inventories for the City are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	

IA 1. Earthquakes (including Tsunami)

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Inform the City and County Offices of Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Work with City Planning and the Planning Commission to establish appropriate infrastructure protection standards and conditions for landslide-prone areas.	
	<input type="checkbox"/> Implement seismic inspection procedures on a regular basis and incorporate improvements to structures while also updating appropriate mitigation plans.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	<input type="checkbox"/> Activate the City EOP when earthquake and/or tsunami incidents pose threats to tribal lands or assets.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City, tribal, and/or the County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions would most likely be needed.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake or tsunami, also being cognizant of aftershocks.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<ul style="list-style-type: none"> Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing. 	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts on tribal lands/assets.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> Notify Command Staff, support agencies, adjacent jurisdictions, FA leads/coordinators, and liaisons of any situational changes. 	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<ul style="list-style-type: none"> Dedicate time during each shift to preparing for shift change briefings. 	<i>Incident Action Plan</i>

IA 1. Earthquakes (including Tsunami)

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs, other Agency Operations Centers, and the State ECC. Confirm operable phone numbers and verify the functionality of alternate communications resources.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Implement local plans and procedures for earthquake and/or tsunami operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	<i>Local, agency, and facility-specific SOPs</i>
	<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area (<i>recurring</i>).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (<i>recurring</i>).	
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Basic Plan Appendix A</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> 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.	<i>ICS Resource Tracking Forms and Forms identified within Basic Plan, Appendix B - Forms</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the jurisdiction.	<i>Refer to FA 1 – Emergency Services, Appendix D</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	<ul style="list-style-type: none"> Public information should be reviewed by the Incident Commander or designee. Information should be approved for release by the Incident Commander and lead PIO with support from tribal liaison(s) prior to dissemination to the public. 	

IA 1. Earthquakes (including Tsunami)

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the person sending/receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the IC/EOC Manager and staff should assemble a situation report.	
	<input type="checkbox"/> Develop and update the IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Command. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>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</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations, in accordance with current demobilization plans.	
	<input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize EOCs, agency operations centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

2

IA 2 – Flood

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IA 2. Flood

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relevant to flood events.	
	<input type="checkbox"/> Coordinate the City's preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	<i>Refer to Basic Plan, Appendix D – Continuity of Government or FA 1 – Emergency Services, Appendix F Emergency Contact List</i>
	<input type="checkbox"/> 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.).	
	<input type="checkbox"/> Annually review and update the EOP and SOPs, as needed.	<i>City EOP, Annexes, and agency-specific SOPs</i>
	<input type="checkbox"/> Review flood-prone areas.	
	<input type="checkbox"/> Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, FEMA guidance, and Oregon EMP</i>
	<input type="checkbox"/> Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Identify and review local contractor lists to see who may provide support specific to flood response.	
	<input type="checkbox"/> 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	<input type="checkbox"/> The City Manager should provide overall guidance for the deployment of resources.	
	<input type="checkbox"/> Activate mutual aid agreements.	
	<input type="checkbox"/> 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.	<i>City Basic Plan, agency and company-specific plans</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>SOPs and command structure for City EOC, Incident Action Plan</i>
	<input type="checkbox"/> Submit request for disaster/emergency declaration, as applicable.	<i>City Basic Plan</i>
	<input type="checkbox"/> Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the City EOC, as the	<i>Refer to FA 1- Emergency Services, Appendix E -</i>

