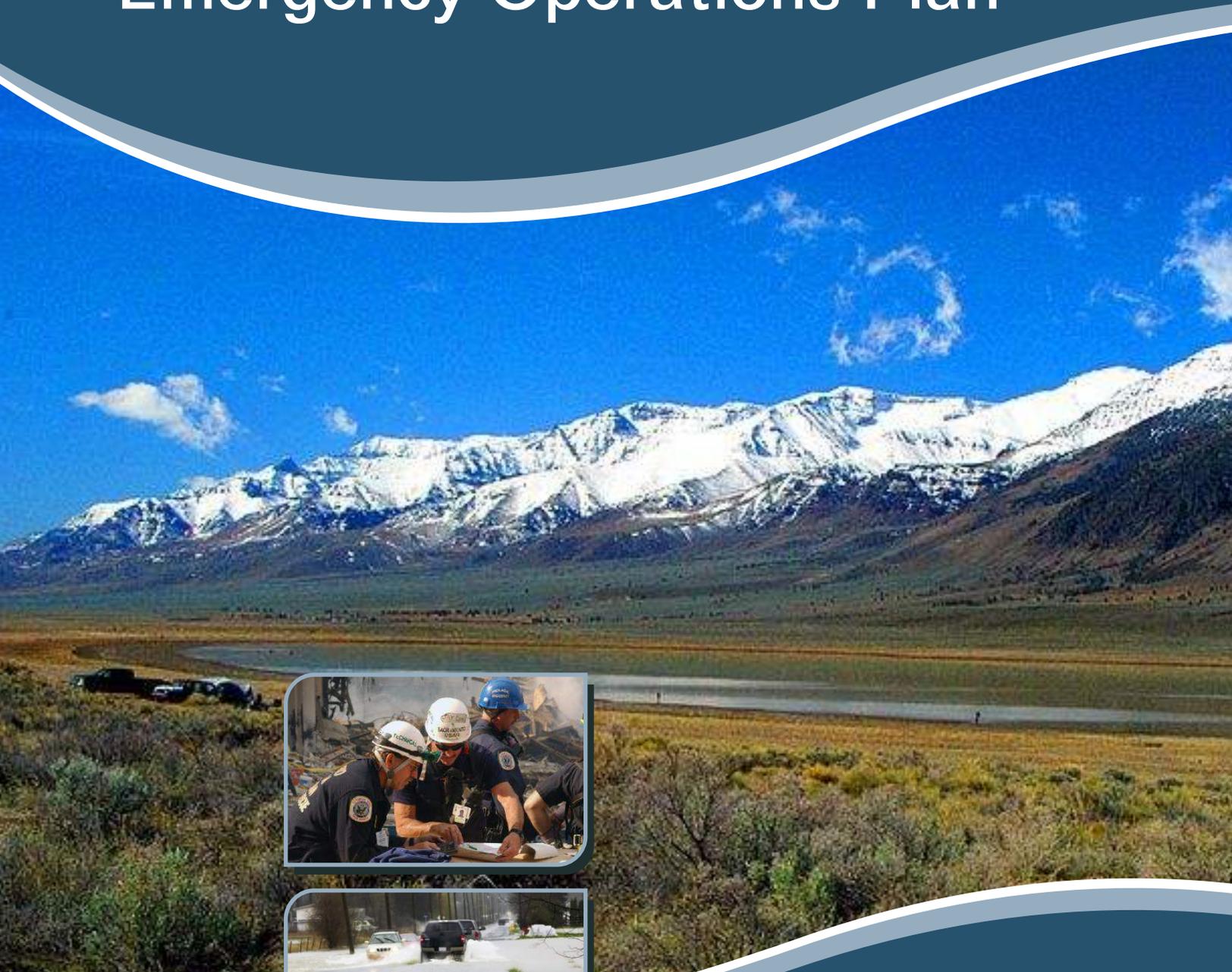


# Harney County Emergency Operations Plan



Prepared for:



Harney County Emergency Services  
485 N. Court Street  
Burns, OR 97720

Prepared by:



**ecology and environment, inc.**  
Global Environmental Specialists



**Harney County, Oregon**  
**EMERGENCY OPERATIONS PLAN**



**April 2012**

**Prepared for:**

Harney County Emergency Services  
485 N. Court Street  
Burns, Oregon 97720

**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

Harney County's emergency management mission is to coordinate and integrate prevention, mitigation, preparedness, response and recovery activities that increase the County's capabilities to minimize loss of life and reduce impacts from disasters.

Emergencies are handled effectively in the County every day. These "routine" emergencies are managed by emergency responders as part of their day-to-day responsibilities and are the most common emergency management activities that the County encounters. For the most part, these emergencies are handled by individual responders or a team of responders who work together regularly to save lives, contain threats and minimize damage. While the principles described in this Emergency Operations Plan (EOP) can also be applied to these daily responses, the plan is primarily designed to offer guidance for larger or more complex incidents related to a broad spectrum of hazards that exceed the response capability and/or resources of front line responders.

No plan can anticipate all the situations and conditions that may arise during emergencies and on-scene incident commanders must have the discretion to act as they see fit based on the specific circumstances of the incident at hand. It is imperative however, that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to and recovering from emergencies and disasters. This plan promulgates such a framework within the County that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, department directors and other key stakeholders to bear on any incident. The Harney County EOP provides the foundation and guidance for use of a common language, fundamental principles and incident management system necessary to effectively manage incidents within or affecting the County.

No guarantee of a perfect response system is expressed or implied by this plan, implementing instructions or procedures. Recognizing County government assets and systems are vulnerable to natural and technological disaster, they may be overwhelmed. The County can only attempt to make every reasonable effort to respond based on the situation, information and resources available at the time of disaster.

**Every person who lives or works in Harney County shares responsibility for minimizing the impact of disasters on our 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 County will assist its citizens in carrying out this responsibility by providing preparedness and mitigation information, and delivering critical public services during a disaster. However, the reality is that a major emergency is likely to damage the County'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 phases of an emergency can make a significant contribution towards survival and community resiliency.

# Letter of Promulgation

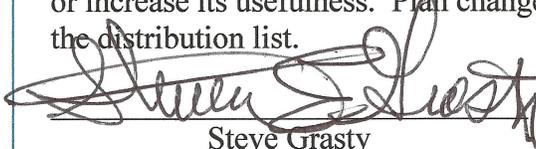
To all Recipients:

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

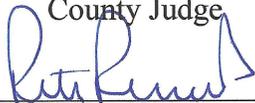
While focused on response and short-term recovery, this Emergency Operations Plan attempts to be all-inclusive in combining the four phases of emergency management, which are:

- **Mitigation:** Activities that eliminate or reduce the probability of disaster.
- **Preparedness:** Activities that governments, organizations, and individuals develop to save lives and minimize damage.
- **Response:** Activities that prevent loss of lives and property and provide emergency assistance.
- **Recovery:** Short- and long-term activities that return all systems to normal or improved standards.

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



Steve Grasty  
County Judge



Pete Runnels  
County Commissioner



Dan Nichols  
County Commissioner

JUNE 20, 2012

DATE



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**Plan Distribution List**

Copies of this Emergency Operations Plan will be provided electronically to the jurisdictions, agencies, and persons listed in the following table, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their respective copies of the Emergency Operations Plan when changes are received. The Harney County Emergency Management Coordinator is ultimately responsible for dissemination of all plan updates. Copies of the Emergency Operations Plan will be maintained in the Emergency Management Coordinator’s Office.

Date	No. of Copies	Jurisdiction/Agency/Person
		Assessment and Tax Collection
		County Court
		GIS Program
		Human Resources/Finance
		Library Services
		Senior and Community Services
		Weed Control
		Community Corrections
		County Surveyor
		Health Department
		Justice Court
		Planning Department
		Sheriff’s Office
		County Clerk/Recorder
		District Attorney
		Home Health and Hospice
		Juvenile Department
		Road Department
		Treasurer

**Emergency Operations Plan Review Assignments**

Unless otherwise stated, the following table identifies agencies responsible for regular review of specific sections and annexes of the Emergency Operations Plan to ensure accuracy. Changes will be forwarded to the Emergency Management Coordinator for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the plan or an annex from providing input for the document; such input is, in fact, encouraged. It is also encouraged that review of the Emergency Operations Plan be performed concurrently with review of other related County emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
<b>Basic Plan</b>	Emergency Management Coordinator
<b>Emergency Support Function Annexes</b>	
<b>ESF 1</b> Transportation	Road Department
<b>ESF 2</b> Communications	Sheriff's Office/911 Dispatch
<b>ESF 3</b> Public Works and Engineering	Road Department City Public Works Departments
<b>ESF 4</b> Firefighting	County Fire Defense Board
<b>ESF 5</b> Emergency Management	Emergency Management Coordinator
<b>ESF 6</b> Mass Care, Emergency Assistance, Housing and Human Services	Emergency Management Coordinator American Red Cross
<b>ESF 7</b> Logistics Management and Resource Support	Emergency Management Coordinator Health Department Harney County Health District County Court
<b>ESF 8</b> Public Health and Medical Services	Health Department Harney County Health District
<b>ESF 9</b> Search and Rescue	Sheriff's Office
<b>ESF 10</b> Oil and Hazardous Materials	Emergency Management Coordinator
<b>ESF 11</b> Agriculture and Natural Resources	Emergency Management Coordinator  OSU Extension Office
<b>ESF 12</b> Energy	Emergency Management Coordinator Local Utilities <ul style="list-style-type: none"> <li>• Oregon Trail Electric Co-op</li> <li>• Harney Electric Co-Op</li> </ul>
<b>ESF 13</b> Public Safety and Security	Sheriff's Office

Plan Administration

Section/Annex	Responsible Party
ESF 14 Long-Term Community Recovery	Emergency Management Coordinator County Assessor County Court
ESF 15 External Affairs	Emergency Management Coordinator County Assessor County Court
<b>Support Annexes</b>	
SA A Access and Functional Needs Populations	Emergency Management Coordinator
SA B Damage Assessment	County Assessor
SA C Debris Management	Road Department
SA D Evacuation and Population Protection	Sheriff's Office
SA E Legal Services	County Attorney
SA F Volunteer and Donations Management	Emergency Management Coordinator
<b>Incident Annexes</b>	
IA 1 Drought	Emergency Management Coordinator
IA 2 Earthquake	Road Department
IA 3 Flood	Road Department
IA 4 Volcano	Emergency Management Coordinator
IA 5 Wildland Fire	Fire Departments BIFZ
IA 6 Severe Weather	Road Department
IA 7 Hazardous Materials Incident	Local Fire Districts and Departments
IA 8 Public Health Incident	Health Department
IA 9 Transportation Accident	Road Department Sheriff's Office
IA 10 Utility Failure	Road Department Local Utilities
IA 11 Terrorism	Sheriff's Office

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ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Emergency Management
ESF 6	Mass Care, Emergency Assistance, Housing and Human Services
ESF 7	Logistics Management and Resource Support
ESF 8	Public Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Oil and Hazardous Materials
ESF 11	Agriculture and Natural Resources
ESF 12	Energy
ESF 13	Public Safety and Security
ESF 14	Long-Term Community Recovery
ESF 15	External Affairs

### Support Annexes

SA A	Access and Functional Needs Populations
SA B	Damage Assessment
SA C	Debris Management
SA D	Evacuation and Population Protection
SA E	Legal Services
SA F	Volunteer and Donations Management

### Incident Annexes

IA 1	Drought
IA 2	Earthquake
IA 3	Flood
IA 4	Volcano
IA 5	Wildland Fire
IA 6	Severe Weather
IA 7	Hazardous Materials Incident
IA 8	Public Health Incident
IA 9	Transportation Accident
IA 10	Utility Failure
IA 11	Terrorism

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# Basic Plan



# 1

## Introduction

### 1.1 General

This Emergency Operations Plan (EOP) establishes a framework to guide Harney County's (County) actions during response to, and short-term recovery from, emergency incidents, disasters, or pre-planned events. It promulgates a framework within which the County will conduct emergency operations, utilizing a combination of technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, County staff, response partners, and policy makers. Specifically, the EOP describes a concept of operations for the County during an emergency and identifies the roles and responsibilities of the County departments and personnel when an incident occurs. The EOP also establishes high level guidance that supports implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

The County views emergency management planning as a continuous process that is linked closely with training and exercises to establish a comprehensive preparedness agenda and organizational culture that prioritizes increased disaster resiliency. The Emergency Management Coordinator will maintain the EOP through a program of continuous improvement, including ongoing involvement of County departments and agencies and individuals with responsibilities and interests in this plan and its supporting documents.

### 1.2 Purpose and Scope

#### 1.2.1 Purpose

The County 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 EOP complements the State of Oregon (State) EOP and the National Response Framework (NRF).

While this plan is not intended for day-to-day emergency responses in the County, it does expand on day-to-day emergency management concepts. The efforts that would be required for normal functions will be redirected to disaster incident tasks. It is the intent of the incident management process to establish an incident command structure that provides input into the decision process, but gives the decision making to an agreed upon individual. The level of decision will be

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delegated down as far as possible to allow personnel to exercise discretionary authority in problem solving.

### 1.2.2 Scope

The County EOP is intended to be invoked whenever the County must respond to an unforeseen incident or unplanned event, the size or complexity of which is beyond that normally handled by routine operations. Such occurrences may include natural or man-made disasters and may impact the County itself, or neighboring counties. Notwithstanding its reach, this plan is intended to guide only the County'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 County, 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 County manages the wide range of risks to which it is subject.

## 1.3 Plan Activation

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

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

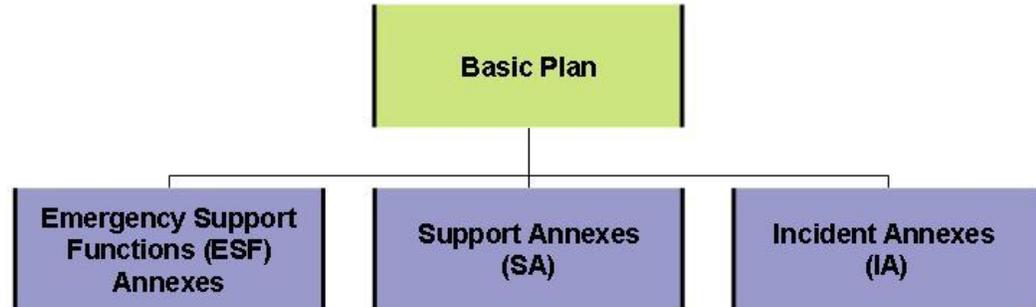
An Emergency Declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Management Coordinator may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander (IC) or other authorized official.

## 1.4 Plan Organization

The County EOP is composed of four main elements:

- Basic Plan (with Appendices)
- Emergency Support Function Annexes
- Support Annexes
- Incident Annexes

Figure 1-1 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 County has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Describe the context under which the County will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for the County agencies tasked with emergency response and short-term recovery functions.
- Describe a concept of operations for the County that provides a framework upon which the County will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- Describe the County's emergency response structure, including activation and operation of the County EOC and implementation of the ICS. and
- Discuss the County's protocols to maintain and review the EOP, including training, exercises, and public education components.

### 1.4.2 Emergency Support Function Annexes

ESF Annexes present the missions, policies, structures, and responsibilities of County agencies for coordinating function-specific resource and programmatic support during an incident. The ESFs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. In the event of an incident for which the County's capabilities and/or resources are limited or exhausted, escalation pathways and resource request procedures for seeking additional support from State agencies are clearly defined in each Annex. The following ESFs supplement the information in the Basic Plan:

## 1. Introduction

<b>Annex</b>	<b>Function</b>
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Emergency Management
ESF 6	Mass Care, Emergency Assistance, Housing and Human Services
ESF 7	Logistics Management and Resource Support
ESF 8	Public Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Oil and Hazardous Materials Response
ESF 11	Agricultural and Natural Resources
ESF 12	Energy
ESF 13	Public Safety and Security
ESF 14	Long-Term Recovery
ESF 15	External Affairs

### 1.4.3 Support Annexes

Support Annexes describe how County departments and agencies, the private sector, volunteer organizations, and non-governmental organizations (NGOs) coordinate and execute the common support processes and administrative tasks required during an incident. The actions described in the Support Annexes are not limited to particular types of events, but are overarching in nature and applicable to nearly every type of incident.

The Support Annexes also include functions that do not fit within the scope of the ESF Annexes listed above. The following Support Annexes supplement the information in the Basic Plan:

<b>Annex</b>	<b>Function</b>
SA A	Access and Functional Needs Populations
SA B	Damage Assessment
SA C	Debris Management
SA D	Evacuation and Population Protection
SA E	Legal Services
SA F	Volunteer and Donations Management

1. Introduction

**1.4.4 Incident Annexes**

Incident Annexes describe the concept of operations to address specific contingency or hazard situations or an element of an incident requiring specialized application of the County EOP. The Incident Annexes provide tactical information and critical tasks unique to specific natural and human caused/ technological hazards that could pose a threat to the County. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment (HIVA) conducted for the County. The following Incident Annexes supplement the information in the Basic Plan:

<b>Annex</b>	<b>Hazard</b>
IA 1	Drought
IA 2	Earthquake
IA 3	Flood
IA 4	Volcano
IA 5	Wildfire
IA 6	Severe Weather
IA 7	Hazardous Materials Incident
IA 8	Public Health Incident
IA 9	Transportation Accident
IA 10	Utility Failure
IA 11	Terrorism

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

**1.4.5 Plan Assignments**

■ **Primary Agency**

- Identifies lead agencies for emergency functions based on the agency’s authority, functional expertise, resources and capabilities in managing incident activities. Primary agencies will conduct or coordinate operations as described in this plan at the direction of the County Emergency Management Organization.

■ **Supporting Agency**

- Identifies those agencies with substantial support roles during major incidents. All County agencies are potentially support agencies, with On-Scene/EOC Command determining what resources are needed to effectively manage an incident.

## **1.5 Relationship to Other Plans**

While the EOP provides the framework for emergency operations within the County, other plans and programs within or affecting the County contain information and resources useful in emergency planning and response. The most important of these plans are identified below.

### **1.5.1 Federal Plans**

#### **1.5.1.1 National Incident Management System**

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

#### **1.5.1.2 National Response Framework**

The NRF is a guide that provides information on the Federal government's processes for conducting all-hazards response. It is built upon a scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the United States. It describes specific authorities and best management practices for incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

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

#### **1.5.1.3 National Disaster Recovery Framework**

The National Disaster Recovery Framework (NDRF) provides guidance 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.

### **1.5.2 State Plans**

#### **1.5.2.1 State of Oregon Emergency Management Plan**

The State of Oregon Emergency Management Plan (EMP) is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) Chapter 401.270, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State

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Emergency Coordination Center to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The OEM Director advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Management Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the emergency management organization; contains ESFs and Support Annexes 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 Incident 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, businesses, and citizens.

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

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor issues a "State of Emergency."
- A Statewide disaster is imminent or occurring.
- Terrorist activities or Weapons of Mass Destruction (WMD) 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.

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**1. Introduction**

- A geographically limited disaster requires closely coordinated response by more than one State agency.
- An affected city or county fails to act.

**1.5.3 County Emergency Plans****1.5.3.1 Natural Hazards Mitigation Plan**

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. The planning process is as important as the plan, itself. It creates a framework for risk-based decision making to reduce the damage to lives, property, and the economy resulting from future disasters. Hazard mitigation is a sustained action taken to reduce or eliminate long-term risks to people and their property resulting from hazards.

The Harney County Natural Hazards Mitigation Plan was last updated in October 2007 and was adopted by Harney County, the cities of Burns and Hines, and the Harney Electric Cooperative. This multi-jurisdictional plan can be accessed online at:

<https://scholarsbank.uoregon.edu/xmlui/handle/1794/5919>.

**1.5.3.2 Continuity of Operations Plan**

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

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determinations and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.

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- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.
- Reconstitution and resumption of normal operations.

### 1.5.4 City Emergency Plans

City officials have primary responsibility for the safety and welfare of their citizens and maintain oversight of resources and operations within their jurisdictions. Cities are encouraged to integrate their emergency planning and response operations with the County. All cities within the County use NIMS/ICS to manage incidents. Cities are requested to provide a copy of their current EOP to the County to aid in coordinated response.

### 1.5.5 Special District Emergency Plans

Special districts have a separate system of governance and their service areas often overlap multiple city and County boundaries. Some special districts provide primary emergency response for incidents in their districts using their own plans, policies, and procedures which are coordinated with County and city emergency plans. Most special district incident response is limited to activities directly related to the service(s) they provide. They rely on support from external agencies during response to a major incident.

## 1.6 Authorities

The following section highlights significant County and State regulations and plans governing activities for responding to major emergencies and disasters.

In the context of the County 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 401, which establishes the authority for the County Court to declare a State of Emergency.

The County conducts all emergency management functions in a manner consistent with NIMS. Procedures for supporting NIMS implementation and training for the County has been developed and formalized by the County Emergency Management Organization (EMO).

As approved by the County Court, the Emergency Management Coordinator has the authority and responsibility for the organization, administration, and operations of the EMO.

Table 1-4 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of the EOP are based.

<b>Table 1-4 Legal Authorities</b>
<b>Federal</b>
<ul style="list-style-type: none"> <li>– Federal Civil Defense Act of 1950, PL 81-950 as amended</li> <li>– The Disaster Relief Act of 1974, PL 93-288 as amended</li> <li>– Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707</li> <li>– Title III of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended</li> <li>– Code of Federal Regulations, Title 44, Emergency Management Assistance</li> <li>– Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988</li> <li>– Executive Order 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, of April 3, 1984</li> </ul>
<b>State of Oregon</b>
<ul style="list-style-type: none"> <li>– ORS 401 – Emergency Management and Services</li> <li>– ORS 402 – Emergency Mutual Assistance Agreements</li> <li>– ORS 403 – Public Communications Systems</li> <li>– ORS 404 – Search and Rescue</li> <li>– ORS 431 – Public Health and Safety</li> <li>– ORS 476 – State Fire Marshal, Protection from Fire Generally</li> <li>– State of Oregon Emergency Operations Plan</li> <li>– Executive Order of the Governor</li> </ul>
<b>Harney County</b>
<ul style="list-style-type: none"> <li>– Harney County Code</li> </ul>

## 1.7 Emergency Powers

### 1.7.1 General

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

- Diverting funds and resources to emergency operations in order to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions. [not sure about this one]

## 1. Introduction

- 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.

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

### 1.7.2 County Declaration Process

A declaration of emergency by the County is the first step in accessing State and Federal disaster assistance. Based on local ordinances and state statutes, a local declaration provides the County's governing body flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources appropriated for other purposes in order to meet immediate needs.
- Authorizing activation of local emergency operations plans and implementation of extraordinary protective measures.
- Initiating mutual aid and cooperative assistance agreements, and receiving resources from other organizations or individuals.
- 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.

Under ORS 401, a local State of Emergency may be declared by authorized individuals as identified by County ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing mutual aid agreements, and then through the State.

If the emergency area is within a city, the Chief Executive(s) of that city must process requests for assistance through the County Emergency Management Coordinator. Requests for a State Declaration shall be made by the County Court through the Emergency Management Coordinator. State assistance will be provided only after a "good faith" effort has been made, local resources are exhausted or nearing depletion, and mutual aid agreements have been initiated. Local resources include those available through mutual aid and support.

## 1. Introduction

The following documents need to be forwarded to the County Court for action:

- Court order declaring an emergency (see Appendix A for Sample Disaster Declaration Forms), including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster.
- Supporting documentation or findings, as determined necessary by the County Judge, or successor.
- Letter to the Governor advising of the County's declaration and the request for a state declaration, as appropriate, as well as any requests for assistance.

Requests for State assistance should be forwarded to OEM as soon as practical. These requests may be sent via fax as the most expedient (if operable and available) method accessible. The OEM fax number is (503) 373-7833. The original signed copy will be either mailed or hand delivered, whichever is most secure and appropriate in a given situation.

Requests for State/Federal assistance need to include:

- The type of emergency or disaster.
- The location(s) affected.
- The number of deaths, injuries, and population still at risk.
- The current emergency conditions or threats.
- An initial estimate of the damage and impacts.
- Specific information about the assistance being requested.
- Actions taken and resources committed by local governments (City and County).

If circumstances prohibit timely action by the County Court, the County Judge or the succeeding Commissioner may verbally declare a State of Emergency. For purposes of the immediate emergency, a single Commissioner's signature will carry full authority for the County's Emergency Declaration. A formal review before the County Court will follow as soon as prudently possible, with a signed order replacing the emergency order.

### 1.7.3 State Declaration Process

The Governor can declare a State of Emergency under authority granted in ORS Chapter 401. Under a "declaration," the Governor has complete authority over all State agencies and has the right to exercise, within the area designated in the proclamation, all police powers vested in the State by the Oregon Constitution.

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Under extreme circumstances, a Governor's declaration provides authority for the Governor to suspend provisions of any order or rule of any State agency if the Governor determines and declares that strict compliance with the provisions of the order or rule would in any way prevent, hinder, or delay mitigation of the effects of the emergency.

It also provides for the authority to direct State agencies to utilize and employ State personnel, equipment, and facilities for activities designated to prevent or alleviate actual or threatened damage due to the emergency. This includes the National Guard. It specifies that the Governor may direct the agencies to provide supplemental services and equipment to local governments to restore any services in order to provide for the health and safety of citizens of the affected area.

A State of Emergency is usually enacted by a Governor's Executive Order, which establishes directions to, and expectations of, State agencies to use available resources to assist local communities and alleviate disaster conditions.

### 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 Emergency Coordination Center (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 1-5 provides the policy and operational lines of succession for the County during an emergency.

<b>Table 1-5 Lines of Succession</b>			
<b>Hierarchy</b>	<b>Emergency Operations</b>	<b>Emergency Policy and Governance</b>	
		<b>County</b>	<b>City</b>
1st	County Sheriff	County Judge	Mayor
2nd	Emergency Management Coordinator	County Commissioners	Mayor Protemp
3rd	Designee (assigned by County Judge)	County Sheriff	City Councilors

Each County department is responsible for pre-identifying lines of succession in management’s absence. Lines of succession for each department can be accessed through the County Court office. All employees must be trained on the protocols and contingency plans required to maintain leadership within the department. The Emergency Management Coordinator will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the County are responsible for developing and implementing the COOP and COG plan to ensure continued delivery of vital services during an emergency.

### 1.8.2 Preservation of Vital Records

In order to provide normal government operations following a disaster, vital records must be protected. These would include legal documents as well as personal documents such as property deeds and tax records.

The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Each agency will develop Standard Operating Procedures (SOPs) to ensure the protection of vital records.

Vital records of each department will be protected to the maximum extent feasible. All records generated during an emergency will be collected and filed in an orderly manner so a chronology of events can be reviewed for future plans, settlement of claims, and lessons learned.

## 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 County Emergency Management Coordinator to OEM according to provisions outlined under ORS 401. Refer to ESF 7 – Logistics Management and Resource

## 1. Introduction

Support for detailed information regarding available resources and coordination procedures established for the County.

The executives of the County's incorporated cities are responsible for the direction and control of their communities' resources during emergencies, and are responsible for requesting additional resources required for emergency operations. In times of declared disasters, all assistance requests will be made through the County Emergency Management Coordinator via the County EOC. The County EMO processes subsequent assistance requests to the State.

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal, in close coordination with the local Fire Chiefs. The Act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The local Fire Chiefs 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 OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the Act. More information about wildfires in the County can be found in the County Community Wildfire Protection Plan.

### 1.9.2 Financial Management

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

Expenditure reports should be submitted to the Finance Department and managed through the County Judge to identify budgetary shortfalls. The Human Resources and Finance Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests.

### 1.9.3 Mutual Aid and Intergovernmental Agreements

Should local resources prove to be inadequate during an emergency, requests will be made for assistance from other local jurisdictions and other agencies in accordance with existing or emergency negotiated mutual aid agreements and understandings.

Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible.

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State law (ORS 402) 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).

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

*See Appendix D, for Existing Mutual Aid Agreement.*

### 1.9.4 Legal Support and Liability Issues

The County Attorney will advise officials on all legal matters arising before, during, and after a disaster.

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

### 1.9.5 Reporting and Documentation

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

Incident documentation should include:

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

### 1.10 Safety of Employees and Family

All department heads or designees are responsible for the safety of employees. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOPs will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow required procedures established by each agency and department.

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**1. Introduction**

During biological incidents or public health emergencies, such as influenza pandemics, maintaining a resilient workforce is essential to performing the response activities required to protect the County 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 also providing health and medical services during a pandemic or other type of public health emergency. Safety precautions and personal protective equipment (PPE) decisions will be specific to the type of incident occurring and will require “just-in-time” training among the first responder community and other support staff to implement appropriate procedures.

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

While all County 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 encouraged to develop family emergency plans to facilitate family safety and self-sufficiency which, in turn, will enable employees to assume their responsibility to the County and its citizens as rapidly as possible.

Processes in support of employees and their families during emergency situations or disasters will be further developed through ongoing continuity planning.

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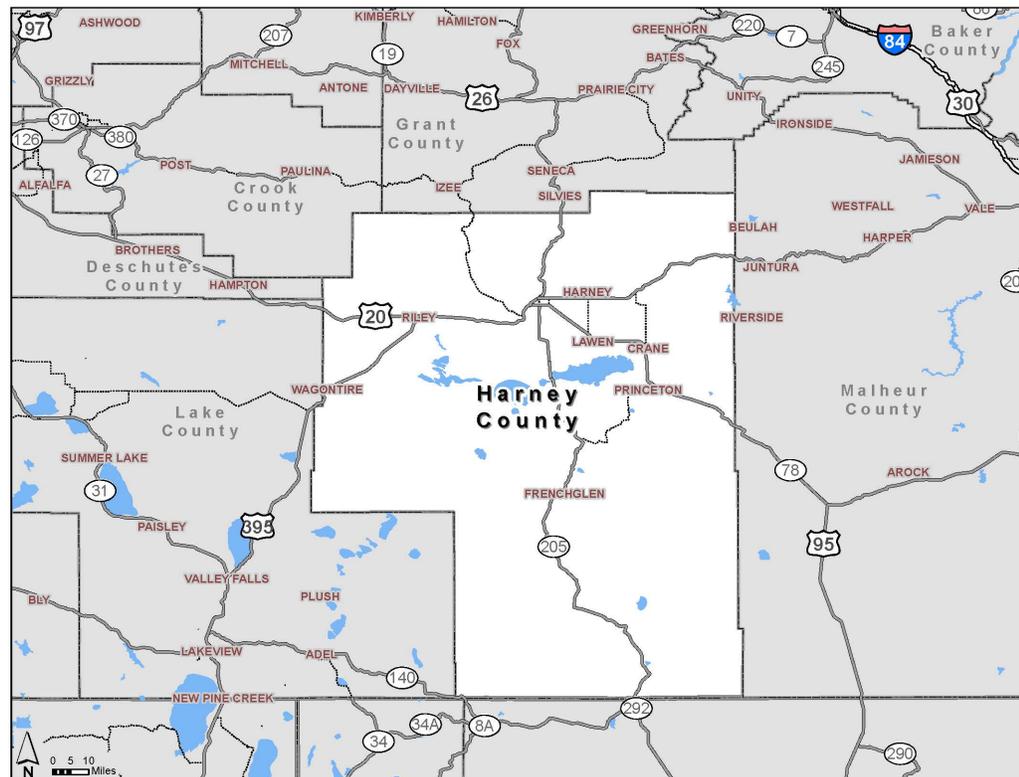
# 2

## Situation and Planning Assumptions

### 2.1 Situation

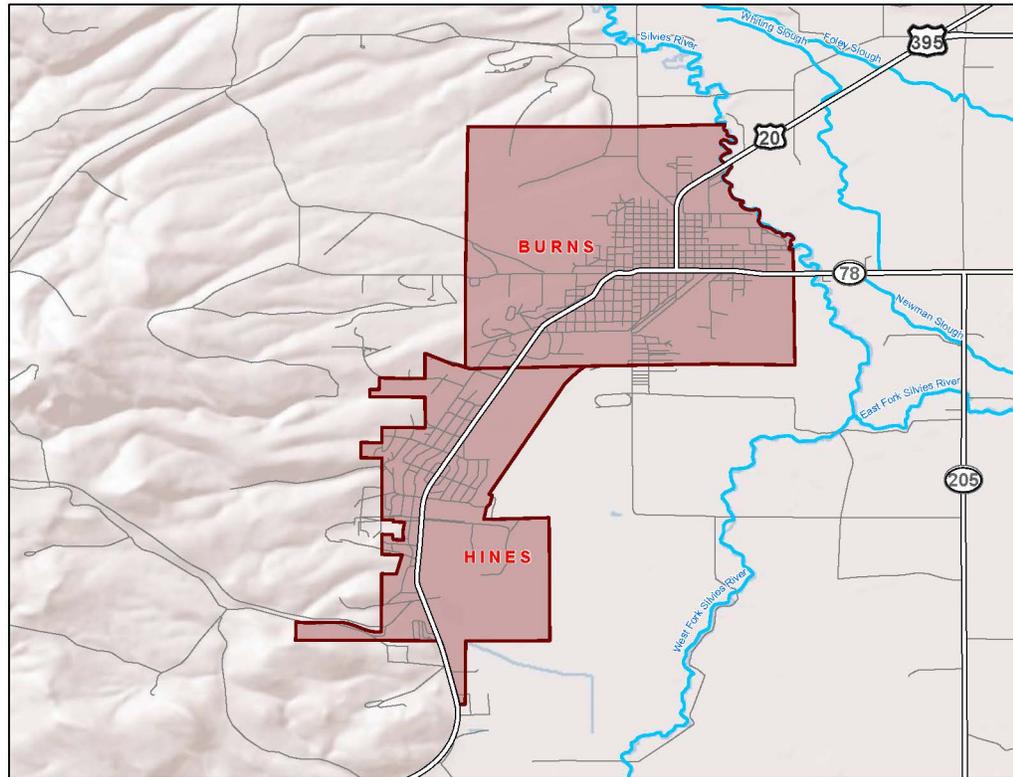
Harney County is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. There is also the threat of a human-caused incident such as a nuclear, biochemical, or conventional attack, hazardous material (HAZMAT) accidents, health related incidents, conflagrations, major transportation accidents, or acts of terrorism.

**Figure 2-1 Map of Harney County**



## 2. Situation and Assumptions

Figure 2-2 Map of Cities of Burns and Hines



### 2.1.1 Community Profile

Harney County is located in the Harney Basin along the Silvie River in Eastern Oregon. It has a total area of about 10,228 square miles with a population of around 7,600 persons. About 60 percent of the total population lies within the cities of Burns and Hines. The northern portion of the County is largely Federal forest lands consisting of the Malheur and Ochoco National Forests, with the Steens Mountain area occupying the southern portion of the county.

From an elevation of 4,200 feet in the Burns/Hines area, the Steens Mountain area in the south rises to 9,715 feet on the eastern rim. Harney County is bordered by Grant County to the north, Malheur County to the east, the State of Nevada to the South, and Lake and Crook counties on the west.

Harney County is bisected by Interstate 20 which runs east and west and, Interstate 395 which runs north and south. Both highways intersect at the cities of Burns and Hines. Another highway, US 78, runs southeast from Burns to the state of Nevada.

### 2.1.2 Hazards and Threats

A wide range of natural and human-caused hazards and threats have the potential to disrupt the community, cause casualties and/or damage property and the environment. These are discussed in the following sections.

## 2. Situation and Assumptions

### 2.1.2.1 Drought

Drought involves a period of prolonged dryness resulting from a lack of precipitation, a low amount of spring runoff from winter snow packs, or diversion of available water supplies. Harney County has suffered periods of drought in the past which have impacted agriculture and wildlife and increased the risk of fire. A severe drought could require strict conservation measures to ensure an adequate supply of potable water is maintained.

### 2.1.2.2 Earthquake

Oregon is rated third highest in the nation for potential losses due to earthquakes. This is due, in part, to the fact that, until recently, Oregon was not considered to be an area of high seismicity and, consequently, the majority of buildings and infrastructure were not designed to withstand the magnitude of ground shaking that would occur in conjunction with a major seismic occurrence.

While the probability of an earthquake occurring in Harney County is considered low to moderate, the County does remain vulnerable given the large number of unreinforced masonry buildings and unreinforced critical buildings in the County.

### 2.1.2.3 Flood

Flood hazards generally involve a rise in rivers and creeks resulting from heavy rain or snowfall or the rapid melting of the annual snow pack. This results in the swelling of the Malheur and Harney lakes and the subsequent threat to personal property.

### 2.1.2.4 Landslide

Landslide hazards are often associated with other incidents such as floods or earthquakes. Because of the moderate characteristics of the County, the chance of landslides occurring is not very high and it is not deemed to present a serious threat to people or property.

### 2.1.2.5 Volcano

For Harney County, the largest vulnerability in terms of volcanic hazards lies in ash fallout from a volcanic event in the Cascades. Ash can disrupt the engines of motor vehicles and can affect vulnerable populations such people with asthma. However, while Harney County may not be directly affected by a volcanic event, should an event force Interstate 20 to close, the County will be isolated from the rest of the State.

### 2.1.2.6 Wildland Fire

Harney County's high desert area faces a substantial risk of wildland fires, especially during times of drought. A major threat in the County is the large amount of open range lands and public forest lands managed by the Bureau of Land Management and the U.S. Forest Service. In the past, dry thunderstorms have contributed to large amounts of scattered fires each year.

## 2. Situation and Assumptions

### 2.1.2.7 Severe Weather

Severe weather hazards involve severe cold weather during winter months coupled with excessive snow fall. Loss of electricity due to downed power lines creates the risk of loss of heat to citizens in the community who may also be confined to their homes as a result of large amounts of snow fall, essentially shutting down the community.

### 2.1.2.8 Hazardous Materials

Incidents involving HAZMAT result from the ever increasing use of materials that pose a serious threat to life, property, and the environment. Incidents involving the release of HAZMAT may occur during handling at industrial facilities using such materials or during the transportation of such materials by highway.

### 2.1.2.9 Public Health Incident

Public health hazards include contagious diseases and other health related epidemics.

### 2.1.2.10 Transportation Accident

Transportation hazards may include major incidents involving motor vehicles or aircraft. Primary risk from this hazard would be posed if such incidents included a release of HAZMAT, a fire or explosion, or a mass casualty incident.

### 2.1.2.11 Utility Failure

Utility failure hazards include the shortage or loss of power for periods in excess of 24 hours, and shortages of fuels such as oil, gasoline, and diesel.

Power failure is most often caused by severe weather that downs trees or their limbs onto power lines and poles. Traffic accidents involving utility poles are another common cause. In the past few years, wildland fires have threatened transmission lines.

### 2.1.2.12 Terrorism

Terrorism hazards include riot, protests, demonstrations, and strikes, as well as acts of terrorism. As a result of recent national terrorism incidents, local governments must assess a broad range of vulnerabilities and prepare for new types of hazards, including chemical, biological, nuclear/radiological weapons, and explosives.

### 2.1.2.13 Radiological Hazard

While the probability of a radiological hazard is low, the maximum threat posed by an accidental or international incident is extremely high. Risk is posed not only by the direct effects, but also by the lingering effects of radioactive fallout.

2. Situation and Assumptions

2.1.3 Hazard Analysis

For the Hazard Analysis provided in Table 2-1, each of the hazards and threats described above has been scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion’s severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each discrete hazard as a singular event.

<b>Table 2-1 Harney County Hazard Analysis Matrix (April 2012)</b>					
<b>Hazard</b>	<b>Rating Criteria with Weight Factors</b>				<b>Total Score</b>
	<b>History<sup>1</sup> (WF=2)</b>	<b>Vulnerability<sup>2</sup> (WF=5)</b>	<b>Max Threat<sup>3</sup> (WF=10)</b>	<b>Probability<sup>4</sup> (WF=7)</b>	
<i>Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)</i>					
Drought	10 x 2 = 20	7 x 5 = 35	9 x 10 = 90	10 x 7 = 70	<b>215</b>
Flood – Riverine	8x 2 = 16	7 x 5 = 35	7 x 10 = 70	10 x 7 = 70	<b>191</b>
Wildfire (WUI)	8 x 2 = 16	7 x 5 = 35	5 x 10 = 50	10 x 7 = 70	<b>171</b>
Winter Storm	6 x 2 = 12	5 x 5 = 25	5 x 10 = 50	8 x 7 = 56	<b>143</b>
Hazmat Release - Transportation	7 x 2 = 14	5 x 5 = 25	4 x 10 = 40	9 x 7 = 63	<b>142</b>
Public Health Emergency	6 x 2 = 12	6 x 5 = 30	4 x 10 = 40	8 x 7 = 56	<b>138</b>
Windstorm	4 x 2 = 8	3 x 5 = 15	4 x 10 = 40	7 x 7 = 49	<b>112</b>
Power Failure	4 x 2 = 8	4 x 5 = 20	4 x 10 = 40	4 x 7 = 28	<b>96</b>
<b>Notes:</b>					
<ol style="list-style-type: none"> <li>1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.</li> <li>2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected.</li> <li>3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected.</li> <li>4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.</li> </ol>					

## 2. Situation and Assumptions

### 2.2 Assumptions and Limitations

The County EOP is predicated on the following assumptions and limitations:

- The County will continue to be exposed to the hazards noted above as well as others that may develop in the future.
- Outside assistance will be available in most emergency situations affecting the County. Although this plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.
- The availability of the County's physical and staff resources may limit the County's capability to conduct short- and long-term response actions on an independent basis. County response capabilities are also limited during periods when essential staff is on vacation, sick, or under furlough due to budgetary constraints.
- It is possible for a major disaster to occur at any time and at any place in the County. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events occur with little or no warning.
- Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this plan.
- Proper implementation of this plan will reduce or prevent disaster related losses.

# 3

## Roles and Responsibilities

### 3.1 General

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

The County plans to implement NIMS and 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 enabling effective execution of existing response plans, procedures, and policies.

### 3.2 Emergency Management Organization

The County Sheriff/ County Judge have jointly been given the collateral title of Emergency Management Coordinator. The Emergency Management Coordinator is responsible for emergency management planning and operations for that area of the County outside the limits of the incorporated municipalities of the County. The Mayor or other designated official, pursuant to County charter or ordinance, of each incorporated municipality is responsible for emergency management planning and operations for the jurisdiction. These responsibilities may be shared with County Emergency Management under agreement.

Most of the departments within the County 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.

The EMO for the County is divided into two general groups – the Executive Group and Emergency Response Agencies organized by function.

### 3. Roles and Responsibilities

#### 3.2.1 Executive Group

The Executive Group is referred to in this plan as a single body but, in fact, may have several components with representation from each local political jurisdiction within the emergency management program. Each group is responsible for the activities conducted within their respective jurisdiction. The members of the Executive Group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for those officials include:

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

##### 3.2.1.1 County Court

The County Court is primarily responsible for:

- Directing the overall preparedness program for the County.
- Making emergency policy decisions.
- Declaring a State of Emergency when necessary.
- Implementing emergency powers of local government.
- Keeping the public and OEM informed of the situation, through the assistance of the Public Information Officer (PIO).
- Requesting outside assistance when necessary (either in accordance with existing mutual aid agreements and/or through OEM).

### 3. Roles and Responsibilities

#### 3.2.1.2 City Manager/Mayor

- Assuring that all city departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Serving as controller of the city EOC during its activation.
- Implementing policies and decisions of the governing body.
- Directing emergency operational response of city services.

#### 3.2.1.3 Emergency Management Coordinator

The County Emergency Management Coordinator has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Management Coordinator works with the Executive Group to ensure that there are unified objectives with regard to the County's emergency plans and activities including coordinating all aspects of the County's capabilities.

The Emergency Management Coordinator coordinates all components of the local emergency management program, to include assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls.

In particular, the Emergency Management Coordinator is responsible for:

- Serving as staff advisor to the County Court on 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 County EOC.
- Activating the County EOC.
- Keeping the governing body apprised of the County's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the County and State OEM.
- Maintaining liaison with organized emergency volunteer groups and private sector partners.

### 3. Roles and Responsibilities

#### 3.2.1.3 County Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. County department and agency heads and their staff develop, plan, and train for internal policies and procedures to meet response and recovery needs safely. Department and agency heads should also participate in interagency training and exercises to develop and maintain necessary capabilities. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the IC.

#### 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 will 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 County departments have the following common responsibilities:

- Supporting EOC operations to ensure the County is providing for the public 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 County 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.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with existing SOPs.
- Identifying critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.

### 3. Roles and Responsibilities

- Ensuring that staff complete any NIMS required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Allowing staff time for preparedness training and participation in exercises.

#### 3.2.3 Responsibilities by Function

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

##### 3.2.3.1 Transportation

###### *Road Department*

Primary transportation related tasks include:

- Planning for and identifying high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including functional needs populations).
- Coordinating transportation needs for 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.
- Providing patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period.

**3. Roles and Responsibilities**

- Supporting the preparation and maintenance of ESF 1 – Transportation, and supporting SOPs and annexes.

**3.2.3.2 Communications****Alert and Warning***Sheriff's Office*

Primary alert and warning related tasks include:

- Disseminating emergency public information as requested.
- Receiving and disseminating warning information to the public and key County [and City] officials.
- Supporting the preparation and maintenance of ESF 2 – Communications, and supporting SOPs and annexes.

**Communication Systems***Sheriff's Office/Harney County Education Service District*

The following tasks are necessary to ensure that the County maintains reliable and effective communications among responders and local government agencies during an emergency. The Sheriff's Office is responsible for the following:

- Establishing and maintain emergency communications systems.
- Coordinating use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication operated within the EOC once activated.
- Supporting the preparation and maintenance of ESF 2 – Communications, and supporting SOPs and annexes.

*See ESF 2 – Communications for more details.*

**3.2.3.3 Public Works and Engineering***Road Department/City Public Works Departments*

The County public works department is responsible for the following tasks in an emergency:

- Barricading hazardous areas.
- Prioritizing the restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.

### 3. Roles and Responsibilities

- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, waste water treatment systems, and other public works facilities.
- Removing debris.
- Assessing damage to County owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, and supporting SOPs and annexes.

*See ESF 3 – Public Works and Engineering for more details.*

#### 3.2.3.4 Firefighting

*Local Fire Districts and Departments/County Fire Chief*

County fire services are responsible for the following tasks:

- Providing fire prevention and suppression, emergency medical aid, and inspection in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Containing and coordinating hazardous materials spills, including clean-up and planning.
- Inspecting shelters for fire hazards.
- Supporting the preparation and maintenance of ESF 4 – Firefighting, and supporting SOPs and annexes.

*See ESF 4 – Firefighting for more details.*

#### 3.2.3.5 Emergency Management

##### Emergency Operations Center

*Emergency Management Coordinator*

The following tasks are necessary for the County to activate and utilize its EOC to support and coordinate response operations during an emergency.