IA 2. Flood

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	situation requires.	<i>Evacuation</i>
	<input type="checkbox"/> Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Request the Red Cross or LUMA to activate sheltering plans and open/staff shelters, if needed.	<i>American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Establish a JIC.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses, using “one voice, one message” concepts.	
	<input type="checkbox"/> Record all EOC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them.	<i>Existing ICS and EOC forms, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> These should be documented in EOC logbooks.	
	<input type="checkbox"/> Begin damage assessments in coordination with the Public Works Department and County/local government.	<i>FA 4 of the City EOP</i>
	<input type="checkbox"/> Assist with in coordinating Public Works activities, such as debris removal from: <ul style="list-style-type: none"> ▪ Storm drains ▪ Bridge viaducts ▪ Main arterial routes ▪ Public rights-of-way ▪ Other structures, as needed 	<i>FA 3 of the City EOP</i>
	<input type="checkbox"/> Contact local contractors for support, if necessary. Establish contact with private-sector partners.	
RECOVERY PHASE	<input type="checkbox"/> Coordinate with City Police Departments, the County Sheriff's Office, and other local police departments to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	<i>FA 1 of the City EOP</i>
	Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Deactivate/demobilize the City EOC. Deactivate mutual aid resources as soon as possible.	<i>FA 1 of the City EOP, ICS Form 221 – Demobilization Plan</i>
	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>FA 4 of the City EOP and agency-specific recovery plans</i>
	<input type="checkbox"/> Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.	
	<input type="checkbox"/> 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).	

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3

IA 3 – Severe Weather (including Landslides)

IA 3. Severe Weather (including Landslides)

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IA 3. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the City EOP and supporting procedures/plans.	
	<input type="checkbox"/> Monitor weather and flood reports.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	<i>Refer to FA 1- Emergency Services, Appendix E - Evacuation</i>
	<ul style="list-style-type: none"> ▪ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions. 	<i>Refer to Basic Plan, FA 1 – Emergency Services</i>
	<ul style="list-style-type: none"> ▪ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions. 	<i>Refer to Basic Plan, FA 1 – Emergency Services</i>
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Emergency Manager in coordination with lead agencies and coordinators.	
	<input type="checkbox"/> Participate in City and County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	<i>Refer to Basic Plan, Appendix D – Continuity of Government and FA 1 – Emergency Services, Appendix F – Emergency Contact List</i>
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Inform City and County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Work with the County planning department for establishment of appropriate infrastructure protection measures in landslide/flood-prone areas.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	

IA 3. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<input type="checkbox"/> Activate the City EOP when severe weather and/or landslides incidents pose threats to the city.	
	<input type="checkbox"/> 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 Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions would most likely be needed.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	<input type="checkbox"/> Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies as well as the Mayor and City Council.	
	<input type="checkbox"/> Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	<input type="checkbox"/> 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.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs and other agency operations centers. Confirm operable phone numbers and verify functionality of alternate communications resources.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> 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.	

IA 3. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> 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.	<i>Local, agency, and facility-specific SOPs</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (recurring).	<i>FAI of the City EOP</i>
	<input type="checkbox"/> Determine the need for additional resources, and request them as necessary through appropriate channels (recurring).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Basic Plan of the City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> 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.	<i>ICS Resource Tracking Forms; FA 1 of the City EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the City.	<i>FA 1 – Emergency Services, Appendix D – Emergency Public Information</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	<input type="checkbox"/> Public information should be reviewed by the Incident Commander (or designee). Information should be approved for release by the Incident Commander and Lead PIO before dissemination to the public.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the Incident Commander and staff would assemble a situation report.	

IA 3. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and update the IAP (recurring). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>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</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (recurring).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	
RECOVERY/DEMobilIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	<input type="checkbox"/> Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the EOCs, agency operations centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

4

IA 4 – Hazardous Materials (Accidental Release)

IA 4. Hazardous Materials (Accidental Release)

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IA 4. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by City Emergency Management, the Fire Protection District, and the County ESF 10 Lead.	
	<input type="checkbox"/> Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenarios.	
	<input type="checkbox"/> Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	<i>Refer to Basic Plan, Appendix D – Continuity of Government and FA 1 – Emergency Services, Appendix F – Emergency Contact List</i>
	<input type="checkbox"/> Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	<input type="checkbox"/> In most incidents, the local fire district would initially respond, assume initial Incident Commander responsibilities, and request activation/deployment of the HazMat Team.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Determine the type, scope, and extent of the HazMat incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Notify 9-1-1-dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.	
	<input type="checkbox"/> 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.	<i>Northwest Area Contingency Plan (NWACP)</i>
	<input type="checkbox"/> Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	<input type="checkbox"/> Establish access control to the incident site through local law enforcement agencies.	
	<input type="checkbox"/> If the situation warrants, request activation of the City or County EOCs via the Incident Commander through the City Manager.	<i>FA 1 of the City EOP</i>

IA 4. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> 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 Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> If applicable, establish immediate gross decontamination capability for victims.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify HazMat supporting agencies.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support.	
	<input type="checkbox"/> Contact the Oregon Emergency Response System at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team. <i>Note: The primary regional HazMat response team is located in Coos Bay and Roseburg.</i>	<i>OERS is available 24 hours a day.</i>
	<input type="checkbox"/> Assign liaisons to the City EOC representing government agencies, private entities (e.g., railroad companies, chemical manufacturers, etc.), and other stakeholders.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> 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.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> 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.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> For incidents occurring on State highways, ensure that ODOT has been notified.	
	<input type="checkbox"/> 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.	

IA 4. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> ■ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian. 	<i>ESF 11 Annex of the County EOP</i>
	<ul style="list-style-type: none"> ❑ A lead PIO should be designated by the City Manager. The PIO would issue information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies. 	<i>FA 1 – Emergency Services, Appendix D – Emergency Public Information</i>
	<ul style="list-style-type: none"> ❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident. 	
	<ul style="list-style-type: none"> ❑ 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. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ■ 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. 	
	<ul style="list-style-type: none"> ❑ Obtain current and forecasted weather to project potential spread of the plume (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ 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. 	
	<ul style="list-style-type: none"> ❑ Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>). 	<i>FA 1 – Emergency Services, Appendix E - Evacuation</i>
	<ul style="list-style-type: none"> ❑ Establish a victim decontamination and treatment area(s). 	
	<ul style="list-style-type: none"> ❑ Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Submit a request for emergency/disaster declaration, as applicable. 	<i>Basic Plan of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs. 	
	<ul style="list-style-type: none"> ❑ 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. 	<i>ICS Resource Tracking Forms FA 1 of the City EOP</i>

IA 4. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop plans and procedures for registering regional HazMat teams as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish the JIC, as needed.	<i>FA 1 – Emergency Services, Appendix D- Emergency Public Information</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses using “one message, many voices” concepts (<i>recurring</i>).	<i>FA 1 – Emergency Services, Appendix D- Emergency Public Information</i>
	<input type="checkbox"/> Public information should be reviewed and approved for release by the Incident Commander and the lead PIO before dissemination to the public and/or media partners.	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages and names of those sending and receiving them should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals the Incident Commander/EOC Director and staff would assemble a Situation Report.	
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>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</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private-sector partners, as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the Incident Commander and/or Safety Officer.	
	<input type="checkbox"/> As applicable, clean-up activities would 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.	

IA 4. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private-sector partners.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the City EOC.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

IA 4. Hazardous Materials (Accidental Release)

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IA 5 – Transportation Accident

IA 5. Transportation Accidents

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IA 5. 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 Department and Police Department would 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	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Manager.	
	<input type="checkbox"/> Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	<i>Refer to Basic Plan, Appendix D – Continuity of Operations and FA 1 – Emergency Services, Appendix F – Emergency Contact List</i>
	<input type="checkbox"/> Inform City Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Manager and Fire Department.	
	<input type="checkbox"/> Assess the City's transportation infrastructure (e.g. roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
	<input type="checkbox"/> 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	<input type="checkbox"/> Notification of the occurrence of a transportation incident would come through the 9-1-1 Dispatch Center or observance by field personnel.	
	<input type="checkbox"/> Conduct a scene assessment to determine 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.	<i>ICS Form 209: Incident Status Summary</i>

IA 5. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Determine the type, scope, and extent of the HazMat incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>IA 4. Hazardous Material Incident Annex</i>
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> 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).	
	<input type="checkbox"/> Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hrs.)	
	<input type="checkbox"/> For railroad accidents, the Incident Commander should contact the railroad company's emergency response center, as well as the NTSB prior to removing any victims or wreckage.	
	<input type="checkbox"/> Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site.	
	<input type="checkbox"/> 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 Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	<i>Refer to Basic Plan, Section 5 – Command and Control</i>
	<input type="checkbox"/> If appropriate, the Incident Commander (or designee) would activate the EAS by contacting the National Weather Service (453-4561/2081) to initiate a public broadcast message. Radio and television stations would copy the message and interrupt regular programming for the emergency broadcast.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	<input type="checkbox"/> Notify supporting emergency response agencies, ODOT, NTSB, and FAA if the accident involves an aircraft.	