- Directing and controlling local operating forces.
- Maintaining contact with neighboring jurisdictions and the Oregon Emergency Coordination Center (ECC), as appropriate.

### 3. Roles and Responsibilities

- Maintaining the EOC in an operating mode at all times or being able to convert EOC space into an operating condition.
- Assigning representatives (by title) to report to the EOC and to develop 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 and ESF 5 – Emergency Management for more details.*

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

*Emergency Management Coordinator/Health Department/American Red Cross*

The Health Department, with support from the American Red Cross (ARC), is responsible for ensuring that the mass care needs of the affected population, such as sheltering, feeding, providing first aid, and reuniting families, are met. Relevant operations are detailed in ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, and ESF 11 – Agriculture and Natural Resources. General responsibilities related to mass care, emergency assistance, housing, and human services include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the shelter management program (stocking, marking, and equipping, etc.) for natural disaster.
- Coordinating support with County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from mental and emotional disturbances.
- Coordinating a council of churches and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with local NGOs and volunteer organizations).
- Identifying sources of clothing for disaster victims (coordinating with local NGOs and volunteer organizations).

### 3. Roles and Responsibilities

- Securing sources of emergency food supplies (coordinating with local NGOs and volunteer organizations).
- Coordinating operations of shelter facilities operated by the city or County, local volunteers, or organized disaster relief agencies such as ARC.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.
- Supporting the preparation and maintenance of ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, and supporting SOPs and annexes.

*See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, and ESF 11 – Agriculture and Natural Resources for more detail.*

#### **3.2.3.7 Logistics Management and Resource Support**

*Emergency Management Coordinator/Human Resources and Finance/Administration*

The following tasks are necessary to identify and acquire resources before and during an emergency:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve in cooperation with the Police Department.
- Coordinating deployment of reserve personnel to County departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency related expenditures for purchases and personnel.
- Supporting the preparation and maintenance of ESF 7 – Logistics Management and Resource Support, and supporting SOPs and annexes.

*See ESF 7 – Logistics Management and Resource Support for more detail.*

#### **3.2.3.8 Public Health and Emergency Medical Services**

**Public Health**

*Health Department/County Health District*

### 3. Roles and Responsibilities

The Health Department is responsible for coordinating public health and welfare services required to cope with the control of communicable diseases and non-communicable illness associated with major emergencies, disasters, and/or widespread outbreaks caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents in urban or rural areas in the County. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, and ESF 8 – Public Health and Medical Services. General responsibilities for these departments include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and mental health organizations, including making provisions for the functional needs population.
- Coordinating with the Medical Examiner and funeral directors to provide identification and disposition of the dead.
- Coordinating mass vaccination chemoprophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and set-up of the National Pharmaceutical Stockpile Plan.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary, or as requested.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, and supporting SOPs and annexes.

*See ESF 8 – Public Health and Medical Services for more detail.*

#### **Emergency Medical Services**

##### *Local Fire Districts and Departments*

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

*See ESF 8 – Public Health and Medical Services for more detail.*

#### **3.2.3.9 Search and Rescue**

##### *Sheriff's Office*

General responsibilities of the Sheriff's Office include:

- Coordinating available resources to search for and rescue persons lost in outdoors.

### 3. Roles and Responsibilities

- 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 (SAR) personnel.
- Supporting the preparation and maintenance of ESF 9 – Search and Rescue, and supporting SOPs and annexes.

*See ESF 9 – Search and Rescue for more detail.*

#### 3.2.3.10 Oil and Hazardous Materials Response

##### Hazardous Materials Response

*Local Fire Districts and Departments/Regional HAZMAT Team*

Oil and HAZMAT Team or Fire District/Department responsibilities include:

- Maintaining a well-trained and equipped, multi-jurisdictional HAZMAT team and response vehicle.
- Responding to any spill, release, or abandonment of any oil, gasoline, or other petroleum product, any hazardous substance, or radioactive material.
- Serving as a technical resource to the IC.
- Initiating actions to protect responders and the public.
- Containing the HAZMAT.
- Supporting the preparation and maintenance of ESF 10 – Oil and Hazardous Materials, as appropriate.

##### Radiological Protection

For the radiological incident responder, general responsibilities include:

- Establishing and maintaining a radiological monitoring and reporting network.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system.
- Under fallout conditions, providing city and County officials and department heads with information on fallout rates, fallout projections, and allowable doses.
- Coordinating radiological monitoring throughout the County.

### 3. Roles and Responsibilities

- Providing monitoring services and advice at the scene of accidents involving radioactive materials.

*See ESF 10 – Oil and Hazardous Materials for more detail.*

#### 3.2.3.11 Agriculture and Natural Resources

*Emergency Management Coordinator/Health Department/OSU Extension Agent*

General responsibilities for responders to agricultural and natural resource incidents include the following:

- Providing nutrition assistance.
- Responding to animal and plant diseases and pests.
- Ensuring the safety and security of the commercial food supply.
- Protecting natural and cultural resources.
- Providing for the safety and well-being of household pets.
- Assisting in the continued development and maintenance of ESF 11 – Agriculture and Natural Resources.

*See ESF 11 – Agriculture and Natural Resources for more detail.*

#### 3.2.3.12 Energy and Utilities

*Emergency Management Coordinator/Local Utilities*

General responsibilities of those acting as responders to energy and utility related incidents include:

- Working with local energy facilities in restoration of damaged energy and utility infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.
- Supporting the preparation and maintenance of ESF 12 – Energy, and supporting SOPs and annexes.

*See ESF 12 – Energy for more detail.*

#### 3.2.3.13 Public Safety and Security

*Sheriff's Office/Local Law Enforcement*

County enforcement services are responsible for the following tasks:

### 3. Roles and Responsibilities

- Enforcing the law and conducting criminal investigations.
- Controlling traffic and crowds, and maintaining site security.
- Maintaining the isolation of damaged areas.
- Reporting damage and completing reconnaissance.
- Supporting disaster area evacuation.
- Supporting the preparation and maintenance of ESF 13 – Public Safety and Security, and supporting SOPs and annexes.

*See ESF 13 – Public Safety and Security for more information.*

#### 3.2.3.14 Recovery

*Emergency Management Coordinator/County Assessor*

Recovery related responsibilities include:

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

*See ESF 14 – Long-Term Community Recovery for more detail.*

#### 3.2.3.15 External Affairs

*Emergency Management Coordinator/County Court*

The following tasks are necessary to ensure provision of reliable, timely, and effective information/warnings to the public at the onset and throughout a disaster:

- Conducting ongoing hazard awareness and public education programs.

### 3. Roles and Responsibilities

- Compiling and preparing emergency information for the public in the event of an emergency.
- Arranging for media representatives to receive regular briefings on County status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of Spanish-only speaking and/or bilingual population centers within the County, and preparing training and news releases accordingly.
- Supporting the preparation and maintenance of ESF 15 – External Affairs, and supporting SOPs and annexes.

*See ESF 15 – External Affairs for more details.*

#### 3.2.3.16 Evacuation and Population Protection

##### *Sheriff's Office*

The following tasks are necessary to implement and support protective actions by the public and coordinate an evacuation:

- Defining responsibilities of County departments and private sector groups.
- Identifying high hazard areas and the corresponding number 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.
- Preparing and maintaining supporting SOPs and annexes.

*See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for more detail.*

**3. Roles and Responsibilities****3.2.3.17 Damage Assessment***County Assessor/County Court*

- Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members for the EOC.
- Assisting in reporting and compiling information on deaths, injuries, and dollar damage to tax supported facilities and to private property.
- Assisting in determining the geographic extent of damaged areas.
- Compiling estimates of damage for use by County officials in requesting disaster assistance.
- Evaluating the effect of damage on the County's economic index, tax base, bond ratings, insurance ratings, etc., for use in long-range recovery planning.
- Supporting the preparation and maintenance of ESF 14 – Long-Term Community Recovery, and supporting SOPs and annexes.

**3.2.3.18 Legal Services***County Counsel*

The County Counsel is responsible for the following tasks in the event of an emergency:

- Advising County officials on 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 the use of water or other utilities
  - Remove debris from publicly or privately owned property
- Reviewing and advising County officials on possible liabilities arising from disaster operations, including exercising any or all of the above powers.
- Preparing and recommending local legislation to implement the emergency powers that are required during an emergency.

### 3. Roles and Responsibilities

- Advising County officials and department heads on record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and being familiar with current ORS 401 provisions as they apply to County government in disaster events.
- Support the preparation and maintenance of the Basic Plan, ESFs, SOPs, and annexes.

#### 3.2.3.19 Volunteer and Donation Management

##### *Emergency Management Coordinator*

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

#### 3.2.3.20 Other Agency Responsibilities

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

### 3.3 Local and Regional Response Partners

The County's emergency organization is supported by a number of outside organizations including the incorporated cities, service organizations, and the private sector. A list of supporting local and regional agencies can be found in the individual ESF Annexes to the EOP.

#### 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 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 their own infrastructure and facilities.

### 3. Roles and Responsibilities

- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

#### 3.3.2 Non Governmental Organizations

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

The roles of NGOs in an emergency may include:

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

#### 3.3.3 Individuals and Households

Although not formally a part of the County'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 an emergency supply kit and household emergency plan.
- Monitoring emergency communications carefully.
- Volunteering with an established organization.
- Enrolling in emergency response training courses.

### 3. Roles and Responsibilities

#### 3.4 County Response Partners

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

#### 3.5 State Response Partners

Under the provisions of ORS 401, 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 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.

#### 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.

#### 3.7 Response Matrix

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

3. Roles and Responsibilities

Table 3-1 Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
<b>ESF 1 Transportation</b>	<ul style="list-style-type: none"> <li>▪ Aviation/airspace management and control</li> <li>▪ Transportation safety</li> <li>▪ Restoration and recovery of transportation infrastructure</li> <li>▪ Movement restrictions</li> <li>▪ Damage and impact assessment</li> </ul>	Road Department	Department of Transportation	Department of Transportation
<b>ESF 2 Communications</b>	<ul style="list-style-type: none"> <li>▪ Coordination with telecommunications and information technology industries</li> <li>▪ Restoration and repair of telecommunications infrastructure</li> <li>▪ Protection, restoration, and sustainment of national cyber and information technology resources</li> <li>▪ Oversight of communications within the Federal incident management and response structure</li> </ul>	Sheriff’s Office	Oregon Emergency Management	Department of Homeland Security (National Communications System)
<b>ESF 3 Public Works &amp; Engineering</b>	<ul style="list-style-type: none"> <li>▪ Infrastructure protection and emergency repair</li> <li>▪ Infrastructure restoration</li> <li>▪ Engineering services and construction management</li> <li>▪ Emergency contracting support for life-saving and life-sustaining services</li> </ul>	Road Department	Department of Transportation	Department of Defense (U.S. Army Corps of Engineers)/Department of Homeland Security (FEMA)
<b>ESF 4 Firefighting</b>	<ul style="list-style-type: none"> <li>▪ Coordination of Federal firefighting activities</li> <li>▪ Support to wildland, rural, and urban firefighting operations</li> </ul>	Local Fire Districts and Departments	Department of Forestry/Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)
<b>ESF 5 Emergency Management</b>	<ul style="list-style-type: none"> <li>▪ Coordination of incident management and response efforts</li> <li>▪ Issuance of mission assignments</li> <li>▪ Resource and human capital</li> <li>▪ Incident action planning</li> <li>▪ Financial management</li> </ul>	Emergency Management Coordinator	Oregon Emergency Management	Department of Homeland Security (FEMA)

3. Roles and Responsibilities

Table 3-1 Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
<b>ESF 6 Mass Care, Emergency Assistance, Housing &amp; Human Services</b>	<ul style="list-style-type: none"> <li>▪ Mass care</li> <li>▪ Emergency assistance</li> <li>▪ Disaster housing</li> <li>▪ Human services</li> </ul>	Emergency Management Coordinator Health Department American Red Cross	Department of Human Services	Department of Homeland Security (FEMA)
<b>ESF 7 Logistics Management &amp; Resource Support</b>	<ul style="list-style-type: none"> <li>▪ Comprehensive, national incident logistics planning, management, and sustainment capability</li> <li>▪ Resource support (facility space, office equipment and supplies, contracting services, etc.)</li> </ul>	Emergency Management Coordinator Human Resources & Finance/ Administration	Oregon Emergency Management	General Services Administration/Department of Homeland Security (FEMA)
<b>ESF 8 Public Health &amp; Medical Services</b>	<ul style="list-style-type: none"> <li>▪ Public health</li> <li>▪ Medical</li> <li>▪ Mental health services</li> <li>▪ Mass fatality management</li> </ul>	Health Department Local Fire Districts and Departments	Department of Human Services, Public Health Division	Department of Health and Human Services
<b>ESF 9 Search &amp; Rescue</b>	<ul style="list-style-type: none"> <li>▪ Life-saving assistance</li> <li>▪ Search and rescue operations</li> </ul>	Sheriff's Office	Oregon Emergency Management/Office of the State Fire Marshal	Department of Defense/Department of Homeland Security (FEMA/U.S. Coast Guard)/Department of the Interior
<b>ESF 10 Oil &amp; Hazardous Materials</b>	<ul style="list-style-type: none"> <li>▪ Oil and hazardous materials (chemical, biological, radiological, etc.) response</li> <li>▪ Environment short- and long-term cleanup</li> </ul>	Local Fire Districts and Departments	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 ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
<b>ESF 11 Agriculture &amp; Natural Resources</b>	<ul style="list-style-type: none"> <li>▪ Nutrition assistance</li> <li>▪ Animal and plant disease and pest response</li> <li>▪ Food safety and security</li> <li>▪ Natural and cultural resources and historic properties protection</li> <li>▪ Safety and well-being of household pets</li> </ul>	Emergency Management Coordinator Health Department	Department of Agriculture	Department of Agriculture/Department of Interior
<b>ESF 12 Energy</b>	<ul style="list-style-type: none"> <li>▪ Energy infrastructure assessment, repair, and restoration</li> <li>▪ Energy industry utilities coordination</li> <li>▪ Energy forecast</li> </ul>	Emergency Management Coordinator Local Utilities	Department of Administrative Services/Department of Energy/Public Utility Commission	Department of Energy
<b>ESF 13 Public Safety &amp; Security</b>	<ul style="list-style-type: none"> <li>▪ Facility and resource security</li> <li>▪ Security planning and technical resource assistance</li> <li>▪ Public safety and security support</li> <li>▪ Support to access, traffic, and crowd control</li> </ul>	Sheriff’s Office	Department of Justice/ Oregon State Police	Department of Justice
<b>ESF 14 Long-Term Community Recovery</b>	<ul style="list-style-type: none"> <li>▪ Social and economic community impact assessment</li> <li>▪ Long-term community recovery assistance to states, tribes, local governments, and the private sector</li> <li>▪ Analysis and review of mitigation program implementation</li> </ul>	Emergency Management Coordinator County Assessor	Oregon Emergency Management	Department of Homeland Security (FEMA) /Housing and Urban Development/Small Business Administration
<b>ESF 15 External Affairs</b>	<ul style="list-style-type: none"> <li>▪ Emergency public information and protective action guidance</li> <li>▪ Media and community relations</li> <li>▪ Congressional and international affairs</li> <li>▪ Tribal and insular affairs</li> </ul>	Emergency Management Coordinator	Oregon Emergency Management	Department of Homeland Security (FEMA)

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# 4

## Concept of Operations

### 4.1 General

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

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

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

### 4.2 Phases of Emergency Management

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

## 4. Concept of Operations

**Figure 4-1 Phases of Emergency Management**

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

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

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

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

### 4.3 Incident Levels

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

#### 4.3.1 Level 1

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

#### 4.3.2 Level 2

Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 9-1-1 call for police, fire, or medical assistance. Examples include

**4. Concept of Operations**

HAZMAT spills and traffic incidents with multiple injuries. The IC may implement selected portions of the County EOP.

**4.3.3 Level 3**

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

**4.3.4 NIMS Incident Levels**

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

<b>Table 4-1 NIMS Incident Levels</b>	
<b>Type 5</b>	<ul style="list-style-type: none"> <li>▪ The incident can be handled with one or two single resources with up to six personnel.</li> <li>▪ Command and General Staff positions (other than the Incident Commander) are not activated.</li> <li>▪ No written Incident Action Plan (IAP) is required.</li> <li>▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>▪ Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>
<b>Type 4</b>	<ul style="list-style-type: none"> <li>▪ Command Staff and General Staff functions are activated only if needed.</li> <li>▪ Several resources are required to mitigate the incident.</li> <li>▪ The incident is usually limited to one operational period in the control phase.</li> <li>▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</li> <li>▪ No written Incident Action Plan (IAP) is required, but a documented operational briefing will be completed for all incoming resources.</li> <li>▪ The role of the agency administrator includes operational plans including objectives and priorities.</li> </ul>

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<b>Table 4-1 NIMS Incident Levels</b>	
<b>Type 3</b>	<ul style="list-style-type: none"> <li>■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li> <li>■ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>■ A Type 3 Incident Management Team (IMT) 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.</li> <li>■ The incident may extend into multiple operational periods.</li> <li>■ A written IAP may be required for each operational period.</li> </ul>
<b>Type 2</b>	<ul style="list-style-type: none"> <li>■ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.</li> <li>■ Most or all of the Command and General Staff positions are filled.</li> <li>■ A written IAP is required for each operational period.</li> <li>■ Many of the functional units are needed and staffed.</li> <li>■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).</li> <li>■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li> </ul>
<b>Type 1</b>	<ul style="list-style-type: none"> <li>■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>■ All Command and General Staff positions are activated.</li> <li>■ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</li> <li>■ Branches need to be established.</li> <li>■ The agency administrator will have briefings and ensure that the complexity analysis and delegation of authority are updated.</li> <li>■ Use of resource advisors at the incident base is recommended.</li> <li>■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ul>

## 4. Concept of Operations

### 4.4 Response Priorities

1. **Lifesaving:** This is a focus on efforts to save lives of persons other than city employees and their dependents. It may include prevention or mitigation of major property damage if results of such damage would likely present an immediate danger to human life.
2. **Incident Stabilization:** This is a focus on protection of mobile response resources, isolation of the impacted area, and containment of the incident (if possible).
3. **Property Conservation:** This is a focus on the protection of public facilities essential to life safety/emergency response, protection of the environment whenever public safety is threatened, and protection of private property.

### 4.5 Incident Management

#### 4.5.1 Activation

When an emergency situation arises and it is determined that the normal organization and functions of County government are insufficient to effectively meet response requirements, the Emergency Management Coordinator, or designee, will activate and implement all or part of the EOP. In addition, the Emergency Management Coordinator may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and anticipated duration.

#### 4.5.2 Initial Actions

Upon activation of all or part of the EOP, the Emergency Management Coordinator or designee will implement the following actions immediately:

- Alert threatened populations and initiate evacuation, as necessary. *See ESF 2 – Communications for more details.*
- Initiate emergency sheltering procedures with the ARC and other community partners if evacuation procedures are activated. *See Annex ESF 6 – Mass Care, Emergency Services, Housing and Human Services for more details and specific procedures associated with sheltering, mass care, and related human services.*
- Instruct appropriate County emergency services to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies. *See ESF 2 – Communications for more details and specific procedures.*

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- When local resources will not meet the need of local and County emergency operations, request the County Court to prepare and submit a formal declaration of emergency to OEM. The official declaration may be preceded by a verbal statement. *See Annex ESF 7 – Logistics Management and Resource Support for more details and specific procedures.*
- Prepare to staff the County EOC, as appropriate, for the incident with maximum 12-hour shifts.

### 4.5.3 Communications, Notification and Warning

Traditional communication lines, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio, will be used by the County response personnel throughout the duration of response activities. *See ESF 2 – Communications for more details.*

A public warning and broadcast system is established for the County to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Emergency Management Coordinator shall provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. ESF 2 – Communications provides detailed information on 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 through each individual agency. External partners can be activated and coordinated through the County EOC.

Plain language will 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 different disciplines to work together depends greatly on their ability to communicate with each other.

#### 4.5.3.1 Interoperability

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

## 4. Concept of Operations

and levels of government during planning and deployment. *See ESF 2 – Communications for more information.*

### 4.5.4 Situational Awareness and Intelligence Gathering

#### 4.5.4.1 Situational Awareness

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

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

- Impacts to life, property, and the economy.
- Community and responder safety.
- Potential HAZMAT.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.
- Potential crime scenes (including terrorism).
- Political sensitivity, external influences, and media relations.
- Areas involved and jurisdictional boundaries.

#### 4.5.4.2 Intelligence Gathering

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

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

### 4.5.4.3 Coordination with State Fusion Center

The State maintains a Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon Terrorism Information and 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 between law enforcement agencies at all levels, state executive leadership, government agencies, and public and private sector partners. The OTFC supports by:

- Pre- and post-terrorism event investigatory support with analysis and dissemination of the conclusions.
- Maintaining the State Terrorism Suspicious Activity Report intake log.
- Provide real time intelligence/information support, previously coordinated, to OEM and other appropriate emergency management agencies during an emergency event or operation.
- Provide updated all-crimes or terrorism related intelligence information to local, State and Federal law enforcement agencies as requested or required.
- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through the Terrorism Information and Threat Assessment Network (TITAN).
- Provide an OTFC staff member to be collocated within the Oregon ECC in the event of an emergency.
- Provide terrorism related alerts, bulletins, and assessments to public and private sector companies and organizations as requested or required.

*See ESF 5 – Emergency Management for more information.*

**4. Concept of Operations****4.5.5 Resource Management**

Resource management during an emergency is usually performed at the Incident Command Post (ICP) under the ICS. In a major emergency or disaster, management of resources deployed to any one incident is still necessary at the ICP, but it is also necessary at the EOC.

- The County Court serves as the overall authority for resource management.
- Priorities for resource allocation will be established by the EOC staff.
- The department heads and supervisors continue their day-to-day responsibilities during an emergency, exercising operational control of their work forces.
- They will keep the County Court informed of resource requirements and coordinate emergency resource requests; those requests will be relayed to the EOC where outside support will be pursued. Emergency purchase requests are subject to the approval of the EOC manager and will be coordinated through the EOC.
- Other County/city department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the County Administrator or City Manager.

**4.5.5.1 Volunteer and Donations Management**

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

- Activating a Volunteer and Donations Management coordinator within the city's EMO to address volunteer and donations management.
- Implementing a system for tracking and utilizing volunteers and donations.
- Coordinating with the County, State, and local volunteer agencies and Volunteer Organizations Active in Disaster (VOAD) groups.
- Establishing facilities such as a warehouse and volunteer reception centers.
- Communicating support, such as coordination of a call center.

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### 4.5.5.2 Resource Typing

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

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

### 4.5.5.3 Credentialing of Personnel

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

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

- Conducting enrollment of personnel in accordance with approved standards.
- Identifying the type and quality of personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness for qualifying for the position.
- Certifying personnel based on completion of identification vetting and meeting qualifications for the position to be filled.
- Carding personnel after completing certification of identity, qualifications, and typing.
- Providing authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensuring that personnel are credentialed only while they maintain employment and qualifications.

*See ESF 7 – Logistics Management and Resource Support for more information.*

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### 4.5.6 Access and Functional Needs Populations

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

*See Support Annex E – Access and Functional Needs Populations for more information.*

### 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 will coordinate with local animal owners, veterinarians, and animal advocacy groups to address animal related issues that arise during an emergency.

### 4.5.8 Demobilization

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

### 4.5.9 Transition to Recovery

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

*See ESF 14 – Long-Term Community Recovery for more details*

**4. Concept of Operations****4.6 Inter-Jurisdictional Coordination****4.6.1 Municipalities**

The Chief Executive(s) of the incorporated cities within the County are responsible for the direction and control of their local resources during emergencies, including requesting additional resources not covered under mutual aid for emergency operations. Such requests will be directed to the County EMO. Should the County be unable to support the request, a County Declaration of Emergency will be forwarded to the State.

Under the provisions of ORS 401.305, each City may establish an emergency management agency and appoint an Emergency Management Coordinator. Cities that do so shall notify the County of the individual responsible for emergency management activities in their respective jurisdictions. Any city that does not establish an emergency management agency may develop a cooperative intergovernmental agreement with the County, specifying the emergency management activities to be accomplished at each level. If a City takes no action to increase its emergency management capability, it will be covered under County planning, and County response resources will be deployed under the direction of the County should emergency conditions arise that threaten the city's residents.

**4.6.2 Mutual Aid**

State law (ORS 402.010 and 402.015) authorizes the County 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. The 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 governments. Each is governed by an elected Board of Directors and has policies separate from city and County government. They often overlap city and County boundary lines and, thus, may serve as primary responders to emergencies within their service districts.

**4.6.4 Private Sector**

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Management Coordinator, or designee, will coordinate response efforts with the private sector, to include providing assistance, as appropriate. Schools, hospitals, assisted living facilities,

## 4. Concept of Operations

and other institutional facilities are required by Federal, State, and/or local regulations to have disaster plans.

The Emergency Management Coordinator will work with voluntary organizations to provide certain services in emergency situations, typically through previously established agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such organizations as the ARC, Salvation Army, faith-based groups, amateur radio clubs, and Community Emergency Response Teams.

In addition, the Emergency Management Coordinator shall provide the public with educational and instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster.

### 4.6.5 State Government

The State emergency organization, as defined in the State EMP, can be activated through the Oregon Military Department, OEM. This department provides a duty officer at all times. The State provides direct agency support to the local level and serves as a channel for obtaining resources from within and outside the State structure, including the assistance provided by Federal agencies. Local resources (personnel, equipment, funds, etc.) should be exhausted or projected to be exhausted before the County requests State assistance.

### 4.6.6 Federal Government

The County shall make requests for Federal disaster assistance to the State OEM Division. 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.

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# 5

## Command and Control

### 5.1 General

The County's Emergency Management Coordinator is responsible for assuring that coordinated and effective emergency response systems are developed and maintained.

Existing agencies of government will perform emergency activities closely related to those they perform routinely.

Specific positions and agencies are responsible for fulfilling their obligations as presented in this plan. As the EOC controller, the Emergency Management Coordinator will provide overall direction of response activities of all County departments.

Department heads will retain control over their employees and equipment unless directed otherwise by the County Court or City Council. Each agency will be responsible for having its own SOPs to be followed during response operations.

### 5.2 On-Scene Incident Management

The initial County response structure consists of the responding agency that may appoint an on-scene IC and establish ICS at the incident site. The senior person of the agency having responsibility for that site will be the on-scene commander, or work within a unified command. The on-scene commander will establish and maintain communications with the EOC and will direct emergency operations from the EOC in coordination with other responding agency representatives at the EOC.

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

### 5.3 EOC Support to On-Scene Operations

Depending on the type and size of incident, the County may activate the EOC and assign an IC. The County will require and request additional personnel to support this expanded structure. Depending on the incident type, the County departments will provide staff to the EOC. Following a declaration of emergency, the County may receive assistance from mutual aid partners or the State to support the County ICS structure. At any time, if the incident expands or contracts, changes

## 5. Command and Control

in jurisdiction or discipline, or becomes more or less complex, the IC may change to meet the needs of the incident.

Upon activation of the County EOC, the Emergency Management Coordinator (or designee) becomes the EOC Controller and is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The County Judge (or designee) may declare a “State of Emergency,” place this plan into effect, and may activate and staff the County EOC on a full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the County Court at the first available opportunity. The Emergency Management Coordinator will provide overall direction of response activities for all County departments. Department heads will retain control over their employees and equipment unless directed otherwise by the County Court. Each agency will be responsible for having its own SOPs to be followed during response operations.

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

### 5.2 Emergency Operations Center

Response activities will be coordinated from the EOC. The EOC will be activated upon notification of a possible or actual emergency. During large-scale emergencies the EOC will, in fact, become the seat of government for the duration of the crisis. The EOC will serve as a multiple agency coordination system (MACS), if needed.

*See ESF 5 – Emergency Management for more details.*

#### 5.2.1 Emergency Operations Center Activation

During emergency operations and upon activation, the EOC staff will assemble as outlined in ESF 5 – Emergency Management and exercise direction and control as outlined below:

- The EOC will be activated by the Emergency Management Coordinator or designee. The Emergency Management Coordinator will assume responsibility for all operations and direction and control of response functions.
- The Emergency Management Coordinator will serve as the overall EOC IC.
- The Emergency Management Coordinator will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.

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- Emergency operations will be conducted by County departments augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. State and Federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The Emergency Management Coordinator may establish an on-scene command post 4 to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for emergency functions assigned to their activity, as outlined in their appropriate annex.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Emergency Management Coordinator will immediately notify the OEM upon activation. Periodic updates will be made as the situation requires.

**5.2.2 Emergency Operations Center Location**

Primary and alternate EOC locations are mapped on Figure 5-1 and Figure 5-2.

The primary location for the County EOC is:

Harney County Courthouse  
450 North Buena Vista Avenue  
Burns, OR 97720

If necessary, the alternate location for the County EOC is:

Harney County Sheriff's Office  
485 North Court Avenue  
Burns, OR 97720

To avoid jeopardizing operations, care must be taken to locate the EOC away from dangers associated with the event.

## 5. Command and Control

Figure 5-1 Primary EOC Location



Figure 5-2 Alternate EOC Location



### 5.2.3 EOC Staffing

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

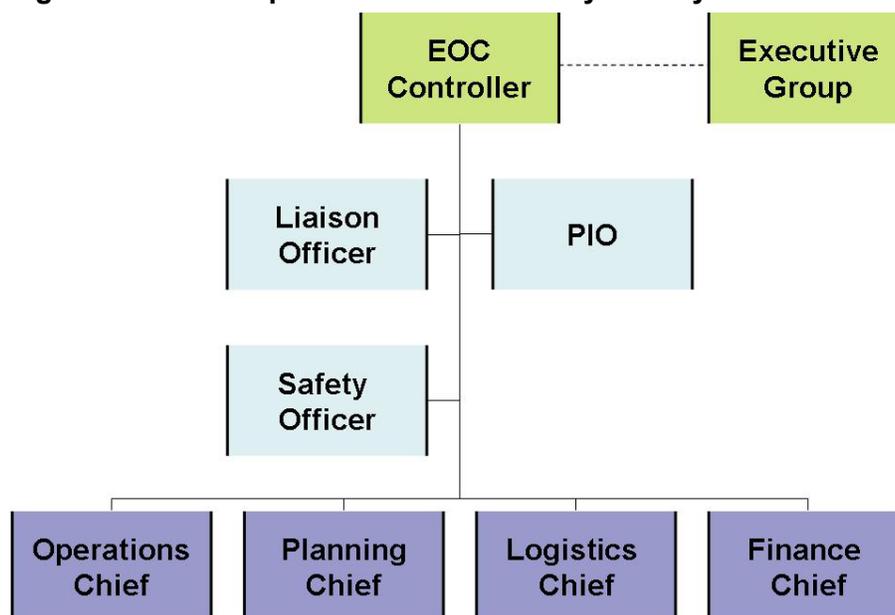
## 5.3 Incident Command System

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

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit, to a major emergency involving several agencies and spanning numerous jurisdictions. The County has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this plan; however, this document is not an EOC manual. A transitional ICS organizational chart for the County is presented in Figure 5-3.

## 5. Command and Control

Figure 5-3 Example of an ICS for Harney County



In certain instances, more than one ICS position may be managed by a single staff person due to limited personnel and resources available in the County. Thus, it is imperative that all primary and alternate EOC staff be trained on ICS functions other than those in the area of their expertise. Regularly exercising ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to existing County emergency management and response organizations.

*See ESF 5 – Emergency Management for more detailed information on the County’s EMO command structure.*

Current training and operational requirements set forth under NIMS have been adopted and implemented by County. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle managers, and Command and General Staff. See Chapter 6, Plan Development, Maintenance, and Implementation, for more details.

### 5.3.1 Command Staff

#### 5.3.1.1 Incident Commander (EOC Controller)

The IC (also known as the EOC Controller) is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the EOC Controller is responsible for:

- Approving and supporting implementation of an Incident Action Plan (IAP);
- Coordinating activities supporting the incident or event.

**5. Command and Control**

- Approving releases of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
  - Safety Officer
  - PIO
  - Liaison Officer

**5.3.1.2 Safety Officer**

The Safety Officer is generally responsible for:

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

**5.3.1.3 Public Information Officer**

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

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

**5.3.1.4 Liaison Officer**

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals,

## 5. Command and Control

school districts, tribes, public works/utility companies, and volunteer services (the ARC). The liaison role typically includes:

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

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

### 5.3.2 General Staff

#### 5.3.2.1 Operations Section

The Operations 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. Agencies typically included in the Operations Section are

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

Private entities, companies, and NGOs may also support the Operations Section.

The Operations Chief is responsible for:

- Providing organizational support and directing implementation of unit operational plans and field response activities.
- Developing and coordinating tactical operations to carry out the IAP.

**5. Command and Control**

- Managing and coordinating various liaisons representing community response partners and stakeholders.
- Directing IAP tactical implementation.
- Requesting resources needed to support the IAP.

**5.3.2.2 Planning Section**

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 on the incident and providing a status summary.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.

**5.3.2.3 Logistics Section**

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

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

**5.3.2.4 Finance/Administration Section**

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, which 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/Administration Chief is responsible for:

**5. Command and Control**

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

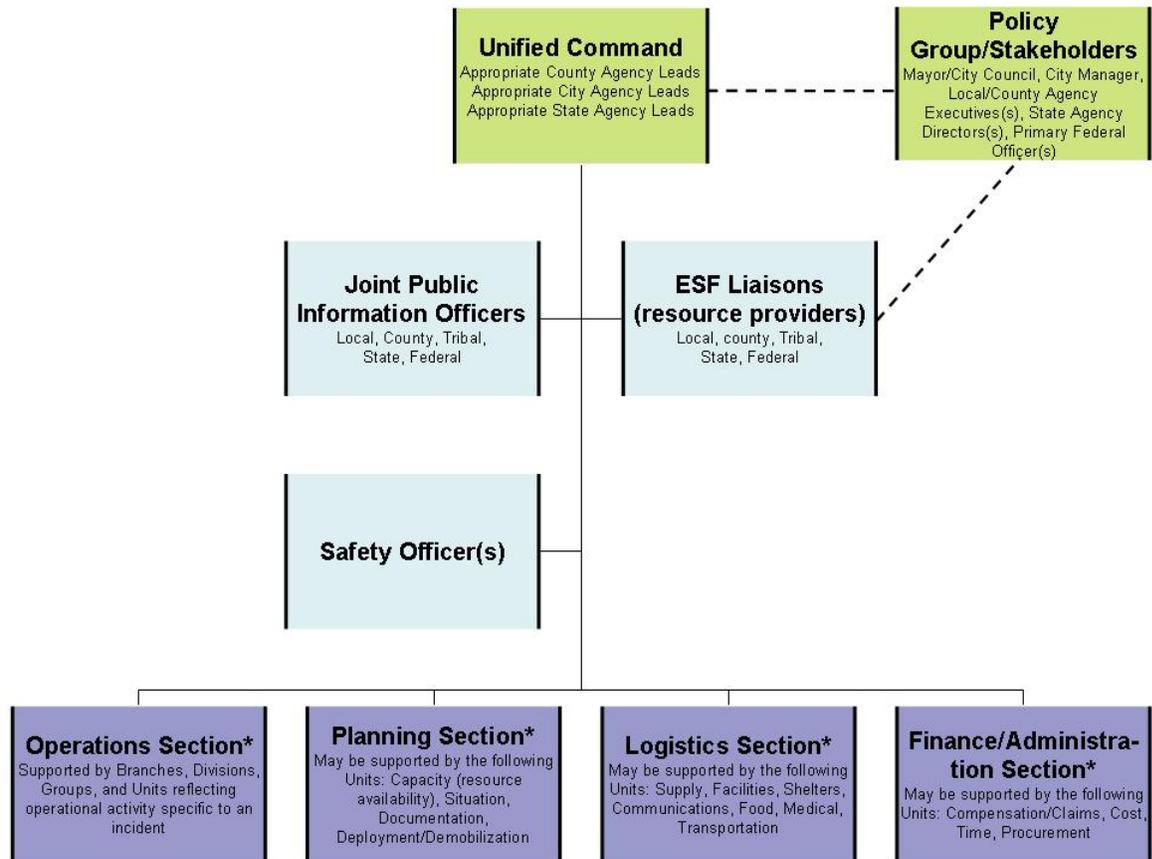
**5.3.3 Unified Command**

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

In a large incident involving multiple jurisdictions and/or regional, State, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations that do not require additional persons, the IC will directly manage all aspects of the incident organization. Figure 5-4 is an example of a UC organizational chart for the County. This provides operational flexibility to expand or contract staffing depending on the incident's nature and size.

5. Command and Control

Figure 5-4 Example of Unified Command for the County



\*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 Plan Review and Maintenance

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

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

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

Recommended changes should be submitted to:

Harney County  
ATTN: Emergency Management Coordinator  
450 Buena Vista Avenue  
Burns, Oregon 97720

### 6.2 Training Program

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

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County. The Emergency Management Coordinator maintains records and lists of training received by County 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:

## 6. Plan Development, Maintenance and Implementation

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

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

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

### 6.3 Exercise Program

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

As appropriate, the County will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information on this program can be found at <http://hseep.dhs.gov>.

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

## 6. Plan Development, Maintenance and Implementation

### 6.4 Event Critique and After Action Reporting

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

Similarly, reviews and After Action Reports will be facilitated after an actual disaster that will document activities of the incident to improve the readiness of the County.

### 6.5 Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats, disasters, and what to do when an emergency occurs. The County maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the County’s overall readiness.

Information about the County’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County’s website:

<http://www.co.harney.or.us/Emergency%20Management.html>

6. Plan Development, Maintenance and Implementation

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# **Sample Disaster Declaration Forms**

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Appendix A. Declaration of State of Emergency

DECLARATION OF STATE OF EMERGENCY

BEFORE THE COUNTY COURT
FOR HARNEY COUNTY, OREGON

In the Matter of Declaring )
A State of Emergency within )
Harney County )

RESOLUTION

This matter came before the County Court at an emergency meeting on \_\_\_\_\_
\_\_\_\_\_, involving an emergency situation created by
\_\_\_\_\_ ; and

WHEREAS, \_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_ ; and
(Date/time of occurrence; cause of incident)

WHEREAS, \_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_ ; and
(Specify location of incident and effects)

WHEREAS, \_\_\_\_\_
\_\_\_\_\_
\_\_\_\_\_ ; and
(Specify location of incident and effects)

WHEREAS, the following conditions, \_\_\_\_\_
exist in the impact area.

WHEREAS, the County EOC has been implemented and emergency service
responders are \_\_\_\_\_ ;and

BE IT RESOLVED that the County Court, under the emergency powers granted
by ORS 401.305, declares that a State of Emergency exists within Harney County
due to the fact that local resources have been exhausted. Further, Harney
County's Emergency Services is hereby directed to take all necessary steps
authorized by law to secure the persons and property of the citizens of Harney
County. State assistance is requested immediately and includes the following:

Appendix A. Declaration of State of Emergency

\*  
\_\_\_\_\_  
\*  
\_\_\_\_\_  
\*  
\_\_\_\_\_

Dated at Burns, Oregon, this \_\_\_\_\_ day of \_\_\_\_\_

HARNEY COUNTY COURT

\_\_\_\_\_  
County Judge                      \_\_\_\_\_  
Commissioner                      \_\_\_\_\_  
Commissioner

Appendix A. Declaration of State of Emergency

DECLARATION OF EMERGENCY

BEFORE THE CITY COUNCIL
FOR THE COUNTY OF HARNEY, OREGON

To: \_\_\_\_\_,
Harney County Office of Emergency Management

From: \_\_\_\_\_,
[CITY], Oregon

At \_\_\_\_\_ (time) on \_\_\_\_\_ (date),

a/an \_\_\_\_\_ (description
of emergency incident or event type) occurred in the [CITY] threatening life and
property.

The current situation and conditions are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The geographic boundaries of the emergency are:

\_\_\_\_\_  
\_\_\_\_\_

I DO HEREBY DECLARE THAT A STATE OF EMERGENCY NOW EXISTS
IN THE [CITY] AND THAT THE CITY HAS EXPENDED OR WILL
SHORTLY EXPEND ITS NECESSARY AND AVAILABLE RESOURCES. I
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.

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# 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.

<b>ICS Form No.</b>	<b>Form Title</b>
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

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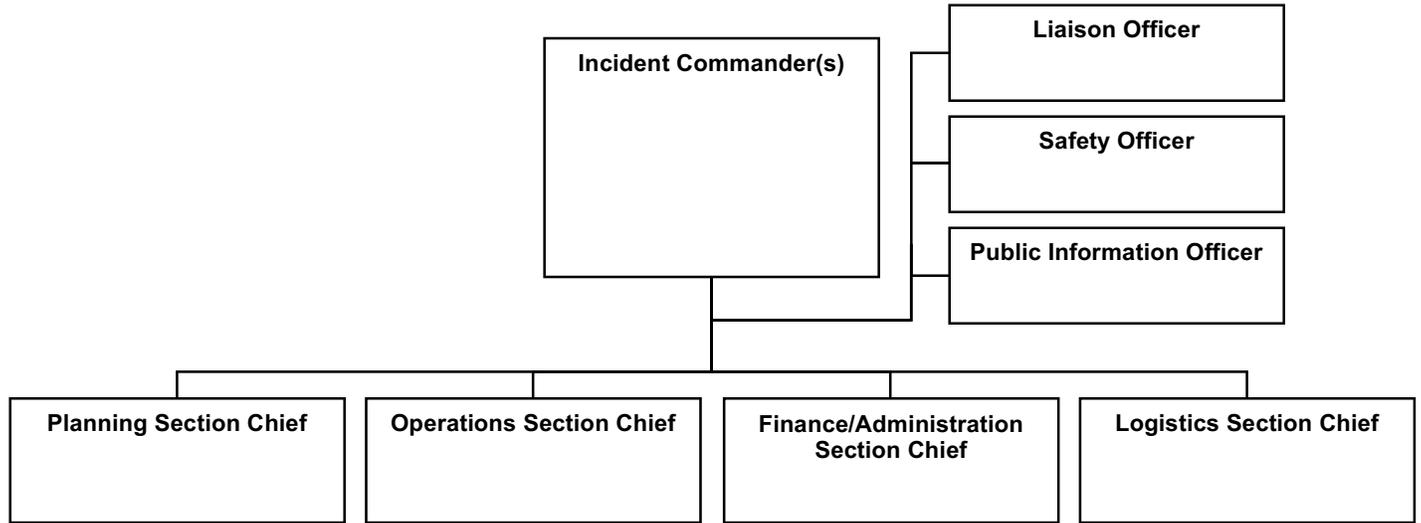




# INCIDENT BRIEFING (ICS 201)

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: _____	



## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Initiated</b> <ul style="list-style-type: none"> <li>• Date, Time</li> </ul>	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	<b>Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology.  If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209).  North should be at the top of page unless noted otherwise.
5	<b>Situation Summary and Health and Safety Briefing</b> (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	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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	<b>Current and Planned Objectives</b>	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	<b>Current and Planned Actions, Strategies, and Tactics</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Actions</li> </ul>	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	<b>Current Organization</b> (fill in additional organization as appropriate) <ul style="list-style-type: none"> <li>• Incident Commander(s)</li> <li>• Liaison Officer</li> <li>• Safety Officer</li> <li>• Public Information Officer</li> <li>• Planning Section Chief</li> <li>• Operations Section Chief</li> <li>• Finance/Administration Section Chief</li> <li>• Logistics Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Enter on the organization chart the names of the individuals assigned to each position.</li> <li>• 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.</li> <li>• If Unified Command is being used, split the Incident Commander box.</li> <li>• Indicate agency for each of the Incident Commanders listed if Unified Command is being used.</li> </ul>
10	<b>Resource Summary</b> <ul style="list-style-type: none"> <li>• Resource</li> <li>• Resource Identifier</li> <li>• Date/Time Ordered</li> <li>• ETA</li> <li>• Arrived</li> <li>• Notes (location/assignment/status)</li> </ul>	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.
		Enter the number and appropriate category, kind, or type of resource ordered.
		Enter the relevant agency designator and/or resource designator (if any).
		Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
		Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
		Enter an "X" or a checkmark upon arrival to the incident.
		Enter notes such as the assigned location of the resource and/or the actual assignment and status.

## INCIDENT OBJECTIVES (ICS 202)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____																
<b>3. Objective(s):</b>																	
<b>4. Operational Period Command Emphasis:</b>																	
General Situational Awareness																	
<b>5. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>Approved Site Safety Plan(s) Located at:</b>																	
<b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan): <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;"><input type="checkbox"/> ICS 202</td> <td style="width: 33%;"><input type="checkbox"/> ICS 206</td> <td style="width: 33%;"><u>Other Attachments:</u></td> </tr> <tr> <td><input type="checkbox"/> ICS 203</td> <td><input type="checkbox"/> ICS 207</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> ICS 204</td> <td><input type="checkbox"/> ICS 208</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> ICS 205</td> <td><input type="checkbox"/> Map/Chart</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> ICS 205A</td> <td><input type="checkbox"/> Weather Forecast/Tides/Currents</td> <td><input type="checkbox"/> _____</td> </tr> </table>			<input type="checkbox"/> ICS 202	<input type="checkbox"/> ICS 206	<u>Other Attachments:</u>	<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<input type="checkbox"/> _____	<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> _____	<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> _____	<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents	<input type="checkbox"/> _____
<input type="checkbox"/> ICS 202	<input type="checkbox"/> ICS 206	<u>Other Attachments:</u>															
<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<input type="checkbox"/> _____															
<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> _____															
<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> _____															
<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents	<input type="checkbox"/> _____															
<b>7. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____																	
<b>8. Approved by Incident Commander:</b> Name: _____ Signature: _____																	
<b>ICS 202</b>	<b>IAP Page</b> _____	<b>Date/Time:</b> _____															

## 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	<b>Incident Name</b>	Enter the name assigned to the incident. If needed, an incident number can be added.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Objective(s)</b>	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable.  Objectives should follow the SMART model or a similar approach: <b><u>S</u></b> pecific – Is the wording precise and unambiguous? <b><u>M</u></b> easurable – How will achievements be measured? <b><u>A</u></b> ction-oriented – Is an action verb used to describe expected accomplishments? <b><u>R</u></b> ealistic – Is the outcome achievable with given available resources? <b><u>T</u></b> ime-sensitive – What is the timeframe?
4	<b>Operational Period Command Emphasis</b>	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	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	<p><b>Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):</p> <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>	<p>Check appropriate forms and list other relevant documents that are included in the IAP.</p> <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	<p><b>Prepared by</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> </ul>	<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>
8	<p><b>Approved by Incident Commander</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	<p>In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.</p>

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## ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____	
<b>3. Incident Commander(s) and Command Staff:</b>		<b>7. Operations Section:</b>	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		<b>Branch</b>	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
<b>4. Agency/Organization Representatives:</b>		Division/Group	
Agency/Organization	Name	Division/Group	
		<b>Branch</b>	
		Branch Director	
		Deputy	
<b>5. Planning Section:</b>		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		<b>Branch</b>	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
<b>6. Logistics Section:</b>		Division/Group	
Chief		Division/Group	
Deputy		<b>Air Operations Branch</b>	
<b>Support Branch</b>		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		<b>8. Finance/Administration Section:</b>	
Ground Support Unit		Chief	
<b>Service Branch</b>		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
<b>9. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____			
<b>ICS 203</b>	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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"><li>• Date and Time From</li><li>• Date and Time To</li></ul>	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	<b>Incident Commander(s) and Command Staff</b> <ul style="list-style-type: none"><li>• IC/UCs</li><li>• Deputy</li><li>• Safety Officer</li><li>• Public Information Officer</li><li>• Liaison Officer</li></ul>	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	<b>Agency/Organization Representatives</b> <ul style="list-style-type: none"><li>• Agency/Organization</li><li>• Name</li></ul>	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	<b>Planning Section</b> <ul style="list-style-type: none"><li>• Chief</li><li>• Deputy</li><li>• Resources Unit</li><li>• Situation Unit</li><li>• Documentation Unit</li><li>• Demobilization Unit</li><li>• Technical Specialists</li></ul>	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	<p><b>Logistics Section</b></p> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> </ul> <p><b>Support Branch</b></p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Supply Unit</li> <li>• Facilities Unit</li> <li>• Ground Support Unit</li> </ul> <p><b>Service Branch</b></p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Communications Unit</li> <li>• Medical Unit</li> <li>• Food Unit</li> </ul>	<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	<p><b>Operations Section</b></p> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> <li>• Staging Area</li> </ul> <p><b>Branch</b></p> <ul style="list-style-type: none"> <li>• Branch Director</li> <li>• Deputy</li> <li>• Division/Group</li> </ul> <p><b>Air Operations Branch</b></p> <ul style="list-style-type: none"> <li>• Air Operations Branch Director</li> </ul>	<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	<p><b>Finance/Administration Section</b></p> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> <li>• Time Unit</li> <li>• Procurement Unit</li> <li>• Compensation/Claims Unit</li> <li>• Cost Unit</li> </ul>	<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	<p><b>Prepared by</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	<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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## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Branch</b> <b>Division</b> <b>Group</b> <b>Staging Area</b>	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	<b>Operations Personnel</b> <ul style="list-style-type: none"> <li>• Name, Contact Number(s) <ul style="list-style-type: none"> <li>– Operations Section Chief</li> <li>– Branch Director</li> <li>– Division/Group Supervisor</li> </ul> </li> </ul>	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	<b>Resources Assigned</b>	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	<b>Work Assignments</b>	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	<b>Special Instructions</b>	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	<b>Communications</b> (radio and/or phone contact numbers needed for this assignment) <ul style="list-style-type: none"> <li>• Name/Function</li> <li>• Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</li> </ul>	Enter specific communications information (including emergency numbers) for this Branch/Division/Group.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).  Phone and pager numbers should include the area code and any satellite phone specifics.  In light of potential IAP distribution, use sensitivity when including cell phone number.  Add a secondary contact (phone number or radio) if needed.
9	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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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## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Date/Time Prepared</b>	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Basic Radio Channel Use</b>	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 talkgroup 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.xxx 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
<b>4</b> (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.
<b>5</b>	<b>Special Instructions</b>	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.
<b>6</b>	<b>Prepared by</b> (Communications Unit Leader) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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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## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Basic Local Communications Information</b>	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	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: _____ Time From: _____	Date To: _____ Time To: _____
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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

<b>6. Special Medical Emergency Procedures:</b>          <input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.
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<b>7. Prepared by</b> (Medical Unit Leader): Name: _____ Signature: _____
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<b>8. Approved by</b> (Safety Officer): Name: _____ Signature: _____
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ICS 206	IAP Page _____	Date/Time: _____
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## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Medical Aid Stations</b>	Enter the following information on the incident medical aid station(s):
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	Enter name of the medical aid station.
	<ul style="list-style-type: none"> <li>• Location</li> </ul>	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	<ul style="list-style-type: none"> <li>• Contact Number(s)/Frequency</li> </ul>	Enter the contact number(s) and frequency for the medical aid station(s).
	<ul style="list-style-type: none"> <li>• Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if paramedics are at the site indicated.
4	<b>Transportation</b> (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	<ul style="list-style-type: none"> <li>• Ambulance Service</li> </ul>	Enter name of ambulance service.
	<ul style="list-style-type: none"> <li>• Location</li> </ul>	Enter the location of the ambulance service.
	<ul style="list-style-type: none"> <li>• Contact Number(s)/Frequency</li> </ul>	Enter the contact number(s) and frequency for the ambulance service.
	<ul style="list-style-type: none"> <li>• Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS</li> </ul>	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	<b>Hospitals</b>	Enter the following information for hospital(s) that could serve this incident:
	<ul style="list-style-type: none"> <li>Hospital Name</li> </ul>	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	<ul style="list-style-type: none"> <li>Address, Latitude &amp; Longitude if Helipad</li> </ul>	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	<ul style="list-style-type: none"> <li>Contact Number(s)/ Frequency</li> </ul>	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	<ul style="list-style-type: none"> <li>Travel Time <ul style="list-style-type: none"> <li>Air</li> <li>Ground</li> </ul> </li> </ul>	Enter the travel time by air and ground from the incident to the hospital.
	<ul style="list-style-type: none"> <li>Trauma Center <input type="checkbox"/> Yes Level: _____</li> </ul>	Indicate yes and the trauma level if the hospital has a trauma center.
	<ul style="list-style-type: none"> <li>Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if the hospital has a burn center.
	<ul style="list-style-type: none"> <li>Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	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	<b>Special Medical Emergency Procedures</b>	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	<b>Prepared by</b> (Medical Unit Leader) <ul style="list-style-type: none"> <li>Name</li> <li>Signature</li> </ul>	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	<b>Approved by</b> (Safety Officer) <ul style="list-style-type: none"> <li>Name</li> <li>Signature</li> <li>Date/Time</li> </ul>	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).

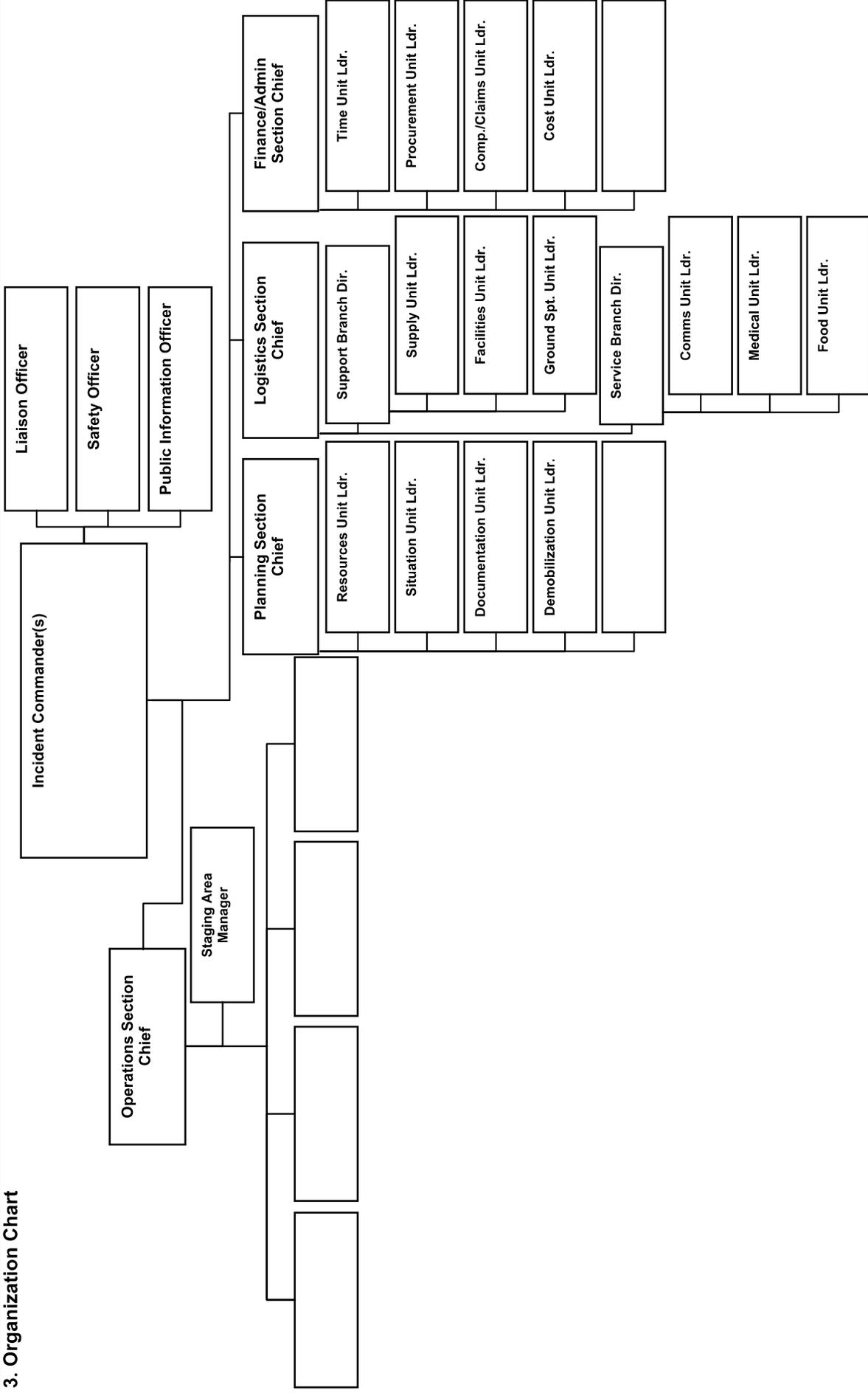
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# INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name: \_\_\_\_\_

2. Operational Period: Date From: \_\_\_\_\_ Date To: \_\_\_\_\_  
 Time From: \_\_\_\_\_ Time To: \_\_\_\_\_

3. Organization Chart



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	<b>Incident Name</b>	Print the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Organization Chart</b>	<ul style="list-style-type: none"> <li>• Complete the incident organization chart.</li> <li>• For all individuals, use at least the first initial and last name.</li> <li>• List agency where it is appropriate, such as for Unified Commanders.</li> <li>• If there is a shift change during the specified operational period, list both names, separated by a slash.</li> </ul>
4	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan</b>	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	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter where the approved Site Safety Plan(s) is located.
5	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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)

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

### Approval & Routing Information

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

### Incident Location Information

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

### Incident Summary

<b>*28. Significant Events for the Time Period Reported</b> (summarize significant progress made, evacuations, incident growth, etc.):				
<b>29. Primary Materials or Hazards Involved</b> (hazardous chemicals, fuel types, infectious agents, radiation, etc.):				
<b>30. Damage Assessment Information</b> (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			

## INCIDENT STATUS SUMMARY (ICS 209)

<b>*1. Incident Name:</b>	<b>2. Incident Number:</b>
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**Additional Incident Decision Support Information**

<b>*31. Public Status Summary:</b>	A. # This Reporting Period	B. Total # to Date	<b>*32. Responder Status Summary:</b>	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>		

<b>33. Life, Safety, and Health Status/Threat Remarks:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%; padding: 5px;"><b>*34. Life, Safety, and Health Threat Management:</b></th> <th style="width: 20%; padding: 5px;">A. Check if Active</th> </tr> <tr> <td style="padding: 5px;">A. No Likely Threat</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">B. Potential Future Threat</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">C. Mass Notifications in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">D. Mass Notifications Completed</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">E. No Evacuation(s) Imminent</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">F. Planning for Evacuation</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">G. Planning for Shelter-in-Place</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">H. Evacuation(s) in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">I. Shelter-in-Place in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">J. Repopulation in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">K. Mass Immunization in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">L. Mass Immunization Complete</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">M. Quarantine in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">N. Area Restriction in Effect</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	<b>*34. Life, Safety, and Health Threat Management:</b>	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"/>
<b>*34. Life, Safety, and Health Threat Management:</b>	A. Check if Active																																				
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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"/>																																				
<b>35. Weather Concerns</b> (synopsis of current and predicted weather; discuss related factors that may cause concern):																																					

**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)

<b>*1. Incident Name:</b>	<b>2. Incident Number:</b>
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**Additional Incident Decision Support Information (continued)**

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

**12 hours:**

**24 hours:**

**48 hours:**

**72 hours:**

**Anticipated after 72 hours:**

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

**12 hours:**

**24 hours:**

**48 hours:**

**72 hours:**

**Anticipated after 72 hours:**

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

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

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

**41. Planned Actions for Next Operational Period:**

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

**43. Anticipated Incident Management Completion Date:**

**44. Projected Significant Resource Demobilization Start Date:**

**45. Estimated Incident Costs to Date:**

**46. Projected Final Incident Cost Estimate:**

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

ICS 209, Page 3 of ____	* Required when applicable.
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## 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
<b>*1</b>	<b>Incident Name</b>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Enter the full name assigned to the incident.</li> <li>• Check spelling of the full incident name.</li> <li>• For an incident that is a Complex, use the word “Complex” at the end of the incident name.</li> <li>• If the name changes, explain comments in Remarks, Block 47.</li> <li>• Do not use the same incident name for different incidents in the same calendar year.</li> </ul>

Block Number	Block Title	Instructions
2	<b>Incident Number</b>	<ul style="list-style-type: none"> <li>• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline.</li> <li>• Examples include: <ul style="list-style-type: none"> <li>○ A computer-aided dispatch (CAD) number.</li> <li>○ An accounting number.</li> <li>○ A county number.</li> <li>○ A disaster declaration number.</li> <li>○ A combination of the State, unit/agency ID, and a dispatch system number.</li> <li>○ A mission number.</li> <li>○ Any other unique number assigned to the incident and derived by means other than those above.</li> </ul> </li> <li>• Make sure the number entered is correct.</li> <li>• Do not use the same incident number for two different incidents in the same calendar year.</li> <li>• 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.</li> </ul>
*3	<b>Report Version</b> (check one box on left)	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• This indicates the current version of the ICS 209 form being submitted.</li> <li>• If only one ICS 209 will be submitted, check BOTH “Initial” and “Final” (or check only “Final”).</li> </ul>
	<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"> <li>• 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).</li> <li>• 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).</li> </ul>
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	<b>Incident Commander(s) &amp; Agency or Organization</b>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Enter both the first and last name of the Incident Commander.</li> <li>• 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</li> </ul>
5	<b>Incident Management Organization</b>	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
<b>*6</b>	<b>Incident Start Date/Time</b>	<b>REQUIRED.</b> 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).
<b>7</b>	<b>Current Incident Size or Area Involved</b> (use unit label – e.g., “sq mi,” “city block”)	<ul style="list-style-type: none"> <li>• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.).</li> <li>• Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47).</li> <li>• Indicate that the size is an estimate, if a more specific figure is not available.</li> <li>• Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives.</li> <li>• 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).</li> <li>• 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.</li> </ul>
<b>8</b>	<b>Percent (%) Contained or Completed</b> (circle one)	<ul style="list-style-type: none"> <li>• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label.</li> <li>• For example, a spill may be 65% contained, or flood response objectives may be 50% met.</li> </ul>
<b>*9</b>	<b>Incident Definition</b>	<b>REQUIRED BLOCK.</b> 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.
<b>10</b>	<b>Incident Complexity Level</b>	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
<b>*11</b>	<b>For Time Period</b>	<b>REQUIRED BLOCK.</b> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The time period may include one or more operational periods, based on agency/organizational reporting requirements.</li> </ul>
	From Date/Time	<ul style="list-style-type: none"> <li>• Enter the start date (month/day/year).</li> <li>• Enter the start time (using the 24-hour clock).</li> </ul>
	To Date/Time	<ul style="list-style-type: none"> <li>• Enter the end date (month/day/year).</li> <li>• Enter the end time (using the 24-hour clock).</li> </ul>

Block Number	Block Title	Instructions
<b>APPROVAL &amp; ROUTING INFORMATION</b>		
*12	<b>Prepared By</b>	<b>REQUIRED BLOCK.</b> 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	<b>Date/Time Submitted</b>	<b>REQUIRED.</b> Enter the submission date (month/day/year) and time (using the 24-hour clock).
	<b>Time Zone</b>	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	<b>Approved By</b>	<b>REQUIRED.</b> 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	<b>Primary Location, Organization, or Agency Sent To</b>	<b>REQUIRED BLOCK.</b> 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.
<b>INCIDENT LOCATION INFORMATION</b>		
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information.</li> <li>• 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.</li> </ul>		
*16	<b>State</b>	<b>REQUIRED BLOCK WHEN APPLICABLE.</b> <ul style="list-style-type: none"> <li>• Enter the State where the incident originated.</li> <li>• If other States or jurisdictions are involved, enter them in Block 25 or Block 44.</li> </ul>
*17	<b>County / Parish / Borough</b>	<b>REQUIRED BLOCK WHEN APPLICABLE.</b> <ul style="list-style-type: none"> <li>• Enter the county, parish, or borough where the incident originated.</li> <li>• If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.</li> </ul>

Block Number	Block Title	Instructions
<b>*18</b>	<b>City</b>	<p><b>REQUIRED BLOCK WHEN APPLICABLE.</b></p> <ul style="list-style-type: none"> <li>• Enter the city where the incident originated.</li> <li>• If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.</li> </ul>
<b>19</b>	<b>Unit or Other</b>	<p>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.</p>
<b>*20</b>	<b>Incident Jurisdiction</b>	<p><b>REQUIRED BLOCK WHEN APPLICABLE.</b></p> <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>
<b>21</b>	<b>Incident Location Ownership</b> (if different than jurisdiction)	<ul style="list-style-type: none"> <li>• When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction.</li> <li>• 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.</li> </ul>
<b>22</b>	<p><b>22. Longitude</b> (indicate format):</p> <p><b>Latitude</b> (indicate format):</p>	<ul style="list-style-type: none"> <li>• Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident.</li> <li>• 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.”</li> </ul>
<b>23</b>	<b>US National Grid Reference</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Clearly label the data.</li> </ul>
<b>24</b>	<b>Legal Description</b> (township, section, range)	<ul style="list-style-type: none"> <li>• Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident.</li> <li>• Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).</li> </ul>
<b>*25</b>	<b>Short Location or Area Description</b> (list all affected areas or a reference point)	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• 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”).</li> <li>• 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.</li> <li>• Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).</li> </ul>
<b>26</b>	<b>UTM Coordinates</b>	<p>Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.</p>

Block Number	Block Title	Instructions
27	<p><b>Note any electronic geospatial data included or attached</b> (indicate data format, content, and collection time information and labels)</p>	<ul style="list-style-type: none"> <li>• Indicate whether and how geospatial data is included or attached.</li> <li>• Utilize common and open geospatial data standards.</li> <li>• <b>WARNING:</b> 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.</li> <li>• <b>NOTE:</b> 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).</li> <li>• <b>NOTE:</b> Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc.</li> <li>• <b>NOTE:</b> 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.</li> <li>• <b>NOTE:</b> Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.</li> </ul>
<b>INCIDENT SUMMARY</b>		
*28	<p><b>Significant Events for the Time Period Reported</b> (summarize significant progress made, evacuations, incident growth, etc.)</p>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Describe significant events that occurred during the period being reported in Block 6. Examples include: <ul style="list-style-type: none"> <li>○ Road closures.</li> <li>○ Evacuations.</li> <li>○ Progress made and accomplishments.</li> <li>○ Incident command transitions.</li> <li>○ Repopulation of formerly evacuated areas and specifics.</li> <li>○ Containment.</li> </ul> </li> <li>• 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.</li> <li>• 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.</li> <li>• This block may be used for a single-paragraph synopsis of overall incident status.</li> </ul>
29	<p><b>Primary Materials or Hazards Involved</b> (hazardous chemicals, fuel types, infectious agents, radiation, etc.)</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.</li> </ul>
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
<b>30</b>	<b>Damage Assessment Information</b> (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"> <li>• Include a short summary of damage or use/access restrictions/limitations caused by the incident for the reporting period, and cumulatively.</li> <li>• Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed.</li> <li>• 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.</li> <li>• Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.</li> </ul>
	<b>A. Structural Summary</b>	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
<b>ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)</b>		
*31	<b>Public Status Summary</b>	<ul style="list-style-type: none"> <li>• This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below.</li> <li>• Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33).</li> <li>• Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances.</li> <li>• <b>NOTE:</b> <i>Do not estimate any fatality information.</i></li> <li>• <b>NOTE:</b> 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.</li> <li>• <b>NOTE:</b> 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"> <li>○ Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.</li> <li>○ 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.</li> </ul> </li> <li>• <b>NOTE:</b> <u>When providing an estimated value, denote in parenthesis: "est."</u></li> </ul> <p><b><u>Handling Sensitive Information</u></b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.</li> </ul>
	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"> <li>• Enter the total number of individuals impacted in each category for the entire duration of the incident.</li> <li>• This is a cumulative total number that should be adjusted each reporting period.</li> </ul>
	C. Indicate Number of Civilians (Public) Below	<ul style="list-style-type: none"> <li>• For lines 31D–M below, enter the number of civilians affected for each category.</li> <li>• Indicate if numbers are estimates, for those blocks where this is an option.</li> <li>• 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.</li> </ul>
	D. Fatalities	<ul style="list-style-type: none"> <li>• Enter the number of <i>confirmed</i> civilian/public fatalities.</li> <li>• See information in introductory instructions (“Distribution”) and in Block 31 instructions regarding sensitive handling of fatality information.</li> </ul>
	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	<b>Responder Status Summary</b>	<ul style="list-style-type: none"> <li>• This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N.</li> <li>• 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.</li> <li>• Explain or describe the nature of any reported injuries, illness, or other activities in Block 33.</li> <li>• <b>NOTE:</b> <i>Do not estimate any fatality information or responder status information.</i></li> <li>• <b>NOTE:</b> 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.</li> <li>• <b>NOTE:</b> 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.</li> </ul> <p><b>Handling Sensitive Information</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.</li> </ul>

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"> <li>Enter the total number of individuals impacted in each category for the <i>entire duration</i> of the incident.</li> <li>This is a <i>cumulative</i> total number that should be adjusted each reporting period.</li> </ul>
	C. Indicate Number of Responders Below	<ul style="list-style-type: none"> <li>For lines 32D–M below, enter the number of responders relevant for each category.</li> <li>Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.</li> </ul>
	D. Fatalities	<ul style="list-style-type: none"> <li>Enter the number of <i>confirmed</i> responder fatalities.</li> <li>See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.</li> </ul>
	E. With Injuries/Illness	<ul style="list-style-type: none"> <li>Enter the number of incident responders with serious injuries or illnesses due to the incident.</li> <li><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></li> </ul>
	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	<b>Life, Safety, and Health Status/Threat Remarks</b>	<ul style="list-style-type: none"> <li>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.</li> <li>This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.</li> <li>Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment.</li> <li>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.</li> <li>Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).</li> </ul>

Block Number	Block Title	Instructions
<b>*34</b>	<b>Life, Safety, and Health Threat Management</b>	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"> <li>• 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.</li> <li>• These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system.</li> <li>• 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”).</li> </ul>
	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	<b>Weather Concerns</b> (synopsis of current and predicted weather; discuss related factors that may cause concern)	<ul style="list-style-type: none"> <li>• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant.</li> <li>• Include current and/or predicted weather factors, and the timeframe for predictions.</li> <li>• Include relevant factors such as:               <ul style="list-style-type: none"> <li>○ Wind speed (label units, such as mph).</li> <li>○ 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”).</li> <li>○ Temperature (label units, such as F).</li> <li>○ Relative humidity (label %).</li> <li>○ Watches.</li> <li>○ Warnings.</li> <li>○ Tides.</li> <li>○ Currents.</li> </ul> </li> <li>• Any other weather information relative to the incident, such as flooding, hurricanes, etc.</li> </ul>
36	<b>Projected Incident Activity, Potential, Movement, Escalation, or Spread</b> and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes <b>12 hours</b> <b>24 hours</b> <b>48 hours</b> <b>72 hours</b> <b>Anticipated after 72 hours</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Include an estimate of the acreage or area that will likely be affected.</li> <li>• If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.</li> </ul>
37	<b>Strategic Objectives</b> (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
<b>ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued) (PAGE 3)</b>		
<p><b>38</b></p>	<p><b>Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.</b>  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><b>12 hours</b>  <b>24 hours</b>  <b>48 hours</b>  <b>72 hours</b>  <b>Anticipated after 72 hours</b></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><b>Critical Resource Needs</b> 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><b>12 hours</b>  <b>24 hours</b>  <b>48 hours</b>  <b>72 hours</b>  <b>Anticipated after 72 hours</b></p>	<ul style="list-style-type: none"> <li>• List the specific critical resources and numbers needed, in order of priority. <i>Be specific as to the need.</i></li> <li>• Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support.</li> <li>• If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels.</li> <li>• 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.</li> <li>• More than one resource need may be listed for each timeframe. For example, a list could include: <ul style="list-style-type: none"> <li>○ <u>24 hrs</u>: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams</li> <li>○ <u>48 hrs</u>: Mobile Communications Unit (Law/Fire)</li> <li>○ <u>After 72 hrs</u>: 1 Type 2 Incident Management Team</li> </ul> </li> <li>• 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"> <li>○ 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.</li> <li>○ 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”).</li> </ul> </li> <li>• Do not use this block for noncritical resources.</li> </ul>
40	<p><b>Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</b></p> <p>1) critical resource needs identified above,  2) the Incident Action Plan and management objectives and targets,  3) anticipated results.</p> <p><b>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</b></p>	<ul style="list-style-type: none"> <li>• Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan.</li> <li>• Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints.</li> <li>• 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.</li> <li>• Explain major problems and concerns as indicated.</li> </ul>

Block Number	Block Title	Instructions
41	<b>Planned Actions for Next Operational Period</b>	<ul style="list-style-type: none"> <li>• Provide a short summary of actions planned for the next operational period.</li> <li>• Examples: <ul style="list-style-type: none"> <li>○ “The current Incident Management Team will transition out to a replacement IMT.”</li> <li>○ “Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports.”</li> <li>○ “Continue refining mapping of the recovery operations and damaged assets using GPS.”</li> <li>○ “Initiate removal of unauthorized food vendors.”</li> </ul> </li> </ul>
42	<b>Projected Final Incident Size/Area</b> (use unit label – e.g., “sq mi”)	<ul style="list-style-type: none"> <li>• Enter an estimate of the total area likely to be involved or affected over the course of the incident.</li> <li>• Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc.</li> <li>• 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.</li> </ul>
43	<b>Anticipated Incident Management Completion Date</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Avoid leaving this block blank if possible, as this is important information for managers.</li> </ul>
44	<b>Projected Significant Resource Demobilization Start Date</b>	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	<b>Estimated Incident Costs to Date</b>	<ul style="list-style-type: none"> <li>• Enter the estimated total incident costs to date for the entire incident based on currently available information.</li> <li>• Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy.</li> <li>• This does not include damage assessment figures, as they are impacts from the incident and not response costs.</li> <li>• If costs decrease, explain in Remarks (Block 47).</li> <li>• If additional space is required, please add as an attachment.</li> </ul>
46	<b>Projected Final Incident Cost Estimate</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• This does not include damage assessment figures, as they are impacts from the incident and not response costs.</li> <li>• If additional space is required, please add as an attachment.</li> </ul>

Block Number	Block Title	Instructions
47	<b>Remarks</b> (or continuation of any blocks above – list block number in notation)	<ul style="list-style-type: none"> <li>• 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.</li> <li>• List the block number for any information continued from a previous block.</li> <li>• 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.</li> <li>• For Complexes that include multiple incidents, list all sub-incidents included in the Complex.</li> <li>• 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"> <li>○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or</li> <li>○ 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).</li> </ul> </li> <li>• Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping).</li> <li>• 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).</li> <li>• Attach additional pages if it is necessary to include additional comments in the Remarks section.</li> </ul>

**INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)**

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

For summarizing:

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

Block Number	Block Title	Instructions
48	<b>Agency or Organization</b>	<ul style="list-style-type: none"> <li>• List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc.</li> <li>• List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information.</li> <li>• Agencies or organizations may be listed individually or in groups.</li> <li>• When resources are grouped together, individual agencies or organizations may be listed below in Block 53.</li> <li>• 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"> <li>○ 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.</li> <li>○ For example: <ul style="list-style-type: none"> <li>▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).</li> <li>▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).</li> </ul> </li> </ul> </li> <li>• 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.</li> </ul>
49	<b>Resources</b> (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"> <li>• 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"> <li>○ Examples: Type 1 Fire Engines, Type 4 Helicopters</li> </ul> </li> <li>• Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. <ul style="list-style-type: none"> <li>○ 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.</li> <li>○ For example: <ul style="list-style-type: none"> <li>▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).</li> <li>▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).</li> </ul> </li> </ul> </li> <li>• <b>NOTE:</b> One option is to group similar resources together when it is sensible to do so for the summary. <ul style="list-style-type: none"> <li>○ 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.</li> </ul> </li> <li>• <b>NOTE:</b> 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.</li> </ul>
50	<b>Additional Personnel</b> 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	<b>Total Personnel</b> (includes those associated with resources – e.g., aircraft or engines – <i>and</i> individual overhead)	<ul style="list-style-type: none"> <li>• Enter the total personnel for each agency, organization, or grouping in the Total Personnel column.</li> <li>• <b>WARNING:</b> Do not simply add the numbers across!</li> <li>• The number of Total Personnel for each row should include <u>both</u>: <ul style="list-style-type: none"> <li>○ The total number of personnel assigned to each of the resources listed in Block 49, and</li> <li>○ The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.</li> </ul> </li> </ul>

Block Number	Block Title	Instructions
52	<b>Total Resources</b>	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	<b>Additional Cooperating and Assisting Organizations Not Listed Above</b>	<ul style="list-style-type: none"> <li>• List all agencies and organizations that are not directly involved in the incident, but are providing support.</li> <li>• Examples may include ambulance services, Red Cross, DHS, utility companies, etc.</li> <li>• Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).</li> </ul>

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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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Resource Number</b>	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	<b>New Status</b> (Available, Assigned, Out of Service)	Indicate the current status of the resource: <ul style="list-style-type: none"> <li>• Available – Indicates resource is available for incident use immediately.</li> <li>• Assigned – Indicates resource is checked in and assigned a work task on the incident.</li> <li>• 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).</li> </ul>
5	<b>From</b> (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	<b>To</b> (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	<b>Time and Date of Change</b>	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	<b>Comments</b>	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	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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).



## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Check-In Location</b> <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	<b>Start Date/Time</b> • 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
	<b>Check-In Information</b>	Self explanatory.
5	<b>List single resource personnel (overhead) by agency and name, OR list resources by the following format</b>	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	<b>Order Request #</b>	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	<b>Date/Time Check-In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	<b>Leader's Name</b>	<ul style="list-style-type: none"> <li>• For equipment, enter the operator's name.</li> <li>• Enter the Strike Team or Task Force leader's name.</li> <li>• Leave blank for single resource personnel (overhead).</li> </ul>
9	<b>Total Number of Personnel</b>	Enter total number of personnel associated with the resource. Include leaders.
10	<b>Incident Contact Information</b>	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	<b>Home Unit or Agency</b>	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	<b>Departure Point, Date and Time</b>	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	<b>Method of Travel</b>	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	<b>Incident Assignment</b>	Enter the incident assignment at time of dispatch.
15	<b>Other Qualifications</b>	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	<b>Data Provided to Resources Unit</b>	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	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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	<b>Incident Name</b> (Optional)	Enter the name assigned to the incident. This block is optional.
2	<b>To</b> (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	<b>From</b> (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	<b>Subject</b>	Enter the subject of the message.
5	<b>Date</b>	Enter the date (month/day/year) of the message.
6	<b>Time</b>	Enter the time (using the 24-hour clock) of the message.
7	<b>Message</b>	Enter the content of the message. Try to be as concise as possible.
8	<b>Approved by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Position/Title</li> </ul>	Enter the name, signature, and ICS position/title of the person approving the message.
9	<b>Reply</b>	The intended recipient will enter a reply to the message and return it to the originator.
10	<b>Replied by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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).





## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Name</b>	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	<b>ICS Position</b>	Enter the name and ICS position of the individual in charge of the Unit.
5	<b>Home Agency</b> (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	<b>Resources Assigned</b>	Enter the following information for resources assigned:
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	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.
	<ul style="list-style-type: none"> <li>• ICS Position</li> </ul>	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	<ul style="list-style-type: none"> <li>• Home Agency (and Unit)</li> </ul>	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	<b>Activity Log</b> <ul style="list-style-type: none"> <li>• Date/Time</li> <li>• Notable Activities</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc.</li> <li>• This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.</li> </ul>
8	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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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## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Branch</b>	Enter the Branch of the work assignment for the resources.
4	<b>Division, Group, or Other</b>	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	<b>Work Assignment &amp; Special Instructions</b>	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	<b>Resources</b>	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	<b>Overhead Position(s)</b>	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	<b>Special Equipment &amp; Supplies</b>	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	<b>Reporting Location</b>	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	<b>Requested Arrival Time</b>	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	<b>Total Resources Required</b>	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	<b>Total Resources Have on Hand</b>	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	<b>Total Resources Need To Order</b>	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	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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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## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Prepared</b>	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Incident Area</b>	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	<b>Hazards/Risks</b>	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	<b>Mitigations</b>	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	<b>Prepared by</b> (Safety Officer and Operations Section Chief) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Prepared</b>	Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.
4	<b>Vehicle/Equipment Category</b>	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	<b>Vehicle/Equipment Information</b>	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
<b>5</b> (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.
<b>6</b>	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> </ul>	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



## ICS 219-1: Header Card

Block Title	Instructions
<b>Prepared by</b> <b>Date/Time</b>	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 #
<i>Front</i>			
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 #
<i>Back</i>			
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
<b>ST/Unit</b>	Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work
<b># Pers</b>	Enter total number of personnel associated with the crew/team. Include leaders.
<b>Order #</b>	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.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	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.
<b>Crew/Team ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).
<b>Manifest</b> <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.
<b>Total Weight</b>	Enter the total weight for the crew/team. This information is necessary when the crew/team are transported by charter air.
<b>Method of Travel to Incident</b> <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."
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the crew/team's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the crew/team's estimated time of arrival (using the 24-hour clock) at the incident.

Block Title	Instructions
<b>Transportation Needs at Incident</b> <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.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the crew/team.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the crew/team.
<b>Time</b>	Enter the time (24-hour clock) the crew/team reported to this location.
<b>Status</b> <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"> <li>• Assigned – Assigned to the incident</li> <li>• 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</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the crew/team's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-3: Engine Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	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.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	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.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for the resource(s).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <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"><li>• Assigned – Assigned to the incident</li><li>• 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</li><li>• O/S Pers – Out-of-service for personnel reasons</li><li>• Available – Available to be assigned to the incident</li><li>• O/S Mech – Out-of-service for mechanical reasons</li><li>• ETR – Estimated time of return</li></ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.

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

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

**Front**

Date/Time Checked In:

Pilot Name:

Home Base:

Departure Point:

ETD:

ETA:

Destination Point:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

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

**Back**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

## ICS 219-4: Helicopter Card

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

<b>ST/Unit:</b>	<b>Name:</b>	<b>Position/Title:</b>
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**Front**

<b>Date/Time Checked In:</b>	
<b>Name:</b>	
<b>Primary Contact Information:</b>	
<b>Manifest:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>Total Weight:</b>
<b>Method of Travel to Incident:</b> <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
<b>Home Base:</b>	
<b>Departure Point:</b>	
<b>ETD:</b>	<b>ETA:</b>
<b>Transportation Needs at Incident:</b> <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
<b>Date/Time Ordered:</b>	
<b>Remarks:</b>	

<b>Prepared by:</b>
<b>Date/Time:</b>

**ICS 219-5 PERSONNEL (WHITE CARD)**

<b>ST/Unit:</b>	<b>Name:</b>	<b>Position/Title:</b>
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**Back**

<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <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: _____	
<b>Notes:</b>	
<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <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: _____	
<b>Notes:</b>	
<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <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: _____	
<b>Notes:</b>	

<b>Prepared by:</b>
<b>Date/Time:</b>

**ICS 219-5 PERSONNEL (WHITE CARD)**

## ICS 219-5: Personnel Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>Name</b>	Enter the individual's first initial and last name.
<b>Position/Title</b>	Enter the individual's ICS position/title.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Name</b>	Enter the individual's full name.
<b>Primary Contact Information</b>	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.
<b>Manifest</b> <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.
<b>Total Weight</b>	Enter the total weight for the crew. This information is necessary when the crew are transported by charter air.
<b>Method of Travel to Incident</b> <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."
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the crew's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the crew's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Transportation Needs at Incident</b> <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.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the crew was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the crew.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the crew.
<b>Time</b>	Enter the time (24-hour clock) the crew reported to this location.

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



## ICS 219-6: Fixed-Wing Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include the pilot.
<b>Order #</b>	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.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Pilot Name:</b>	Enter pilot's name (use at least the first initial and last name).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
<b>Destination Point</b>	Use this section to enter the location at the incident where the resource has been requested to report.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Manufacturer</b>	Enter the manufacturer of the aircraft.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <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"> <li>• Assigned – Assigned to the incident</li> <li>• 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</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	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
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available work day that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	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.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	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.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number or name for this resource.
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <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"><li>• Assigned – Assigned to the incident</li><li>• 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</li><li>• O/S Pers – Out-of-service for personnel reasons</li><li>• Available – Available to be assigned to the incident</li><li>• O/S Mech – Out-of-service for mechanical reasons</li><li>• ETR – Estimated time of return</li></ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.

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



## ICS 219-10: Generic Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	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.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	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.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for this resource.
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <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"><li>• Assigned – Assigned to the incident</li><li>• 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</li><li>• O/S Pers – Out-of-service for personnel reasons</li><li>• Available – Available to be assigned to the incident</li><li>• O/S Mech – Out-of-service for mechanical reasons</li><li>• ETR – Estimated time of return</li></ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.

Block Title	Instructions
<b>Prepared by</b> <b>Date/Time</b>	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)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____		<b>3. Sunrise:</b> _____ <b>Sunset:</b> _____	
<b>4. Remarks</b> (safety notes, hazards, air operations special equipment, etc.):		<b>5. Ready Alert Aircraft:</b> Medivac: _____ New Incident: _____			
		<b>6. Temporary Flight Restriction Number:</b> Altitude: _____ Center Point: _____		<b>9. Fixed-Wing</b> (category/kind/type, make/model, N#, base): Air Tactical Group Supervisor Aircraft: _____	
<b>7. Personnel:</b>		<b>8. Frequencies:</b>		<b>10. Helicopters</b> (use additional sheets as necessary):	
	Name:	Phone Number:	AM	FM	
Air Operations Branch Director					
Air Support Group Supervisor					Other Fixed-Wing Aircraft:
Air Tactical Group Supervisor					
Helicopter Coordinator					
Helibase Manager					
<b>11. Prepared by:</b> Name: _____		Position/Title: _____		Signature: _____	
ICS 220, Page 1		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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	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	<b>Sunrise/Sunset</b>	Enter the sunrise and sunset times.
4	<b>Remarks</b> (safety notes, hazards, air operations special equipment, etc.)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
5	<b>Ready Alert Aircraft</b> <ul style="list-style-type: none"> <li>• Medivac</li> <li>• New Incident</li> </ul>	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	<b>Temporary Flight Restriction Number</b> <ul style="list-style-type: none"> <li>• Altitude</li> <li>• Center Point</li> </ul>	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	<b>Personnel</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Phone Number</li> </ul>	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	<b>Frequencies</b> <ul style="list-style-type: none"> <li>• AM</li> <li>• FM</li> </ul>	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	<b>Fixed-Wing</b> (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	<b>Helicopters</b>	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	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	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	<b>Task/Mission/Assignment</b> (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.



## 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	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Planned Release Date/Time</b>	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	<b>Resource or Personnel Released</b>	Enter name of the individual or resource being released.
5	<b>Order Request Number</b>	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	<b>Resource or Personnel</b> 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"> <li>• Unit/Leader/Manager/Other</li> <li>• Remarks</li> <li>• Name</li> <li>• Signature</li> </ul>	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.).
	<b>Logistics Section</b> <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
<b>6</b> (continued)	<b>Finance/Administration Section</b> <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.
	<b>Other Section/Staff</b> <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.
	<b>Planning Section</b> <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.
<b>7</b>	<b>Remarks</b>	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.
<b>8</b>	<b>Travel Information</b>	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.	
<b>9</b>	<b>Reassignment Information</b> <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	<b>Prepared by</b> <ul style="list-style-type: none"><li>• Name</li><li>• Position/Title</li><li>• Signature</li><li>• Date/Time</li></ul>	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		
<b>9. Incident Definition:</b>						
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
<b>11. Knowledge of the Job/ Professional Competence:</b> 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.
<b>12. Ability To Obtain Performance/Results:</b> 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.
<b>13. Planning/ Preparedness:</b> 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.
<b>14. Using Resources:</b> 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.
<b>15. Adaptability/Attitude:</b> 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.
<b>16. Communication Skills:</b> 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)

<b>1. Name:</b>		<b>2. Incident Name:</b>			<b>3. Incident Number:</b>	
<b>10. Evaluation</b>						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
<b>17. Ability To Work on a Team:</b> 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.
<b>18. Consideration for Personnel/Team Welfare:</b> 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.
<b>19. Directing Others:</b> 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.
<b>20. Judgment/Decisions Under Stress:</b> 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.
<b>21. Initiative</b> 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.
<b>22. Physical Ability for the Job:</b> 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.
<b>23. Adherence to Safety:</b> 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.
<b>24. Remarks:</b>						
<b>25. Rated Individual</b> (This rating has been discussed with me):						
Signature: _____			Date/Time: _____			
<b>26. Rated by:</b> 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	<b>Name</b>	Enter the name of the individual being rated.
2	<b>Incident Name</b>	Enter the name assigned to the incident.
3	<b>Incident Number</b>	Enter the number assigned to the incident.
4	<b>Home Unit Address</b>	Enter the physical address of the home unit for the individual being rated.
5	<b>Incident Agency and Address</b>	Enter the name and address of the authority having jurisdiction for the incident.
6	<b>Position Held on Incident</b>	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	<b>Date(s) of Assignment</b> <ul style="list-style-type: none"> <li>• From</li> <li>• To</li> </ul>	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	<b>Incident Complexity Level</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> 1</li> <li><input type="checkbox"/> 2</li> <li><input type="checkbox"/> 3</li> <li><input type="checkbox"/> 4</li> <li><input type="checkbox"/> 5</li> </ul>	Indicate the level of complexity for the incident.
9	<b>Incident Definition</b>	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	<b>Evaluation</b>	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	<b>Knowledge of the Job/ Professional Competence:</b>	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	<b>Ability To Obtain Performance/Results:</b>	Quality, quantity, timeliness, and impact of work.
13	<b>Planning/Preparedness:</b>	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	<b>Using Resources:</b>	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	<b>Adaptability/Attitude:</b>	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	<b>Communication Skills:</b>	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	<b>Ability To Work on a Team:</b>	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	<b>Consideration for Personnel/Team Welfare:</b>	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	<b>Directing Others:</b>	Ability to influence or direct others in accomplishing tasks or missions.
20	<b>Judgment/Decisions Under Stress:</b>	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	<b>Initiative</b>	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	<b>Physical Ability for the Job:</b>	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	<b>Adherence to Safety:</b>	Ability to invest in the IMT's future by caring for the safety of self and others.
24	<b>Remarks</b>	Enter specific information on why the individual received performance levels.
25	<b>Rated Individual</b> (This rating has been discussed with me) <ul style="list-style-type: none"> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	<b>Rated by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Home Unit</li> <li>• Position Held on This Incident</li> <li>• Date/Time</li> </ul>	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.

# C

## **Emergency Operations Center Position Checklists**

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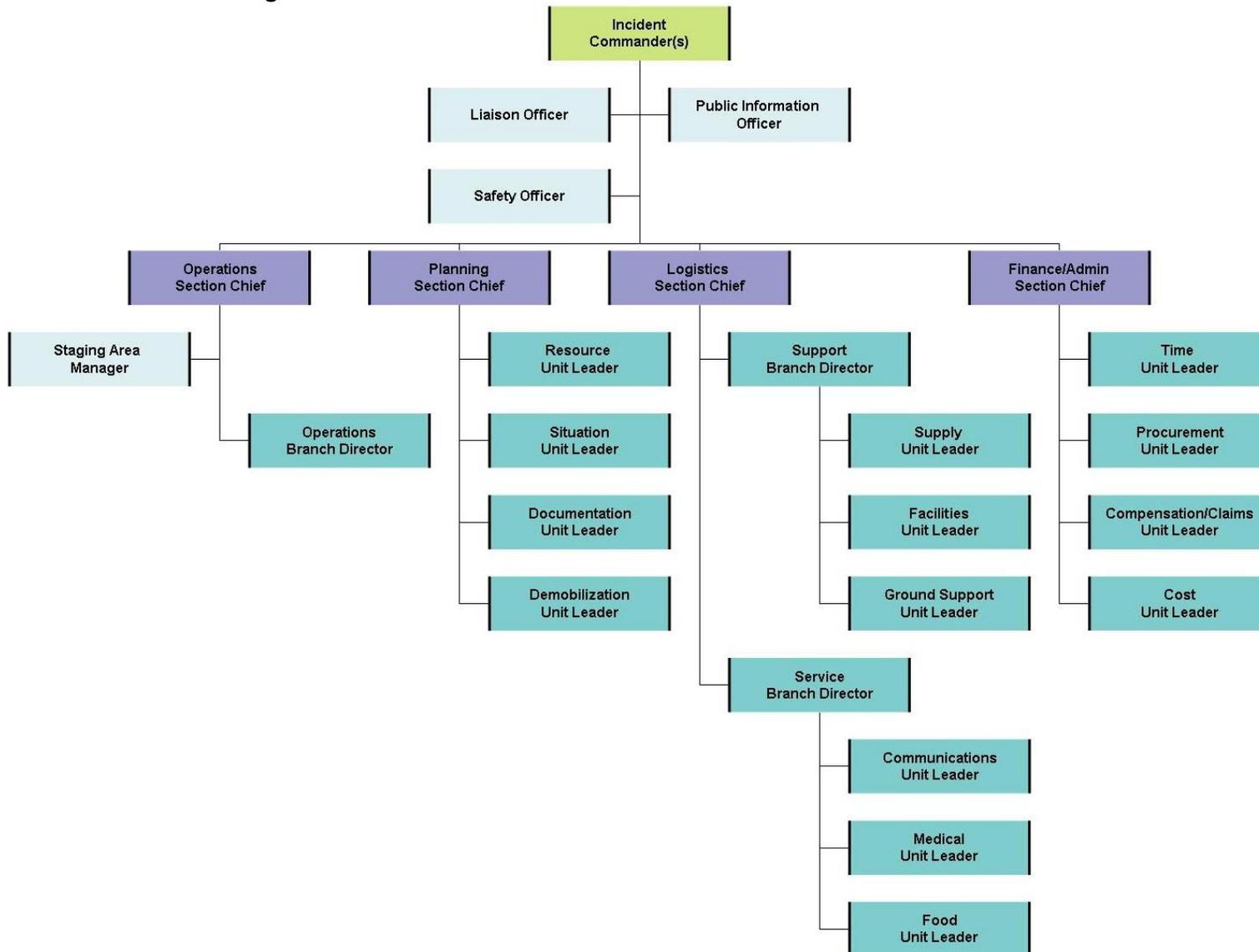
**Appendix C. Emergency Operations Center Position Checklists****Index of EOC Position Checklists**

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

1. Obtain briefing from Logistics Section Chief or Service Branch Director:

- Determine potential duration of incident.
- Number and location of personnel to be fed.
- Last meal provided.
- Proposed time of next meal.