IA 5. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> For incidents occurring on State highways, ensure that the ODOT has been notified.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.	<i>ESF 11 Annex of the County EOP</i>
	<input type="checkbox"/> Appoint a PIO to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	<input type="checkbox"/> Public information focusing on transit access points, control, and traffic control should be reviewed by the Chief of Police (or designee). Information should be approved for release by the Incident Commander and Lead PIO prior to dissemination to the public.	
	<input type="checkbox"/> If necessary, establish a JIC staffed by PIOs from various agencies.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
	<input type="checkbox"/> Advise the County EOC and ODOT of road restrictions and resource/support needs.	
	<input type="checkbox"/> Coordinate provision of up-to-date information to friends and family of victims. Consideration should be given to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.	

IA 5. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the Transportation Security Administration, NTSB, and Federal Bureau of Investigation.	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Basic Plan of the City EOP</i>
	<input type="checkbox"/> If necessary, determine the need to conduct evacuations and sheltering activities.	
	<input type="checkbox"/> Coordinate with the Red Cross or LUMA to provide Shelter and Family Referral Services through the EOC.	
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels.	
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>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</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular intervals, the EOC Director and staff would assemble a Situation Report.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander and/or Safety Officer.	
	<input type="checkbox"/> Coordinate with the Red Cross or LUMA to assist families affected by the transportation incident	
	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> If necessary, provide critical incident stress management to first responders.	
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	

IA 5. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Deactivate/demobilize the City EOC.	
	<input type="checkbox"/> Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

IA 5. Transportation Accidents

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6

IA 6 – Major Fire

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IA 6. Major Fire

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Management and Fire Department.	
	<input type="checkbox"/> Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	<i>Refer to Basic Plan, Appendix D – Continuity of Government and FA 1 – Emergency Services, Appendix F – Emergency Contact List</i>
	<input type="checkbox"/> Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	<input type="checkbox"/> 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 Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions would be included.	<i>Basic Plan of the City EOP and agency/company-specific plans</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203-Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting fire services agencies.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	<input type="checkbox"/> Determine the scope and extent of the fire (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209-Incident Status Summary</i>
	<input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among the City EOC, County EOC, and other agency operations centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	<i>FA 1 of the City EOP</i>

IA 6. Major Fire

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> 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.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> 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, would be integrated into the Operations Section of the County EOC.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
	<input type="checkbox"/> Implement local plans and procedures for fire operations.	<i>Agency-specific SOPs</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the fire (<i>recurring</i>).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (<i>recurring</i>).	<i>FA 1 – Emergency Services, Appendix E - Evacuation</i>
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Submit request for a local or countywide disaster/emergency declaration, as applicable.	<i>Basic Plan of the City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> 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.	<i>ICS Resource Tracking Forms; FA 1 of the City EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC.	<i>FA 1 – Emergency Services, Appendix D – Emergency Public Information</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	<i>FA 1 – Emergency Services, Appendix D – Emergency Public Information</i>
	<input type="checkbox"/> Public information focusing on fire prevention, control, and suppression should be reviewed by the Fire Chief (or designee). Information should be approved for release by the Incident Commander and Lead PIO prior to dissemination to the public.	<i>FA 1 of the City EOP</i>

IA 6. Major Fire

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular intervals, the EOC Director and staff would assemble a Situation Report.	
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>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</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	
RECOVERY/ DEMOBILIZATION	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander and/or Safety Officer.	
	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>FA 1 of the City EOP and agency recovery plans</i>
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the City EOC.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 7 – Public Health–Related