2. Determine food service requirements for planned and expected operations.

3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).

4. Determine location of working assignment.

5. Ensure sufficient potable water and beverages for all incident personnel.

6. Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.

7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.

8. Supervise administration of food service agreement, if applicable.

9. Provide copies of receipts, bills to Finance/Administration Section.

10. Let Supply Unit know when food orders are complete.

11. Provide briefing to relief on current activities and unusual situations.

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

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## Ground Support Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Logistics Section Chief or Support Branch Director:
  - Fueling needs of apparatus on incident.
  - Transportation needed for responders.
  - Location of Supply Unit receiving and distribution point(s).
  - Incident transportation maps and restrictions on transportation routes.
  - Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.

2. Staff Unit by the above considerations, as indicated.

3. Consider the need to use agency pool vehicles or rental vehicles to augment transportation resources.

4. Support out-of-service resources according to agreement for mutual aid and rental equipment.

5. Notify Resources Unit of all changes on support and transportation vehicles.

6. Arrange for and activate towing, fueling, maintenance, and repair services.

7. Maintain fuel, parts, and service use records and cost summaries. Forward to Finance/Administration Section.

8. Maintain inventory of support and transportation vehicles.

## Ground Support Unit Leader Position Checklist

9. Provide transportation services:

- Review Incident Action Plan (IAP) for transportation requirements.
- Review inventory for needed resources.
- Request additional resources through Supply Unit. Give type, time needed, and reporting location.
- Schedule use of support vehicles.
- Document mileage, fuel consumption, and other costs.

10. Implement Transportation Plan:

- Determine time-lines.
- Identify types of services required.
- Assign resources required to implement Transportation Plan.

11. Ensure that the condition of rental equipment is documented prior to use and coordinate with Procurement Unit Leader.

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

## Incident Commander Position Checklist

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



### Task

1. Ensure welfare and safety of incident personnel.

2. Supervise Command and General Staff.

3. Obtain initial briefing from current Incident Commander and agency administrator.

4. Assess incident situation:

- Review the current situation status and initial incident objectives. Ensure that all local, State and Federal agencies impacted by the incident have been notified.

5. Determine need for, establish, and participate in Unified Command.

6. Authorize protective action statements, as necessary.

7. Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents:

- Confirm dispatch and arrival times of activated resources.
- Confirm work assignments.

8. Brief staff:

- Identify incident objectives and any policy directives for the management of the incident.
- Provide a summary of current organization.
- Provide a review of current incident activities.
- Determine the time and location of first Planning Meeting.

9. Determine information needs and inform staff of requirements.

10. Determine status of disaster declaration and delegation of authority.

## 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

## Mutual Aid Agreements

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## Mutual Aid Agreements

The following is a quick reference list of mutual aid agreements entered into by the County. **Copies of these mutual aid agreements can be found in the County EOC.**

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**Maps**

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Map to be inserted

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## References

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## Federal

- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973.
- 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.
- The Code of Federal Regulations, Title 44, Part 206.
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1985.
- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2009.
- National Response Framework, 2008.
- National Incident Management System, 2008.

## State

- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2005.
- Oregon Revised Statutes (ORS) 401.305 through 401.335.
- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. March 2010.

## County

- Memoranda of Agreement/Understanding]

## Other

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

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## **Acronyms and Glossary**

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## Appendix G. Acronyms and Glossary

**Acronyms**

CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CEMP	Comprehensive Emergency Management Plan
CERT	Citizen Emergency Response Team
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations Plan
County	Harney County
DEQ	Oregon Department of Environmental Quality
DHS	Department of Homeland Security
ECC	Oregon Emergency Coordination Center
EMP	State of Oregon Emergency Management Plan
EMR	Emergency Management Region
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EM	Emergency Management
EMO	Emergency Management Organization
EMP	Emergency Management Plan
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HIVA	Hazard Identification and Vulnerability Assessment
HSPD	Homeland Security Presidential Directive
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System

## Appendix G. Acronyms and Glossary

LEDS	Law Enforcement Data System
MOC	Medical Operations Center
MOU	Memorandum of Understanding
NCP	National Contingency Plan
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NRF	National Response Framework
NRS	National Response System
OAR	Oregon Administrative Rules
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OR DHS	Oregon Department of Human Services
ORS	Oregon Revised Statutes
PIO	Public Information Officer
POD	Point of Dispensing
PPE	Personal Protective Equipment
SAR	Search and Rescue
SME	Subject Matter Expert
SOG	Standard Operating Guidance
State	State of Oregon
UC	Unified Command
USAR	Urban Search and Rescue
USCG	United States Coast Guard
WMD	Weapons of Mass Destruction

## Glossary of Key Terms

**Actual Event:** A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

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**Appendix G. Acronyms and Glossary**

**After Action Report:** The After Action Report documents the performance of exercise related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

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

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

**All Hazards:** Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

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

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Audit:** formal examination of an organization's or individual's accounts; a methodical examination and review.

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**Appendix G. Acronyms and Glossary**

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

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

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

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

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

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

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

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

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

**Corrective Action:** Improved procedures that are based on lessons learned from actual incidents or from training and exercises.

**Corrective Action Plan:** A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.

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**Appendix G. Acronyms and Glossary**

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Disciplines:** A group of personnel with similar job roles and responsibilities. (e.g. law enforcement, firefighting, HAZMAT, EMS).

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency 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 Management Assistance Compact:** The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows States to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

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

**Emergency Operations Plan:** The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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

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

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

**Evaluation:** The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Exercise:** Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel (from first responders to senior officials) to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.

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

**Federal Preparedness Funding:** Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams that directly or indirectly support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.

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

**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.

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**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

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

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. Homeland Security Exercise and Evaluation Program also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at <http://www.hseep.dhs.gov>.

**Improvement Plan:** The After Action Report documents the performance of exercise related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

**Incident:** An occurrence or event, natural- or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

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

**Incident Command Post:** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System:** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and

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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:** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team:** The IC and appropriate Command and General Staff personnel assigned to an incident.

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

**Incident-Specific Hazards:** Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, avian flu, etc.

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

**Initial Response:** Resources initially committed to an incident.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Interagency:** An organization or committee comprised of multiple agencies.

**Interoperability & Compatibility:** A principle of the NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under the NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards,

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and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

**Inventory:** An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

**Joint Information Center:** A facility established to coordinate all incident related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the Joint Information Center.

**Joint Information System:** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., City, County, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Lessons Learned:** Knowledge gained through operational experience (actual events or exercises) that improve performance of others in the same discipline. For additional information please visit <https://www.llis.dhs.gov/>

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

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

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

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

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

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

“any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

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

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination Systems:** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information

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coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

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

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

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and mental health services requirements of the ESF 8 in the National Response Framework.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for State, local, and tribal governments; the private-sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Framework:** A guide to how the Nation conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the Nation. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

**Non-Governmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of non-governmental

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organizations include faith-based charity organizations and the American Red Cross.

**No-Notice Events:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

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

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

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

**Plain Language:** Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to [http://www.fema.gov/pdf/emergency/nims/plain\\_lang.pdf](http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf).

**Planning:** A method to developing objectives to be accomplished and incorporated into an EOP.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel

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qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Preplanned Event:** A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

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

**Public Information Systems:** The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

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**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** 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.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special State, local, and tribal teams; and resource mobilization protocols.

**Resource Typing:** Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information please visit <http://www.fema.gov/emergency/nims/rm/rt.shtm> .

**Resource Typing Standard:** Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also

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evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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

**Scalability:** The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

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

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Procedures:** A complete reference document that details the procedures for performing a single function or a number of independent functions.

**Standardization:** A principle of the NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various areas, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system

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improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

**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).

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

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

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

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

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**Training:** Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

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

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional.

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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

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

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Source:** <https://nimcast.fema.gov/nimscast/index.jsp>

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# **Emergency Support Function Annexes**



# 1

## ESF 1 – Transportation

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ESF 1 Tasked Agencies	
<b>Primary Agencies</b>	Road Department
<b>Supporting Agencies</b>	Emergency Management Coordinator Sheriff's Office
<b>Adjunct Agencies</b>	Oregon Department of Transportation Burns and Hines Public Works

## 1 Purpose and Scope

Emergency Support Function (ESF) 1 coordinates the transportation function in support of emergency or disaster activities. In the context of this ESF, transportation refers to the infrastructure consisting of the means and equipment necessary to move goods and people from one location to another.

Transportation resource support includes coordinating transportation activities to supplement the efforts of emergency response agencies to protect the public. This ESF establishes priorities for allocating transportation resources, processing transportation requests, managing traffic, repairing roads and highways, and coordinating emergency management with neighboring jurisdictions and state agencies.

## 2 Policies and Agreements

### 2.1 Policies

The following transportation-related policies are currently in place:

- None at this time.

### 2.2 Agreements

The following transportation-related agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- A significant emergency or disaster may severely damage transportation infrastructure.
- The movement of people, equipment, and supplies may be much less efficient during an emergency than under normal circumstances.
- Many localized transportation activities may be disrupted or hindered by damaged surface transportation infrastructure.

### 3.2 Assumptions

- The local transportation infrastructure will likely sustain damage. Depending upon the integrity of the transportation network, this damage will determine the effectiveness and efficiency of response and recovery.
- Operations may require traffic control to divert traffic around damaged, isolated, or evacuated areas.
- The immediate use of transportation systems for emergency operational activities may exceed local capabilities, thus requiring assistance from neighboring jurisdictions and/or state and federal government.
- Rapid damage assessments of impacted areas will assist in the determination of response priorities and transportation demands.

## 4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

### 4.1 Transportation Officer

The Transportation Officer maintains overall responsibility for transportation and will coordinate the activities of this function. Responsibilities of the Transportation Officer include:

- Identifying available transportation resources and developing resource lists.
- Coordinating and developing agreements with schools, churches, neighboring jurisdictions, and private industry on use of their assets.
- Coordinating with the Public Information Officer and Law Enforcement to establish evacuation routes and assembly areas.
- Coordinating the transportation and delivery of consumables to designate mass feeding facilities.
- Coordinating the use of transportation assets for crisis stocking of fallout shelters.
- Coordinating with all other emergency services (i.e., health and medical, public works, law enforcement, fire and rescue, etc.) to augment transportation for medicine, equipment, construction materials, workers, etc.

## 4.2 ESF 1 Actions by Phase of Emergency Management

### 4.2.1 Preparedness

- Develop and maintain Standard Operating Procedures (SOPs) dealing with transportation response.
- Maintain current inventories of government transportation and fuel resources available and make this inventory available to the County Emergency Operations Center (EOC).
- Maintain current resource directories of all commercial and industrial transportation assets, facilities, and supplies, including maintaining points of contact, their locations, territories, and operating areas.
- Establish and maintain liaison with state and adjacent county transportation officials.
- Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- Coordinate with law enforcement on evacuation routes and assembly areas for picking up persons needing public transportation.
- Participate in exercises and training to validate this ESF Annex and supporting SOPs.
- Ensure that all transportation personnel are trained in their responsibilities according to departmental SOPs.

### 4.2.2 Response

- Identify transportation needs required by the situation.
- Identify, obtain, prioritize, and allocate available transportation resources.
- Conduct assessments of damage to transportation infrastructure and communicate this information to the EOC.
- Plan for transportation support for mobilization sites, staging areas, and distribution points.

### 4.2.3 Recovery

- Continue to render transportation support when and where required as long as emergency conditions exist.

**ESF 1. Transportation**

- Prioritize the repair and restoration of transportation infrastructure so that essential services such as fire, emergency medical services, law enforcement, and waste management will be given first priority.
- All agencies involved in the recovery effort will keep detailed records of expenses in case there is potential for Federal and state reimbursement assistance.

**4.2.4 Mitigation**

- Regularly inspect public roadways/rights-of-way for deterioration and make necessary repairs to keep city streets, roadways, and rights-of-way in good condition.
- Keep equipment in operating condition.

**5 Concept of Operations****5.1 General**

The process of furnishing emergency transportation services during a major emergency involves two series of action:

- First - essential immediate transportation needs are identified and actions taken to provide for persons in the hazard area.
- Second - future continuing transportation needs and capabilities are estimated and actions taken to obtain needed resources. This type of transportation support is more likely to involve movement of supplies and equipment than people.

In most local disasters, transportation requirements can be satisfied by using private vehicles, school and church buses, and various local government-owned vehicles. If needs cannot be met locally, then additional assets are requested through mutual aid with neighboring jurisdictions and/or through state assistance.

Local government requests for transportation support should be made directly to the agency concerned (i.e., school, church, business, etc.). If local transportation capability has been exhausted, outside assistance will be requested.

**5.2 Direction and Control**

- In accordance with the County Emergency Operations Plan and this ESF Annex, the County Road Department is the primary agency responsible for coordinating transportation activities. SOPs developed by the primary agency and supporting agencies provide the framework for carrying out those activities.

**ESF 1. Transportation**

- Requests for assistance will be generated one of two ways. The request will be forwarded to the EOC or will be made in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of transportation resources and the identification of emergency transportation routes for the movement of people, equipment, and materials.
- Law enforcement agencies conduct the coordination for evacuation and movement during emergencies and disasters. For more information, see ESF 13 – Public Safety and Security.

**5.3 Notifications**

- The Emergency Management Coordinator will notify the Road Department and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate transportation activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with transportation activities.

**5.4 Access and Functional Needs Populations**

During mass evacuations, the County will work with location volunteer organizations to provide transport for persons, including individuals with access and functional needs, provided they meet the following criteria:

- Evacuees can be accommodated at both embarkation points and at destination general population shelters.
- Evacuees can travel on commercial long-haul busses, aircraft or passenger trains, or left-equipped buses.
- Evacuees do not have medical needs indicating that they should be transported by specialized medical transport.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following plans and procedures are in place to support transportation-related operations in Harney County:

**ESF 1. Transportation**

- Harney County Road Department emergency response plans and procedures
- State of Oregon Emergency Operations Plan
  - ESF 1 - Transportation
- National Response Framework
  - ESF 1 - Transportation

**8 Appendices**

None at this time.

# 2

## ESF 2 – Communications

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ESF 2 Tasked Agencies	
<b>Primary Agencies</b>	Sheriff's Office/911 Dispatch
<b>Supporting Agencies</b>	Emergency Management Coordinator Road Department
<b>Adjunct Agencies</b>	City Police Oregon State Police/Fire Districts Health District Tribe Harney County ARES/RACES

## 1 Purpose and Scope

Emergency Support Function (ESF) 2 organizes, establishes, and maintains the communications capabilities among appropriate agencies/entities necessary to meet the County’s operational requirements in preparing for, responding to, and recovering from emergencies and disasters. This ESF also outlines the structure and operation of the warning systems used to alert key officials and the general public of a potential or occurring emergency or disaster. It emphasizes the technical aspects of communication functions. Collection, control, and dissemination of emergency public information are covered by ESF 15 – External Affairs.

## 2 Policies and Agreements

### 2.1 Policies

The following agreements are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

A disaster condition may result from a significant natural disaster, nuclear accident, or any other incident that causes extensive damage and/or results in a high volume of requests from all levels of government authority for services required to save lives and alleviate human suffering. These authorities require accurate and timely information on which to base decisions and guide response actions. Concurrently, commercial telecommunications facilities may sustain widespread damage. At a time when the need for real-time electronically processed information is greatest, the capability to acquire it may be seriously

**ESF 2. Communications**

restricted or nonexistent. In such situations, all surviving telecommunications assets of the various levels of government, augmented by extra-regional assets, will be needed immediately to ensure a proper response to the needs of victims of the event.

**3.2 Assumptions**

- Local jurisdictions will require accurate and timely information on which to base their decisions and focus their response actions.
- Routine day-to-day modes of communication will continue to be utilized to the degree that they survive the disaster.
- Frequencies have been identified that will be used for primary direction and control.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- The loss of some or all telephone service will reduce or eliminate the effectiveness of the 911 Communications and Emergency Operations Center (EOC) public information lines as well as the majority of the County departments.
- The management and logistics of communications support is highly situational and is dependent upon flexibility and adaptability.
- Significant incidents may require evacuation of significant numbers of affected populations. Such evacuations may require extensive coordination of inter- and intra-county communications and may exceed normal radio communication capabilities.
- In the event of an emergency or disaster that damages the County's digital radio system, a backup analog system may be utilized.
- Local amateur radio operators via Harney County ARES/RACES have the ability to set up field communications to support or augment public safety operations, as appropriate. One use of this amateur radio system may be providing communications between the EOC and American Red Cross shelters. Harney County ARES/RACES has EOC radio systems with voice and digital communication capabilities permanently installed at Harney County Court House (W7HRN) and Harney District Hospital (W7HDH).
- At a time when the need for real time electronically processed information is greatest, the capability to produce it may be seriously restricted or nonexistent due to widespread damage to communications and power systems facilities.

**ESF 2. Communications**

- If electronic emergency information systems are not available, paper logs may be used to record events, communications and messages, damage assessments, situation reports, resources utilized, staff hours expended, etc.

## **4 Roles and Responsibilities**

The emergency communications system is organized and coordinated within the Sheriff's Office. Components of the system include groups from the public and private sectors. The Sheriff will ensure that warning information received through the Communications Center is disseminated to the County warning point. He or she will also ensure that the communications system is operational and incorporates all available resources. To accomplish this end, a Communications Coordinator may be appointed.

### **4.1 Task Assignments**

#### **4.1.2 Communications Coordinator**

- Develop and maintain a communications resource inventory.
- Ensure that a communications capability exists between the Communications Center and the EOC, including coordination with the telephone company for installation of dedicated telephone lines into the Communications Center and the EOC.
- Coordinate the inclusion of business, industry, and amateur radio operators into the communications network.
- Develop and maintain standard operating procedures (SOPs), including a recall roster for essential personnel.

#### **4.1.3 Radio Operators**

- Hold responsibility for proper use of the equipment and for correct message handling.

#### **4.1.4 Monitors**

- Hold responsibility for checking commercial radio and television broadcasts for accuracy of public information.

#### **4.1.5 Switchboard (PBX) Operators**

- Hold responsibility for proper screening and routing of all incoming telephone calls.

## 4.2 ESF 2 Actions by Phase of Emergency Management

### 4.2.1 Preparedness

- Develop plans, procedures, and protocols for communications in accordance with the National Incident Management System (NIMS), State and local ordinances, and existing agreements.
- Ensure that alternate or backup communications systems are available.
- Coordinate common communications procedures.
- Develop and test emergency procedures.
- Develop written mutual aid agreements as needed to ensure regional coordination.
- Develop and/or review procedures for the crisis augmentation of resources.
- Review departmental SOPs and maintain personnel call up lists.
- Develop and conduct training to improve all-hazard incident management capability for response communications.
- Develop exercises and drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications.
- Participate in emergency management training and exercises.
- Develop and maintain a communications resource inventory.

### 4.2.2 Response

- Implement incident communications interoperability plans and protocols.
- Communicate incident response information.
- Use established common response communications language (i.e., plain English) to ensure that information dissemination is timely, clear, acknowledged, and understood by all receivers.
- Request external resources using the Emergency Management Assistance Compact (EMAC) and other mutual aid/assistance processes (inter- and intra-State).
- Ensure that all critical communications networks are functioning.

**ESF 2. Communications**

- Establish and maintain response communications systems on site.
- Maintain existing equipment and follow established procedures for communicating with organization personnel performing field operations.
- Implement procedures for inspecting and protecting communications equipment.
- Ensure that redundant communications circuits/channels are available for use.
- Make arrangements to ensure that emergency communications equipment can be repaired on a 24-hour basis.
- Establish and ensure radio connectivity between the Incident Command Post and the EOC. Keep the EOC informed of field operations as much as possible.

**4.2.3 Recovery**

- Phase down operations, as appropriate.
- Continue to perform the tasks necessary to expedite restoration and recovery operations.
- Clean, repair, and perform maintenance on all equipment before returning it to normal operations or storage.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats to document crucial lessons learned and to make necessary changes in this ESF to improve future operations.

**4.2.4 Mitigation**

- Test all communications and warning equipment to ensure its workability.
- Develop and maintain back-up systems, including back-up power ability.
- Attempt to construct/place new equipment away from possible hazards.
- Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

## 5 Concept of Operations

### 5.1 General

Communications play a critical role in emergency operations. Extensive communication networks and facilities are in existence throughout Harney County. When these capabilities are properly coordinated, response activities become more effective and efficient.

The existing County communications network—consisting of telephone, teletype, and radio facilities—will serve to perform the initial and basic communications effort for emergency operations. Land-line circuits, when available, will serve as the primary means of communications with radio as a back-up.

During emergency operations, all County departments will maintain their existing equipment and procedures for communicating with their field operations. They will keep the EOC informed of their operations at all times.

Day-to-day operations are insufficient to meet the increased communications needs created by an emergency; therefore, various state agencies, amateur radio operators, and business or industry radio systems will be asked to provide expanded communication capabilities.

### 5.2 Direction and Control

- In accordance with the County EOP and this ESF Annex, the Sheriff's Office is the primary agency responsible for coordinating emergency communications activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out those activities.
- The Communications Coordinator is under the supervision of the Sheriff and is directly responsible for the activities and establishment of facilities in the Emergency Communications Center.
- Radio officers and operators from support agencies, while under control of their own office and operating their own equipment in the EOC, will be responsible for knowing and following the procedures outlined in this annex.
- During a state of disaster, the various code systems used for brevity will be discontinued and normal speech will be used to ensure comprehension. In addition, local time will be used during transmissions.
- Requests for assistance with communications resources will be generated one of two ways. The request will be forwarded to the County EOC or will be made in accordance with established mutual aid agreements.

**ESF 2. Communications**

- The County EOC will provide guidance for the coordination of communications resources.
- Communications support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.3 Notifications**

- The Emergency Management Coordinator will notify the Sheriff's Office and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate communications activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with communications activities.

**5.4 Access and Functional Needs Populations**

County emergency communications services will be provided in such a way that populations with access and functional needs receive adequate and timely warning and emergency information.

**5.5 Existing Communications Systems and Use**

- Local Networks
  - Harney County Sheriff's Office
  - Harney County Road Department
  - Burns and Hines City Police Departments
  - Burns and Hines City Fire Departments
  - Burns and Hines City Public Works Departments
  - Harney County ARES/RACES
  - Teletype Net - The Oregon Law Enforcement Data System (LEDS) is a statewide telecommunications network connecting the State Warning Point (State EOC) with other city, county, state, Federal, and military law enforcement agencies in Oregon. Emergency communications between state, district, and local governments will be transmitted through this system.
- Other Networks
  - Individual Amateur Radio Operators
  - Business/Industry Radio

## 5.6 Communications Protection

### 5.6.1 Radio

#### 5.6.1.1 Electromagnetic Pulse

One of the effects of a nuclear detonation that is particularly damaging to radio equipment is electromagnetic pulse. Plans call for the disconnection of radios from antennas and power source when an Attack Warning is issued. A portable radio unit will then be employed as a backup to maintain limited communications with field groups. This procedure will be used until an All Clear is announced. Telephones will also be used while operable.

#### 5.6.1.2 Lightning

Standard lightning protection is used, including arresters and the use of emergency power during severe weather.

### 5.6.2 Phone

#### 5.6.2.1 Jammed Circuits

During emergencies, phone usage in a community increases dramatically. In order to prevent vital telephone circuits from jamming, a line-load protection feature is utilized that cuts non-vital users off of the circuit.

#### 5.6.2.2 Emergency Service

During major emergencies, a direct line to the CenturyLink telephone office is placed in the EOC for emergency service calls.

#### 5.6.2.3 Priority Service Restoration

The EOC is on CenturyLink's priority telephone service restoration list.

## 5.7 Security

Due to the vital role of communications during emergency operations, particularly for defense purposes, the Emergency Management Coordinator reserves the right to investigate the personal background of any radio operator assigned to the EOC.

## 6 ESF Development and Maintenance

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.<sup>7</sup>

### Supporting Documents

The following plans and procedures are currently in place:

- Harney County Emergency Operations Plan
  - ESF 15 – External Affairs

- State of Oregon Emergency Operations Plan
  - ESF 2 - Communications
  - ESF 15 – External Affairs
- National Response Framework
  - ESF 2 – Communications
  - ESF 15 – External Affairs

## **8 Appendices**

None at this time.

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# 3

## **ESF 3 – Public Works and Engineering**

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<b>ESF 3 Tasked Agencies</b>	
<b>Primary Agencies</b>	Road Department City Public Works
<b>Supporting Agencies</b>	Emergency Management Coordinator Sheriff's Office
<b>Adjunct Agencies</b>	

## 1 Purpose and Scope

Emergency Support Function (ESF) 3 provides and coordinates infrastructure and engineering services during all phases of emergency management. ESF 3 resources (personnel, equipment, facilities, materials, and supplies) will be coordinated through the County Emergency Operations Center (EOC) following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers. This support function contains the various sub-functions outlined below.

Public works and engineering resources, under the authority of ESF 3, will be used to coordinate and/or assist in the following activities associated with emergency response:

- Debris clearance from transportation infrastructure.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, solid waste, and stormwater systems).
- 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.
- Establishment of priorities and processes for issuing demolition and building permits.
- Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.
- Determination of extent of damage to the following systems: transportation, water, solid waste, electrical, natural gas, wastewater, and hazardous materials.
- Prioritization and initiation of recovery efforts to restore, repair, and mitigate city and county-owned infrastructure.

Provide technical assistance with respect to flooding, water management, structure integrity assessments, and impact assessments of infrastructure.

## **2 Policies and Agreements**

### **2.1 Policies**

The following policies are currently in place:

- None at this time.

### **2.2 Agreements**

The following agreements are currently in place:

- None at this time.

## **3 Situation and Assumptions**

### **3.1 Situation**

Damage to public and private property and infrastructure may be unprecedented in an emergency or disaster, including weakened or destroyed structures, homes, public and critical facilities, roads, and bridges. Debris may make transportation routes impassible. Equipment used to repair or otherwise reinforce these structures may also be damaged. A large event may adversely affect the ability of local responders to perform their emergency duties.

### **3.2 Assumptions**

- A major emergency or disaster may cause extensive damage to property and infrastructure. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety. Debris may make streets and highways impassable. Public utilities may be damaged or be partially or fully inoperable.
- Access to disaster areas may depend upon the re-establishment of ground routes. In many locations, debris clearance and emergency road repairs will be given top priority to support immediate lifesaving emergency response activities.
- Damage assessment of the disaster area will be required to determine potential work load.
- Assistance from the State and Federal government may be needed to clear debris, perform damage assessments and structural evaluations, make emergency repairs to essential public facilities, reduce hazards by stabilizing or demolishing structures, and provide emergency water for human health needs and firefighting.

**ESF 3. Public Works & Engineering**

- Debris may include trees, rocks, dirt and sand, building materials, metal, garbage and sewage, damaged vehicles, various hazardous materials, tires, and personal property.
- Hazardous chemical, biological radiological, nuclear, and explosive materials will need special handling from appropriately trained and equipped teams.
- Following disasters that result in significant debris, existing disposal sites may not provide effective debris management solutions because of capacity limitations and continuous, regular solid waste management operations.
- Emergency environmental waivers and legal clearances may be needed for disposal of materials from debris clearance and demolition activities for the protection of threatened public and private improvements.
- Unattended and long-standing debris may pose safety and health threats to the public.
- Significant numbers of personnel with engineering and construction skills, as well as construction equipment and materials, may be required from outside the disaster area

**4 Roles and Responsibilities**

During emergencies, public work activities will be managed by the Public Works Director through the existing divisions with support provided by the Parks and Recreation Department.

**4.1 Task Assignments**

**4.1.1 County Road Master/Public Works Director**

- Coordinate emergency public works activities.
- Train personnel in emergency procedures.
- Develop and initiate mutual aid agreements.
- Identify local private contractors who can provide backup support.
- Develop resource lists.
- Coordinate repair and restoration of essential services and vital facilities.
- Participate in development and execution of emergency preparedness exercises.

**4.1.2 County Engineer**

- Provide training of damage survey teams.
- Provide engineering services and advice.
- Assist Damage Assessment Team.
- Safeguard vital engineering records.
- Maintain contact with the EOC.

**4.1.3 Street Superintendent**

- Maintain reasonable stockpiles of emergency paving materials.
- Coordinate emergency repair of essential streets, bridges, and storm drain systems.
- Coordinate debris removal from public rights-of-way, storm drains, and structures where public safety and/or health are endangered.
- Assist in decontamination.
- Place barricades when needed for public safety.
- Support in the collection and disposal of refuse.
- Assist in search and rescue operations as needed.
- Assist in utilities and in emergency repairs.
- Provide equipment as needed.
- Maintain contact with EOC.

**4.1.4 Sanitation Superintendent**

- Ensure collection and disposal of refuse.
- Provide radiological protection monitoring and decontamination of all public works field forces.
- Support the Street Superintendent with available resources.
- Maintain contact with the EOC.

**4.1.5 Building Maintenance/Inspection Superintendent**

- Perform emergency repairs of essential City/County structures.
- Assist in damage assessment.

- Enforce building codes.
- Inspect shelter sites for structural capabilities.
- Maintain contact with the EOC.

**4.1.6 Parks and Recreation Department**

- Provide available personnel and equipment to support the Street Superintendent.
- Assist during debris removal and catalog any salvaged unclaimed property.
- Release or transfer stored property when directed by proper authority.

**4.2 ESF 3 Actions by Phase of Emergency Management**

**4.2.1 Preparedness**

- Maintain an inventory of available resources, including personnel and training within each department.
- Develop and maintain standard operating procedures (SOPs) for emergency and disaster situations.
- Develop and maintain mutual aid agreements with neighboring jurisdictions and the private sector.
- Coordinate emergency planning activities and information with neighboring jurisdictions and the ESF Coordinator.
- Maintain and test communication systems.
- Identify vital and essential roadways, bridges, and facilities to establish a repair priority in the event that any of these become damaged.
- Ensure that personnel are trained in emergency responsibilities.
- Establish contact with private resources that could provide support during an emergency.

**4.2.2 Response**

- Provide a senior official to operate from the EOC or other command location to ensure coordination with other agencies, as necessary.
- Provide public works and engineering support on a priority basis as determined by the EOC and the Incident Commander(s).

- Inspect damage to streets, bridges, and public buildings.
- Clear roads to facilitate emergency operations.
- Close roads and construct barricades as directed.
- Make recommendations on priority of repairs.
- Request outside assistance from surrounding jurisdictions and the private sector as required.
- Conduct other specific response actions as dictated by the situation.
- Maintain records and document all expenditures during the emergency situation.

**4.2.3 Recovery**

- Continue to repair infrastructure and buildings on a priority basis.
- Continue all activities in coordination with the EOC based on the requirements of the incident.
- Provide information concerning dangerous areas or other existing problems.
- Provide liaison activities between local agencies and Federal damage assessment
- Establish control measures related to emergency solid waste disposal.
- Participate in after-action reports and critiques.
- Document disaster and restoration costs for possible Federal reimbursement.

**4.2.4 Mitigation**

- Identify and seek funds for retrofitting critical facilities and providing auxiliary power.
- Recommend changes in planning, zoning, and building codes to prevent or lessen the effect of future disasters.
- Participate in the hazard identification process and identify and correct vulnerabilities in the public works system.
- Regularly maintain equipment to ensure that it is in good running order.

## 5 Concept of Operations

### 5.1 General

- In accordance with the County EOP and this ESF Annex, the County Road Department is the primary agency responsible for coordinating public works and engineering activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with public works and engineering resources will be generated one of two ways. The request will be forwarded to the County EOC or will be made in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of public works and engineering resources.
- Subject to the approval of the Emergency Management Coordinator, the Public Works Director is authorized to purchase equipment, supplies, and personnel services as necessary to support response and recovery efforts. Adequate records of all purchases will be maintained.
- Public works and engineering support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

### 5.2 Notifications

- The Emergency Management Coordinator will notify the County Road Department and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate public works and engineering activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with public works and engineering activities.

### 5.3 Access and Functional Needs Population

The County will seek technical assistance to ensure that accessibility standards are addressed during infrastructure restoration and activities. Existing SOP will be used to reestablish critical human services for children as well as others with access and functional needs.

## 6 ESF Development and Maintenance

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

## 7 Supporting Documents

The following documents are currently in place:

- County Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 12 – Energy
  - ESF 14 – Long-Term Community Recovery
- State of Oregon Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 12 – Energy
  - ESF 14 – Long-Term Community Recovery
- National Response Framework
  - ESF 1 - Transportation
  - ESF 3 – Public Works and Engineering
  - ESF 12 – Energy
  - ESF 14 – Long-Term Community Recovery

## 8 Appendices

None at this time.

# 4

## ESF 4 – Firefighting

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ESF 4 Tasked Agencies	
<b>Primary Agencies</b>	County Fire Defense Board Area Fire Districts and Departments
<b>Supporting Agencies</b>	Emergency Management Director Sheriff's Office Road Department
<b>Adjunct Agencies</b>	Oregon Department of Forestry Oregon Office of the Fire Marshal Burns Interagency Fire Zone U.S. Department of the Interior Bureau of Land Management U.S. Department of Forestry

## 1 Purpose and Scope

Emergency Support Function (ESF) 4 coordinates and manages all fire detection, control, and suppression efforts within the jurisdiction. This support function consists of two distinct components: urban/structural fires and wildland fires.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The Fire Chief or designee of each fire district/department within the County assumes the role of Incident Commander (IC) for fire incidents impacting their jurisdictions. If expansion from the Incident Command System (ICS) to a unified command structure is necessary, command is assigned to the next highest authority level. If hazardous material or other specialized response capabilities are needed, all resource requests and coordination of additional personnel, equipment, and services will be carried out through the County Emergency Operations Center (EOC).

All fire personnel are trained in ICS/National Incident Management System (NIMS), and a training roster is maintained and updated by each fire district/department within the County. Information on and capabilities of

**ESF 4. Firefighting**

personnel supporting ESF 4 duties are available through the individual fire districts/departments.

**3.2 Assumptions**

- Urban, rural, and wildland fires will occur within the County. In the event of an earthquake or other significant event, large, damaging fires could be common.
- During a disaster event, some firefighting resources may become scarce or damaged. Assistance from mutual aid agreements, neighboring jurisdictions, and State and Federal resources may be called upon.
- Wheeled-vehicle access may be hampered by road or bridge failures, landslides, etc., making conventional travel to the fire locations extremely difficult or impossible. Aerial assistance from air tankers, helicopters, and smoke jumpers may be needed in these situations.
- Efficient and effective mutual aid among the various local, County, State, and Federal fire agencies requires the use of the ICS in conjunction with compatible firefighting equipment and communications.

**4 Roles and Responsibilities**

The lead fire agency will establish an incident command post and implement the ICS organization applicable to the situation. Other responsibilities among lead and support agencies include identifying staging areas, establishing safe areas in proximity to the incident, and evacuating threatened people and animals, as necessary. If a fire occurs within an individual jurisdiction, the local fire agency will manage response activities with support from the County and possibly the State.

**4.1 Task Assignments****4.1.1 County Fire Chief**

- Coordinate all fire service activities within the County's contracted 12-mile radius of municipalities.
- Fire prevention, control, and suppression.
- Support radiological protection.
- Establish and maintain a radiological monitoring and reporting network.
- Secure initial and refresher training for instructors and monitors.

**ESF 4. Firefighting**

- Provide input to the Statewide monitoring and reporting system.
- Under fallout conditions, provide County and city officials and department heads with information on fallout rates, fallout projections, and allowable doses.
- Coordinate radiological monitoring throughout the County and city.
- Assist evacuation.
- Control hazardous materials.
- Enforce the fire code.
- Prepare appropriate mutual aid agreements.
- Support other public safety operations.
- Support rescue operations.

**4.1.2 City Fire Chiefs**

City Fire Chiefs will have the same responsibilities as the County Fire Chief, within their jurisdictional limits. If a situation exceeds the capabilities of their city department, the City Fire Chief will first request assistance from the County Fire Chief.

**4.1 ESF 4 Actions by Phase of Emergency Management****4.1.1 Preparedness**

- Review/revise/develop plans, programs, and agreements on fire-related public safety protection activities, including region-wide mutual aid response protocols.
- Develop procedures/guidelines and protocols for coordinating protective action communications with at-risk populations on-scene.
- Develop plans, procedures/guidelines, and protocols for resource management in accordance with NIMS resource typing, and include pre-positioning of resources to efficiently and effectively respond to an event.
- Establish procedures/guidelines for coordinating all public information releases through the County Public Information Officer (PIO) and/or City PIO.
- Establish criteria for relocating fire operations in the event that existing facilities must be evacuated.

- Establish communication links with law enforcement agencies for coordinating warning and evacuation confirmation functions.
- Appoint a representative to assist at the County EOC.

#### 4.1.2 Response

##### 4.1.2.1 Command and Control

- ICS has been adopted and is used by many first responders and local jurisdictions in the State of Oregon to manage incidents and events. The purpose of ICS is to establish command and control with a system recognized by all responders, using the same organization and nomenclature.
- The ranking member of the first arriving response unit assumes command until relieved. An Incident Command Post (ICP) is established as the focal point for all emergency operations.
- Upon determination of fire protection responsibility and the need for additional resources, management responsibility may pass from local to State or Federal agencies.
- In a disaster, several ICS units may be established to manage the significant areas of need. The IC should adapt the management structure to reflect the need and complexity of the incident. A unified command may be established.
- The IC may also take other management steps, such as requesting activation of the EOC and requesting fire activities coordination by a Fire Coordinator within the EOC.
- The EOC may provide support to the IC(s) in areas including evacuation, communications, transportation, shelter, and any other resources required.
- A situation map may be maintained by the EOC Planning Section to illustrate the affected areas and any other pertinent information, such as anticipated fire activity and possible evacuation routes.
- Fire agencies may request activation of the Local Incident Support Team (LIST) or a State or Federal Incident Management Team (IMT) to assist with managing the incident.
- Fire agencies may request activation of other local agency resources, such as search and rescue units or law enforcement. These resources may be made available, if not otherwise occupied. All non-traditional resource requests should be made to the County EOC.

**ESF 4. Firefighting**

- Law enforcement may provide traffic control, scene security, and assist with movement of people and animals in the event of an evacuation.

**4.1.2.2 Emergency Management**

- Activate EOC and coordinate emergency warning(s). Coordinate with appropriate agencies, including government, public service, private, and volunteer organizations.

**4.1.2.3 Fire Agencies**

- Notify key staff based on information received from the Communications Center and/or the EOC.
- Activate emergency operating procedures/guidelines.
- Respond to calls for fire, rescue/extrication, emergency medical assistance, hazardous material response, and evacuation.
- Provide temporary power and emergency lighting at emergency scenes when needed.
- Assist in informing the public about evacuations, traffic routing, and/or traffic control, when possible.
- Initiate mutual aid contingency plans, when needed.
- Provide for personnel accountability. Relocate fire apparatus as conditions warrant.
- Support emergency operations, such as damage assessment, as defined in agency emergency operating procedures/guidelines or as requested by the EOC.

**4.1.3 Recovery****4.1.3.1 Emergency Management**

- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Update plans and procedures/guidelines based on critiques and lessons learned during an actual event.

**4.1.3.2 Fire Agencies**

- Return apparatus and equipment to regularly assigned locations.
- Assist the public in recovery operations as resources allow.

**ESF 4. Firefighting**

- Support other recovery efforts as requested by the EOC.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.

**4.1.4 Mitigation**

- Conduct fire code inspections and coordinate with appropriate personnel for building inspections and compliance strategies.
- Conduct fire education and life safety training programs.
- Conduct building plan reviews to reduce or eliminate hazards.

**5 Concept of Operations****5.1 General**

- In accordance with the County EOP and this ESF Annex, the Harney County Fire Defense Board is the primary agency responsible for coordinating firefighting activities. Standard Operating Procedures (SOPs) developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with firefighting resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of firefighting resources.
- Firefighting support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Emergency Management Director will notify the County Fire Chief and supporting agencies regarding EOC activations, and will request that representatives report to the EOC to coordinate firefighting activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with firefighting activities.

### **5.3 Access and Functional Needs Populations**

Firefighting operations that require dissemination of emergency public information or evacuation operations will be conducted with the purpose of identifying populations with access and functional needs.

## **6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

## **7 Supporting Documents**

The following documents are currently in place:

- Harney County Community Wildfire Protection Plan
- State of Oregon Fire Mobilization Plan
- State of Oregon Emergency Operations Plan
  - ESF 4 – Firefighting
- National Response Framework
  - ESF 4 – Firefighting

## **8 Appendices**

None at this time.

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## **ESF 5 – Emergency Management**

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ESF 5 Tasked Agencies	
<b>Primary Agencies</b>	Emergency Management Coordinator
<b>Supporting Agencies</b>	Road Department Health Department Health District County Court County Fire Defense Board
<b>Adjunct Agencies</b>	Fire Protection Association City Police City Fire Departments City Public Works City Mangers/City Council Oregon Emergency Management Burns Paiute Tribal Fire Department

## 1 Purpose and Scope

Emergency Support Function (ESF) 5 provides for direction, control, and management of County and municipal emergency operations, and allocation/coordination of resources to support local response and recovery activities. ESF 5 also includes a detailed description of the incident management system and command structure in place for the jurisdiction (inclusive of all types of hazards), as well as designation of primary and alternate County Emergency Operations Centers (EOCs).

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The administration of and logistics for County emergency response and recovery operations under a declared state of emergency will be provided by emergency services and support agencies that routinely manage these procedures during normal operations. The Emergency Manager will coordinate all resource requests

**ESF 5. Emergency Management**

with the State using established procedures. All County officials will expedite requests for administrative assistance and logistics support required during emergency operations. Additional information on the coordination and management of resources during an emergency situation is presented in ESF 7, Logistics Management and Resource Support.

**3.2 Assumptions**

- There will be an immediate and continuing need to collect, process, and disseminate situational information, to identify urgent response requirements during a disaster (or the threat of one), and to plan for continuing response, recovery, and mitigation activities.
- Assessment of damage impacts and EOC operations may be delayed due to minimal staffing. The most severely impacted local governments will be given priority for assistance and support as needed and available.
- During the early stages of the event, little information will be available and the information received may be vague and inaccurate. Verification of this information and caution can delay responses to inquiries.
- Reporting from the local government to the EOC will improve as the event matures.
- Reporting of information may be delayed due to damaged telecommunications infrastructure.

**4 Roles and Responsibilities****4.1 Task Assignments****4.1.1 Emergency Management Coordinator**

- Assume responsibility for all emergency operations/actions and provide overall direction and control of response functions.
- Activate the EOC at the direction of the County Judge or his designated alternate.
- Determine the level of staffing required based upon the situation, and alert the appropriate personnel, agencies, and organizations.
- Upon activation of the EOC due to an emergency or disaster, notify Oregon Emergency Management (OEM) in Salem (1-800-452-0311).

**ESF 5. Emergency Management****4.1.2 EOC Staff****4.1.2.1 Executive Group**

This group consists of the Emergency Management Coordinator, Commissioner/City Council representative, Emergency Management Coordinator, and jurisdictions' legal counsel. This group is responsible for all major operational decisions.

**4.1.2.2 Operations Group**

The Operations Group and their field personnel are responsible for conducting response activities.

**4.1.2.3 Communications Group**

The Communications Group is responsible for all communication activities, including EOC radio operators, the Emergency Broadcast System (EBS), public information, warnings, and radiological protection.

**4.1.2.4 Administrative Group**

The Administrative Group includes all EOC support staff, such as message coordinators, security services, legal services, City/County clerks, the damage assessment team, etc.

- The senior County/City Official will serve as senior EOC controller during its activation.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The EOC will operate on a 24-hour basis during the emergency and the staff may be required to work 12-hour shifts.

**4.2 ESF 5 Actions by Phase of Emergency Management****4.2.1 Preparedness**

- Prepare a standard template for the Declaration of Emergency or Disaster.
- Prepare standardized reporting formats and forms, and establish reporting procedures/guidelines to include development of display boards.
- Maintain the Emergency Operations Plan (EOP) and the emergency management organization of the County.
- Review the plans annually and makes necessary corrections, changes, and additions. Advise and assist other agencies and local governments

**ESF 5. Emergency Management**

in the development of emergency or disaster plans and programs in compliance with applicable County, State, or Federal laws, rules, regulations, and executive orders.

- Coordinate emergency and disaster related training and orientation to County and local officials to meet the National Incident Management System (NIMS)/Incident Command System (ICS) requirements and to familiarize them with emergency or disaster related responsibilities, operational concepts, and procedures/guidelines.
- Establish and maintain an Emergency Public Information Program to disseminate information to the public and the news media regarding personal safety or survival, emergency response actions, and details of disaster assistance programs. After an emergency or major disaster declaration, local information programs should be coordinated with those of the State or Federal governments.
- Establish and maintain a County-wide capability to provide warnings to the public through available warning systems, such as the Emergency Alert System (EAS), radio/television, sirens, and telephone notification systems.
- Make emergency preparedness information and presentations available to the public.

**4.2.2 Response**

- Collect, display, and document the information provided to the EOC staff; this documentation is necessary for the recovery process.
- Assess the information provided and share the information with the appropriate EOC representative or the State, as needed.
- Assess the information provided and develop and recommend action strategies.
- Coordinate and prepare periodic situation reports and distribute, as required.
- Request special information from local governments and volunteer organizations, as necessary.
- Review Public Information Officer (PIO) statements for accuracy.
- Prepare the Declaration of Emergency and any amendments.
- Receive and process requests from local governments for specific State and Federal emergency and disaster related assets and services.

**ESF 5. Emergency Management**

- Coordinate County assets to support local governments and agencies in need of supplemental emergency or disaster assistance.

**4.2.3 Recovery**

- Continue to gather information and prepare and distribute situation reports, as needed. Review PIO statements for accuracy.
- Prepare the Elected Official’s declaration terminating the Declaration of Emergency.
- Create and coordinate an ad hoc Recovery Task Force from local representatives to assist with recovery phase operations and Continuity of Operations Plans (COOPs).
- Coordinate public and individual assistance programs with local, State, and Federal governments, as needed.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures/guidelines, and formats to document any crucial lessons learned and to make revisions to plans for future events, as needed.
- Procure all available documentation of the event for archiving.

**4.2.4 Mitigation**

- Mitigation activities may be conducted in the response and recovery phases as well as in the planning process for emergencies and disasters. Mitigation activities may include surveys, mapping, prevention, property protection, public education and awareness, natural resource protection, emergency services, or structural projects.

**5 Concept of Operations**

**5.1 General**

- In accordance with the County EOP and this ESF Annex, the Emergency Management Coordinator is the primary agency responsible for coordinating emergency management activities. Standard Operating Procedures (SOPs) developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with emergency management resources will be generated by either forwarding the request to the County or submitting the request in accordance with established mutual aid agreements.

**ESF 5. Emergency Management**

- The County EOC will provide guidance for the coordination of emergency management resources.
- Emergency management support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Emergency Management Coordinator will coordinate EOC activations and will request that representatives report to the EOC to coordinate emergency management activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with emergency management activities.

**5.3 Access and Functional Needs Populations**

Provision of emergency management services in the County will be conducted with the purpose of identifying populations with access and functional needs.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

A list of current and future intergovernmental and mutual aid agreements for the County is provided in ESF 7, Logistics Management and Resource Support.

- State of Oregon Emergency Operations Plan
  - ESF 5 – Emergency Management
- National Response Framework
  - ESF 5 – Emergency Management

**8 Appendices**

- None at this time.

# 6

## **ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services**

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**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

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**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

<b>ESF 6 Tasked Agencies</b>	
<b>Primary Agencies</b>	American Red Cross Emergency Management Coordinator
<b>Supporting Agencies</b>	Sheriff's Office Health Department Health District Harney County Senior Center
<b>Adjunct Agencies</b>	Local Volunteer Groups and NGOs Local Faith-Based Organizations

## 1 Purpose and Scope

Emergency Support Function (ESF) 6 provides mass care/sheltering, housing, and human services support for victims of natural and technological emergencies and disasters. Emergency shelter includes the use of pre-identified shelter sites in existing structures, creation of temporary facilities or shelters, and use of other facilities outside the incident area, should evacuation be necessary. Food is provided to victims are fed 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 County. If applicable to the situation, coordination and management of volunteer services and donated goods is necessary to maximize benefits without hindering response activities.

Additional functions of ESF 6 include:

- Providing assistance for victims’ short- and long-term housing needs.
- Supporting and coordinating resources required for crisis counseling and other mental health–related services immediately following an emergency, particularly as services are needed at shelters.
- Coordinating and identifying individuals with special needs within the impacted area. Special needs may be characterized by age (children and elderly), physical and/or mental disabilities, language (non-English-speaking), existing disease/medical conditions, dependence on service animals, and any other condition or threat that could warrant special considerations under emergency circumstances.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

- Effective October 2006, the House and the Senate have approved the Pets Evacuation and Transportation Standards Act of 2005 (H.R. 3858). This bill amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to require the Director of the Federal Emergency Management Agency (FEMA) to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency. Currently, no funding has been provided to state and local governments to produce these plans. Harney County has not formally addressed pets and service animals in evacuation or sheltering plans to date, but future planning initiatives will incorporate this new bill and the associated critical tasks and resources needed to support it.

**2.2 Agreements**

The following agreements are currently in place:

- None at this time.

**3 Situation and Assumptions****3.1 Situation**

- Hazards most likely to cause a need for mass care operations in the County include, but are not limited to, earthquake, fire, flood, and hazardous materials emergencies. Such emergencies in neighboring jurisdictions could prompt evacuations into the community as well.
- The County recognizes that it has ultimate responsibility for providing shelter and other mass care services to protect local residents displaced from their homes and others who evacuate into this jurisdiction due to emergency situations.
- Mass care needs may range from very short-term operations for a limited number of people where the primary objective is to provide protection from the weather, comfortable seating, and access to rest rooms to more lengthy operations for large number of evacuees where feeding, sleeping, and shower facilities are desirable and a variety of assistance must be provided to evacuees.
- The American Red Cross independently provides mass care to disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United States Congress, Act of January 5, 1905, and the Disaster Relief Act of 1974. The American Red Cross also assumes primary agency responsibility under the National Response Framework to coordinate Federal response assistance to the mass care response of state and local governments

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

and the efforts of other voluntary agencies, including American Red Cross relief operations.

- The American Red Cross signs agreements with local governments, school districts, churches, and other organizations to use their facilities for shelter and mass care operations. The American Red Cross identifies suitable shelter facilities based on a set of standards, maintains a list of potential shelters, maintains shelter kits, and trains shelter management personnel.
- Disaster conditions are likely to require that domestic animals and livestock be evacuated and cared for. Animals (with the exception of service animals) are not allowed in public shelters. Sheltering for animals is addressed in ESF 11 – Agriculture and Natural Resources.
- The County’s response during incidents, emergencies, or disasters is based on the availability of resources. If the response requirements exceed local capabilities, mutual aid, State, and/or Federal assistance should be requested.

**3.2 Assumptions**

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- Widespread damages may necessitate the relocation of victims and the need for mass care operations.
- Some victims will go to shelters; others will find shelter with friends and relatives. Some may stay with or near their damaged homes.
- Shelters may have to be opened with little notice. Until American Red Cross personnel arrive and assume responsibility for managing such shelters, local government personnel may have to manage and coordinate shelter and mass care activities.
- The demand for shelters may prove to be higher than what is available.
- If American Red Cross services are not available, other volunteer organizations and religious groups may open shelters. Some of these organizations and groups coordinate their efforts with the American Red Cross, while others may operate these facilities themselves and assume full responsibility for them.
- Essential public and private services will be continued during mass care operations. However, for a major evacuation that generates a large-scale shelter and mass care operation, normal activities at schools, community centers, churches, and other facilities used as shelters may have to be curtailed.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

- Volunteer organizations that normally respond to emergency situations will assist in mass care operations.
- Large numbers of spontaneous volunteers may emerge, which will require planning and training before volunteers can be released to field operations.
- Emergency operations for most human services organizations (mass care, individual assistance, sheltering, special medical needs, and special needs) will be an extension of normal programs and services.

**4 Roles and Responsibilities**

The ultimate responsibility for the care of evacuees and displaced disaster victims rests with the Emergency Program Manager. A designated member of the Emergency Operations Center (EOC) staff will serve as the Harney County Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, the American Red Cross, Salvation Army, other state-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups.

**4.1 Task Assignments****4.1.1 Emergency Management Coordinator**

- Coordinate with the American Red Cross to develop the shelter and mass care program.
- Notify the American Red Cross of a need for shelters, estimated persons affected, and evacuation routes.
- Keep the public informed of disaster, mass care issues.

**4.1.2 Shelter Coordinator**

- Establish American Red Cross contacts.
- Identify volunteer agencies to develop agreements.
- Identify potential protective shelters and mass care facilities.
- Ensure that mass care facilities are staffed and feeding is available.
- Coordinate with area officials for supplementary food stocks from U.S. Department of Agriculture sources.

**4.1.3 Law Enforcement**

- Provide security and law enforcement at shelters and mass care facilities where possible.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

- Assist evacuees with transportation to shelters.

**4.1.4 Fire Service**

- Inspect shelter and mass care sites for fire safety.
- Train shelter personnel in fire safety and suppression.

**4.1.5 Health and Medical Services**

- Coordinate medical assistance at mass care facilities.

**4.1.6 Human Services Officer**

- Coordinate crisis counseling.
- Assist the American Red Cross in registration of evacuees.

**4.1.7 American Red Cross**

- Staff and operate shelter and mass care facilities.
- Register evacuees.
- Provide emergency food.
- Process inquiries from concerned families outside the disaster area.

**4.2 ESF 6 Actions by Phase of Emergency Management**

**4.2.1 Preparedness**

- Identify mass care facilities (temporary lodging and emergency feeding sites) and protective shelters.
- Obtain the cooperation of facility owners for use of their facilities as mass care facilities and protective shelters.
- Develop facility setup plans for potential shelters.
- Identify emergency feeding supplies.
- Recruit and train volunteers for mass care operations.
- Develop a liaison with other community service organizations for providing mass care to the public.
- Identify population groups requiring special assistance during an emergency (e.g., senior citizens, special needs populations, etc.) and ensure that preparations are made to provide assistance.
- Appoint a representative to assist in the County EOC.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

- Implement a public education campaign regarding the importance of having a family disaster plan and 72-hour preparedness kit.
- Develop and test emergency plans and procedures/guidelines.
- Participate in emergency management training and exercises.

**4.2.2 Response**

The following actions should be taken by the American Red Cross and appropriate State, County, and local agencies to support reception, sheltering, and mass care activities during a period of potential or imminent threat of disaster or emergency:

- Notify key personnel to allow immediate review and implementation of plans and checklists.
- Partially or fully activate the County EOC, if necessary.
- Open designated mass care shelters and begin to stock those facilities with food, water, medical supplies, cots, blankets, and administrative supplies.
- Notify Health Department officials of potential staff needs to assist American Red Cross personnel at mass care shelters.
- Coordinate with local law enforcement for security at the shelter locations.
- Provide trained staff as appropriate at reception centers and shelter.
- Establish primary and back-up communications between the mass care shelters and the American Red Cross District Office. Communications should be established with the EOC if the American Red Cross District Office is affected by the emergency.
- Establish and coordinate appropriate traffic control measures on evacuation routes to reception centers and mass care shelters.
- Coordinate the release of public information announcements and advisories regarding the need to evacuate, evacuation routes, reception center locations, and personal items to be brought to the shelters (pets are excluded).
- Arrange transportation to shelters for those with special needs and for those without transportation.
- Alert hotels and motels in neighboring unaffected jurisdictions, so that those facilities can prepare for an influx of evacuees who do not wish to utilize public mass care shelters.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

The following actions should be taken after the onset of a disaster or emergency:

- Take the actions listed above, if not previously accomplished.
- Maintain communications between reception centers, mass care shelters, and the American Red Cross District Office.
- Advise the EOC of the number and condition of the evacuees housed in each shelter.
- Provide the following for those in the affected area who are not housed in mass care shelters:
  - Emergency supplies of food, water, clothing, and first aid
  - Temporary congregate feeding facilities, if necessary.
- Provide food and water for emergency workers.
- Coordinate release of public announcements concerning:
  - The condition and whereabouts of persons in, or evacuated from disaster areas
  - The availability of emergency supplies of food, water and clothing
  - The locations of reception centers and mass care shelters.
- Provide assistance with registration of evacuees and victims

**4.2.3 Recovery**

- Activate family reunification systems, like the American Red Cross Safe & Well Website, or FEMA's National Emergency Family Registration & Locator System as soon as possible.
- Continue to utilize multiple means of communicating public information and education.
- Ensure the availability of mental and behavioral health professionals.
- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Provide public information regarding safe re-entry to damaged areas.
- Assist evacuees in returning to their homes if necessary.
- Provide temporary housing for those who cannot return to their homes.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

- Deactivate shelters and mass care facilities and return them to normal use.
- Clean and return shelters to original condition; keep detailed records of any damages.
- Consolidate mass care shelter(s) costs and submit these statements to the appropriate authorities for possible reimbursement.
- Coordinate Individual Assistance. Inform the public of any follow-up recovery programs that may be available.
- Form a long-term recovery assistance team to help ensure that individuals and families affected by the disaster continue to receive assistance for serious needs and necessary expenses.
- Return staff, clients, and equipment to regularly assigned locations. Provide critical payroll and other financial information for cost recovery through appropriate channels.
- Participate in after action critiques and reports.
- Update plans and procedures/guidelines based on critiques and lessons learned during an actual event.

**4.2.4 Mitigation**

- Participate in the hazard identification process and take steps to correct deficiencies in the mass care, housing, and human services function.
- Implement a public education campaign regarding the importance of having adequate homeowners and renters insurance.
- Encourage shelter considerations in architectural design.
- Conduct training and education.
- Conduct practice drills.
- Convey public information in multiple formats and languages.
- Identify volunteer organizations that could assist in shelter and mass care operations and develop cooperative agreements.

**5 Concept of Operations****5.1 General**

- In accordance with the County EOP and this ESF annex, the Emergency Management Coordinator, in coordination with the

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

American Red Cross, is the primary position responsible for coordinating mass care, emergency assistance, housing, and human services activities. Standard Operating Procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

- The American Red Cross and other private disaster assistance organizations will be called upon to provide management and support of shelters for the displaced population and to care for their emergency needs by organizing shelter teams, providing services necessary to support the sheltered population, conducting registration, or providing other life support assistance.
- The American Red Cross will have agreements in place for use of specific shelters that can be activated by calling the local American Red Cross representative. These shelters may be utilized for specific events associated with Harney County as well as housing evacuees from neighboring counties when and if the need should arise. A listing of possible shelters is listed in the resources section of this plan.
- Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, local government will assist and coordinate post-disaster housing needs of the homeless.
- Requests for assistance with mass care, emergency assistance, housing and, human services resources will be generated one of two ways. The request will be forwarded to the County EOC or will be made in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of mass care, emergency assistance, housing, and human services resources.
- Mass care, emergency assistance, housing, and human services support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Emergency Management Coordinator will notify local the American Red Cross and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate mass care, emergency assistance, housing, and human services activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

assist with mass care, emergency assistance, housing, and human services activities.

**5.3 Mass Care**

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Selected facilities will be located far enough from the hazard area so that there is no possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained by the American Red Cross. The Emergency Program Manager will obtain permission from owners to use other facilities as required.

When American Red Cross facilities are opened, it will be that organization's responsibility to maintain all functions and staffing according to American Red Cross policy.

As needed, meals and snacks will be provided to evacuees and workers through both mobile and fixed feeding sites. The American Red Cross will be responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies.

**5.4 Emergency Assistance**

Not all emergencies will entail mass care assistance but will still require a limited amount of emergency food and clothing. This assistance will be coordinated by the Human Services Officer through existing County staff, volunteer organizations, and church groups.

The American Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing person's lists.

**5.5 Human Services**

In addition to the provision of shelter and mass care, unique demands will be placed upon the delivery of human services to include the care of special needs groups and crisis counseling.

**5.6 Access and Functional Needs Populations**

Provision of mass care, emergency assistance, housing, and human services in the County will be conducted to take into account populations with access and functional needs.

The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and Federal regulations and guidance. The Emergency Management Coordinator, in coordination with the

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

American Red Cross and other human service agencies or organizations, will assist in coordinating the emergency housing, sheltering, and feeding of Access and Functional Needs Populations. The following is a detailed description of the types of support individuals within each functional need category may require:

- **Maintaining Independence.** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, ostomy supplies, etc.); durable medical equipment (wheelchairs, walkers, scooters, etc.); service animals; and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.
- **Communication.** Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations and/or limited English proficiency.
- **Transportation.** Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation.
- **Supervision.** Before, during, and after an emergency, individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's disease, or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves, and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
- **Medical Care.** Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with managing unstable, terminal, or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require support of trained medical professionals.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services****5.6.1 Children and Disasters**

The County recognizes the varying and special requirements of children and is committed to ensuring that the physical and mental health needs of children are appropriately addressed and that children will remain with their families or caregivers to the maximum extent possible during evacuation, transport, sheltering, or delivery of other services.

Whenever possible the County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify those issues particular to children. In particular, these issues may include:

- **Preparedness.** Preparedness 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 (e.g., schools and daycares) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula and food appropriate for all ages, portable cribs and playpens, and staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

**5.6.2 Household Pets and Service Animals**

Previous disasters throughout the nation have shown that individuals are less likely to evacuate or seek shelter if they are unable to bring their pets. Whenever possible, the County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to household pets and service animals. In particular, these issues may include:

- **Preparedness.** Preparedness 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, crates, and staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

**7 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

- State of Oregon Emergency Operations Plan
  - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services
  
- National Response Framework
  - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services

**8 Appendices**

None at this time.

**ESF 6. Mass Care, Emergency Assistance, Housing & Human Services**

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# 7

## **ESF 7 – Logistics Management and Resource Support**

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**ESF 7. Logistics Management and Resource Support**

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**ESF 7. Logistics Management and Resource Support**

<b>ESF 7 Tasked Agencies</b>	
<b>Primary Agencies</b>	Emergency Management Coordinator County Court Health Department Health District
<b>Supporting Agencies</b>	Sheriff's Office Road Department Fire Defense Board
<b>Adjunct Agencies</b>	Oregon Emergency Management

## 1 Purpose and Scope

Emergency Support Function (ESF) 7 focuses on procedures for activating, dispatching, distributing, allocating, and deactivating resources needed for emergency and disaster operations from government, private, or volunteer sources. In addition, ESF 7 describes available resource tracking systems, including databases or basic equipment/supply lists for personnel, facilities, equipment, and supplies in the County or region. Formal pre-incident agreements (i.e., mutual aid agreements or Memorandums of Understanding) between government agencies, private sector, and/or other non-governmental entities may be necessary to support ESF 7 to facilitate acquisition of resources, pre-purchasing agreements (such as implementation of pre-disaster pricing when applicable), and the adoption of standardized interoperable equipment during emergency response activities.

Procedures outlined in this ESF include both medical and non-medical resources.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

Harney County is subject to a number of emergency or disaster events that could occur locally or as part of a national crisis. These events would require

**ESF 7. Logistics Management and Resource Support**

inventorying resources on a continuing basis and having procedures in place to ensure these resources could be used in a timely manner during an emergency or disaster.

**3.2 Assumptions**

- Agencies' support of the response to the emergency or disaster event will be severely impacted.
- Standard methods of communication may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off due to weather conditions or damage to roads, bridges, airports, and other transportation modes.
- If donated goods and services are provided, Emergency Management should be responsible for managing these as part of ESF 7.
- The management and logistics of resource support is highly situational and is dependent upon flexibility and adaptability.
- The County's support of the response to an emergency or disaster will be severely impacted. Local governments will expend resources under their own authorities, including implementation of mutual aid agreements.

**4 Roles and Responsibilities****4.1 Task Assignments****4.1.1 Emergency Management Coordinator**

- During an emergency or disaster, utilize all physical resources within the city and County, whether publicly or privately owned.
- Ensure resource surveys are conducted and maintained.
- Resolve resource priority issues.
- Authorize emergency purchase requests through respective department heads.
- Institute resource controls.

**4.1.2 County Finance and Administration**

- Identify potential resource providers by major category (e.g., Heavy Equipment, Hardware, Transportation, Fuel, Food, and Manpower).

**ESF 7. Logistics Management and Resource Support**

- Coordinate departmental requests for additional resources.
- Develop agreements with outside sources for use of resources.
- Coordinate with the private sector for use of personnel, equipment, services, and supplies.
- Screen offers for resources.
- Establish emergency purchasing procedures.
- Maintain records for emergency purchases of goods, services, and personnel.

**4.1.3 Department Heads**

- Develop and maintain appropriate resource lists of personnel, equipment, and supplies.
- Coordinate emergency utilization of resources.
- Prepare records of emergency expenditures and submit to County General Services.
- Identify resource needs for special or critical facilities and submit lists to the Purchasing Director.
- Develop procedures for the movement of equipment and critical supplies for various emergency situations.
- Identify additional emergency resource requirements for personnel, equipment, and supplies particular to specific emergencies.

**4.2 ESF 7 Actions by Phase of Emergency Management**

During emergencies and disasters, the resource management activities will be managed by individual department heads. These activities will be coordinated through the Emergency Operations Center (EOC). For coordination purposes, the County General Services Director has authority to fulfill requests for additional resources from department heads and will serve as a clearing house for resources made available to Harney County.

**4.2.1 Preparedness**

- Develop plans, procedures/guidelines, and protocols for resource management in accordance with the National Incident Management System (NIMS), and include pre-positioning of resources to efficiently and effectively respond to an event.
- Establish plans and systems for resource identification, typing, and inventorying.

**ESF 7. Logistics Management and Resource Support**

- Establish plans and systems for acquiring and ordering resources.
- Establish plans and systems for mobilizing and allocating resources.
- Establish plans and systems for resource recovery and reimbursement.
- Establish plans and procedures/guidelines for coordinating with non-governmental and private sector organizations for obtaining resources.
- Develop plans for the establishment of logistics staging areas (LSAs) for internal and external response personnel, equipment, and supplies.
- Estimate logistical requirements (e.g. personnel, supplies and equipment, facilities, and communications) during the planning process and through exercises.
- Participate in exercises and training to validate this Annex and the supporting Standard Operating Procedures (SOPs)/Standard Operating Guidance (SOG).
- Ensure all ESF 7 personnel are trained in their responsibilities according to the departmental SOPs/SOG.

**4.2.2 Response**

- Establish communication between the EOC and Incident Management Team (IMT) to determine resource needs to support incident response and operations.
- Identify existing internal, jurisdiction-specific resources available to support response and recovery operations.
- Make a determination regarding the need for additional external resources and the implementation of a critical resource logistics and distribution plan.
- Provide logistical support for the operation and requests of the Incident Commander (IC)/EOC.
- Coordinate the distribution of stockpile assets.
- Coordinate the handling and transporting of affected persons requiring assistance.
- Provide and coordinate the use of emergency power generation services at critical facilities.

**ESF 7. Logistics Management and Resource Support****4.2.3 Recovery**

- Continue to render support when and where required as long as emergency conditions exist.
- Recover all deployed resources that are salvageable.
- Return resources to issuing locations.
- Account for all resource use and expenditures.
- Use established regulations and policies to deal with resources that require special handling and disposition, such as biological waste, contaminated supplies, debris, and equipment.
- Prioritize the repair and restoration of infrastructure so that essential services may be given first priority.
- In the event of a declared disaster and when there is the potential for Federal and State assistance, ensure all agencies involved in the recovery effort provide detailed cost accounting.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures/guidelines, and formats to document any crucial lessons-learned and to make revisions to plans as needed for future events.

**4.2.4 Mitigation**

- Develop internal Continuity of Operations Plans (COOPs) to identify resource needs and to identify resources that can be provided to local agencies during the response and recovery phases of an emergency or disaster event.
- A COOP for internal and external resources should include, but is not limited to, the following:
  - Identify essential personnel and staffing for internal and external support requirements.
  - Identify emergency supplies needed for personnel.
  - Identify essential records, equipment, and office supply needs.
  - Identify essential office space requirements.
  - Identify additional transportation requirements in support of an emergency or disaster.

**ESF 7. Logistics Management and Resource Support****5 Concept of Operations****5.1 General**

- The County Court serves as the overall authority for resource management.
- In accordance with the County Emergency Operations Plan (EOP) and this ESF Annex, the Emergency Management Coordinator, in coordination with the Human Resources and Finance Administration, are the primary agencies responsible for coordinating logistics management and resource support activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with logistics management and resource support will be generated one of two ways. The request will be forwarded to the County EOC, or will be made in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of logistics management and resource support.
- Logistics management and resource support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.
- During an emergency or disaster, all physical resources within Harney County, whether publicly or privately owned, will be utilized when deemed necessary by the Emergency Management Coordinator.
- The County assumes no financial or civil liability for the use of publicly or privately owned resources; however, accurate records will be maintained for possible reimbursement.
- Pre-emergency planning dictates that each department assigned responsibilities in the basic plan will identify personnel, equipment, material, and other assigned resources.
- During emergencies, each department head will manage their resources to include those available through existing mutual aid agreements. If additional equipment, personnel, and material are required, those requests will be relayed to the EOC where outside support will be pursued. Emergency purchase requests are subject to the approval of the EOC manager and will be coordinated through the EOC.

**ESF 7. Logistics Management and Resource Support**

- Emergency purchasing procedures will be established and records will be maintained for the expenditures of goods, services, and personnel.

**5.2 Notifications**

- The Emergency Management Coordinator will notify the Human Resources and Finance Administration and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate logistics management and resource support activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with logistics management and resource support activities.

**5.3 Access and Functional Needs Populations**

Provision of logistics management and resource support in the County will be conducted with the purpose of identifying populations with access and functional needs.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

- County Emergency Operations Plan
  - ESF 8 – Public Health and Medical Services
- State of Oregon Emergency Operations Plan
  - ESF 7 – Logistics Management and Resource Support
  - ESF 8 – Public Health and Medical Services
- National Response Framework
  - ESF 7 – Logistics Management and Resource Support
  - ESF 8 – Public Health and Medical Services
- FEMA Guide
  - NIMS Resource Typing Criteria

ESF 7. Logistics Management and Resource Support

**8 Appendices**

None at this time.

# 8

## **ESF 8 – Public Health and Medical Services**

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**ESF 8. Public Health and Medical Services**

<b>ESF 8 Tasked Agencies</b>	
<b>Primary Agencies</b>	Health Department
<b>Supporting Agencies</b>	Health District Medical Examiner
<b>Adjunct Agencies</b>	Oregon Emergency Management Oregon Health Authority

## 1 Purpose and Scope

Emergency Support Function (ESF) 8 ensures that the following services are provided to disaster victims and emergency response workers to supplement disrupted or overburdened local medical personnel and facilities:

- Public health and sanitation;
- Emergency medical, dental, and hospital services;
- Crisis counseling and mental health services;
- Animal and vector control; and
- Mortuary services.

ESF 8 also refers to services, equipment, and personnel needed to protect the health of the public from communicable disease, contamination, and epidemics, including health and symptomatic monitoring, food and water inspections, immunization and mass prophylaxis delivery, laboratory testing, and animal health/disease management (as it pertains to potential or actual impacts on public health). Other essential tasks included within this ESF involve providing professional personnel, services, and facilities to relieve victims and their families, first responders, and/or special needs populations of trauma and mental health conditions caused or aggravated by an emergency/disaster or its aftermath. Depending on the nature and severity of an incident, services and resources may be in demand for prolonged periods of time.

*See ESF 11 – Agriculture and Natural Resources for information regarding incidents/disasters potentially or actually impacting the health of livestock, wildlife, and other animals.*

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

**ESF 8. Public Health and Medical Services****2.2 Agreements**

The following agreements are currently in place:

- None at this time.

**3 Situation and Assumptions****3.1 Situation**

- Local hazards could result in mass casualties or fatalities, disruption of food and/or water distribution and utility services, the loss of water supply, wastewater, and solid waste disposal services, and other situations that could create potential health hazards or serious health risks.
- One of the primary concerns of public health officials is disease control. This involves the prevention, detection and control of disease causing agents, maintaining safe water and food sources, and the continuation of wastewater disposal under disaster conditions.
- Disaster and mass-casualty incidents take many forms. Proper emergency medical response must be structured to provide optimum resource application without total abandonment of day-to-day responsibilities.
- The County does not have large-scale morgue storage capabilities.

**3.2 Assumptions**

- Emergencies and disasters may occur without warning at any time of the day or night, and may cause mass casualties.
- Use of nuclear, chemical, or biological weapons of mass destruction could produce a large number of injuries requiring specialized treatment that could overwhelm the local and State health and medical system.
- Emergency health and medical services should be an extension of normal duties. Health/medical care will be adjusted to the size and type of disaster.
- Public and private medical, health, and mortuary resources located in the County will be available for use during emergency situations; however, these resources may be adversely impacted by the emergency.

**ESF 8. Public Health and Medical Services**

- Hospitals, nursing homes, ambulatory care centers, pharmacies, and other facilities for medical/health care and special needs populations may be damaged or destroyed in major emergency situations.
- If hospitals and nursing homes are damaged, it may be necessary to relocate significant numbers of patients to comparable facilities.
- Health and medical facilities that survive emergency situations with little or no damage may be unable to operate at standard levels of service if there is loss of utilities or staff are unable to report for duty as a result of personal injuries or damage to communications and transportation systems.
- Medical and health care facilities that remain in operation and have the necessary utilities and staff could be overwhelmed by the “walking wounded” and seriously injured victims transported to facilities in the aftermath of a disaster.
- Uninjured persons who require frequent medications, such as insulin and anti-hypertensive drugs, or regular medical treatment, such as dialysis, may have difficulty in obtaining these medications and treatments in the aftermath of an emergency situation due to damage to pharmacies and treatment facilities and disruptions caused by the loss of utility services and damage to transportation systems.
- In a major catastrophic event (including, but not limited to, epidemics, pandemics, and bioterrorism attacks), medical resources may be insufficient to meet demand, specialized equipment and/or treatment materials may be unavailable, and transportation assets may also be restricted due to contamination. No emergency plan can ensure the provision of adequate resources in such circumstances.
- Disruption of sanitation services and facilities, loss of power, and the concentration of people in shelters may increase the potential for disease and injury.
- Damage to chemical plants, sewer lines and water distribution systems, and secondary hazards, such as fires, could result in toxic environmental and public health hazards that pose a threat to response personnel and the general public. This includes exposure to hazardous chemicals, biological and/or radiological substances, contaminated water supplies, crops, livestock, and food products.
- The public may require guidance on how to avoid health hazards caused by the disaster or arising from its effects.

**ESF 8. Public Health and Medical Services**

- Some types of emergency situations, including earthquakes, hurricanes, and floods, may affect a large percentage of the County, making it difficult to obtain mutual aid from the usual sources.
- The damage and destruction caused by a natural or technological event may produce urgent needs for mental health crisis counseling for victims and emergency responders
- Emergency responders, victims, and others who are affected by emergency situations may experience stress and anxiety, and may display other physical and psychological symptoms that can adversely impinge on their daily lives. In some cases, disaster mental health services may be needed during response operations.

**4 Roles and Responsibilities**

The County Health Department represents the public health and medical services on the Emergency Operating Center (EOC) staff. Response activities may be coordinated from the EOC.

Upon receipt of official notification of an actual or potential emergency condition, it is the responsibility of the County Health Department to receive and evaluate all requests for health and medical assistance and to disseminate such notification to all appropriate public health, medical, and mortuary services.

**4.1 Task Assignments****4.1.1 Health Department**

- Essential medical care and treatment for persons whose illnesses or injuries are a result of a disaster or where care and treatment are complicated by a disaster.
- Plans for transportation of casualties to suitable emergency care facilities.
- Public health protection for the affected population.
- Mortuary and vital records services.
- Damage assessment for public health and medical facilities and systems.

To ensure that these services are available as needed, various medical and public health services have been given primary or support responsibility for selected activities. These activities, and the services responsible for their accomplishment, are summarized below.

The Health Department will be primarily responsible for directing and coordinating emergency programs relating to medical operations. The County has

**ESF 8. Public Health and Medical Services**

contracted with a County physician to reside as the authority relating to disaster planning. These duties may be shared jointly with the County Health Nurse.

- Evaluate the ability of the existing medical care facilities to handle the emergency situation.
- Determine the need for emergency treatment stations and, if deemed necessary, implementing such stations.
- Determine the need for EMS teams and triage stations and, if deemed necessary, implementing such stations.
- Evaluate existing blood banks, collection centers, and blood distribution networks and, if deemed necessary, implementing additional blood services.
- Issue health instructions to the general public.
- Direct and coordinate emergency programs.
- Determine the management, distribution, and use of health resources such as personnel, materials and facilities.
- In a mass casualty situation, implement the collection, identification, storage, and dispatch of deceased victims.
- Transmit pertinent related health care information to the Public Information Officer (PIO) for dissemination to the media.

**4.2 ESF 4 Actions by Phase of Emergency Management****4.2.1 Preparedness**

- Conduct planning with support agencies.
- Ensure lead agency personnel are trained in their responsibilities and duties.
- Develop and implement emergency response and health and medical strategies
- Identify population groups requiring special assistance during an emergency (e.g., senior citizens, special needs, etc.) and ensure that preparations are made to provide assistance.
- Maintain adequate medical supplies.
- Preposition response resources when it is apparent that health and medical resources could be necessary.

**ESF 8. Public Health and Medical Services**

- Relocate health and medical resources when it is apparent that they are endangered by the likely impacts of the emergency situation.
- Appoint a representative to assist in the County EOC.
- Participate in emergency management training and exercises.

**4.2.2 Response**

- Activate emergency plans and mobilize emergency health personnel.
- Conduct rapid assessments for immediate response objectives.
- Determine the number and type of casualties, request additional assistance, establish staging areas, and initiate triage procedures.
- Identify hospital and nursing home bed vacancies.
- Determine which normal activities and facility accommodations can be curtailed or shifted to allow for increased emergency capacity.
- Arrange for the provision of medical personnel, equipment, and supplies to health and medical facilities, as needed.
- Coordinate morgue operations as required and appropriate.
- Provide staff and services for monitoring public health conditions.
- Determine needs for health surveillance programs.
- Implement disease control and prevention measures.
- Coordinate lab testing and evaluations of community environmental health conditions and provide health advisories as required or appropriate.
- Coordinate prescription drug access for healthcare facilities and individuals needing medication refills.
- Partially or fully activate the EOC, if necessary.
- Assist with patient evacuation and post-event relocation.
- Provide nursing staff for special needs shelters.
- Initiate on-site public education programs specific to the health problems associated with the emergency or disaster.
- Provide emergency public information specific to the health aspects of the situation in conjunction with EOC/Joint Information Center (JIC).

**ESF 8. Public Health and Medical Services**

- Coordinate the release of public health information with County and State PIOs.
- Monitor food/drug safety and radiological/chemical/biological hazards.
- Coordinate and monitor potability of water, wastewater disposal, solid waste disposal, and vector control.
- Coordinate victim identification/mortuary services with the coroner.
- Coordinate mental health services for victims and/or first responders, as appropriate.

**4.2.3 Recovery**

- Health authorities determine if a continuing health problem exists that will require an on-going commitment of resources, or if there is the potential for new problems to develop.
- Restore essential health and medical components of delivery systems and permanent medical facilities to operational status.
- Monitor environmental and epidemiological systems.
- Assist the Oregon Department of Environmental Quality (DEQ) in determining suitable sites and acceptable procedures/guidelines for the disposal of hazardous materials (HAZMAT).
- Monitor public and private food supplies, water, sewage, and solid waste disposal systems.
- Continue to provide public information regarding sewage and waste control, food and water supplies, and insect, rodent, and disease control.
- Continue to utilize multiple means of communicating public information and education.
- Support emergency services staff and operations until the local system is self-sustaining and can maintain long-term emergency environmental activities.
- Ensure the availability of mental and behavioral health professionals.
- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Restore pharmacy services to operational status.

**ESF 8. Public Health and Medical Services**

- Inform the public of any follow-on recovery programs that may be available.
- Form a long-term recovery assistance team to help ensure individuals and families affected by the disaster continue to receive assistance for serious needs and necessary expenses.
- Identify populations requiring event-driven health, medical, or social services post-event.
- Return staff, clients, and equipment to regularly assigned locations.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.
- Participate in after-action critiques and reports.
- Update plans and procedures/guidelines based on critiques and lessons learned during an actual event.
- Initiate the financial reimbursement process for support services.

**4.2.4 Mitigation**

- Report post-disaster analysis of the performance of essential health and medical facilities that can be used in future mitigation measures to strengthen these facilities.
- Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.
- Survey and map all Emergency Medical Services.
- Increase the use of geographical information systems to identify the locations of all vulnerable sites or populations.
- Conduct epidemic intelligence, evaluation, and detection of communicable diseases.
- Give immunizations.
- Conduct continuous health inspections.
- Promote and encourage the use of the blood donation program.
- Conduct normal public health awareness programs.
- Conduct training and education.

**ESF 8. Public Health and Medical Services**

- Conduct practice drills.
- Convey public information in multiple formats and languages.

**5 Concept of Operations****5.1 General**

- In accordance with the County EOP and this ESF Annex, the Health Department is the primary agency responsible for coordinating public health and medical services activities. Standard Operating Procedures (SOPs) developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with public health and medical services resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of public health and medical services resources.
- Public health and medical services support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Emergency Management Director will notify the Health Department and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate public health and medical services activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with public health and medical services activities.

**5.3 Access and Functional Needs Populations**

Provision of public health and medical services in the County will be conducted with the purpose of identifying populations with access and functional needs.

**5.4 Damage Assessment****5.4.1 Injuries and Fatalities**

The Health Department has primary responsibility for gathering information concerning injuries and fatalities resulting from disaster occurrences. Since accurate information concerning casualties is essential in identifying required

**ESF 8. Public Health and Medical Services**

levels of medical support, information of this type must be forwarded to the EOC as soon as it is available.

**5.4.2 Water Treatment Facilities**

In cooperation with Public Works, the Health Department has responsibility for evaluating damage to water treatment facilities following disaster occurrences. Because of system vulnerability to numerous forms of contamination, and because of the impact that a prolonged shutdown of water treatment facilities could have on public health and welfare, it is essential that rapid and accurate damage assessment be completed.

**5.4.3 Medical Facilities**

The Health Department has primary responsibility for evaluating damage sustained by medical facilities in a disaster area. Support in this activity will be provided by the individual medical clinics and the hospital located in the County. Each facility administrator or designee will gather initial damage reports and identify patients who must be removed pending repairs. This data will be provided directly to the Health Authority.

**5.5 Disaster Area Medical Support**

The Health Authority must be prepared to receive damage assessment reports from the various County medical facilities. Each operation area will report its operational capability status and assistance required to the person designated by the Health Director. Those reports will be forwarded to the EOC for evaluation and action.

**5.6 Emergency Medical Services and Mass Casualty Operations****5.6.1 Pre-Emergency**

- All ambulances and emergency rescue vehicles in the County will be equipped with twenty (20) METTAGs (International Field Triage Tags). These tags are to be furnished by the County Office of Emergency Management.
- All ambulances serving the County shall contain, at all times, those essential items as specified by the Oregon Health Authority.
- Medical supplies for providing advanced life support to trauma victims will be stored in a major rescue vehicle or trailer, or every responding service will bring a predetermined mass casualty supply package. Adequate supplies for treatment of victims requiring advanced life support will be stored in the rescue vehicle and mobilized to the scene of a mass casualty disaster.

**ESF 8. Public Health and Medical Services****5.6.2 Emergency**

- It is the responsibility of the EMT who first arrives on the scene to institute a triage, confer with the nearest emergency department physician, and implement action that may be necessitated by the situation.
- The nearest hospital with emergency facilities will be immediately notified that a mass casualty disaster may have occurred.
- The senior EMS responder shall respond to the scene during medical disaster and shall act as liaison between the on-scene commander and EMS. The senior EMS responder is in charge of patient care, triage, transportation, and all EMS personnel and is also responsible for formal declaration of a medical disaster.
- The Triage Officer (if one is designated) shall immediately respond to the scene of a local disaster. The Triage Officer is in charge of sorting patients to establish priorities of treatment and transportation and is also in charge of the care of the patients awaiting transport.
- The Transportation Officer (if one is designated) is in charge of all ambulances and directs the loading and transportation of patients. The Transportation Officer acts as liaison with the field and the hospitals.
- Registered nurses and paramedics employed with local ambulance services and capable of providing advanced life support in the field will respond immediately to the disaster site. They will work with the Triage Officer and apply their skills to disaster victims, as required.
- Equipment and medication for administering advanced life support to trauma victims will be transported to the scene by the assigned rescue unit. Additional supplies will be obtained from local hospitals or medical clinics upon request.
- Patients with certain conditions or injuries have triage priority for transportation and treatment over other patients.

**5.7 Mass Fatality Operations**

The County Health Officer is responsible for the collection, identification, storage, and dispatch of deceased victims.

**5.7.1 Collection**

- The Health Department shall be immediately notified in the event of an emergency situation and shall dispatch appropriate staff to the scene.

**ESF 8. Public Health and Medical Services**

- Collection of victims on-scene from hospitals and other designated collection points shall be accomplished through the use of enclosed vehicles (e.g., funeral home coaches).
- Victims will be taken to designated identification points as dispatched by the County Health Officer.

**5.7.2 Identification**

- Identification of victims shall be made by use of accepted forensic methods by the County Health Officer.
- If circumstances warrant, the County Health Officer may be assisted in the positive identification of victims through the State Health Department.

**5.7.3 Internment**

- Upon positive ID of victims, bodies will be released to funeral homes specified by the deceased's family.
- If no preference is noted, bodies will be released to local funeral homes on a rotating basis.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.<sup>7</sup>  
Supporting Plans and Procedures

The following plans and procedures are currently in place:

- Harney County Public Health Preparedness Response Plan
- Harney County Ambulance Service Area Plan
- State of Oregon Emergency Operations Plan
  - ESF 8 – Public Health and Medical Services
- National Response Framework
  - ESF 8 – Public Health and Medical Services

**8 Appendices**

None at this time.

# 9

## ESF 9 – Search and Rescue

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ESF 9 Tasked Agencies	
<b>Primary Agencies</b>	Sheriff's Office
<b>Supporting Agencies</b>	Emergency Management Coordinator
<b>Adjunct Agencies</b>	Harney County Search & Rescue Amateur Radio Operators City Police Contiguous Counties and MOU partners Oregon Emergency Management

## 1 Purpose and Scope

The purpose of Emergency Support Function (ESF) 9 is to coordinate Search and Rescue (SAR) operations and resources during emergency response and recovery. ESF 9 describes the use of resources in support of both Urban Search and Rescue (USAR) and Wilderness SAR during actual or potential emergencies. The scope of this function includes USAR challenges generated as the result of an earthquake or building collapse, the search for persons lost in wilderness or other recreational or natural environments, the search for escaped prisoners and detainees, the search for downed aircraft, and/or the extrication of accident victims.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

All volunteers are trained in their specialties and are familiar with Incident Command System (ICS)/National Incident Management System (NIMS) organization and have complete ICS/NIMS basic training.

Standard Operating Procedures (SOPs) will be developed for each type of mission performance that may require field operations. These procedures fall under the authority and responsibility of the SAR Coordinator.

**ESF 9. Search and Rescue**

It is presumed that the following circumstances may prevail in initiating a SAR mission requiring field operations:

- Person(s) participating in a recreational activity become victims of an accident, a health problem, or disoriented regarding direction.
- Persons have wandered from a facility or a group organization activity designed to house, feed, care, and provide guidance for such person.
- Passengers in a moving vehicle become submerged in water.
- Person(s) become victim(s) of drowning.
- Transitory person(s) become involved in a transportation-related accident or become a victim of foul play.
- Person(s) whose mode of transportation is by air are involved in an aircraft accident or landing in an obscure region not normally or officially provided for landings.

**3.2 Assumptions**

- SAR operations will continue to increase as the population and recreational opportunities continue to grow.
- Operations may be overwhelmed during emergencies and disasters. Local SAR efforts may require technical assistance from other agencies, counties, and the State.
- Access to impacted locations may be limited due to steep or rocky terrain, water, or structural barriers. Some areas may be accessible only by aircraft or boat.
- Rapid assessment of impacted areas and lost individuals will assist in the determination of response priorities.
- Local residents and unaffiliated volunteers may initiate activities to assist in SAR operations and will require coordination and direction.

**4 Roles and Responsibilities****4.1 ESF 9 Actions by Phase of Emergency Management****4.1.1 Preparedness**

- Encourage active participation of inter-agency preparedness organizations that collaborate in SAR activities on a regular basis.

**ESF 9. Search and Rescue**

- Identify response zones, potential staging areas, and potential medical facilities with local and regional SAR teams and establish specialized teams.
- Prepare and maintain SOPs/Standard Operating Guidance (SOG), resource inventories, personnel rosters, and resource mobilization information necessary for implementation of SAR operations.
- Ensure mutual aid agreements are in place with surrounding jurisdictions.
- Coordinate and participate in the development and presentation of training courses and exercises for SAR personnel.
- Maintain liaison relationships with support agencies.
- Pre-identify typed SAR resources and identify resources from other agencies or capabilities that may assist with SAR, and plan to integrate such additional resources as necessary.
- Develop a management plan to address uncertified volunteers.

**4.1.2 Response**

- Initiate mobilization procedures/guidelines.
- Assemble personnel and equipment at designated locations.
- Transport the team (personnel and equipment) to the incident scene.
- Collect and analyze incident information to assist SAR capability deployment decision.
- Plan and coordinate SAR operations at the incident site.
- Direct SAR resources according to NIMS, ICS, and team policies and procedures/guidelines.
- Deploy SAR representatives to the Emergency Operations Center (EOC).
- Establish communication between the EOC and IMT to determine resource needs to support incident response and operations.

**4.1.3 Recovery**

- Continue to render support when and where required as long as emergency conditions exist.
- Participate in after-action briefings and develop after-action reports.

**ESF 9. Search and Rescue**

- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines.
- Initiate the financial reimbursement process for these activities when such support is available.

**4.1.4 Mitigation**

- Review the hazards most likely to affect the reservation and identify potential vulnerabilities in the SAR function.
- Develop plans to overcome identified vulnerabilities (e.g., new equipment, training, mutual aid procedures/guidelines).
- Ensure that all equipment is regularly checked and maintained for instant deployment.

**5 Concept of Operations****5.1 General**

- In accordance with the County EOP and this ESF Annex, the Sheriff's Office is the primary agency responsible for coordinating SAR activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with SAR resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of SAR resources.
- SAR support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Emergency Management Coordinator will notify the Sheriff's Office and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate SAR activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with SAR activities.

### **5.3 Access and Functional Needs Populations**

Provision of SAR services in the County will be conducted with the purpose of identifying populations with access and functional needs.

## **6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

## **7 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

- Harney County Search and Rescue Plan
- State of Oregon Emergency Operations Plan
  - ESF 9 – Search and Rescue
- National Response Framework
  - ESF 9 – Search and Rescue

## **8 Appendices**

None at this time.

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# 10

## **ESF 10 – Oil and Hazardous Materials Response**

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**ESF 10. Oil and Hazardous Materials Response**

<b>ESF 10 Tasked Agencies</b>	
<b>Primary Agencies</b>	Emergency Management Coordinator
<b>Supporting Agencies</b>	Sheriff's Office Road Department Health Department Health District Fire Defense Board
	Fire Departments & HAZMAT Teams Oregon Office of the Fire Marshal Oregon Department of Environmental Quality Private transportation companies

## 1 Purpose and Scope

Emergency Support Function (ESF) 10 provides for response to and recovery from hazardous materials (HAZMAT) releases, including oil spills. This ESF is applicable to all types and sizes of HAZMAT incidents potentially involving transportation corridors (railway, highway, marine), abandoned waste sites, pipelines, tank farms, and fixed facilities (chemical plants, laboratories, operating hazardous waste sites, hospitals, etc.).