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IA 7. Public Health–Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Have personnel participate in training and exercises, as determined by City and County Emergency Management and/or Public Health and Social Services.	
	<input type="checkbox"/> Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	<i>Refer to Basic Plan, Appendix D – Continuity of Government and FA 1 – Emergency Services, Appendix F – Emergency Contact List</i>
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Monitor and report the presence of contagious infections within the City.	
	<input type="checkbox"/> Evaluate the ability of existing health care facilities to handle public health emergencies.	
	<input type="checkbox"/> Maintain medical supplies and equipment.	<i>Hospital Standard Operating Procedures</i>
	<input type="checkbox"/> Coordinate with the Sanitarian to ensure drinking water quality.	<i>Water District Standard Operating Procedures</i>
	<input type="checkbox"/> Coordinate with the Sanitarian to provide safe wastewater and sewage disposal.	<i>Water District Standard Operating Procedures</i>
	<input type="checkbox"/> The County Public Health and Social Services Department would initially respond, assume initial Incident Commander responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
RESPONSE PHASE	<input type="checkbox"/> Determine the type, scope, and extent of the public health incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> ▪ Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation. 	
	<ul style="list-style-type: none"> ▪ Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment requirements. 	

IA 7. Public Health–Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> 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. 	
	<input type="checkbox"/> Ensure that area hospitals, including Lower Umpqua Hospital, have been notified.	<i>HOSCAP</i>
	<input type="checkbox"/> 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.	
	<ul style="list-style-type: none"> If the pathogen or agent requires laboratory analysis, County Public Health and Social Services may request analytical assistance from the Oregon State Public Health Laboratory. 	
	<ul style="list-style-type: none"> If animal health and vector control is required, these services are to be requested through Emergency Management or from Extension Services. 	
	<ul style="list-style-type: none"> Coordinate sanitation activities and potable water supply provisions. 	
	<ul style="list-style-type: none"> Determine the need for emergency disease control stations and, if deemed necessary, implement such stations. 	
	<input type="checkbox"/> If quarantine is in place, establish access control to the area through local law enforcement agencies.	
	<input type="checkbox"/> Collect and report vital statistics.	
	<input type="checkbox"/> Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
	<ul style="list-style-type: none"> Implement the collection, identification, storage, and disposal of deceased victims in a mass fatality situation. 	
	<input type="checkbox"/> If necessary, conduct a damage assessment for public health facilities and systems.	
	<input type="checkbox"/> 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.	<i>HOSCAP</i>
	<input type="checkbox"/> Activate the County EOC, coordinate response activities among agency operations centers and the Incident Command Post, and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	

IA 7. Public Health–Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify all other supporting agencies of the response, requesting additional support as necessary.	
	<input type="checkbox"/> Identify local, regional, State, and Federal agencies that may be able to mobilize resources to the County EOC for support.	
	<input type="checkbox"/> Assign a liaison to other County EOCs to facilitate resource requests.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, other EOCs, and the State ECC. Confirm operable phone numbers and backup communication links.	
	<input type="checkbox"/> The County Emergency Management Director, in collaboration with the County Public Health and Social Services Department, designates a County PIO representative. The PIO should issue public health information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, as dictated by the incident.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>). Evacuation assistance should be coordinated among ESF 1 – Transportation, ESF 5 – Emergency Management, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services, and ESF 15 – Public Information and External Affairs.	
	<input type="checkbox"/> Establish treatment area(s).	
	<input type="checkbox"/> Determine the need for additional resources, and request as necessary through appropriate channels (<i>recurring</i>).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes	

IA 7. Public Health–Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> 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.	<i>ICS Resource Tracking Forms</i>
	<input type="checkbox"/> Establish a JIC, as needed.	<i>Refer to FA 1 – Emergency Services, Appendix D – Emergency Public Information or Douglas County procedures</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	<ul style="list-style-type: none"> Public information should be reviewed and approved for release by the Incident Commander and the PIO prior to dissemination to the public and/or media partners. 	
	<ul style="list-style-type: none"> Develop and disseminate public information programs regarding personal health and hygiene. 	
	<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the Incident Commander and staff would assemble a situation report.	
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	<i>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</i>
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	

IA 7. Public Health–Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> 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 Public Health and Social Services Department as soon as it is available.	
	<input type="checkbox"/> For handling of fatalities, coordination between the County Health and Social Services Department and County EOC is needed for medical examiner services.	
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the County EOC.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 8 – Utility Failure

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IA 8. Utility Failure

Notation: Most major power failures are the result of other incidents such as winter storms, tornados, etc. You should refer to the specific cause event checklist

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Coordinate with local electric utilities for information affecting local jurisdictions, and obtain historical information on average outages and extended outages. Gather emergency contact information from each utility that provides service.	
	<input type="checkbox"/> Coordinate with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in proper precautions and emergency actions prior to a major power failure. Encourage the purchase and installation of emergency generators.	
	<input type="checkbox"/> Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages that might occur from a prolonged power failure.	
	<input type="checkbox"/> Conduct hazard analysis of vital facilities and the impact of a major power failure on one or more of those facilities. Encourage such facilities to incorporate stand by generators in their respective emergency plan.	
	<input type="checkbox"/> Coordinate with local broadcast media to ensure timely and accurate EAS activation.	<i>Refer to FA 1 – Emergency Services</i>
	<input type="checkbox"/> Procure or produce information pamphlets for distribution to the public with assistance from utilities, such as the one entitled, "What to do When the Lights Go Out."	
	<input type="checkbox"/> Ensure that the public is informed to contact their electric utility to report outages.	
	<input type="checkbox"/> Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.	<i>Refer to FA 2 – Human Services</i>
	<input type="checkbox"/> Coordinate with the Red Cross, LUMA, public agencies, and/or the Salvation Army for shelter operations, as appropriate.	<i>Refer to FA 2 – Human Services</i>

IA 8. Utility Failure

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<input type="checkbox"/> Establish Incident Command.	<i>Refer to Basic Plan, Section 5 – Command and Control</i>
	<input type="checkbox"/> Identify immediate action or response requirements.	
	<input type="checkbox"/> Immediately carry out the action requirements necessary to preserve life and/or property, including the deployment of required resources.	
	<input type="checkbox"/> Activate the EOC as appropriate.	<i>Refer to Basic Plan, Section 5 – Command and Control</i>
	<input type="checkbox"/> Organize or establish the EOC, based on operational procedures.	
	<input type="checkbox"/> Issue alert and warning based on procedure and as warranted.	<i>Refer to FA 1 – Emergency Services</i>
	<input type="checkbox"/> Establish communications with responding agencies.	
	<input type="checkbox"/> Through communications with responding agencies determine as quickly as possible:	
	- General boundary of the affected area.	
	- The general extent of power or other utility disruption.	
	- Immediate needs of response forces or utilities.	
	- Estimated time of repair or duration of outage.	
	- Estimated population affected.	
	<input type="checkbox"/> Evaluate overall situation.	
	<input type="checkbox"/> Communicate with the National Weather Service for forecast information for estimated duration of outage / failure.	
	<input type="checkbox"/> Establish communications with the State.	
	<input type="checkbox"/> Establish communications with and request a liaison from electric and gas utilities as appropriate.	
	<input type="checkbox"/> Establish ongoing reporting from the response forces and utilities.	
	<input type="checkbox"/> Coordinate with the Red Cross/LUMA (or designated lead agency) to open the appropriate number of shelters in the appropriate areas, based on shelter procedure.	
	<input type="checkbox"/> On order, evacuate affected areas using available response forces.	
	<input type="checkbox"/> Conduct first staff briefing as soon as practical after EOC activation.	
	<input type="checkbox"/> Activate or establish rumor control through the PIO.	
	<input type="checkbox"/> Establish a schedule for briefings.	
	<input type="checkbox"/> Brief City/County/agency/utility executives.	
	<input type="checkbox"/> Provide the PIO with updated information.	