*Note: Response and recovery involving release of radiological materials is covered in an Incident-Specific Annex to this County Emergency Operations Plan and will not be included in the scope of ESF 10.*

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- HAZMAT is transported throughout the County, creating a relatively high exposure to potential HAZMAT incidents. An incident could occur anywhere and at any time within the County.

**ESF 10. Oil and Hazardous Materials Response**

- The threat presented by HAZMAT incidents is often to both public health and safety and the environment. While most HAZMAT incidents involve smaller volumes of material, they do require specific approaches to different types of chemical and waste releases. It is important to assess the characteristics of the hazard, acquire the necessary resources, and develop a site-specific emergency response plan.
- The commencement of emergency response operations of HAZMAT 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 specialists, and other agencies.
- While upon initial assessment, some incidents may not have obvious impacts on life, property, and the environment. They may have subtle long-term consequences for human health and the environment that will require further remediation.
- The Oregon Department of Environmental Quality (DEQ) has overall responsibility for 24-hour environmental pollution prevention, preparedness, and response within the State.
- The emergency field response to HAZMAT incidents, spills, and releases is the responsibility of fire services or, in the case of State highways, the Oregon Department of Transportation (ODOT) and/or State police.

**3.2 Assumptions**

- A natural or technological disaster could result in a single situation or numerous situations in which HAZMAT is released into the environment.
- Fixed facilities (chemical plants, tank farms, laboratories, and industries operating hazardous waste sites which produce, generate, use, store, or dispose of HAZMAT) could be damaged and result in ineffective spill control apparatus and containment measures.
- HAZMAT that is transported may be involved in railroad accidents, highway collisions, or airline incidents.
- Damage to, or rupture of, pipelines transporting materials that are hazardous if improperly released will present serious problems.
- Emergency exemptions may be needed for disposal of contaminated material.

**ESF 10. Oil and Hazardous Materials Response**

- Laboratories responsible for analyzing HAZMAT samples may be damaged or destroyed in a disaster.

**4 Roles and Responsibilities****4.1 ESF 10 Actions by Phase of Emergency Management****4.1.1 Preparedness**

- Develop and refine procedures/guidelines to be used in HAZMAT assessments.
- Prepare and maintain standard operating procedures (SOPs)/standard operating guidance (SOG), resource inventories, personnel rosters, and resource mobilization information necessary for implementation of the responsibilities of the lead agency.
- Maintain liaison relationships with support agencies.
- Ensure personnel are appropriately trained and equipped to deal with HAZMAT incidents.
- Conduct vulnerability analysis at critical facilities and make recommendations to improve HAZMAT storage.
- Preposition response resources when it is apparent that HAZMAT response resources will be necessary.
- Conduct/coordinate/participate in all exercises involving HAZMAT operations.
- Develop mutual aid procedures to assist with supporting issues related to a HAZMAT incident.
- Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercises.
- Participate in exercises and training to validate this Annex and supporting SOPs/SOG.
- Ensure all HAZMAT personnel are trained in their responsibilities according to departmental SOPs/SOG.

**4.1.2 Response**

- Establish an isolation area and move all people out of that area.
- Establish perimeter control/area security.

**ESF 10. Oil and Hazardous Materials Response**

- Establish and identify command post and staging locations. Establish the Incident Command System (ICS).
- Take measures to protect the public and the safety of responders.
- Deploy appropriately trained personnel to the incident.
- Call for necessary help from mutual aid jurisdictions, the United States Environmental Protection Agency (EPA), and/or DEQ.
- Ensure that public health departments are advised and incorporated into the ICS.
- Establish adequate zones for decontamination.
- Ensure personnel are adequately protected and equipped to handle HAZMAT incidents.
- Monitor and direct HAZMAT resources and response activities.
- Participate in Emergency Operations Center (EOC) briefings, Incident Action Plans (IAPs), Situation Reports, and meetings.
- Coordinate with support agencies, as needed, to assist with emergency activities.
- Coordinate with other agencies to obtain resources and to facilitate an effective emergency response among all participating agencies.
- Once all local resources have been utilized and expended, coordinate with the logistics section to assist in locating additional support resources.
- Work with appropriate agencies to determine site safety, when to declare the incident as “over,” and when to allow people to return to the area.

**4.1.3 Recovery**

- Continue to provide support as required to assist in the recovery phase of the incident through the appropriate Incident Commander (IC).
- Continue to monitor personnel and the incident area for contamination.
- Support community recovery activities.
- Participate in after-action briefings and develop after-action reports.
- Initiate the financial reimbursement process for these activities when such support is available.

**ESF 10. Oil and Hazardous Materials Response**

- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines to improve future operations.

**4.1.4 Mitigation**

- Maintain an accurate and current listing of all fixed facilities that produce or store HAZMAT.
- Prepare site-specific plans for each facility that produces or stores extremely hazardous substances and update these plans annually or as necessary through the year.
- Participate in the HAZMAT identification process and identify and correct vulnerabilities.
- Continue to train personnel for HAZMAT incidents.
- Develop radiological awareness programs for responders, the public, and industry.
- Develop emergency preparedness programs for HAZMAT incidents.
- Identify deficiencies or areas to be improved, and seek funds to enhance protective measures to lessen the impact on vulnerable populations and/or minimize damage to critical facilities.

**5 Concept of Operations****5.1 General**

- In accordance with the County Emergency Operations Plan (EOP) and this ESF Annex, the Emergency Management Coordinator is the primary agency responsible for coordinating oil and HAZMAT activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with oil and HAZMAT resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of oil and HAZMAT resources.
- Oil and HAZMAT support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**ESF 10. Oil and Hazardous Materials Response****5.2 Notifications**

- The Emergency Management Coordinator will notify supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate oil and HAZMAT activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with oil and HAZMAT activities.

**5.3 Access and Functional Needs Populations**

Provision of oil and HAZMAT services in the County will be conducted with the purpose of identifying populations with access and functional needs.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.<sup>7</sup>  
Supporting Documents

The following documents are currently in place:

- Harney County Hazardous Materials Response Plan
- State of Oregon Emergency Operations Plan
  - ESF 10 – Oil and Hazardous Materials Response
- National Response Framework
  - ESF 10 – Oil and Hazardous Materials Response

**8 Appendices**

None at this time.

# 11

## **ESF 11 – Agriculture and Natural Resources**

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**ESF 11. Agriculture and Natural Resources**

<b>ESF 11 Tasked Agencies</b>	
<b>Primary Agencies</b>	Emergency Management Coordinator
<b>Supporting Agencies</b>	Health Department County Extension Office
<b>Adjunct Agencies</b>	Local Volunteer Agencies (American Red Cross, Humane Society) Oregon State Brand Inspector Oregon Department of Agriculture, State Veterinarian’s Office U.S. Department of Agriculture, Area Veterinarian In-Charge Oregon Veterinary Emergency Response Teams Oregon Department of Fish and Wildlife Oregon Department of Human Services, Department of Health Services Oregon Department of Environmental Quality Oregon State Police Oregon Department of Parks and Recreation

**1 Purpose and Scope**

Emergency Support Function (ESF) 11 focuses on the protection of food supplies and ensures victims of emergencies/disasters are provided with adequate nutrition. This ESF also outlines procedures for control and eradication of disease or infestation potentially impacting plant and animal health, while also introducing significant risk to the local economy (dairy and poultry operations, feedlots, auction yards, Christmas tree farms, timber/logging operations, agricultural crops, wildlife, etc.). ESF 11 includes information regarding emergency animal sheltering and evacuation specific to livestock, such as dairy, cattle, poultry, sheep, goats, equine, and other production species.

*See ESF 6 for procedures for evacuating and sheltering household pets and service animals.*

**2 Policies and Agreements**

**2.1 Policies**

The following policies are currently in place:

- None at this time.

**2.2 Agreements**

The following agreements are currently in place:

- None at this time.

## ESF 11. Agriculture and Natural Resources

### 3 Situation and Assumptions

#### 3.1 Situation

- Numerous plant and animal diseases exist that could impact the County through natural, accidental, or intentional introduction.
- The County has significant numbers of animals ranging from household pets to commercial livestock operations. The vulnerability of these animals in the event of a disaster or emergency is not only a personal issue, but a commercial issue with the potential for long-range effects on the local economy.
- A significant emergency may deprive substantial numbers of local residents from access to safe and reliable supplies of food and water.
- An emergency may be caused by or cause the spread of a contagious disease through the food and water supply systems or from animals to people.
- Some animal diseases are very contagious (foot and mouth disease) and would be very difficult to identify, isolate, control, and eradicate. In addition, many agents are zoonotic, affecting both animals and people.
- Some plant diseases are very infectious to other plants and can be very difficult to identify, isolate, control, and eradicate.
- Any displacement or evacuation of people from their homes may cause household pets and livestock to be placed at risk for food, shelter, and care.

#### 3.2 Assumptions

- Livestock, wildlife, birds, plants, and/or crops may be affected. Plants and/or animals may die of the insect/disease and/or need to be destroyed/depopulated.
- Production capability and/or value may become severely limited. Such an event could greatly impact the economic stability and viability of the County, State, and possibly, the Nation.
- The time between the reporting of a disease and its identification as an emergency is critical. A highly contagious disease could spread rapidly through a county and state via markets, product movement, and fomites (people, vehicles, etc.).
- The County's resources would be rapidly depleted if the outbreak involved multiple premises or large areas.

**ESF 11. Agriculture and Natural Resources**

- Positive and prompt actions by local, state, and (possibly) federal authorities will be required in order to stop a highly contagious disease. Control and eradication of such a disease will involve many County, State and Federal agencies, not just those involved with agricultural activities.
- Some land owners, individuals, or groups may strenuously object to depopulation of animals or the destruction of plants. Some people may not consider the threat of the disease spread valid and may take actions counter-productive to control and eradication efforts.
- First responders may not be familiar with the special conditions of an animal or plant health emergency. These include quarantine, bio-security precautions, personal protection equipment, decontamination, etc.
- Any prolonged power outage will place fresh or frozen food at immediate risk or render it unsafe.
- An earthquake may break water distribution pipes contaminating potable water systems.
- Displaced persons will be cared for in emergency shelters. Food and water inventories of these shelters will be quickly depleted. Food banks and other charitable food sources will not have sufficient inventories to meet all food needs.
- Land (truck) delivery of bulk supplies may be cut off. Distribution of non-local donated goods may not be possible.
- Emergency shelters will not have the facilities to care for household pets.
- Volunteers will want to help and can make a significant contribution to the effort.

**4 Roles and Responsibilities****4.1 ESF 11 Actions by Phase of Emergency Management****4.1.1 Preparedness**

- Develop Standard Operating Procedures (SOPs)/Standard Operating Guidance (SOG) and checklists to support agriculture and natural resources activities.

**ESF 11. Agriculture and Natural Resources**

- Maintain an accurate roster and activation procedures of personnel assigned to perform agriculture and natural resources duties during a disaster.
- Maintain current food resource directories to include maintaining points of contact.
- Identify likely transportation needs and coordinate with appropriate agencies.
- Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.
- Identify local agribusiness operators with equipment and personnel to assist with animal stop movement and quarantine activities.
- Establish an Animal/Agriculture Working Group and conduct meetings of this group, as appropriate.
- Develop mutual aid agreements with government agencies, professional associations, and private agencies and organizations with personnel and equipment to support agriculture and natural resources activities.
- Identify and schedule disaster response training for agriculture and natural resources personnel. Areas to be covered should include, but not be limited to, response protocol, Incident Command System (ICS), bio-security, personal protection, quarantine, access control, depopulation, disposal, decontamination, and potential human impacts.
- Ensure all agriculture and natural resources personnel are trained in their responsibilities according to the departmental SOPs.
- Participate in exercises and training to validate this Annex and supporting SOPs.

**4.1.2 Response**

- Activate plans.
- Establish an Incident Command Post (ICP) and activate the local Emergency Operations Center (EOC).
- Establish communication between EOC and Incident Management Team (IMT) to determine resource needs to support incident response and operations.
- Request appropriate declarations of emergency.

**ESF 11. Agriculture and Natural Resources**

- Issue quarantines and establish movement control procedures/guidelines.
- Initiate bio-security measures.
- Develop an incident-specific communications plan.
- Establish response personnel support needs and coordinate local support capabilities.
- Identify existing internal, jurisdiction-specific resources available to support response and recovery operations.
- Contact key collaborating agencies.
- Obtain needed equipment and supplies for operations.
- Complete notifications of response personnel and agency directors.
- Develop an Incident Action Plan (IAP) to include, but not be limited to, the following functions: bio-security and decontamination, movement control and quarantine, depopulation and disposal, surveillance and epidemiology, personnel safety, demobilization and recovery, inter/intra agency communications, and all other situations that may arise.
- Develop public service announcements for release to the media.
- Identify appropriate locations for disposal, and obtain appropriate permits for animal depopulation and crop operations.
- Identify the location for public disinfection sites and roadblocks. Activate local public works to assist in establishing these sites.
- Conduct on-site operations.
- Provide assistance to established pet shelters.
- Restrict movement, detain or move animals, equipment, products, and personnel as necessary to control and eradicate animal or plant disease.
- Manage and direct the evacuation of animals from risk areas and provide technical assistance to prevent animal injury and the spread of disease.
- Provide and/or receive appropriate mutual aid.
- Provide situation reports to the command structure regarding the status of operations.

**ESF 11. Agriculture and Natural Resources**

- Coordinate donations and volunteers wishing to assist in operations.
- Respond to protestors who desire to interfere or stop operations.
- Maintain records of all activities conducted, costs, and hours worked by paid and volunteer personnel.
- Ensure communication lines are established and participants are clear on what actions need to be taken if a highly contagious disease or insect is suspected or confirmed.

**4.1.3 Recovery**

- Provide immediate assistance as needed to land owners affected by the agriculture health emergency (AHE)/plant health emergency (PHE).
- Assist in decontamination efforts and ensure cleanup is completed.
- Help maintain movement restrictions as required by local, State and Federal authorities.
- Assist in issuing and tracking special permits and licenses.
- Work with producer groups to assist in recovery efforts.
- Submit necessary records and paperwork to local and State officials for tracking and reimbursement of costs to the County in handling the emergency.
- Participate in follow-up reports and critiques of the Emergency Operations Plan (EOP) for the AHE/PHE, and make any necessary changes and improvements in the plan.
- Continue to render support when and where required as long as emergency conditions exist.
- Restore equipment and restock supplies to a normal state of readiness.
- Participate in after-action reports and meetings.
- Make changes to plans and procedures/guidelines based on lessons learned.

**4.1.4 Mitigation**

- Provide surveillance for a foreign animal disease or an animal borne poison or toxin that may pose a threat to the animal industries, the economy, or public health.

**ESF 11. Agriculture and Natural Resources**

- Provide for surveillance of plant pests of unknown or questionable origin that may pose a potential threat to agriculture, horticulture, the economy, or public health.
- Organizations that will be operating shelters and feeding the public during times of an emergency operation need to make agreements with the owners of facilities they intend to operate from and possibly pre-stock some supplies.
- Conduct training and awareness campaigns to inform local veterinarians, game wardens, game biologists, and other animal professionals of the basic clinical signs of a highly contagious disease or other diseases or insects of concern.
- Develop a program to ensure that all personnel who may be involved in an AHE/PHE understand their responsibilities and expected actions.
- Provide training in bio-security for those involved in livestock and crop enterprises.
- Enhance and expand bio-security measures on farms, ranches, feedlots, confinement, markets, mills, etc.
- Develop or enhance public information on highly contagious diseases or insects and other diseases of concern for producers, brokers, transporters, and other parties who may be involved in raising, selling, buying, or transporting livestock, poultry/birds, wildlife, or agricultural products.

**5 Concept of Operations****5.1 General**

- In accordance with the County EOP and this ESF Annex, the Emergency Management Coordinator is the primary agency responsible for coordinating agriculture and natural resources activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with agriculture and natural resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of agriculture and natural resources.

**ESF 11. Agriculture and Natural Resources**

- Agriculture and natural resources support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Emergency Management Coordinator will notify the Health Department and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate agriculture and natural resources activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with agriculture and natural resources activities.

**5.3 Access and Functional Needs Populations**

Provision of agriculture and natural resources services in the County will be conducted with the purpose of identifying populations with access and functional needs.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following supporting documents are currently in place:

- Oregon Animal Disease Emergency Management Plan. Oregon Department of Agriculture, Animal Health and Identification Division. 2004. [http://www.oregon.gov/ODA/AHID/oadem\\_plan.shtml](http://www.oregon.gov/ODA/AHID/oadem_plan.shtml)
- Oregon Plant Health Emergency Response Plan. Oregon Department of Agriculture. 2006. [http://www.oregon.gov/ODA/PLANT/docs/pdf/plant\\_emergencyplan.pdf?ga=t](http://www.oregon.gov/ODA/PLANT/docs/pdf/plant_emergencyplan.pdf?ga=t).
- State of Oregon Animals in Disaster Plan, Oregon Department of Agriculture
- State of Oregon Emergency Operations Plan
  - ESF 11 – Agriculture and Natural Resources
- National Response Framework
  - ESF 11 – Agriculture and Natural Resources

## **8 Appendices**

None at this time.

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# 12

## ESF 12 – Energy

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ESF 12 Tasked Agencies	
<b>Primary Agencies</b>	Emergency Management Coordinator
<b>Supporting Agencies</b>	Road Department
<b>Adjunct Agencies</b>	City Public Works Oregon Trail Electric Co-op Harney Electric Co-op

## 1 Purpose and Scope

Emergency Support Function (ESF) 12 is responsible for the restoration of damaged energy utility infrastructure and accompanying systems within the County following a disaster. Also considered in this ESF is the provision of temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. All forms of energy production and transmission and its associated infrastructure should be considered, including electrical, natural gas, petroleum products, hydroelectric, wind, etc. Critical facilities may include primary and alternate Emergency Operations Centers (EOCs), hospitals/critical care facilities, designated shelters, agency operating centers (if applicable), government offices/facilities, water/sewage systems, and other essential community services.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- Emergencies, both natural and manmade, can have profound effects on public and privately owned utilities in the County. The ability to quickly restore damaged water, power, natural gas, telephone, and sewer systems is essential to maximizing life safety and health, and minimizing the economic impact of a disaster.
- The electrical power industry is organized into a network of public and private generation and distribution facilities. Through such networks,

**ESF 12. Energy**

the electrical power industry has developed a capability to provide, reroute, and restore power under even the most extreme circumstances.

- The occurrence of a major disaster could destroy or disrupt all or a portion of the County's energy and utility systems.

**3.2 Assumptions**

- The occurrence of a major disaster could destroy or damage portions of the County energy and utility systems and disrupt petroleum supplies.
- Widespread and possibly prolonged electric power failures could occur during a major disaster.
- Transportation, media, and telecommunications infrastructure will be affected.
- Delays in the production, refining, and delivery of petroleum based products may occur as a result of transportation infrastructure problems and the loss of commercial power.
- There may be extensive distribution failure in water, wastewater, and gas utilities. These may take hours, days, or even weeks to repair.
- There may be panic hoarding of fuel in areas served by severed pipelines or by individuals from neighboring jurisdictions where shortages have occurred.
- Natural gas lines may break and cause fires or health (inhalation) hazards, and increase the risk of explosions.
- Water pressure may be low, thereby hampering firefighting capabilities and impairing sewer system function.
- City and County Public Works departments, under an emergency proclamation, will require the authority to access private property to evaluate and disconnect utilities that jeopardize public and private property or threaten public health, safety, or the environment.

**4 Roles and Responsibilities****4.1 ESF 12 Actions by Phase of Emergency Management****4.1.1 Preparedness**

- Develop and maintain a complete directory of all utility services and products associated with this ESF.

**ESF 12. Energy**

- Ensure the availability of necessary equipment to support energy and utilities activities.
- Coordinate the establishment of priorities to repair damaged energy services and the provision of temporary, alternate, or interim sources of portable generators and other utilities.
- Promote mutual aid agreements with the vendors of all utility services.
- Develop and maintain alert rosters, plans, policies and Standard Operating Procedures (SOPs)/Standard Operating Guidance (SOG) necessary to support the implementation of this Annex.
- Identify, train, and assign personnel to execute missions in support of the restoration of energy and utility systems.
- Participate in exercises to validate this Annex and supporting annexes at least once a year.

**4.1.2 Response**

- Establish communication between the EOC and Incident Management Team (IMT) to determine resource needs to support incident response and operations.
- Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- Prioritize utility rebuilding processes if necessary to restore utilities in the affected areas.
- Administer statutory authorities for utility priorities, as needed.
- Apply local, State, and Federal resources in accordance with established priorities to restore utility services, as necessary.
- Provide emergency information, education, and conservation guidance to the public in coordination with the Public Information Officer (PIO).
- Assist local, State and Federal agencies and departments with obtaining fuel for transportation and communications in support of emergency operations.
- Coordinate with the Sheriff's Office for security and protection of supplies.

#### 4.1.3 Recovery

- Continue all activities in coordination with the EOC based on the requirements of the incident.
- Support restoration activities.
- Replenish supplies and repair damaged equipment.
- Participate in after-action briefings and develop after-action reports.
- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines.

#### 4.1.4 Mitigation

- Based on known hazards, identify and correct vulnerabilities in the energy and utilities function.
- When repairing damage, every attempt should be made to reduce the likelihood and severity of future damage.
- Implement a public awareness campaign regarding energy and utility safety in emergencies.
- Develop internal Continuation of Operations Plans (COOPs) to identify resource needs and to identify resources that can be provided to local agencies during the response and recovery phases of an emergency or disaster event.

## 5 Concept of Operations

### 5.1 General

- In accordance with the County Emergency Operations Plan (EOP) and this ESF Annex, the Emergency Management Coordinator is the primary agency responsible for coordinating energy and utility activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with energy and utility resources will be generated by either forwarding the request to the County EOC, or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of energy and utility resources.

**ESF 12. Energy**

- Energy and utility support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Emergency Management Coordinator will notify impacted utilities and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate energy and utility activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with energy and utility activities.

**5.3 Access and Functional Needs Populations**

Provision of energy and utility services in the County will be conducted with the purpose of identifying populations with access and functional needs.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following documents are currently in place:

- State of Oregon Emergency Operations Plan
  - ESF 12 – Energy
- National Response Framework
  - ESF 12 – Energy

**8 Appendices**

None at this time.

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# 13

## **ESF 13 – Public Safety and Security**

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ESF 13 Tasked Agencies	
<b>Primary Agencies</b>	Sheriff's Office
<b>Supporting Agencies</b>	District Attorney
<b>Adjunct Agencies</b>	Area Law Enforcement Oregon State Police

## 1 Purpose and Scope

Emergency Support Function (ESF) 13 coordinates law enforcement personnel and equipment to support emergency response operations. This support function is inclusive of general law enforcement duties, emergency police, and public safety services. Local law enforcement agencies will also provide support for evacuation traffic control, criminal investigations, access control to incident sites and/or governmental facilities (including County and local Emergency Operations Centers [EOCs]), and security at community care/sheltering facilities and hospitals, prisons, and other critical care facilities involved in emergency response activities.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The County is susceptible to a multitude of natural and man-made disasters. These disasters, depending on their magnitude, have the ability to damage infrastructure, structures, and lifelines and may rapidly overwhelm the capacity of County agencies to assess the disaster and respond effectively to basic and emergency human needs.

During any type of disaster or large-scale emergency, law enforcement officers may be faced with a tremendous challenge of overwhelming demands to provide help and assistance to the public. The stress of high emergency call volume coupled with physical constraints such as fatigue, exposure to deceased and injured victims, the sight of destruction, impassible roadways from flooding, angry citizens, looting, rescue needs, often appear to be an endless battle with the

disaster. The law enforcement services may have increased demands placed on their agencies along with high expectations of success.

### **3.2 Assumptions**

- General law enforcement limitations and difficulties are compounded by disaster related community disruption, the restriction of movement, impacted communications and facilities, and a shortage of law enforcement resources.
- The capabilities of local law enforcement agencies may be quickly exceeded. Supplemental assistance should be requested through local and State emergency management channels and the operation of mutual aid agreements.
- The availability of resources will have a profound effect on agencies' abilities to perform tasked activities.

## **4 Roles and Responsibilities**

### **4.1 Task Assignments**

#### **4.1.1 Harney County Sheriff**

- Coordinate all law enforcement activities in Harney County.
- Maintain law and order.
- Provide security for key facilities' resources and the disaster area.
- Provide isolation and protection of property in damaged areas.
- Provide damage reconnaissance and reporting.
- Provide traffic control.
- Provide crowd control.
- Coordinate warnings, communications, and public information.
- Assist with security for Shelter and Reception locations.
- Support rescue operations.
- Assist in hazardous materials incidents.
- Prepare appropriate mutual aid agreements.
- Support other public safety activities.

#### 4.1.2 City Police Chiefs

City Police Chiefs will have the same responsibilities as the Sheriff within their jurisdictional limits. If a situation exceeds the capabilities of a city department, the department will first request assistance from the Sheriff.

### 4.2 ESF 13 Actions by Phase of Emergency Management

#### 4.2.1 Preparedness

- Develop and maintain Standard Operating Procedures (SOPs)/Standard Operating Guidance (SOG) and checklists to support emergency law enforcement operations.
- Ensure emergency personnel call-up and resource lists are current and available to emergency management.
- Strive to ensure that all law enforcement personnel within the jurisdiction, including regulars and auxiliaries, are trained to the appropriate National Incident Management System (NIMS)/Incident Command System (ICS) level in traffic control, evacuation procedures/guidelines, and in search and rescue operations.
- Coordinate and maintain liaisons with support agencies and State and Federal law enforcement agencies.
- Review plans and procedures/guidelines and ensure that all law enforcement personnel are informed of existing or revised procedures/guidelines.
- Ensure mutual aid agreements with surrounding jurisdictions are current.
- Develop and maintain mutual aid agreements with private area resources that could be used to augment local law enforcement capabilities.
- Ensure the availability of necessary equipment to support law enforcement activities.
- Participate in emergency management training and exercises.

#### 4.2.2 Response

- Assist with the dissemination of warnings and notifications as time and resources allow.
- Establish communication between the EOC and Incident Management Team (IMT) to determine resource needs to support incident response and operations.

**ESF 13. Public Safety and Security**

- Respond as required on a priority basis.
- Secure the prisoner population in the detention center during a disaster situation.
- Secure incident site(s).
- Activate mutual aid, if needed.
- Support damage assessment activities.
- Coordinate activities with other responding agencies.
- Coordinate law enforcement agencies responding from outside the jurisdiction.
- Alert or activate off-duty and auxiliary personnel as required by the emergency.
- Conduct other specific response actions as dictated by the situation.
- Document expenditures for disaster/emergency related activities and report to the EOC.

**4.2.3 Recovery**

- Continue to render support when and where required as long as emergency conditions exist.
- Demobilize resources.
- Return equipment and vehicles to response ready condition.
- Document costs and provide copies to the EOC.
- Review plans and procedures/guidelines with key personnel and make revisions and changes.
- Participate in after-action briefings and develop after-action reports.

**4.2.4 Mitigation**

- Participate in the hazard identification process and identify and correct vulnerabilities in the public safety and security function.
- Develop safety programs, to include disaster situations, and present them to the public.

## 5 Concept of Operations

### 5.1 General

- In accordance with the County EOP and this ESF Annex, the Sheriff's Office is the primary agency responsible for coordinating public safety and security activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with public safety and security resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of public safety and security resources.
- Public safety and security support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

### 5.2 Notifications

- The Emergency Management Director will notify the Sheriff's Office and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate public safety and security activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with public safety and security activities.

### 5.3 Access and Functional Needs Populations

Provision of public safety and security services in the County will be conducted with the purpose of identifying populations with access and functional needs.

## 6 ESF Development and Maintenance

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

## 7 Supporting Documents

The following plans and procedures are currently in place:

- Law Enforcement Standard Operating Procedures
- State of Oregon Emergency Operations Plan

**ESF 13. Public Safety and Security**

- ESF 13 – Public Safety and Security
- National Response Framework
  - ESF 13 – Public Safety and Security

**8 Appendices**

None at this time.

# 14

## **ESF 14 – Long-Term Community Recovery**

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## ESF 14. Long-Term Community Recovery

ESF 14 Tasked Agencies	
<b>Primary Agencies</b>	County Assessor Emergency Management Coordinator County Court
<b>Supporting Agencies</b>	Road Department
<b>Adjunct Agencies</b>	Mayors of Burns and Hines American Red Cross

## 1 Purpose and Scope

Emergency Support Function (ESF) 14 provides information regarding the coordination of long-term community recovery and mitigation efforts to return the County to its normal, pre-emergency state. For the purposes of this ESF, long-term recovery will primarily consist of some combination of damage assessment, identification of sources of recovery funding, performance of long-term recovery, and identification of opportunities for future risk reduction (mitigation).

County government is primarily responsible for providing assistance for recovery for public property in unincorporated areas of the County. County government also supports local governments and special purpose districts on a regional basis by coordinating recovery resources. Recovery for private property is not explicitly addressed by this ESF; however, estimates of damage to private property are used in the disaster declaration process and assistance to private property owners is included in certain State and Federal disaster assistance programs.

This ESF Annex is not intended to address short-term recovery, which is the return of vital life-support systems to minimum operating standards. Primarily, short-term recovery is accomplished under other ESFs and the immediate emergency response (e.g., the provision of emergency medical care [ESF 8]); restoring interrupted utility and other essential services [ESF 3 and ESF 12]); reestablishing transportation routes [ESF 1]); and providing food and shelter for those displaced [ESF 6]).

This ESF works together with certain aspects of ESF 1 – Transportation, ESF 3 – Public Works and Engineering, and ESF 12 – Energy, which partially address damage assessments and restoration for those sectors.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

**ESF 14. Long-Term Community Recovery****2.2 Agreements**

The following agreements are currently in place:

- None at this time.

**3 Situation and Assumptions****3.1 Situation**

The County is vulnerable to a host of disasters that could cause public and private property loss and damage, death and injury, damage to the environment, and prolonged disruption of commercial activity. In the event that such damage occurs, planned damage assessment and recovery procedures/guidelines are essential for returning the community to a pre-emergency/pre-disaster state following a major event. Disaster recovery typically lasts much longer and costs significantly more than preparedness and response activities.

The Stafford Act authorizes Federal disaster assistance to individuals and to governmental entities in the aftermath of a major emergency or disaster and outlines the types of assistance that may be made available. The majority of Federal disaster assistance programs are administered by state agencies.

**3.2 Assumptions**

- All appropriate disaster declarations will be made in a timely manner.
- Given the County's limited resources to accomplish recovery operations, the State and Federal governments will play a major role, substantially supplementing County efforts.
- Depending on the type and scope of the incident, Federal resources and/or funds may be available for public and/or private (individual and businesses) assistance.
- There may be long-term shelter requirements to house County citizens and other populations following a disaster situation.
- A long-term recovery plan will be developed based on the impacts of the specific disaster or emergency, the duties and responsibilities outlined in the other functional annexes and hazard specific appendixes to this Plan, and the planning considerations addressed in this Annex.
- Long-term recovery planning and activities could include mitigation efforts to reduce the potential hazard of similar disasters in the future.
- Following a severe emergency, many types of public, private, and volunteer assistance will be offered that will involve unique

**ESF 14. Long-Term Community Recovery**

management challenges and further test County sheltering and feeding capacities.

- Depending on the incident, it may be more appropriate for some recovery functions to be tasked to a specific County department rather than an Emergency Operations Center (EOC) section. Specially qualified persons/agencies from the public and private sectors may be appointed to perform functions unique to large-scale recovery operations.
- Under certain conditions, such as a lengthy recovery from a flood or earthquake, the County will seek inclusion in a Presidential Declaration to qualify for assistance in the form of Federal emergency funds and equipment.

## **4 Roles and Responsibilities**

### **4.1 Task Assignments**

#### **4.1.1 Emergency Management Coordinator**

- Maintain information on State and Federal disaster recovery programs.
- Maintain information on local assets for the recovery process.
- Develop training exercises to keep selected department heads and officials current on changes in the disaster recovery process.
- Coordinate disaster recovery operations between County, State, and Federal agencies.
- Function as a liaison between the County and the State.

#### **4.1.2 Department Heads**

- Identify what State and Federal resources are available for their departments following a disaster.
- Maintain maps, resource inventories, or documents that will assist in the recovery process. These documents could be mobile home parks including the numbers in each, blue prints, documents of important facilities, etc.
- Request training to keep staff competent in disaster recovery operations.

**ESF 14. Long-Term Community Recovery****4.2 ESF 14 Actions by Phase of Emergency Management****4.2.1 Preparedness**

- Develop and maintain a liaison with city, County, State, and Federal agencies and organizations that can provide assistance in recovery and restoration activities.
- Develop and maintain procedures/guidelines to recover from emergencies and disasters, including cost documentation.
- Assess disaster risk to government facilities from likely hazards and take measures to reduce the vulnerability of facilities.
- Identify damage assessment team members. Ensure all personnel are aware of their emergency responsibilities.
- Develop and maintain Standard Operating Procedures(SOPs)/Standard Operating Guidance (SOG) and checklists to support recovery activities.
- Ensure personnel notification and call-up lists are current.
- Include disaster recovery activities in exercises and training.

**4.2.2 Response**

- Identify all damage and loss, and prepare an action plan for recovery activities.
- Activate the County EOC or other facility to coordinate recovery activities.
- Assemble and forward all necessary reports and requests for assistance to appropriate Federal and State agencies.
- Coordinate recovery and restoration activities with tribal, city, County, State, and Federal program representatives.
- Prepare relevant recovery and restoration instructions and information for public information distribution.
- Work with the private sector to ensure the disaster related needs of the business community are met.
- Conduct other specific response actions as dictated by the situation.

**4.2.3 Recovery**

- Continue to work with all individuals and organizations affected by the event.

**ESF 14. Long-Term Community Recovery**

- Support community recovery activities.
- Work with the State and Federal governments to administer disaster recovery programs.
- Schedule after-action briefings and develop after-action reports.
- Develop and implement mitigation strategies.
- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines.

**4.2.4 Mitigation**

- When repairing and restoring services and facilities, investigate alternative plans and activities that could reduce future damage and impacts.
- Investigate possible mitigation grant projects for reducing future disaster damage and loss.
- Develop and enforce adequate building codes.
- Develop and enforce adequate land use regulations.
- Develop hazards analysis.
- Develop potential mitigation measure to address the hazards identified in the analysis

**5 Concept of Operations****5.1 General**

- In accordance with the County Emergency Operations Plan (EOP) and this ESF Annex, the Emergency Management Coordinator is the primary agency responsible for coordinating recovery activities. SOPs developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with recovery resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of recovery resources.
- Recovery support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

**ESF 14. Long-Term Community Recovery****5.2 Notifications**

- The Emergency Management Coordinator will notify supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate recovery activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with recovery activities.

**5.3 Access and Functional Needs Populations**

Provision of recovery services in the County will be conducted with the purpose of identifying populations with access and functional needs.

**6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following documents are currently in place:

- State of Oregon Disaster Recovery Guidebook
- State of Oregon Emergency Operations Plan
  - ESF 14 – Long-Term Community Recovery
- National Response Framework
  - ESF 14 – Long-Term Community Recovery
- National Disaster Recovery Framework

**8 Appendices**

- None at this time.

# 15

## ESF 15 – External Affairs

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ESF 15 Tasked Agencies	
<b>Primary Agencies</b>	Emergency Management Coordinator County Court
<b>Supporting Agencies</b>	Sheriff's Office City Managers
<b>Adjunct Agencies</b>	Fire Departments Local Media Harney County ARES/RACES

## 1 Purpose and Scope

Emergency Support Function (ESF) 15 provides guidance and procedures for gathering, controlling, and disseminating emergency information to the public, media partners, community leaders, and other stakeholders. ESF 15 also establishes policies for internal review and approval of public information prior to its release to the community and/or media partners, while clearly defining clearance procedures within the incident command structure. This ESF pertains to all response agencies and is applicable to all types of incidents.

Coordination and collaboration with local and regional media and public information personnel are essential to providing accurate, consistent, and timely information regarding the status of the emergency response/recovery. Where applicable, information should be provided in appropriate languages to accommodate non-English speaking populations. Public information and educational materials dealing with emergency management and preparedness can be provided to the general public and community partners prior to a disaster/incident. Information can be disseminated in a variety of formats and via multiple communication avenues.

The methods for disseminating public information in this jurisdiction include the Internet, brochures, newspapers, community meetings, workshops, and schools.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The County is vulnerable to a variety of hazards. Media outlets exist which, if effectively employed, can be used to inform the public of the events that are occurring and how they may best take action when responding to them.

During emergencies, the public needs, and generally desires, detailed information regarding protective action to be taken for minimizing loss of life and property. There are times, however, when a disaster strikes without warning and the public information system cannot react rapidly enough to properly inform the public about the hazard. For this reason, it is important that, prior to the occurrence of an emergency, the public is made aware of potential hazards and the protective measures that can be employed.

The Emergency Alert System (EAS) is activated as the principal method for disseminating emergency warnings and priority emergency instructions to the public. The system is designed to provide a 24-hour warning point to the public for emergencies and disasters.

### 3.2 Assumptions

- Emergencies and disasters may occur without warning at any time of the day or night, and may cause mass casualties.
- A public education and information program will help save lives and property during emergencies and disasters if the public knows how to prepare for them.
- In an emergency situation, the public will demand information about the emergency and the protective actions to be taken.
- Local print and broadcast media will cooperate in broadcasting, publishing, and posting (via the Internet) detailed disaster-related instructions for the public.
- Normal methods of communications in the affected areas may be either destroyed or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster area until communications can be restored.
- Responding agencies will provide information to reduce public concerns about the incident and response activities.
- Sufficient trained support personnel will be available to help coordinate public information and interface with the media and other agencies.

**ESF 15. External Affairs**

- Demands for information from media outside the jurisdiction will be significantly increased during a disaster.
- State-level news releases should be coordinated with the designated County Public Information Officer (PIO) and should not conflict with local-level releases.
- Rumor control procedures directed by the designated County PIO should prevent incorrect information from affecting emergency response activities.
- The Emergency Operations Center (EOC) PIO maintains listings of media contacts and EAS networks, and relies on those contacts and networks for the dissemination of Emergency Public Information.
- In a disaster, Oregon Emergency Management (OEM) or the Federal Emergency Management Agency (FEMA) may assist in establishing and managing a Joint Information Center (JIC) to coordinate Federal, State, and local information.
- During a County-wide or large disaster, a JIC may be established to coordinate the dissemination of information regarding all County, State and Federal disaster response and recovery programs.
- Information is one of the first casualties of a disaster. Rumors often abound and information is usually ambiguous, at best. It may be hours before officials know the facts. The lack of information or contradictory information may cause confusion. The public may accept rumors, hearsay, and inaccurate information as facts, and this may cause unnecessary fear and confusion.

## **4 Roles and Responsibilities**

### **4.1 Task Assignments**

#### **4.1.1 Emergency Management Coordinator**

- Appoint an Emergency PIO.
- Ensure that a public information and education program is developed and maintained.
- Provide official public information.
- Authorize the release of information to the media.

#### **4.1.2 Public Information Officer**

- Direct all emergency public information efforts.

**ESF 15. External Affairs**

- Serve as the official Harney County spokesperson and the sole source for dissemination of official emergency public information materials to the public.
- Conduct public education programs as an ongoing activity.
- Based on all hazards likely to confront the jurisdiction, develop and maintain EPI guidance materials to include the following:
  - General materials dealing with the nature of hazards and basic protective actions to be taken in the event of an emergency;
  - Hazard specific instructions on "where to go and what to do" in an emergency, including detailed instructions on protective actions such as shelter and evacuation; and
  - The meaning of warning signals.
- Develop methods (e.g., newspaper supplements, prepared TV/radio scripts for broadcast stations) for distribution of EPI materials to the public to include materials for the visually impaired and non-English speaking groups, as appropriate.
- Develop written agreements with broadcast media (e.g., radio stations, television stations, cable and educational television stations) to receive and disseminate warning messages and emergency information.
- Provide news releases for the media, after they are cleared by the Emergency Management Coordinator.
- Check all media for accuracy of reports (television, radio, print).
- Maintain a record of events.
- Take action to control rumors.
- Educate all department heads and administrative staff on media access.
- Authenticate sources of information and verify for information for accuracy before release.
- Provide for the dissemination of emergency warnings with the media.
- Secure printed and photographic documentation of the emergency/disaster situation.
- Compile and prepare emergency information for the public in case of emergency.

- Handle unscheduled inquiries from the media and the public.

#### **4.1.3 Local Media**

- Provide coverage of emergency management activities.
- Work with Emergency Management on educational programs.
- Check the accuracy of information with Emergency Management.

### **4.2 ESF 14 Actions by Phase of Emergency Management**

#### **4.2.1 Preparedness**

- Develop plans, procedures/guidelines, and policies for coordinating, managing, and disseminating public information effectively under all hazards and conditions.
- Develop plans, procedures/guidelines, and policies for coordinating, managing, and disseminating alerts and warnings effectively under all hazards and conditions.
- Develop programs and systems to process the inflow of public-related information from all sources in a timely fashion.
- Develop plans, procedures/guidelines, programs, and systems to rapidly control rumors by correcting misinformation.
- Develop community-based mechanisms to support the provision of prompt and accurate information to the public in the dominant languages of the community and languages and formats appropriate for those with limited language competence, disabilities, cultural or geographic isolation, or vulnerabilities due to age.
- Develop emergency plans that are community-based and include outreach and education to the public, through community and faith-based organizations and other institutions, to promote individual preparedness based on the risks in their communities.
- Establish neighborhood pre-disaster and post-disaster information centers at schools, the work place, libraries, shopping centers, places of worship, and other community institutions, to provide information on evacuations and the location of disaster assistance sites.
- Develop and implement public information, alert/warning, and notification training and exercise programs.
- Conduct planning with support agencies.

**ESF 15. External Affairs**

- Ensure lead agency personnel are trained in their responsibilities and duties.
- Develop pre-scripted messages in multiple formats.
- Identify possible locations for a JIC and press conferences.
- Develop staffing procedures/guidelines and checklists for the JIC.
- Develop and maintain a list of equipment needed to activate the JIC.
- Ensure all departments have trained staff to support the JIC.
- Ensure all local media outlets are pre-identified and contacts have been established. Regularly brief the media outlets and contacts on emergency public information procedures/guidelines.
- Ensure emergency responders are familiar with public information procedures/guidelines and that they know how and when to refer the media to the appropriate field or JIC personnel for information.
- Encourage media involvement in the exercise design process and planning.

**4.2.2 Response**

- Activate emergency plans and mobilize emergency personnel.
- Conduct rapid assessments for immediate response objectives.
- Coordinate with the EOC and primary and supporting agencies to develop a flow of information, including situation reports, health advisories, and other public information releases concerning the response efforts.
- Inform the public of health and/or safety concerns and ways to reduce or eliminate the associated dangers.
- Provide evacuation instructions and shelter locations.
- In coordination with the EOC Team, release emergency information as dictated by the situation.
- Implement a proactive public information strategy to ensure the media's needs are being met.
- Conduct media briefings on a regular basis.
- If the situation dictates, activate and staff the JIC.

**ESF 15. External Affairs**

- After coordination with the County PIO, release information regarding the emergency or disaster to other County departments and agencies, the media, and the public.
- Resolve any conflicting information and dispel rumors.

**4.2.3 Recovery**

- Provide public information on recovery efforts.
- Continue to utilize multiple means of communicating public information and education.
- Provide news releases with major emphasis on:
  - Types and locations of emergency assistance available, including contacts, phone numbers, locations (e.g., food and water points), information concerning disaster recovery centers (DRCs), and trash and debris disposal instructions;
  - Public health notices;
  - Restricted areas;
  - Movement or travel restrictions;
  - Contacts and phone numbers for missing persons information;
  - Contacts and phone numbers for local non-emergency assistance; and
  - Public safety notices.
- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Coordinate with the appropriate agencies to deactivate the JIC.
- Inform the public of any follow-on recovery programs that may be available.
- Return staff, clients, and equipment to regularly assigned locations.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.
- Participate in after-action critiques and reports.
- Update plans and procedures/guidelines based on critiques and lessons learned during an actual event.

- Initiate the financial reimbursement process for support services.

#### 4.2.4 Mitigation

- Conduct hazard awareness programs.
- Conduct public information education programs.

## 5 Concept of Operations

### 5.1 General

- In accordance with the County EOP and this ESF Annex, the Emergency Management Coordinator is the primary agency responsible for coordinating emergency public information activities. Standard Operating Procedures (SOPs) developed by the primary and supporting agencies provide the framework for carrying out these activities.
- The PIO will function as a member of the EOC staff. The PIO will direct all emergency information activities and will coordinate these activities through the public information office in the EOC. All departments and agencies shall coordinate with the PIO before releasing information to the public.
- Requests for assistance with emergency public information resources will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County EOC will provide guidance for the coordination of emergency public information resources.
- Emergency public information support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, Federal assistance may be requested by the Governor.

### 5.2 Notifications

- The Emergency Management Coordinator will notify supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate emergency public information activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with emergency public information activities.

### **5.3 Access and Functional Needs Populations**

Provision of emergency public information services in the County will be conducted with the purpose of identifying populations with access and functional needs.

### **5.4 Educational Programs**

There are many activities involved in the educational programs. The media is constantly provided with information on new developments affecting emergency management activities. Thus, much information reaches the public via television, radio, and newspapers. Lectures and other presentations are often requested by various organizations, presenting another opportunity for public education. Tours of the EOC are frequently conducted for many groups including schools, service organizations, and the military. Educational brochures and films are also distributed to the general public and organizations.

### **5.5 Emergency Public Information Programs**

Many of these activities are continuations of the educational programs. Camera-ready copy and audio-visual tapes are kept at the EOC and distributed to the media, as necessary. In addition, television and radio stations maintain a selection of public service announcements related to emergency preparations.

## **6 ESF Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this ESF annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

## **7 Supporting Documents**

The following documents are currently in place:

- County Emergency Operations Plan
  - ESF 2 – Communications
- National Response Framework
  - ESF 2 – Communications
  - ESF 15 – External Affairs

## **8 Appendices**

None at this time.

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# Support Annexes



**A**

**SA A – Access and Functional  
Needs Populations**

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**SA A. Access and Functional Needs Populations**

<b>SA A Tasked Agencies</b>	
<b>Primary Agencies</b>	Emergency Management Coordinator
<b>Supporting Agencies</b>	Sheriff's Office
<b>Adjunct Agencies</b>	Area Fire Districts and Departments American Red Cross School Districts

## 1 Purpose and Scope

This annex provides a framework for supporting populations whose members may have additional needs before, during, and after an incident in functional areas including, but not limited to:

- Maintaining independence
- Communication
- Transportation
- Supervision
- Medical care

Individuals in need of additional response assistance may include:

- Persons who have challenges due to disability including, but not limited to, hearing or sight impairment, mobility impairment, mental or developmental disability, or any person declared by a medical doctor or government agency to be disabled.
- Minor children whose parents are not available to care for them.
- Aged citizens who need assistance moving about or with personal care.
- Indigent citizens who lack the basic resources to self-evacuate such as transportation, financial resources, and temporary lodging arrangements.
- Persons with limited English proficiency.