IA 8. Utility Failure

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Provide response forces with updated information, as appropriate.	
	<input type="checkbox"/> Release causal information, via the PIO as soon as practical.	<i>Refer to FA 1 Emergency Services, Appendix D – Emergency Public Information</i>
	<input type="checkbox"/> If appropriate, establish a JIC with the utility.	<i>Refer to FA 1 Emergency Services, Appendix D – Emergency Public Information</i>
	<input type="checkbox"/> Issue action guidance as appropriate.	
	<input type="checkbox"/> Establish 24/7 duty roster for the EOC and or command post.	
	<input type="checkbox"/> Develop and post any required maps or diagrams.	
	<input type="checkbox"/> Activate an events log.	
	<input type="checkbox"/> Review and follow resource procurement procedure.	
	<input type="checkbox"/> Inventory additional resources that may be used or called upon for use.	
	<input type="checkbox"/> Activate formal resource request procedure and resource tracking.	
	<input type="checkbox"/> Coordinate all resource requests being forwarded to the state.	
	<input type="checkbox"/> Activate financial tracking plan coordinated by the Finance Officer.	<i>Refer to FA 4- Recovery</i>
	<input type="checkbox"/> Activate damage assessment and follow damage assessment procedure.	<i>Refer to FA 4- Recovery</i>
	<input type="checkbox"/> Develop a 12-hour IAP outlining actions that must be accomplished in the next 12 hours.	<i>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</i>
	<input type="checkbox"/> Conduct a "second shift" or relieving shift briefing.	<i>ICS Form 209-Incident Status Summary</i>
	<input type="checkbox"/> Discuss with and present to the oncoming shift, the IAP for the next 12 hours.	

IA 8. Utility Failure

Utility Failure Incident Checklist		
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RECOVERY/ DEMobilIZATION PHASE	<input type="checkbox"/> Gather damage assessment information (public, housing, business) from damage assessment teams.	<i>Refer to FA 4- Recovery</i>
	<input type="checkbox"/> Gather information from utilities regarding potential for additional immediate or prolonged outages.	
	<input type="checkbox"/> Obtain information from the Red Cross or LUMA regarding number of sheltered and support necessary for continued operation.	<i>FA 2 Annex of the City EOP and American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Obtain from the Red Cross or LUMA an estimated duration period for continued shelter operations, if any.	
	<input type="checkbox"/> Assess citizen/community needs for individual assistance and or public assistance.	
	<input type="checkbox"/> Activate local unmet needs committee if appropriate.	<i>Refer to FA 2 – Human Services</i>
	<input type="checkbox"/> Gather financial information from the Finance Officer.	
	<input type="checkbox"/> As appropriate, gather additional information to include:	
	- Personnel that responded and the time involved in the response.	
	- Time sheets or time logs.	
	- Supplies used.	
	- Contracts issued.	
	- Purchase orders issued.	
	- Additional expenditures.	
	- Damages to public buildings, equipment, utilities, etc.	
	- Loss of life of any public servant.	
	- Documents regarding economic impact.	
	<input type="checkbox"/> Develop or generate reports for the following, as appropriate:	
	- FEMA.	
	- State.	
	- Local elected officials.	
	- County executives.	
	- Others requiring or requesting reports.	
	<input type="checkbox"/> Coordinate recovery organizations, including Federal and State agencies and private or volunteer relief organizations.	
	<input type="checkbox"/> Establish donations management based on policy and procedure.	

IA 8. Utility Failure

Utility Failure Incident Checklist		
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	<input type="checkbox"/> Local power outages are unlikely to lead to a Presidential declaration of disaster, however, if a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper State or Federal agency.	
	<input type="checkbox"/> Ensure that public officials are made aware of the assistance application process, if applicable.	
	<input type="checkbox"/> Ensure that the general public are made aware, through the PIO, of the assistance application process, if applicable.	
	<input type="checkbox"/> Perform an incident critique as soon as possible with all possible response organizations.	
	<input type="checkbox"/> Review agency and self-performance.	
	<input type="checkbox"/> Review and correct any weaknesses of the plan.	
	<input type="checkbox"/> Implement hazard mitigation or modify hazard mitigation plan accordingly.	
	<input type="checkbox"/> Brief elected officials with updated information and disaster recovery progress.	

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