This annex is intended to encompass all public and private institutions housing or supervising populations with access and functional needs, as well as individuals with functional needs living independently within the County. However, the content contained herein is broad in scope and not intended to be all-encompassing of the challenges encountered when supporting response operations for the County's functional needs populations. It is recommended that institutions, service providers and, most of all, the individuals, themselves, take responsibility

**SA A. Access and Functional Needs Populations**

for their own pre-disaster preparedness. Persons with functional needs are encouraged to have individual plans for emergencies. The importance of individual preparedness cannot be overstated.

**2 Policies and Agreements**

- None at this time.

**3 Situation and Assumptions****3.1 Situation**

The National Response Framework has identified the following groups of individuals as those who may have additional needs before, during, or after an incident:

- Disabled
- Elderly
- Children
- Residents of institutions
- Individuals with limited English proficiency
- Transportation disadvantaged

Individuals in the above categories who may need extra assistance during a disaster or emergency are widely distributed across the County. They may live independently, in community based/assisted living facilities, in long-term care facilities, or may even be homeless.

The community is home to numerous service providers that offer assistance to residents either in their homes or in facility settings. These service providers maintain client/patient lists and have specially trained staff, specialized equipment and, in some cases, specialized vehicles.

**3.2 Assumptions**

- Up to 20% of an incident's affected population may have access and/or functional needs.
- It is highly unlikely, with the possible exception of a wide-spread winter storm or some cataclysmic event, that the entire County would be affected at one time by a disaster or emergency.
- Some functional needs populations may not receive, understand, or be able to respond to Public Warning messages.

**SA A. Access and Functional Needs Populations**

- Community resources, such as interpreters, health care personnel, and facility managers, should make themselves available and provide assistance to members of the community having functional needs.
- Many members of the community may evacuate without, or may be separated from, their care givers, medical supplies, or specialized equipment (wheelchairs, prescriptions, oxygen, etc.).
- Emergency incidents may threaten or affect functional needs facilities such as child day care centers, institutions, and assisted living facilities. These facilities may lack the resources to effectively evacuate without assistance.
- It is assumed that each functional needs facility or agency has a current emergency action plan that includes procedures/guidelines for evacuation and procurement of emergency transportation and patient care. It is also assumed that facilities take the initiative to train staff and residents and inform families, as needed.
- Functional needs facilities and service providers will maintain lists of their residents and clients who reside in the County, and will make this information available to emergency response agencies during an emergency or disaster, as needed and appropriate.
- Some of the functional needs individuals in the County who are not living in some type of care facility may have family, friends, or neighbors who are aware of their situation and, if unable to help them directly during an emergency, will notify authorities about the need for assistance.

**4 Roles and Responsibilities**

During times of emergency or disaster, primary responsibility of providing for the functional needs population rests with the County and/or local government, including the protection of life and property. It is inherent in the trust placed on elected officials of each jurisdiction to carry out those expectations.

Local governments may place heavy reliance on the American Red Cross (ARC) to secure necessary agreements for providing shelter and food for the majority of those persons displaced during an emergency or disaster. That reliance will also include provisions for the care of the functional needs population. The ARC is mandated by Federal declaration to provide shelter, food, and trained personnel to manage shelter operations.

**SA A. Access and Functional Needs Populations****4.1 Task Assignments****4.1.1 Emergency Management Coordinator**

- Maintain a close working relationship with the ARC chapter serving the County based on mutual cooperation and professional need.
- Develop an inventory of all agencies that represent and provide services to persons with functional needs in the County. Periodically review and evaluate those agencies' emergency preparedness plans to determine the adequacy of their emergency response procedures.
- Assist agencies that do not have emergency plans to develop such plans, where appropriate.
- Assist in the development of a communications network among the agencies that serve persons with functional needs for the purpose of augmenting the dissemination of warning and evacuation orders to individuals who will require special assistance.
- For agency staff that serve persons with functional needs, conduct seminars or workshops to provide information relating to emergency response alerts, warnings, in-place sheltering, and evacuation procedures.
- In conjunction with the ARC, designate shelters for persons with functional needs.
- Develop cooperative agreements between agencies serving persons with functional needs for the provisions of specialized vehicles and trained drivers to evacuate persons with functional needs, and to provide trained support personnel at shelters designated for persons with functional needs.

**4.1.2 School Districts**

- Notify the Emergency Services Director of those schools that are capable of accommodating persons with functional needs.
- Provide school buses with drivers for transportation of persons with function needs.

**4.1.3 Individual Responsibilities**

- Awareness of their particular warning, evacuation, and sheltering needs.
- Registering with the local emergency services organization if they require special warning procedures, evacuation assistance, or special shelter facilities.

**SA A. Access and Functional Needs Populations**

- Maintaining stocks of equipment, medication, and other supplies that may be required for at least a three-day period in a shelter.
- Awareness of County and municipal warning procedures, evacuation plans, and shelter locations.

**4.2 Actions by Phase of Emergency Management****4.2.1 Preparedness**

- Partner with independent living, consumer service, and advocacy organizations to extend outreach to individuals with functional needs to help them plan ahead for sheltering in place or evacuating from their home, school, workplace, or facility.
- Include members of the public and private sector (including local businesses) in the planning and outreach process, ensuring participation of potentially transportation-dependent populations including older adults, persons with disabilities (including physical, visual, hearing, intellectual, psychiatric, learning, and cognitive disabilities), people living in group situations, and those without access to personal transportation.
- Utilize multiple means of communicating public information and education. Stress the message of personal preparedness through public service announcements (PSAs), outreach materials (brochures, magnets), and through functional needs networks in the community.
- Conduct “Map Your Neighborhood” trainings.
- Pre-select accessible mass-care shelter sites to ensure that individuals with mobility limitations are not misdirected to medical shelters unnecessarily, and ensure that shelter plans outline how to obtain resources to support functional needs shelter residents.
- Train shelter staff on screening evacuees to identify those that may have functional needs and how to assist them.
- Establish mutual aid agreements and Memorandums of Understanding (MOUs) with local agencies and neighboring jurisdictions that can provide additional resources and assistance.
- Ensure systems are in place to identify and validate the credentials of volunteers, particularly medical personnel, who volunteer their services during an incident.
- Plan for developing adequate IT network and database support to facilitate efficient identification and registration of evacuees as well as family reunification.

**SA A. Access and Functional Needs Populations**

- Prepare public information message templates in languages and formats known to be used in the community.
- Identify facilities that may be used as functional needs shelters.

**4.2.2 Response**

- Agency representatives report to the Emergency Operations Center (EOC), as requested.
- Ensure that messages provide specific information about transportation, evacuation, and shelter locations, and special instructions such as staging or pickup sites and receptions areas.
- Ensure continuity of critical services.
- Provide support for those with functional needs in the form of transportation, specialized equipment, medications, and medical supplies and care.
- Activate agency or facility Emergency Operations Plans (EOPs).
- Identify an appropriate location for a functional needs shelter and facilitate its proper and timely activation OR provide for functional needs residents at existing shelters. Provide trained staff at the shelter(s), as appropriate.
- Establish and maintain communications between shelters and the EOC to ensure support.
- Provide timely and accurate public information.
- Activate family reunification systems, like the ARC Safe and Well website or the National Emergency Family Registration and Locator System (NEFRLS), as soon as possible.

**4.2.3 Recovery**

- Develop a Priority Facility Restoration List.
- Continue to utilize multiple means of communicating public information and education.
- Ensure the availability of mental and behavioral health professionals.
- Coordinate with recovery agencies for individual assistance.

**4.2.4 Mitigation**

- Coordinate with functional needs facilities and providers.

**SA A. Access and Functional Needs Populations**

- Conduct training and education.
- Conduct practice drills.
- Convey public information in multiple formats and languages.
- Form planning and response networks.
- Improve infrastructure.
- Evaluate shelter accessibility and usability for functional needs populations.

**5 Concept of Operations****5.1 General**

- The Emergency Management Coordinator will serve as the primary agency responsible for coordinating functional needs population activities. Standard Operating Procedures (SOPs) developed by the primary agency and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements
- Local functional needs providers should be contacted to provide an agency representative to the EOC for coordination assistance.

**5.2 Notifications**

- The Emergency Management Coordinator will notify the primary and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate functional needs population activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with functional needs population activities.

**5.3 Identification**

Active participation by functional needs persons in the identification process is absolutely necessary if emergency response organizations are to provide effective assistance. Identification, warning, evacuation and sheltering can be successful only if those persons take responsibility for registering with emergency response agencies, making their needs known, and preparing themselves for potential emergencies to the maximum extent possible within their means.

## SA A. Access and Functional Needs Populations

Emergency response organizations have a legal and moral obligation to hold information pertaining to persons with functional needs in the strictest confidence. Under no circumstances will the identification, address, phone number, disability, or other information pertaining to persons with functional needs be divulged to unauthorized persons.

### 5.4 Resources

Maintenance of resource inventories, both human and material, may be needed to assist persons with functional needs. Resources to be considered should include those of government at all levels, volunteer agencies, the private sector, and those maintained by the individual.

### 5.5 Alert and Warning

Systems should be developed, tested, and used to provide alerts and warnings to functional needs individuals in emergency situations. These systems should include, but not be limited to:

- Captioned television.
- Commercial radio emergency broadcast system (EBS).
- Telephonic devices for the deaf (TDD).
- Standard warning systems such as sirens, klaxons, and public address loud speaker systems.
- Individualized house-to-house notifications by law enforcement, fire, or other emergency response personnel.
- Neighbor or neighborhood watch assistance.

### 5.6 Evacuation

Evacuation methods and procedures for persons with mobility impairment should be developed and exercised. Emphasis should be placed on training persons in the use of specialized mobility equipment such as wheelchair lifts and moving persons who are totally immobile or bedridden. Identification of relatives or neighbors who may be readily available to assist in an evacuation is also highly desirable.

### 5.7 Care and Shelter

Basic protection options, in-place sheltering, and evacuation are the same for functional needs persons as for the general public. The unique requirements of functional needs persons must be given careful consideration during the processes of selecting shelters and reception and care centers.

**SA A. Access and Functional Needs Populations**

These factors include:

- Ramp entrances and exits.
- Accessible restrooms.
- Refrigeration for medications.
- Emergency electric generators for respiratory and other equipment.
- Availability of oxygen.
- Facilities for accommodating a guide dog.

**6 Annex Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

None at this time.

**8 Appendices**

None at this time.

SA A. Access and Functional Needs Populations

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**SA B – Damage Assessment**

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SA B. Damage Assessment

SA B Tasked Agencies	
<b>Primary Agencies</b>	County Assessor
<b>Supporting Agencies</b>	Road Department Damage Assessment Team
<b>Adjunct Agencies</b>	School District American Red Cross

## 1 Purpose and Scope

This Support Annex was developed to describe the concepts, organizations, and responsibilities applied to the rapid and effective assessment of damage following an emergency situation or natural disaster in the County. It is not intended to define Standard Operating Procedures(SOPs)/Standard Operating Guidance (SOG) for any particular agency, but to provide a framework for operations in the event of mutual aid between agencies.

## 2 Policies and Agreements

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- The County has the potential to experience damages caused by a major emergency/disaster.
- A disaster, regardless of hazard, requires an accurate assessment of the actual effect on population and property. Such an assessment defines the severity and magnitude of loss and directs attention to the mobilization of human and material resources necessary to cope with the situation. Additionally, any County or city assistance request must be based on a firm, aggregate community damage/loss estimate.
- There are diverse groups, both public and private, that may assess damage following a disaster. These groups include the American Red Cross (ARC), city and County public works and building departments, law enforcement, fire departments, utilities companies, and the Civil Air Patrol.

### 3.2 Assumptions

- Even during disasters and emergencies, there is an expectation by the public that government will continue to provide its normal services.
- Those services that directly impact the preservation of life, property, and the environment will be given the highest priorities for receiving resources.

**SA B. Damage Assessment**

- An organized and coordinated damage assessment performed by teams will provide the Emergency Operations Center (EOC) and chief decision makers with the information necessary to respond to and recover from the disaster.
- Local government may be competing with industry and the public, in general, for limited resources after a disaster; this could delay the recovery of local services.

## **4 Roles and Responsibilities**

The County Assessor is responsible for compiling necessary information regarding the loss of life, injuries, and property damage. Appraised value information will be provided by the County Tax Appraiser. The Assessor or his designee will accomplish the damage assessment function by creating and coordinating a Damage Assessment Team from existing city/County personnel.

### **4.1 Task Assignments**

#### **4.1.1 County Assessor/Finance Director**

- Gather and compile information from Damage Assessment Team members.
- Estimate dollar loss to the County.
- Assimilate information on damage to private structures and businesses.
- Evaluate the effect of damage on the tax base and economy.
- Evaluate the effect of damage on the school district's tax base and economy.

#### **4.1.2 Assistant County Engineer**

- Evaluate the extent of damage suffered by County-owned buildings, with the highest priority given to buildings that are critical to public safety and the continuity of government.
- Evaluate approximate costs of restoration.

#### **4.1.3 Assistant Director of Public Works**

- Survey and evaluate damage sustained by County streets and bridges, with the highest priority given to main traffic arteries and routes to medical facilities.
- Evaluate the damage to waste water and sanitation systems.
- Determine the damage to traffic control devices.

**SA B. Damage Assessment**

- Devise SOPs to collect and report information to the County Assessor or Finance Director.

**4.1.4 School Superintendent**

- Determine the extent of damage to facilities owned by the school district.
- Develop an estimate of costs for restoration.

**4.2 Actions by Phase of Emergency Management****4.2.1 Preparedness**

- Assess disaster risk to government facilities from likely hazards, and take measures to reduce the vulnerability of facilities.
- Identify potential Damage Assessment Team members.
- Regularly train personnel in damage assessment techniques.
- Maintain pre-disaster maps, photos, and other documents for damage assessment purposes.
- Develop techniques and technology that will allow this information to be accessible to the EOC in the case of disaster.
- Develop a system for designating evacuation routes, as may be needed, following damage assessments.
- List critical facilities requiring priority repairs if damaged.
- Ensure that key local officials are familiar with their jurisdictions' insurance coverage. Conduct public education on disaster preparedness.
- Conduct exercises.

**4.2.2 Response**

- Request Damage Assessment Teams report to duty.
- Brief the assembled Damage Assessment Teams on the situation, assignments, and other operating information necessary to conduct a rapid damage assessment of all buildings in a specified area.
- Conduct damage assessment and collect damage information using a prioritized system that focuses on facilities first. Photograph damage, when appropriate.

**SA B. Damage Assessment**

- Place barricades and warning signs around damaged public works facilities.
- Compile damage assessment forms and reports in the EOC.
- Complete a disaster summary outline.
- Keep Oregon Emergency Management (OEM) informed of damage reports.

**4.2.3 Recovery**

- Identify unsafe structures and recommend condemnation. Accompany State and Federal damage assessment teams to complete Damage Survey Reports (DSRs).
- Monitor destruction and/or restoration activities. Repair facilities according to their importance to the community.
- Communicate effectively with disaster victims.
- Review building codes and land use regulations for possible improvements.
- Submit DSRs to OEM and the Federal Emergency Management Agency (FEMA).
- Participate in post-disaster briefings.
- Revise plans accordingly.

**4.2.4 Mitigation**

- Develop and enforce adequate building codes.
- Develop and enforce adequate land use regulations.
- Develop hazard analysis.
- Develop potential mitigation measure to address the hazards identified in the analysis.

**5 Concept of Operations****5.1 General**

- In accordance with the County Emergency Operations Plan (EOP) and this Support Annex, the County Assessor is the primary agency responsible for coordinating damage assessment activities. SOPs

**SA B. Damage Assessment**

developed by the primary agency and supporting agencies provide the framework for carrying out these activities.

- Requests for assistance will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.

**5.2 Notifications**

- The Emergency Management Coordinator will notify the County Assessor and supporting agencies of EOC activations and will request that representatives report to the EOC to coordinate damage assessment activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with damage assessment activities.

**6 Annex Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

None at this time.

**8 Appendices**

None at this time.

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**SA C – Debris Management**

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SA C Tasked Agencies	
<b>Primary Agencies</b>	County Road Department
<b>Supporting Agencies</b>	Emergency Management Coordinator
	City of Burns/Hines Oregon Emergency Management

## 1 Purpose and Scope

Debris management is one piece of the overall disaster response and recovery efforts for the County. This Support Annex addresses the specific debris management elements to be considered and addressed in the recovery phase of a disaster.

The purpose of this Support Annex is to facilitate and coordinate the removal, collection, and disposal of debris following a disaster, and to mitigate any potential threat to the health, safety, and welfare of the impacted citizens in the County. It is not intended to define Standard Operating Procedures(SOPs)/ Standard Operating Guidance (SOG) for any particular agency, but to provide a framework for operations.

## 2 Policies and Agreements

Numerous policy decisions regarding debris management issues can be made in advance by elected officials. Once identified, specific issues and concerns can be addressed through city and County ordinances, such as:

- Establishing a price gouging ordinance which can only be invoked during a declared emergency.
- Issuing a disaster declaration in order to relax and streamline the permitting process.
- Allowing temporary changes to zoning codes to facilitate the location of temporary disposal/reduction site.
- Emergency purchasing authority.

Intergovernmental agreements should be developed between the state, counties, cities, public works agencies, and local utilities to establish priorities for emergency infrastructure. Agreements should be updated annually.

## 3 Situation and Assumptions

### 3.1 Situation

- The County has the potential to experience damage caused by a major emergency/disaster. Natural and man-made disasters precipitate a

**SA C. Debris Management**

variety of debris that includes, but is not limited to, trees, sand, gravel, building/construction materials, vehicles, and personal property.

- The quantity and type of debris generated from any particular disaster is a function of the location and type of event experienced, as well as its magnitude, duration, and intensity.
- The quantity and type of debris generated, its location, and the size of the area over which it is dispersed directly impacts the type of collection and disposal methods used to address the debris problem, associated costs incurred, and the speed with which the problem can be addressed.
- In a major or catastrophic disaster, many State agencies and local governments have difficulty in locating staff, equipment, and funds to devote to debris removal, in the short as well as long term. Mutual aid and contracts with contractors should help alleviate this problem. State law authorizes jurisdictions and departments to enter into mutual aid during a disaster or emergency without a written mutual aid contract. This should allow the agency in need of assistance to request aid from surrounding communities to clear debris following a disaster.
- Recycling should be considered a priority in the debris management program to eliminate land filling. Incineration may be used when permitted by the Oregon Department of Environmental Quality (DEQ).

**3.2 Assumptions**

- Even during disasters and emergencies, there is an expectation by the public that the government will continue to provide its normal services.
- Those services that directly impact the preservation of life, property, and the environment will be given the highest priorities for receiving resources.
- Private contractors can play a significant role in the removal, collection, reduction, and disposal of debris.
- Local government may be competing with industry and the public for limited resources after a disaster that could delay the recovery of local services.
- Public works agencies will be able to organize and perform debris clearance activities in the aftermath of an emergency, but may require external assistance in debris removal if there are large quantities of debris or if debris includes hazardous materials (HAZMAT).

**SA C. Debris Management**

- Damage to chemical plants, power lines, sewer and water distribution systems, and secondary hazards, such as fires, could result in health and safety hazards that may pose a threat to public safety.
- Local landfills and waste disposal facilities may be inadequate to deal with large amounts of debris and it may be necessary to use alternate methods and facilities for disposal.
- The jurisdiction may have insufficient resources to remove the debris created by a major emergency or disaster and accomplish other recovery tasks.
- Citizens will assist in removing debris from the immediate area of their homes and businesses, but will generally need government assistance in hauling it away for disposal.
- Citizens are often willing to help their neighbors in removing debris; proper public information can encourage such cooperative action, speeding up the process and reducing costs.

## **4 Roles and Responsibilities**

The County Road Department is responsible for the development, monitoring, and implementation of the County Debris Management Plan. The Road Department will work cooperatively with local cities. Implementation of the plan must be done in conjunction with other activities through the Emergency Operations Center (EOC).

The Road Department is responsible for establishing mutual aid agreements with other government agencies and utility companies and writing contracts with private contractors.

### **4.1 Actions by Phase of Emergency Management**

#### **4.1.1 Preparedness**

- Review and update plans, SOPs/SOG, generic contracts, and checklists relating to debris removal, storage, reduction, and the disposal process.
- Alert local departments that have debris removal responsibilities to ensure that personnel, facilities, and equipment are ready and available for emergency use.
- Relocate personnel and resources out of harm's way and stage personnel in areas where they can be effectively mobilized.
- Review potential local, regional, and debris staging and reduction sites that may be used in the response and recovery phases in the context of the impending threat.

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- Review listings of private contractors who may assist in the debris removal process. Make necessary arrangements to ensure their availability in the event of the disaster.

**4.1.2 Response**

- Activate debris management plans.
- Begin documenting costs.
- Coordinate and track resources (public and private).
- Establish priorities regarding allocation and use of available resources.
- Monitor debris going into the landfill(s) and use scales to measure the weight of the debris for documentation.
- Identify and establish temporary debris storage and disposal sites (e.g. parks, empty lots, fields). Temporary sites should:
  - Be on public property when feasible to facilitate the implementation of the mission and mitigate against any potential liability requirements.
  - Be readily accessible by recovery equipment.
  - Not require extensive preparation or coordination of use.
- Address any legal, environmental, and health issues relating to the debris removal process.
- Continue to keep the public informed through the Public Information Officer (PIO). The public should be informed through the media on methods that can be used to expedite the cleanup process, such as:
  - Separating flammable and nonflammable debris.
  - Segregating household hazardous wastes.
  - Placing debris at the curbside or hauling it to disposal sites.
  - Keeping debris piles away from hydrants and valves.
  - Reporting illegal dump sites and illegal dumping.
  - Segregating materials that may be recycled.
- Announce debris pick-up schedules on a regular basis.

**SA C. Debris Management****4.1.3 Recovery**

- Continue to collect, store, reduce, and dispose of debris generated from the event in a cost-effective and environmentally responsible manner.
- Continue to document costs.
- Upon completion of the debris removal mission, close out debris storage and reduction sites by developing and implementing the necessary site restoration actions.
- Perform necessary audits of operation and submit claims for State and Federal assistance.
- Participate in post-disaster briefings.
- Revise plans accordingly.

**4.1.4 Mitigation**

- Develop and enforce adequate building codes.
- Develop and enforce adequate land use regulations.
- Develop hazard analysis.
- Develop potential mitigation measures to address the hazards identified in the analysis

**5 Concept of Operations****5.1 General**

- In accordance with the County EOP and this Support Annex, the Road Department is the primary agency responsible for coordinating debris management activities. SOPs developed by the primary agency and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.
- The County Road Department and city public works agencies are responsible for managing the debris removal function. Public Works personnel should work in conjunction with designated support agencies, utility companies, waste management firms, and trucking companies to facilitate the debris clearance, collection, reduction, and disposal needs of the County following a disaster.

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- Debris removal teams should address the elimination of debris related threats to public health and safety. This includes such tasks as the repair, demolition, or barricading of heavily damaged and structurally unstable buildings, systems, or facilities that pose a danger to the public. Any actions taken to mitigate or eliminate the threat to public health and safety must be closely coordinated with the owner or responsible party.
- Because of the limited quantity of resources and service commitments following the disaster, the cities and will likely be relying heavily on private contractors to remove, collect, and manage debris for reuse, resource recovery, reduction, and disposal. Using private contractors instead of government workers in debris removal activities has a number of benefits. It shifts the burden of conducting the work from local government to the private sector, freeing up government personnel to devote more time to their routine work. Private contracting also stimulates the local economy impacted by the disaster, and it maximizes the local governments' level of financial assistance from the Federal government. Private contracting allows local governments to utilize their contracted services for their specific needs. The entire process (clearance, collection, transporting, reduction, and disposal) or segments of the process may be contracted to the private sector.
- Public works agencies should develop and maintain a list of approved contractors who have the capability to provide debris removal, collection, and disposal in a cost effective, expeditious, and environmentally sound manner following a disaster. The listing should categorize contractors by their capabilities and service area to ensure their effective utilization and prompt deployment following the disaster.

**5.2 Notifications**

- The Emergency Management Coordinator will notify the Road Department and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate debris management activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with debris management activities.

**5.3 Debris Removal Priorities**

Debris removal is generally accomplished in three phases:

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- Critical life safety: Clear debris from key roads to provide access for emergency vehicles and resources.
- Provide access to critical facilities.
- Eliminate debris related threats to public health and safety.

Debris should be handled by using the following hierarchy of considerations to solid waste management:

- Reduce
- Reuse
- Recycle
- Recover (salvageable items)
- Landfill

## **5.4 Debris Categories**

### **5.4.1 Category 1: Putrescible Waste**

Putrescible wastes possess undesirable odors caused by decomposition.

- Food
- Regular household waste
- Contaminated waste (wastes that do not qualify as hazardous wastes, [e.g., asbestos, solvents, etc.], but may be contaminated with such things as sewage in flood waters).

### **5.4.2 Category 2: Woody Recyclable Material**

- Yard waste
- Wood waste

### **5.4.3 Category 3: Miscellaneous Dry Waste**

- Furniture
- Insulation
- Clothing
- Toys
- Fixtures

**5.4.4 Category 4: Non-Woody Recyclable Material**

- Scrap metal (including white goods)
- Bricks
- Regularly collected recyclable materials
- Film plastic
- Drywall
- Rubble (Defined as inert material such as concrete with and without re-bar, asphalt, gravel, and bricks)
- Tires

**5.4.5 Category 5: Hazardous Waste (those which could cause significant health issues)**

- Household toxic waste (bleach, paint, etc.)
- Industrial waste (unknown owner)
- Medical/bio-waste
- Sewage/human refuse

**5.4.6 Category 6: Transportation: Privately Owned Property on Public Roadway**

- Cars
- Boats
- Airplanes
- Motor homes
- Recreational vehicles

**5.4.7 Category 7: Electronics Equipment**

- Computers
- Printers
- Computer components

**5.4.8 Category 8: Dead Bodies**

- Human

- Livestock
- Domestic pets

## 5.5 Damage Assessment

### 5.5.1 Initial Damage Assessment

The Road Department has the primary responsibility for collecting the initial damage assessment information on damage that has occurred to the infrastructure of the jurisdiction. This includes damage to bridges, roads, rights-of-way, culverts, and other lifeline systems that are the responsibility of the local government. Part of the Initial Damage Assessment must also include estimating the amount and type of debris that will need to be removed/cleaned up.

For reporting, tracking, billing, and other documentation purposes, Debris removal activities will be listed as “Category A” on reporting forms. This will facilitate the transfer of information to the appropriate reporting categories for the State and The Federal Emergency Management Agency (FEMA).

The County Building Codes Inspector has the responsibility to collect Initial Damage Assessment information on government owned buildings, to include estimating the amount and type of debris that will need to be removed/cleaned up.

All Initial Damage Assessment information will be forwarded to the EOC and be collated into the Damage Assessment or Finance Section to determine the overall scope of damage to the public infrastructure, estimated financial impact, and estimated amount of debris that will need to be handled.

Individual citizen and business/industry debris information will not be readily available. The Initial Damage Assessment information collected for the general public does not currently address this particular issue. Information from the Harney County Red Cross Windshield Survey does include limited information on damage to homes, which could be utilized to determine an extremely rough debris management estimate to be included with the public infrastructure information.

Information and figures generated as part of the Initial Damage Assessment are a rough estimate and only should be utilized by the State emergency management organization to determine the need for requesting a Preliminary Damage Assessment from FEMA. All Initial Damage Assessment information will be forwarded to the State emergency management agency.

### 5.5.2 Preliminary Damage Assessment

In the event there is the potential for Federal assistance, FEMA will send in a team to conduct a joint Preliminary Damage Assessment. The Road Department is responsible for providing staff to join the Preliminary Damage Assessment Team representing local government. The Preliminary Damage Assessment is a quick

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visit to the disaster area, and is normally completed in a 24- to 48-hour period. Not all damage to the infrastructure will be seen, only the larger areas of damage.

During the Preliminary Damage Assessment, FEMA will look for and document damage to the public infrastructure, which also includes estimating the amount and types of debris that will need to be removed/handled by the jurisdiction, as well as potential mitigation activities. Figures generated from the Preliminary Damage Assessment are used as part of the documentation provided by the State in their formal request for Federal assistance.

**5.5 Debris Forecasting and Estimating**

Prior to the event, building and block plans should be developed with input from construction companies. Debris estimates per building and per block can then be established in both cubic yards and tons, and information can be maintained at local fire departments, the Building Codes Office, and the County Assessors Office.

Aerial and surface photos, along with vegetative cover maps, should be taken and updated on a regular basis.

Damage assessment teams and debris estimation teams should be trained to utilize the above formula and information in developing their figures for the Initial and Preliminary Damage Assessments, and for debris estimates in tonnage cubic yards.

Debris Estimation Teams who will assist Damage Assessment Teams may consist of people from the following professions:

- Engineering
- Road Department
- State environmental agency
- Waste hauler
- Building Inspector

Additional teams should be identified from surrounding jurisdictions and accessed through mutual aid or intergovernmental agreements. Contracting will supply training for additional team members.

Debris estimates should be grouped into the following categories whenever possible:

- Putrescible
- Woody recyclables
- Miscellaneous dry waste

- Non-woody recyclables
- Hazardous waste
- Transportation: privately owned on public property
- Electronics equipment
- Dead bodies

Aerial and surface maps, along with vegetation maps, should be updated. All news videos should be reviewed to aid in debris estimation.

### **5.6 Temporary Debris Storage Site Evaluation**

These sites will be identified by the site selection teams from the County public works agencies with assistance from local municipalities. Technical assistance may also be available from the State of Oregon or The United States Army Corps of Engineers.

The site selection size and area should comply with all applicable County, State, and Federal rules and regulations, including Unites States Fish and Wildlife Service, Forestry and Fire Conservation, National Historic Preservation Act, DEQ permitting, and the Endangered Species Act. The size of the temporary storage/reduction site should utilize appropriate acreage to accommodate the amount of debris being stored.

The sites used may be temporary or a permanent. Sites may be restricted for one type of material, or may be a multi-use site. The priority land ownership will be County, local special district, State, Federal and, lastly, private property, taking into consideration road condition and access.

Ahead of a disaster, sites may be selected and identified as potential areas and inventoried. Prior to use of a site, the following activities will be completed, at a minimum:

- Site survey
- Documentation
  - Photos/video of area
  - Condition of roads
- Soil samples
- Water samples
- Land stability samples

## 5.7 Contract Development and Monitoring

Contracts should be developed with:

- Temporary site owners/operators
- Towing companies
- Rental yards
- Haulers
- Collectors
- Trainers for developing and delivering training for damage assessment, site monitoring, and debris estimation.
- Phone companies to activate lines and additional hotline information.
- Computer companies to provide facilities and equipment for hotline operators
- Print shops to develop databases for public education and placards.

### 5.7.1 Types of Contracts

- Lump Sum (first 72 hours)
- Unit Price for follow-up
- Personal Services: trainers, inspectors, hotline operators
- Land-Lease Agreement with landowners

### 5.7.2 Contract Specifics

- Pre-approved pricing
- Identification of critical routes
- Incentives: recycling, complete early
- Recycling goals
- Odor abatement
- Vector control
- Length of storage to processing
- All reserve right to hire other contractors

- Noise
- Access to area: ingress/egress

### 5.7.3 Contract Monitoring

- Private contractors to supplement County staff

## 5.8 Public Information

The County PIO will be responsible for working with the debris manager, coordinator, or assigned personnel to educate the public on debris separation, recycling, disposal methods, pick-up schedules, site locations, and drop-off procedures. Press releases will be issued through currently established media links. A flier will be created to be distributed from structure to structure (household to household).

## 5.9 Volunteer Management

A volunteer manager will be appointed to direct volunteers. A form will be used to screen the volunteers. Additional volunteers will be used to go from structure to structure with fliers to educate the public on debris recycling. They flyer will include:

- Descriptions on the types of debris that can be recycled.
- Dates that a volunteer will be in the neighborhood to assist with questions about the separation of debris.
- Dates and pick-up times for the neighborhood.
- Information on the hazards of burning debris, types of HAZMAT, toxic fumes, smoke, etc.
- Debris drop-off points and procedures.

Volunteers will leave the flyers on doors, but will be available for questions if the occasion arises.

## 5.10 Coordination with State and Federal Agencies

In the event of a Presidential Emergency or Disaster Declaration, debris management activities will be coordinated with Oregon Emergency Management (OEM) and Federal agencies. In a large scale event, Debris removal activities will be written as a Category A project, and mission assignment/assistance may be tasked to a Federal agency. This agency could be the Department of Transportation, Department of Defense, U.S. Army Corps of Engineers, or other debris management specialists.

NOTE: Public Assistance Program: The program administered by FEMA that provides supplemental Federal disaster grant assistance for debris removal and

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disposal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private nonprofit organizations.

**5.11 Special Considerations**

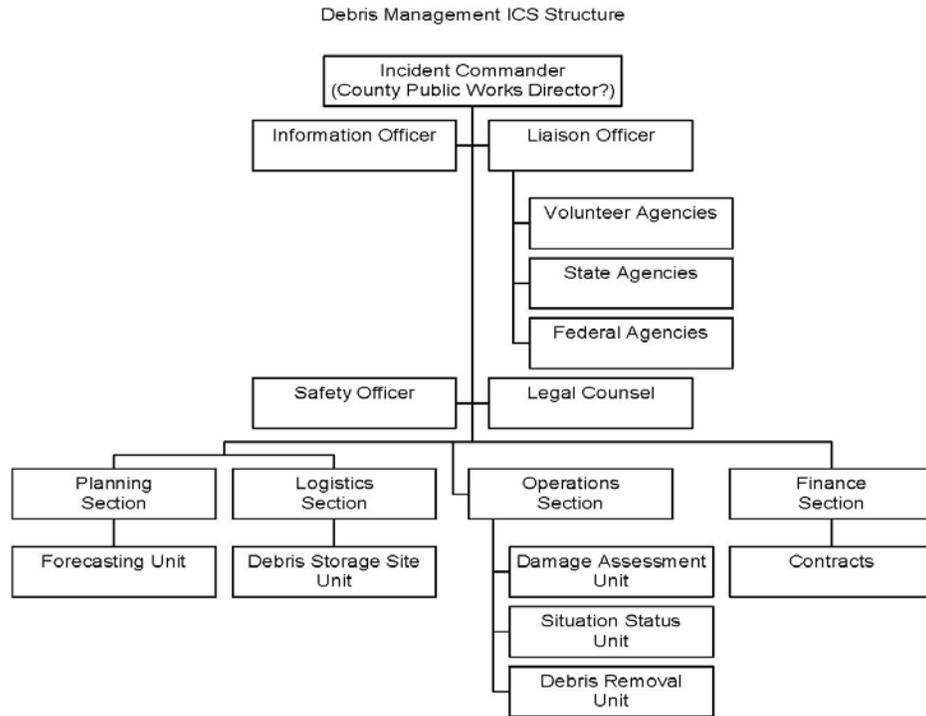
The following areas have been identified as potential special considerations for the County Debris Management Plan, based on the type of incident causing the debris. Many items on this list come from lessons learned from other disasters and may already be identified in other parts of the County Emergency Operations Plan (EOP).

- Safety of Personnel
- Crime Scene
- Mass Casualty
- Crowd Control
- Personal Property: Salvageable items
- Business Property: Salvageable items
- Victim Memorials (i.e.: spontaneous memorial wall/fence)

**6 Direction and Control**

An Incident Command System (ICS) structure should be developed to manage debris operation, or integrated into the existing ICS structure. Figure B-1 illustrates an example ICS organization for debris operations:

Figure B-1 Debris Management ICS Structure



## 6 Annex Development and Maintenance

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

## 7 Supporting Plans and Procedures

The following plans and procedures support debris management operations in the County:

- County Emergency Operations Plan
  - ESF 3 – Public Works and Engineering
  - ESF 14 – Long-Term Community Recovery

## 8 Appendices

None at this time.

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**SA D – Evacuation and Population Protection**

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SA D. Evacuation and Population Protection

SA D Tasked Agencies	
Primary Agencies	Sheriff's Office
Supporting Agencies	Emergency Management Coordinator Road Department
Adjunct Agencies	School District American Red Cross

## 1 Purpose and Scope

This Support Annex provides the concepts, organizations, and responsibilities to ensure a coordinated, orderly, and expeditious evacuation of all or any part of the population of the County if it is determined that such action is the most effective means available for protecting the population from the effects of an emergency situation.

Planning for every situation needing evacuation and movement of people in the County is beyond the scope of this Support Annex. This Annex will address broad objectives that will provide the greatest protection of life during emergencies or disasters in which precautionary evacuations are recommended. The use of in-place sheltering is also considered a part of the evacuation process and is outlined in this Annex.

## 2 Policies and Agreements

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- Residents in the County may be advised to evacuate from affected areas due to various emergency conditions including, but not limited to, flood, earthquake, wildfire, and hazardous materials (HAZMAT) release.
- The County's response during incidents, emergencies, or disasters is based on the availability of resources. If the response requirements go beyond local capabilities, mutual aid, State, and/or Federal assistance should be requested.

### 3.2 Assumptions

- Emergencies and disasters may occur without warning at any time of day or night and may prompt the need for an evacuation.
- While some disaster events are slow moving and provide ample reaction time, the worst-case assumption is that there will be little or no warning of the need to evacuate.

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- First Responders (fire, police, Emergency Medical Services [EMS], rescue) will usually be able to recognize a situation requiring an evacuation and will initiate initial evacuation recommendations and procedures.
- Most of the public will act in its own interest and evacuate dangerous areas either spontaneously or when advised to do so by local authorities.
- Some people will refuse to evacuate (e.g., some owners of companion animals will refuse to evacuate unless arrangements have been made to care for their animals).
- Shelter facilities and food will need to be provided for evacuees.
- The American Red Cross (ARC) and The Salvation Army may be contacted to provide assistance with shelter facilities and food.
- Evacuees may have little preparation time and will require maximum support in reception areas, particularly in the areas of food, bedding, clothes, and medicine.
- Reception and/or shelter areas may not be fully set up or staffed to handle the evacuees.
- Most evacuees will use private transportation. However, transportation may be needed for some evacuees.
- Individuals and families may be deprived of food, clothing, shelter, and medical services. Families may become separated and unable to locate each other. Individuals may have serious personal or psychological problems requiring specialized social services.
- Due to constraints imposed by blocked evacuation routes, sheltering of a portion of the populace may be necessary until a safe evacuation can be accomplished.
- Highway and roadway evacuation capacities may be reduced significantly because of overload, accidents, stalled vehicles, damaged infrastructure, and weather conditions.
- Depending on the type of emergency and available response time, railroad lines may offer an alternative method of evacuation, particularly for persons without other available transportation.
- Demand for resources may exceed the County's ability to provide.

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- Enhanced public awareness using techniques such as citizen handouts, ad campaigns, evacuation routes, and mapping information may be helpful.

## **4 Roles and Responsibilities**

The evacuation function is organized around the Emergency Management Coordinator who has overall authority. The Emergency Management Coordinator serves as a planning coordinator between the agencies identified below.

### **4.1 Task Assignments**

#### **4.1.1 Emergency Management Coordinator**

- Decide which areas of the County should be evacuated and which reception areas should be used to receive and care for the evacuees.
- Advise citizens to evacuate, when appropriate.
- Provide emergency public information and press releases to the media regarding the areas being evacuated and what areas are being used as reception areas.
- Coordinate evacuation efforts with local governments as well as with selected reception area governments.
- Direct the relocation of essential resources (personnel, equipment, supplies) to reception areas.
- Establish a Disaster Application Center (DAC), as needed.
- Provide reception centers with Liaison Officers to coordinate the needs of the evacuees.

#### **4.1.2 Emergency Program Manager**

- Identify high hazard areas and the number of potential evacuees, to include the number of people requiring transportation to reception areas.
- Coordinate evacuation planning, to include:
  - Movement control
  - Health/medical requirements
  - Transportation needs
  - Public information materials
  - Shelter/reception

**SA D. Evacuation and Population Protection****4.1.3 County Sheriff/City Police Chief**

- Designate evacuation routes.
- Assist in evacuation by providing perimeter and/or traffic control and road blocks.
- Evacuate and relocate prisoners.
- Coordinate law enforcement activities with other emergency services.
- Provide security for the vacated area.
- Assist in warning the public.
- Provide information to the Emergency Management Coordinator for news releases to the public regarding the evacuation routes.

**4.1.4 Fire Chief**

- For HAZMAT and fire incidents, responsible for on-scene control and for advising the Emergency Management Coordinator for evacuation decisions.
- Responsible for fire security in the vacated area.
- Assist in warning the public.
- Assist in evacuating the aged, handicapped, and other special population groups.

**4.1.5 Public Information Officer**

- Disseminate emergency information from the Emergency Management Coordinator advising the public of evacuation action to be taken.
- Coordinate with area news media for news releases.

**4.1.6 Road Department**

- Provide traffic control devices.
- Assist in keeping evacuation routes open.
- Assist in recovery operations.

**4.1.7 Transportation Officer**

- Coordinate transportation needs for special population groups and emergency goods and services through area schools, churches, and other organizations with transportation assets.

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- Coordinate all transportation requirements, to include relocation of essential resources to reception areas.
- Provide the Emergency Management Coordinator with the pick-up location(s) for people who needed transportation from the evacuation area in order that these location(s) may be announced to the public.

**4.1.8 Shelter Officer**

- Coordinate with the ARC, The Salvation Army, and other service organizations for shelter/mass care operations.
- Coordinate with the Superintendent of Schools, leaders of faith-based groups, administrators of government buildings, and/or owners of private buildings that are to be used as lodging and/or feeding facilities to acquire their permission and to have the facility open and ready to receive evacuees.
- Provide food or feeding and other welfare assistance to evacuees.
- Coordinate special care requirements for unaccompanied children, the aged, the handicapped, and other persons requiring special consideration.
- Provide first aid and counseling.
- Manage government disaster assistance programs.

**4.1.9 Health and Medical Services**

- Coordinate and monitor the evacuation of hospitals and nursing homes.

**4.1.10 American Red Cross**

- Coordinate the opening of mass care facilities when evacuation begins.
- Coordinate operations with the Emergency Operations Center (EOC).

**4.2 Actions by Phase of Emergency Management****4.2.1 Preparedness**

- Evaluate evacuation populations and resource requirements for areas surrounding potential high-risk facilities or areas.
- Identify population groups needing special assistance during evacuation (e.g., senior citizens, handicapped, and other functional needs populations).

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- Evaluate and establish evacuation routes, identify congestion points and areas under construction and repair, etc.
- Identify, evaluate, and develop shelter requirements and plans based on known hazards and correct deficiencies, as appropriate.
- Develop and distribute public education materials on evacuation/shelter-in-place preparation, plans, and guidelines.
- Develop and test emergency plans and procedures/guidelines.
- Participate in emergency management training and exercises.

**4.2.2 Response**

- Law enforcement and the fire department will probably be first on the scene. The fire chief, police chief, sheriff, or their designee may be required to determine if an area needs to be evacuated and if there is time for an evacuation; if evacuation is not possible, the first responder should take immediate steps to ensure the safety and well-being of the public. Items to be considered for evacuation include:
  - Identification of substances (if hazardous).
  - Extent of the flood, spill, fire, or damage.
  - Weather conditions.
  - Area to be evacuated.
  - Evacuation routes and their capacities and susceptibilities to hazards.
  - The availability and readiness of shelters.
  - Modes of transportation for evacuees and for those unable to provide their own.
  - The location of functional needs populations in the hazard area and whether evacuation could prove more hazardous to them than the initial hazard.
- Identify hazard areas and affected populations, including those areas that may be impacted if the incident escalates or conditions change.
- Identify the instructions to be given to evacuees. Include specific information about the risk, the actions that they need to take, and the possible risks of non-compliance.
- Direct persons at risk to evacuate or to take shelter and remain inside, as appropriate to the emergency situation.

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- As needed, designate rest areas along movement routes where evacuees can obtain fuel, water, medical aid, vehicle maintenance, information, and comfort facilities.
- Designate centrally located pick-up points or bus routes for persons without private automobiles or other methods of transportation.
- Establish traffic control points.
- Establish and maintain access control points.
- Establish reception centers where evacuees may be sent, screened, and registered prior to moving to shelters.
- Provide for the evacuation of the handicapped, elderly, and other functional needs populations.
- Provide evacuees with instructional materials showing evacuation routes, reception centers, parking facilities, lodging, food services, campgrounds for families evacuating in recreational vehicles, and medical treatment facilities, if such resources are available.
- Activate mass care shelters that can provide emergency sheltering and feeding of large numbers of evacuees and provide security for these facilities.
- If shelter(s) cannot be set up immediately and in time to receive the evacuees, reception centers, or safe areas that provide some measure of protection, should be identified.
- Set up medical aid stations on evacuation routes, at temporary safe areas, and mass care shelters, as needed.
- Coordinate security to evacuated areas to prevent looting and other unauthorized actions. Security personnel must be dressed in appropriate protective gear.
- If certain individuals refuse to participate in the evacuation, provide resources to those who are willing to leave and then, time permitting, attempt to persuade the unwilling to evacuate.
- If appropriate to the emergency situation, redirect fuel supplies to service stations along evacuation routes.
- Evacuate those persons initially sheltered to safer areas or mass care shelters as soon as practical.
- Provide food, water, milk, livestock feed control/health advisories, or directives as appropriate.

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- Communicate plans and procedures/guidelines with all responders involved.
- Keep the public informed about emergency conditions, evacuation routes, destinations, and other vital information.
- Monitor evacuation efforts and provide continuous direction to evacuation assistance personnel.

**4.2.3 Recovery**

- Initiate the return of evacuees to evacuated areas when it is safe. The decision to allow evacuees to return to their homes should be the responsibility of the Incident Commander (IC) when the EOC is not operating. If the EOC is operating, the decision to return evacuees may be made by the IC in conjunction with the EOC staff.
- The Planning Section may help develop a return plan for evacuees.
- Reestablish traffic control points to facilitate an unproblematic return.
- Help coordinate transportation for the return of the elderly, handicapped, and functional needs populations and for evacuees having no transportation of their own.
- Continue public information activities.
- Maintain access control over areas unsafe for use.
- Reevaluate the status of evacuees who cannot be returned to their homes, and help coordinate for their continued support, as appropriate.
- Establish a DAC, if appropriate.
- Participate in post-event debriefings to evaluate the evacuation process.
- Update plans and procedures/guidelines based on critiques and lessons learned during an actual event.

**4.2.4 Mitigation**

- Identify areas that are likely to be evacuated in a disaster (e.g., flood plains, areas near HAZMAT, plume zone for fixed HAZMAT facility, etc.)
- Discourage development in hazard zones, particularly residential development in flood plains, unless prescribed protections are constructed.

**SA D. Evacuation and Population Protection**

- Adjust building codes as necessary to ensure adequate standards for the construction of buildings that may be used as shelters, or which may be located in high-risk hazardous areas.
- Develop a public information program to increase citizen awareness of reasons for possible evacuation, routes to travel, availability of transportation, reception locations, appropriate food, clothing, and other essential items to pack when evacuating.
- Provide training to personnel on the Incident Command System (ICS) and evacuation procedures/guidelines, including working as a member of an evacuation team.
- Develop and maintain Standard Operating Procedures (SOPs)/Standard Operating Guidance (SOG) to include a recall roster for essential and/or off-duty personnel.
- Develop and maintain SOPs/SOG to include an evacuation notification roster for the commissioners and department heads. Seek improvements to pre-planned evacuation routes, if needed.
- Enhance warning systems to increase warning times and reduce the need for hasty evacuations.
- Participate in evacuation training exercises.
- Identify population groups who may require special assistance during an evacuation.
- Coordinate emergency preparedness planning activities and training.
- Identify traffic capacity estimates for potential evacuation routes.
- Identify potential mass care facilities and shelters.

**5 Concept of Operations****5.1 General**

- In accordance with the County Emergency Operations Plan (EOP) and this Support Annex, the Sheriff's Office is the primary agency responsible for coordinating evacuation and population protection activities. SOPs developed by the primary agency and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.

**SA D. Evacuation and Population Protection****5.2 Notifications**

- The Emergency Management Coordinator will notify the Sheriff's Office and supporting agencies of EOC activations, and will request that representatives report to the EOC to coordinate evacuation and population protection activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with evacuation and population protection activities.

**5.3 Evacuation Notice**

The County Judge will normally advise the public to evacuate a hazard area. In situations where rapid evacuation is critical to the continued health and safety of the population, the on-scene senior official may advise the public in the immediate vicinity to evacuate. In the case of HAZMAT spills or fire, the evacuation recommendation will be made by the senior fire official. During floods, evacuation notices will generally be initiated after evaluation and recommendation of the Emergency Management Coordinator. In the event of a radiological incident/accident, the extent of the evacuation area will be based on the recommendation of the Bureau of Radiation Control, State Department of Health.

**5.4 Evacuation Area Definition**

The definition of the area to be evacuated will be determined by those officials recommending the evacuation based on the advice of appropriate advisory agencies. In the case of HAZMAT incidents/accidents, evacuation information is available in DOT P 5800.4, Emergency Response Guidebook, as well as provided by the Chemical Transportation Emergency Center. In all cases, the hazard situation will be continually monitored in case changing circumstances, such as a wind shift, requires redefinition of the actual potentially affected area. The command authority will ensure that the evacuation area is defined in terms clearly understandable by the general public and that this information is provided to the Public Information Officer (PIO) for rapid dissemination.

**5.5 Public Notification**

Persons to be evacuated should be given as much advance warning as possible.

**5.5.1 Pre-Evacuation Warning**

On slow-moving events, pre-evacuation notices should be given to affected residents if it appears that hazardous conditions may warrant such action. Residents should be advised that they may have to evacuate within thirty (30) minutes notice or less.

**SA D. Evacuation and Population Protection****5.5.2 Evacuation Warning**

All warning modes will be utilized to direct the affected population to evacuate. Wherever possible, the warning should be given on a direct basis as well as through the media. The use of law enforcement and fire emergency vehicles moving through the affected area with sirens and public address is usually effective. However, if used, this procedure should be communicated to the public in advance so as to preclude public confusion concerning the use of these vehicles. When used, two vehicles should be employed. The first will get the attention of the people, and the second will deliver the evacuation message. Door-to-door notification should be considered, particularly in rural areas. Residential and health care institutions will be notified directly by the EOC or on-scene authorities. Law enforcement personnel will sweep the evacuated area to ensure all persons have been advised and have responded. If certain individuals refuse to participate in the evacuation, provide resources to those who are willing to leave and then, time permitting, attempt to persuade the unwilling to evacuate.

**5.5.3 Emergency Public Information**

The PIO will ensure that evacuation information is disseminated to the media on a timely basis. Instructions to the public, such as traffic routes to be followed, location of temporary reception centers, as well as situation updates, will be issued as information becomes available.

**5.6 Special Facilities**

Facilities that are expected to require special planning and resources to carry out evacuations include hospitals, day-care centers, prisons, institutions for the handicapped or disabled, and nursing homes. All facilities of this type within the area to be evacuated will be warned of the emergency situation.

All special facilities located in predetermined hazard areas will be identified by facility name, address, phone number, and contact person(s), along with any unique support requirements.

**5.7 Movement**

It is anticipated that the primary evacuation mode will be in private vehicles. Actual evacuation movement efforts will be conducted by the law enforcement agencies involved.

- Evacuation routes will be selected by law enforcement officials at the time of the evacuation decision. Movement instructions will be part of the warning and subsequent public information releases.
- If at all possible, two-way traffic will be maintained on all evacuation routes to allow continued access for emergency vehicles.
- Law enforcement communications will coordinate the use of wrecker services needed to clear disabled vehicles.

**SA D. Evacuation and Population Protection**

- Traffic control devices, such as signs and barricades, will be provided.

**5.8 Access Control**

In an evacuation, the problem of access control and area security becomes extremely important. Law enforcement agencies will establish perimeter control to provide security and protection of property left behind. Disaster Area Permits will be used to limit sightseers. Fire departments will take measures to ensure continued fire protection.

**5.9 Re-Entry**

Reoccupation of an evacuated area requires the same consideration, coordination, and control as was undertaken in the original evacuation. The re-entry decision and order will be made by the Emergency Management Coordinator after the threat has passed and the evacuated area has been inspected by fire, law, and utilities personnel for safety. Some specific re-entry considerations are:

- Ensure that the threat which caused the evacuation is over.
- Ensure that homes have been inspected to determine if they are safe for return.
- Determine the number of persons in shelters who will have to be transported back to their homes.
- If homes have been damaged, determine the long-term housing requirements.
- Coordinate traffic control and movement back to the area.
- Inform the public of proper re-entry actions, particularly cautions they should take with regard to reactivating utilities. In addition, issue proper cleanup instructions, if necessary.

**6 Annex Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

None at this time.

**8 Appendices**

None at this time.

**E**

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**SA E – Legal Services**

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SA E Tasked Agencies	
<b>Primary Agencies</b>	County Attorney
<b>Supporting Agencies</b>	County Court County Clerk

## 1 Purpose and Scope

The purpose of this Support Annex is to provide a plan for the use of emergency powers of government that can be activated during disaster situations.

## 2 Policies and Agreements

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The County is subject to a number of emergency or disaster circumstances that could occur locally or as part of a national crisis, and would require elected officials to take extraordinary measures in the interest of effective emergency management.

### 3.2 Assumptions

- Extraordinary measures will be required to ensure a rapid return to normal conditions.

## 4 Roles and Responsibilities

The County Attorney will advise officials on all legal matters arising before, during, and after a disaster.

### 4.1 Task Assignments

#### 4.1.1 County Court

- Take such actions that are legal and necessary to manage the disaster at hand.
- Declare a state of emergency.

#### 4.1.2 County Attorney

- Advise city officials on 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 the use of water or other utilities.
  - Use any publicly or privately owned resource with or without payment to the owner.
  - Remove debris from publicly or privately owned property.
- Review and advise city officials on possible liabilities arising from disaster operations, including exercising any or all of the above powers.
  - Prepare and recommend legislation to implement the emergency powers that may be required during an emergency.
  - Advise city officials and department heads on record keeping requirements and other documentation necessary when exercising emergency powers.

#### **4.1.3 County Clerk**

- Attest all documents.
- Publish required agendas.
- Record all public meetings.
- Ensure proper protection of all records.

### **4.2 Actions by Phase of Emergency Management**

#### **4.2.1 Preparedness**

- Keep current with existing disaster related laws.
- Advise staff of necessary legal actions.
- Review plans/procedures.

#### **4.2.2 Response**

- Advise County officials on possible liabilities arising from disaster operations.

#### **4.2.3 Recovery**

- Advise city officials on legal aspects of recovery operations.

#### 4.2.4 Mitigation

- Advise elected officials on ordinances and codes that could lessen the effects of a disaster.
- Prepare sample documents.

## 5 Concept of Operations

### 5.1 General

- In accordance with the County Emergency Operations Plan (EOP) and this Support Annex, the County Attorney is the primary agency responsible for coordinating legal services activities. Standard Operating Procedures (SOPs) developed by the primary agency and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.

### 5.2 Notifications

- The Emergency Management Coordinator will notify the County Attorney and supporting agencies of Emergency Operations Center (EOC) activations and request that representatives report to the EOC to coordinate legal services activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with legal services activities.

## 6 Annex Development and Maintenance

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

## 7 Supporting Plans and Procedures

None at this time.

## 8 Appendices

None at this time.

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**F**

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## **SA F – Volunteer and Donations Management**

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**SA F. Volunteer and Donations Management**

<b>SA F Tasked Agencies</b>	
<b>Primary Agencies</b>	Emergency Management Coordinator
<b>Supporting Agencies</b>	
<b>Adjunct Agencies</b>	American Red Cross

## **1 Purpose and Scope**

This Support Annex describes the coordination and management processes used to ensure the most efficient and effective utilization of unaffiliated volunteers and unsolicited donated goods during incidents requiring a local response. Volunteers affiliated with recognized agencies and organizations as well as donations requested as part of incident response and recovery are governed by the plans, policies, and procedures of the respective agencies and organizations.

This Annex does not supersede the plans, policies, and procedures of voluntary organizations, nor does it affect donations or volunteer assistance offered directly to voluntary agency partners.

## **2 Policies and Agreements**

- None at this time.

## **3 Situation and Assumptions**

### **3.1 Situation**

- During emergencies, unsolicited goods and services may flood distribution channels, overwhelm government and volunteer agencies, and hamper operations.
- Offers of assistance from unaffiliated volunteers are often underutilized and even problematic for established response agencies, despite the good intentions of citizens that emerge to help their neighbors.

### **3.2 Assumptions**

- Donations of unsolicited, non-useful, and unwanted goods can be expected.
- Lack of an organized system of management for establishing needs, and receiving, sorting, prioritizing, and distributing donations could result in chaos.
- Careful planning should reduce or eliminate problems associated with unsolicited donations and spontaneous, unaffiliated volunteers.

**SA F. Volunteer and Donations Management**

- Volunteer organizations such as the American Red Cross (ARC), faith-based groups, The Salvation Army, United Way, and other locally established volunteer groups are the most appropriate organizations to support the management of volunteers and donations.
- The timely release of information to the public regarding needs and collection points is essential to the management of donated goods and services.
- Government and volunteer agencies have, or should activate, personnel to support operations in this plan.
- Personnel from coordinating and cooperating agencies will be adequately trained and prepared to conduct operations.
- Public offers of assistance may be in the form of money, food, clothing, products, equipment, in-kind services, or volunteered time. Monetary donations, staple goods, and items specifically requested best serve the needs of victims.

**4 Roles and Responsibilities****4.1 Actions by Phase of Emergency Management****4.1.1 Preparedness**

- Review and update this Support Annex annually.
- Conduct planning with cooperating agencies and other Emergency Support Function (ESF) groups to refine volunteer and donations operations.
- Encourage individuals interested in volunteering to directly affiliate with a voluntary organization/agency of their choice.
- Conduct related training and involve volunteer and donations management in exercises.
- Prepare and maintain Standard Operating Guidance (SOG), resource inventories, personnel rosters, and resource mobilization information necessary for implementation of the responsibilities of the lead agency.
- Ensure key agency personnel are trained in their responsibilities and duties.
- Coordinate with the Public Information Officer (PIO) to brief the local media so they understand how the donations program will work and can be prepared to advise the public of specific donation needs, discourage donations of unneeded items, disseminate information on

**SA F. Volunteer and Donations Management**

the availability of donated goods, and provide information for potential volunteers.

- Coordinate with the PIO to brief citizen groups on how they can contribute to disaster relief with their donations through volunteer efforts.
- Establish mutual aid agreements and Memorandums of Understanding (MOUs) with local agencies and neighboring jurisdictions that can provide additional resources and assistance.
- Ensure systems are in place to identify and validate the credentials of volunteers, particularly medical personnel, who volunteer their services during an incident.

**4.1.2 Response**

- Agency representatives report to the Emergency Operations Center (EOC), as requested.
- Appoint members of the volunteer and donations management units.
- Activate the Donations Hotline.
- Identify and prepare specific sites for donations management facilities, and begin assembling needed equipment and supplies.
- Identify and activate staff for donations management facilities.
- Encourage individuals interested in volunteering personal services to directly affiliate with a voluntary organization/agency of their choice.
- Encourage donations from the general public to be made as cash to voluntary, faith-based, and/or community organizations providing services to disaster victims.
- Provide the media (through the PIO) with information regarding donation needs and procedures, and regularly update with new information.
- Catalog and update local unmet needs and communicate those needs to volunteer and donations primary support staff.
- Continually assess donations management operations, determine when the donations management facilities should close or be consolidated, and when the donations management program can be terminated.
- Keep records of donations received and, where appropriate, thank donors.

**SA F. Volunteer and Donations Management****4.1.3 Recovery**

- Transition to demobilization based on indicators including, but not limited to, immediate needs being met and when donor fatigue becomes apparent.
- Release volunteers and staff who are no longer needed to support operations.
- Close facilities that are no longer needed to support operations.
- Properly distribute or dispose of surplus goods.
- Coordinate with the PIO to update public on unmet needs.
- Ensure public “thank-you’s” are published and broadcasted to recognize the generosity of those donating goods and services during the incident. Coordinate with ESF 14 (Long-Term Community Recovery).

**4.1.4 Mitigation**

- Identify agencies and resources that may support volunteer and donations management in the community.
- Develop a volunteer and donations management training program.
- Disseminate Public Service Announcements (PSAs) providing instructions on donating and/or volunteering during an incident.

**5 Concept of Operations****5.1 General**

- In accordance with the County Emergency Operations Plan (EOP) and this Support Annex, the Emergency Management Coordinator is the primary agency responsible for coordinating volunteer and donations management activities. Standard Operating Procedures (SOPs) developed by the primary agency and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance will be generated by either forwarding the request to the County EOC or submitting the request in accordance with established mutual aid agreements.

**5.2 Notifications**

- The Emergency Management Coordinator will notify the supporting agencies of EOC activations and request that representatives report to the EOC to coordinate volunteer and donations management activities.

**SA F. Volunteer and Donations Management**

- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with volunteer and donations management activities.

**5.3 Volunteer Coordination**

Volunteer Coordination involves a process for matching volunteers with established voluntary organizations and procedures/guidelines for effectively channeling offers of assistance from unaffiliated citizens to meet disaster-related needs. The County encourages individuals to affiliate with a local or other recognized organization to facilitate their involvement in relief activities. When implemented, this volunteer coordination system should be supplemental to, and not duplicative of, established volunteer coordination systems in local volunteer centers, State or National Voluntary Organizations Active in Disaster (VOADs), Citizen Corps Councils, or other existing programs.

**5.4 Donations Management**

Donations Management involves coordinating a system that receives and distributes unsolicited and undesignated goods, and matching them with victims who demonstrate a need. The County primarily looks to those private voluntary organizations with established donations systems already in place to receive and deliver appropriate donated goods to disaster victims. The County encourages the donation of cash to these organizations rather than clothing, food, or other goods. Donations management activities include providing guidance to citizens, managing a telephone registration and database system, establishing one or more collection facilities, creating a system to sort and distribute donated items, and storing donated resources until they are needed.

**6 Annex Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this annex with each primary and supporting agency to develop plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

None at this time.

**8 Appendices**

None at this time.

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# **Incident Annexes**



# 1

## IA 1 – Drought

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Note: Ultimate responsibility for providing water service to the citizens lies with the local water districts. Each jurisdiction is responsible for its own water supplies and maintenance of facilities. Assistance from the County and State will be provided in the form of personnel and equipment, as requested by the affected area.

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to drought including the County EOP and supporting procedures and plans.	<i>EOP and Agency-specific Standard Operating Procedures</i>
	<input type="checkbox"/> Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
	<input type="checkbox"/> Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	
	- Prepare scripts to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Emergency Management Director.	
	<input type="checkbox"/> Participate in drought preparedness activities, seeking understanding of interactions with participating agencies in a drought scenario.	
	<input type="checkbox"/> Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
	<input type="checkbox"/> Identify local contractors and vendors that could assist during a drought and develop MOUs with those private businesses.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Work with the local planning commission to ensure new construction does not increase hazards or vulnerability threat.	
	<input type="checkbox"/> Ensure maps of water mains, valves, and public sewer systems are up-to-date and accessible.	
<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.		
RESPONSE PHASE	<input type="checkbox"/> When deemed necessary, activate the EOP when drought and other water shortage incidents pose a threat.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Tribal and/or the County EOC 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 will most likely be needed.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	

<b>Drought Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
	<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 agencies.	
	- 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 within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
	- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- 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, other AOCs, and the State ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	<input type="checkbox"/> Ensure 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.	<i>Established emergency contact lists maintained at the EOC</i>
	<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 drought and/or water shortage operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
	<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area ( <i>recurring</i> ).	
	<input type="checkbox"/> Repair and restore essential services and vital systems as required.	
	<input type="checkbox"/> Secure assistance from private contractors/vendors as needed.	
	<input type="checkbox"/> Provide emergency power as needed to maintain service to the community.	
	<input type="checkbox"/> Initiate curtailment procedures if shortages or overload conditions appear imminent.	

<b>Drought Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<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 – Chapter 1 and Appendix A</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as 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"/> 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 Joint Information Center and designate a lead PIO for the jurisdiction.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
	- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead PIO with support from tribal liaison(s) prior to dissemination to the public.	
	<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 will assemble a situation report.	<i>ICS Form 209 – Incident Status Summary</i>

<b>Drought Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<input type="checkbox"/> Develop and update the 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 20 – Incident Radio Communications Plan, ICS Form 206 – dMedical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
	<input type="checkbox"/> Ensure all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<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"/> Once the threat the public safety is eliminated, conduct and/or coordinate recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>ESF 14 – Long-Term Community Recovery and COOP/COG Plans</i>
	<input type="checkbox"/> Make recommendations to county governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
	<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, AOCs, and command posts.	
	<input type="checkbox"/> Correct response deficiencies reflected in the IP.	
	<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 ( <a href="http://www.llis.gov">www.llis.gov</a> )		

# 2

## IA 2 – Earthquake

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NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activating the EOC to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Sheriff’s Department and the Fire Service. As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the ICS/Operations section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Road Department may be expected to assume the role of lead department in the ICS/Operations section for the County’s earthquake response. Road Department efforts in this response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity including the EOP and supporting procedures and plans.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to earthquakes. This information will supplement ESF-1 and ESF-6.	
	- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Emergency Management Director.	
	<input type="checkbox"/> Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	<input type="checkbox"/> Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the County and City EOCs.	
	<input type="checkbox"/> Ensure earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Work with planning department and local planning commissions for establishment of appropriate infrastructure protection measures in landslide-prone areas.		

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li>- Implement seismic inspection procedures on a regular basis and incorporate improvements to structures while also updating appropriate mitigation plans.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.</li> </ul>	
<b>RESPONSE PHASE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Activate the EOP when earthquake and/or seismic incidents pose threats.</li> </ul>	
	<ul style="list-style-type: none"> <li><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 the County EOC 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 will most likely be needed.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Estimate emergency staffing levels and request personnel support.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, also being cognizant of aftershocks.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).</li> </ul>	<i>ICS Form 203: Organization Assignment List</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Notify supporting agencies.</li> </ul>	
	<ul style="list-style-type: none"> <li>- Identify local, regional, state, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.</li> </ul>	
	<ul style="list-style-type: none"> <li><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 within the jurisdiction.</li> </ul>	<i>ICS Form 209: Incident Status Summary.</i>
	<ul style="list-style-type: none"> <li>- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</li> </ul>	
	<ul style="list-style-type: none"> <li>- Dedicate time during each shift to preparing for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm or establish communications links among local and county EOCs, other AOCs, and the state ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure all required notifications have been completed. Consider other local, regional, tribal, state, and Federal agencies/entities that may be affected by the incident. Notify them of the status.</li> </ul>	<i>Established emergency contact lists maintained at the EOC</i>

<b>Earthquake/Seismic Activity Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<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 operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	<i>Local, agency, and facility-specific Standard Operating Procedures</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> ). Evacuation activities will be coordinated among ESF-1 (Transportation), ESF-5 (Emergency Management), ESF-6 (Mass Care, Housing, and Human Services), and ESF-15 (Public Information and External Affairs)	
	<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 placing backup teams on standby and alerting resource suppliers about potential needs as well as 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"/> 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 Joint Information Center and designate a lead PIO for the jurisdiction.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
	- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead PIO prior to dissemination to the public.	
	<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.	

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals the IC/EOC Manager and staff will assemble a situation report.	
	<input type="checkbox"/> Develop and update the Incident Action Plan (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 20 – Incident Radio Communications Plan, ICS Form 206 – dMedical 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 all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<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"/> Once the threat the 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, AOCs, and command posts.	
	<input type="checkbox"/> Correct response deficiencies reflected in the IP.	
	<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 ( <a href="http://www.llis.gov">www.llis.gov</a> )		

# 3

## **IA 3 – Flood (including Dam Failure)**

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IA 3. Flood (including Dam Failure)

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 relative to flood events.	
	<input type="checkbox"/> Coordinate County preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	<input type="checkbox"/> Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	<input type="checkbox"/> Contact supporting emergency response agencies to review and determine if major developments have arisen that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Annually review and update Emergency Operations Plan and SOPs, as needed.	<i>County EOP 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 EOP</i>
	<input type="checkbox"/> Ensure 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 agencies and private contractors relative to multiple agency response to floods.	
RESPONSE PHASE	<input type="checkbox"/> Incident Commander will 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, Incident Action Plan</i>
	<input type="checkbox"/> Submit request for disaster/emergency declaration, as applicable.	<i>Chapter 1 and Annex A of County EOP</i>
	<input type="checkbox"/> Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the County EOC, as situation requires.	
	<input type="checkbox"/> Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.	

IA 3. Flood (including Dam Failure)

<b>Flood Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<input type="checkbox"/> Request American Red Cross to activate sheltering plans and open/staff shelters, if needed.	<i>American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Establish a JIC. 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. These should be documented in EOC logbooks.	<i>Existing ICS and EOC forms, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Begin damage assessments in coordination with the Public Works Department and County/local government.	
	<input type="checkbox"/> Assist with the coordination of Public Works activities, such as debris removal from: <ul style="list-style-type: none"> <li>▪ Storm Drains</li> <li>▪ Bridge viaducts</li> <li>▪ Main arterial routes</li> <li>▪ Public right-of-ways</li> <li>▪ Dams (via established liaisons at the County EOC)</li> <li>▪ Other structures, as needed</li> </ul>	
	<input type="checkbox"/> Contact local contractors for support, if necessary. Establish contact with private sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	<i>Existing contact lists at EOC</i>
	<input type="checkbox"/> Coordinate with County Sheriff’s Office and other local police to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	
	<input type="checkbox"/> Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
<b>RECOVERY PHASE</b>	<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 EOC. Deactivate mutual aid resources as soon as possible.	<i>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>ESF 14 – Long-Term Community Recovery Annex and Agency-Specific Recovery Plans</i>
	<input type="checkbox"/> Implement revisions to the Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	

IA 3. Flood (including Dam Failure)

<b>Flood Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<input type="checkbox"/> Offer recommendations to County 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 ( <a href="http://www.llis.gov">www.llis.gov</a> ).	

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## IA 4 – Volcano

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IA 4. Volcano/Volcanic Activity

Volcano/Volcanic Activity 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 relative to volcanic events.	
	<input type="checkbox"/> Provide information and training on volcano-hazard response to emergency workers and the public. <ul style="list-style-type: none"> <li>▪ Implement a public outreach program on volcano hazards.</li> <li>▪ Review public education and awareness requirements.</li> </ul>	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
	<input type="checkbox"/> Ensure contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the EOC.	
	<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"/> Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	<input type="checkbox"/> Activate the EOC and establish Incident Command or UC, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, IC, all Section Chiefs, Resource Coordinator and management support positions.	<i>Agency and company-specific plans</i>
	<input type="checkbox"/> Activate and implement the EOP.	
	<input type="checkbox"/> Notify supporting agencies. <ul style="list-style-type: none"> <li>▪ Identify local, regional, or State agencies that may be able to mobilize resources and staff to the EOC for support</li> </ul>	
	<input type="checkbox"/> Provide local warnings and information and activate appropriate warning/alert systems.	
	<input type="checkbox"/> Support a Regional Coordination Center, if necessary.	
	<input type="checkbox"/> Establish a JIC. <ul style="list-style-type: none"> <li>▪ Provide a PIO for the JIC.</li> <li>▪ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	
	<input type="checkbox"/> Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, county, state, or federal resources. If applicable, submit request for local disaster/emergency declaration following established County procedures.	<i>Chapter 1 of the County EOP.</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-</i>

IA 4. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
		<i>Organization Assignment List</i>
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>Incident Action Plan</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.</li> </ul>	
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, City EOCs, the County EOC, and State ECC - confirm operable phone numbers and backup communication links.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, state, and federal agencies that may be affected by the incident. Notify them of the status.	<i>ICS Form 201-Incident Briefing</i>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if scope of response increases.	
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases ( <i>recurring</i> ).	
	<input type="checkbox"/> Determine need to conduct evacuations and sheltering activities ( <i>recurring</i> ). Request that American Red Cross activate and implement local sheltering plans.	<i>ESF 6 of the County EOP and American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the County EOCs, as situation requires. The following emergency functions may provide lead roles during various phases of evacuation: <ul style="list-style-type: none"> <li><input type="checkbox"/> ESF 1 - Transportation</li> <li><input type="checkbox"/> ESF 2 - Emergency Telecommunications and Warning</li> <li><input type="checkbox"/> ESF 13 - Public Safety and Security</li> <li><input type="checkbox"/> ESF 15 - Emergency Public Information</li> </ul>	<i>ESF 1, ESF 2, ESF 13 and ESF 15 of the County EOP.</i>
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through the EOC ( <i>recurring</i> ).	
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as 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.	
	<input type="checkbox"/> Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	

IA 4. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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>ICS Resource Tracking forms and EOC forms</i>
	<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages and the person making/receiving them should be documented as part of the EOC log.	<i>Existing EOC forms/templates</i>
	<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular periodic intervals, the EOC Director and staff will assemble a situation report.	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
	<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	<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 elements of the IAP ( <i>recurring</i> ).	
	<input type="checkbox"/> Coordinate with private sector partners as needed.	<i>ICS Form 202 – Incident Objectives</i>
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the IC and/or Safety Officer.	
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<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. Deactivate/demobilize the City EOC.	<i>ESF 14 of the County EOP and COOP/COG plans</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Monitor secondary hazards associated with volcano eruption and/or significant activity (landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.	
	<input type="checkbox"/> Correct 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 ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 5 – Wildfire

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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 the Emergency Management Director and local fire agencies.	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	<input type="checkbox"/> Ensure emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to EOC.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	<input type="checkbox"/> Activate the EOC and establish Incident Command or UC, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, IC, all Section Chiefs, Resource Coordinator and management support positions.	<i>County EOP and agency-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.	
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the EOC for support.	
	<input type="checkbox"/> Determine scope and extent of 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 City EOCs, County EOC, and other AOCs, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	
	<input type="checkbox"/> Ensure 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"/> Fire Chief assumes duties to direct resources for fires. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	

<b>Major Fire Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if scope of response increases.	
	<input type="checkbox"/> Implement local plans and procedures for fire operations. Ensure copies of the following documents are available to response personnel. Implement agency-specific protocols and SOPs.	<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>ESF 6 – Mass Care, Housing and Human Services</i>
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels ( <i>recurring</i> ).	
	<input type="checkbox"/> Submit request for a disaster/emergency declaration, as applicable.	<i>Chapter 1 of the County EOC</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby, and alerting resource suppliers with potential needs as well as 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"/> 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.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
	<input type="checkbox"/> Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief or designee. Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	
	<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 making/receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular periodic intervals, the EOC Director and staff will assemble a Situation Report.	<i>ICS Form 209- Incident Status Summary</i>

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – dMedical 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 the private sector partners as needed.	
RECOVERY/ DEMOBILIZATION	<input type="checkbox"/> Ensure all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	<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"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>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 EOC.	
	<input type="checkbox"/> Implement revisions to the Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Correct 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 ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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# 6

## **IA 6 – Severe Weather (including Landslides)**

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IA 6. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the 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.	
	<ul style="list-style-type: none"> <li>▪ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.</li> </ul>	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Emergency Management Director in coordination with lead agencies and coordinators.	
	<input type="checkbox"/> Participate in County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	<input type="checkbox"/> Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	<input type="checkbox"/> Ensure landslide and flood response equipment and personnel inventories are current for the County. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (i.e., 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.		
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Activate the EOP when severe weather, and/or landslides incidents pose threats to the County.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a UC. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	

IA 6. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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 County Commissioner.	
	<ul style="list-style-type: none"> <li>▪ Identify local, County and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.</li> </ul>	
	<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 County.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> <li>▪ Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.</li> </ul>	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to preparing for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs, and other AOCs. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	<input type="checkbox"/> Ensure 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 UC structure if the scope of the incident so dictates.	
	<input type="checkbox"/> Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure 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>ESF 6 of the County EOP</i>

IA 6. Severe Weather (including Landslides)

<b>Severe Weather Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (recurring).	
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Chapter 1 of the County EOP.</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as 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"/> 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 County.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	<input type="checkbox"/> Public information will be reviewed by the IC or designee. Information will be approved for release by the IC and Lead PIO before dissemination to the public.	
	<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 person sending or receiving them should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Develop and update the Incident Action Plan (IAP) (recurring). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – dMedical Plan, Safety Message, Incident Map</i>

IA 6. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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 all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
<b>RECOVERY/ DEMobilization PHASE</b>	<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"/> 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>ESF 14 – Long-Term Community Recovery and COOP/COG Plans</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, AOCs, and command posts.	
	<input type="checkbox"/> Correct 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 ( <a href="http://www.llis.gov">www.llis.gov</a> )		

# 7

## **IA 7 – Hazardous Materials (Accidental Release)**

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IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Emergency Management Director, primary fire agency and the County ESF-10 Lead.	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenario.	
	<input type="checkbox"/> Ensure emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
<b>RESPONSE PHASE</b>	<input type="checkbox"/> In most incidents, the local fire agency will initially respond, assume initial IC responsibilities, and request activation/deployment of the HazMat Team.	
	<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>
	<ul style="list-style-type: none"> <li>▪ Notify 9-1-1-dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment (PPE) requirements.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.</li> </ul>	
	<input type="checkbox"/> Provide support for implementation of applicable Geographic Response Plans (GRPs) established by the OR DEQ 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 it, request activation of the County EOCs via the IC through the Emergency Manager.	
<input type="checkbox"/> Activate the EOC, coordinate response activities among AOCs and ICPs, and establish IC or UC as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.		

IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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.	
	<ul style="list-style-type: none"> <li>▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support.</li> </ul>	
	<input type="checkbox"/> Contact the Oregon Emergency Response System (OERS) at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team.	<i>OERS is available 24 hours a day.</i>
	<input type="checkbox"/> Assign liaisons to the EOC representing government agencies, private entities (i.e., railroad companies, chemical manufacturers, etc.), and other stakeholders.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to prepare for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the City EOCs, County EOC, and the State ECC. Confirm operable phone numbers and backup communication links.	
	<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.	
	<ul style="list-style-type: none"> <li>▪ For incidents occurring on State highways, ensure that the Oregon Department of Transportation (ODOT) has been notified.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (OSU), Oregon Department of Agriculture, and the State Veterinarian.</li> </ul>	<i>ESF 11 Annex of the County EOP</i>
	<input type="checkbox"/> A lead PIO will be designated by the Emergency Management Director. The PIO will issue 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 UC structure as dictated by incident.	

## IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Implement local plans and procedures for HazMat operations. Implement agency-specific protocols and SOPs. Ensure copies of all documents are available to response personnel.	<i>ESF 10 – Oil and Hazardous Materials of the County EOP</i>
	<input type="checkbox"/> For responses requiring assistance from the Oregon DEQ Regional Response Team, refer to the GRP applicable to the incident site and support procedures according to the Northwest Area Contingency Plan.	
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the plume ( <i>recurring</i> ).	
	<input type="checkbox"/> Based upon the incident 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.	
	<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities ( <i>recurring</i> ).	
	<input type="checkbox"/> Establish a victim decontamination and 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.	<i>See Chapter 1 and Annex A of County EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as 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"/> 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.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses using “one message, many voices” concepts ( <i>recurring</i> ).	
	<input type="checkbox"/> Public information will be reviewed and approved for release by the IC and the lead PIO before dissemination to the public and/or media partners.	
	<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 the person sending or receiving them, should be documented as part of the EOC log.	

IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals the IC/EOC Director and staff will assemble a Situation Report.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Develop an Incident Action Plan (IAP) ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – dMedical 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 all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the IC and/or Safety Officer.	
	<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the EOC, the responsible party (if known), and the Oregon DEQ.	
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<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"/> 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 EOC.	
	<input type="checkbox"/> Correct 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 ( <a href="http://www.llis.gov">www.llis.gov</a> )	

# 8

## IA 8 – Public Health-Related

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IA 8. 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 the Emergency Management Director and/or the Public Health Department.	
	<input type="checkbox"/> Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	<input type="checkbox"/> Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
	<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 lines of communication and roles/responsibilities are clear across the participating entities.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Monitor and report the presence of contagious infections within the County.	
	<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 Health Department to ensure drinking water quality.	<i>Water District Standard Operating Procedures</i>
	<input type="checkbox"/> Coordinate with the Health Department to provide safe wastewater and sewage disposal.	<i>Water District Standard Operating Procedures</i>
RESPONSE PHASE	<input type="checkbox"/> County Public Health Department will initially respond, assume initial Incident Commander responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
	<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>
	- Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	- Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment (PPE) requirements.	
	- 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.	

IA 8. Public Health-Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Ensure that area hospitals 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 OSPHD.	
	- If the pathogen or agent requires laboratory analysis, County Public Health may request analytical assistance from the Oregon State Public Health Laboratory.	
	- If animal health and vector control is required, these services are to be requested through the Emergency Management Director or from Extension Services.	
	- Coordinate sanitation activities and potable water supply provisions.	
	- Determine the need for emergency disease control stations and, if deemed necessary, implement such stations.	
	<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.	
	- Implement the collection, identification, storage, and disposition 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 HRSA 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 AOCs and ICP, and establish Incident Command or Unified Command as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	
	<input type="checkbox"/> Notify all other supporting agencies of the response, requesting additional support as necessary.	
	- Identify local, regional, state, and Federal agencies that may be able to mobilize resources to the County EOC for support.	
	<input type="checkbox"/> Assign a liaison to other County EOCs to facilitate resource requests.	

IA 8. Public Health-Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes. - 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 County EOCs, and 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 Department, designates a County PIO representative. The PIO will issue public health information individually or through the Joint Information Center, 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 copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures (Standard Operating Procedures).	
	<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, Housing, and Human Services), and ESF-15 (Public Information and External Affairs)	<i>ESF 1, ESF 5, ESF 6, and ESF 15 of the County EOP</i>
	<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.	<i>Chapter 1 of the County EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as 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 Joint Information Center, as needed.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	

IA 8. Public Health-Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	- Public information will be reviewed and approved for release by the Incident Commander and the Public Information Officer prior to dissemination to the public and/or media partners.	
	- 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 person sending or 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 EOC Manager and staff will assemble a situation report.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Develop an Incident Action Plan (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 all reports of injuries and deaths due to a public health emergency are communicated to the County EOC for transmittal to the OSPHD as soon as it is available.	
	<input type="checkbox"/> For handling of fatalities, coordination between the County Health Department and County EOC is needed for medical examiner services.	

IA 8. Public Health-Related

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	<i>ICS Form 221 - Demobilization Plan</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 County EOC.	
	<input type="checkbox"/> Correct response deficiencies reflected in the IP.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 9 – Transportation Accidents

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IA 9. Transportation Accidents

Two major types of transportation accidents are considered in this Incident Annex, air and rail. Motor vehicle accidents, which occur on roadways within the county, would not normally constitute a major emergency under the EOP, unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes.

Fire Services and/or Law Enforcement will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the Emergency Management Director.	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	<input type="checkbox"/> Ensure emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to County EOC.	
	<input type="checkbox"/> Inform the Emergency Manager of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the Emergency Management Director and fire services.	
	<input type="checkbox"/> Assess the County’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 (railroad, roadways) that can damage transportation infrastructure and on input from ODOT, and other road owners.	
RESPONSE PHASE	<input type="checkbox"/> Notification of the occurrence of a transportation incident will come through the 911 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>
	<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.	
	<input type="checkbox"/> Develop alternate routes based on assessment of damages to county transportation infrastructure and on input from the	

IA 9. Transportation Accidents

<b>Transportation Accidents</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<p>ODOT and other road owners on the Countywide damage situation. Estimate emergency staffing levels and request personnel support.</p>	
	<p><input type="checkbox"/> County personnel should not attempt removal of accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue and emergency medical care.</p>	
	<p><input type="checkbox"/> Law Enforcement 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).</p>	
	<p><input type="checkbox"/> Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: <b>NTSB Safety Office 425-227-2000 (24 hrs)</b></p>	
	<p><input type="checkbox"/> For railroad accidents, the IC should contact the railroad company's emergency response center as well as the NTSB prior to removing any victims or wreckage.</p>	
	<p><input type="checkbox"/> Coordinate the collection, storage, and dispositions of all human remains and their personal effects from the crash site.</p>	
	<p><input type="checkbox"/> Activate the County EOC and establish Incident Command or UC, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, IC, all Section Chiefs, Resource Coordinator and management support positions.</p>	
	<p><input type="checkbox"/> If appropriate, the IC or his designee will activate the EAS by contacting the NWS (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.</p>	
	<p><input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).</p>	<p><i>ICS Form 203: Organization Assignment List</i></p>
	<p><input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the County EOC for support.</p>	
	<p><input type="checkbox"/> Notify supporting emergency response agencies, ODOT, NTSB and FAA if the accident involves an aircraft.</p>	
	<p><input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.</p>	
	<p><input type="checkbox"/> Confirm or establish communications links among City EOCs, County EOC, and other AOCs, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.</p>	
	<p><input type="checkbox"/> Ensure 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.</p>	

IA 9. Transportation Accidents

<b>Transportation Accidents</b>		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li>■ For incidents occurring on State highways, ensure that the Oregon Department of Transportation (ODOT) has been notified.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ 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.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (OSU), Oregon Department of Agriculture, and the State Veterinarian.</li> </ul>	<i>ESF 11 Annex of the County EOP</i>
	<ul style="list-style-type: none"> <li>❑ Appoint a PIO to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Public information focusing on transit access points, control, and traffic control will be reviewed by the Sheriff, or designee. Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ If necessary, establish a JIC staff by PIOs from various agencies.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Advise the County EOC and ODOT of road restrictions and resource/support needs.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Coordinate provisions of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the TSA, NTSB, or FBI.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Submit a request for emergency/disaster declaration, as applicable.</li> </ul>	<i>Chapter 1 of the County EOP</i>
	<ul style="list-style-type: none"> <li>❑ If necessary, determine the need to conduct evacuations and sheltering activities.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Coordinate with the ARC to provide Shelter and Family Referral Services through the EOC.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Determine the need for additional resources and request as necessary through appropriate channels.</li> </ul>	

IA 9. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop an Incident Action Plan (IAP) ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<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 person making/receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular periodic intervals, the EOC Controller and staff will assemble a Situation Report.	<i>ICS Form 209: Incident Status Summary</i>
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	<input type="checkbox"/> Coordinate with the ARC 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 (CISM) 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.	
	<input type="checkbox"/> Deactivate/demobilize the County EOC.	
	<input type="checkbox"/> Implement revisions to the County Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Correct 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 ( <a href="http://www.llis.gov">www.llis.gov</a> )	

# 10

## IA 10 – Utility Failure

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IA 10. 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, 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 Emergency Alert System activation.	
	<input type="checkbox"/> Procure or produce information pamphlets for distribution to the public with assistance from utilities. "What to do When the Lights Go Out".	
	<input type="checkbox"/> Ensure 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 American Red Cross has not.	
	<input type="checkbox"/> Coordinate with the American Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.	
RESPONSE PHASE	<input type="checkbox"/> Establish incident command.	
	<input type="checkbox"/> Identify immediate action or response requirements.	
	<input type="checkbox"/> Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.	
	<input type="checkbox"/> Activate the EOC as appropriate.	
	<input type="checkbox"/> Organize or establish the EOC, based on operational procedures.	

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Issue alert and warning based on procedure and as warranted.	
	<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 National Weather Service for forecast information for estimated duration of outage / failure. (Freezing temperatures, etc.)	
	<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 American Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.	
	<input type="checkbox"/> On order, evacuate effected 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 public information officer (PIO).	
	<input type="checkbox"/> Establish a schedule for briefings.	
	<input type="checkbox"/> Brief County/agency/utility executives.	
	<input type="checkbox"/> Provide PIO with updated information.	
	<input type="checkbox"/> Provide response forces with updated information, as appropriate.	
	<input type="checkbox"/> Release causal information, via the public information officer (PIO) as soon as practical.	
	<input type="checkbox"/> If appropriate, establish a Joint Information Center (JIC) with the utility.	
	<input type="checkbox"/> Issue action guidance as appropriate.	
	<input type="checkbox"/> Establish 24/7 duty roster for the EOC and or command post.	

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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.	
	<input type="checkbox"/> Activate damage assessment and follow damage assessment procedure.	
	<input type="checkbox"/> Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.	
	<input type="checkbox"/> Conduct a "second shift" or relieving shift briefing.	
	<input type="checkbox"/> Discuss with and present to your relief, the incident action plan for the next 12 hours.	
	<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<input type="checkbox"/> Gather damage assessment information (public, housing, business) from damage assessment teams.
<input type="checkbox"/> Gather information from utilities regarding potential for additional immediate or prolonged outages.		
<input type="checkbox"/> Obtain information from the American Red Cross regarding number of sheltered and support necessary for continued operation.		
<input type="checkbox"/> Obtain from the American Red Cross 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.		
<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.		

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	- 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.	
	<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 public officials are made aware of the assistance application process, if applicable.	
	<input type="checkbox"/> Ensure the general public is 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 the weaknesses of the plan.	
	<input type="checkbox"/> Correct weaknesses.	
	<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.	

# 11

## IA 11 – Terrorism

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**Background Information**

This annex can be applied to incidents involving Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) materials.

Law enforcement agencies will normally take the lead role in crisis management. The City department has the lead role in terrorism crisis management within the City and the County Sheriff’s Office elsewhere in the County. The lead agencies for the State and Federal government are Oregon State Police and the Federal Bureau of Investigations.

The laws of the United States assign primary authority to State and local governments to respond to the consequences of terrorism; the Federal government provides assistance as required. The City and County EOCs typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. Oregon Emergency Management and the Federal Emergency Management Agency are the State and Federal consequence management leads.

Definitions for crisis management and consequence management can be found in the Basic Plan Appendices.

<b>Terrorism Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Continue to maintain and revise, as needed, the appropriate emergency response plans relating to Terrorism response, including the EOP and annexes.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Emergency Management Director.	
	<input type="checkbox"/> Participate in City, County, regional, State and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
	<input type="checkbox"/> Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC. Include appropriate regional, State, and Federal emergency contacts for terrorism response.	
	<input type="checkbox"/> Ensure terrorism response equipment and personnel inventories for the County and the regional teams are updated. This includes response to chemical, biological, radiological, nuclear, and explosive agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Provide public safety information and educational programs for terrorism emergency preparedness and response.	

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
<b>SURVEILLANCE PHASE (BIO ONLY)</b>	<input type="checkbox"/> Activate Incident/UC upon recommendation from the Sheriff's Office. UC may consist of County, regional, State and Federal crisis management and consequence management agencies.	
	<input type="checkbox"/> Mobilize appropriate emergency personnel and first responders. When deemed necessary, send fire, HazMat, law enforcement, public health and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
	<input type="checkbox"/> Evaluate the safety of emergency personnel. Initiate development of site and agent-specific health and safety plan.	
	<input type="checkbox"/> Assess the situation/confirm the WMD/CBRNE incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard ICS forms may be necessary.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Activate public notification procedures. Contact agency and partner emergency personnel to ensure they are aware of the incident status and are available and staffed to respond.	
	<input type="checkbox"/> Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	
	<input type="checkbox"/> Conduct hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the ultimate purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	
	<input type="checkbox"/> Draft an IAP. Outline response goals and timelines and prepare for longer term (1-7 day) logistics, staffing, and operations.	<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"/> Maintain communication between field response crews, local/County EOCs, REOC, and State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.	<i>ESF 2 - Communications</i>
<input type="checkbox"/> Gather additional information. Include photographs and video recording.		

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Determine if the threat level for that area should be elevated and inform appropriate agencies.	
	<input type="checkbox"/> Determine if any advisories should be issued to the public.	
	<input type="checkbox"/> If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
	<input type="checkbox"/> Be cognizant of any secondary devices that may be on site.	
	<input type="checkbox"/> Be cognizant that CBRNE agents may be present.	
	<input type="checkbox"/> Investigate the crime scene and collect vital evidence.	
	<input type="checkbox"/> Activate the EOP.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a UC. During Terrorism incidents, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<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"/> Establish an ICP near the incident location. The ICP should be uphill and upwind of the incident location.	
	<input type="checkbox"/> Notify supporting agencies (dependent on the type of incident) and the County Commission.	
	<input type="checkbox"/> Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.	
	<input type="checkbox"/> Determine the type, scope, and extent of the Terrorism incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Notify the regional HazMat team, public health agencies, support agencies, dispatch centers/PSAP, adjacent jurisdictions, Federal agencies (including FBI), and ESF leads/coordinators of any situational changes.	<i>ESF 10 of the County EOP.</i>
	<input type="checkbox"/> Verify that the hazard perimeter and hazard zone security have been established.	
<input type="checkbox"/> 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.		

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li>■ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment (PPE) requirements.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine if the threat level for that area should be elevated and inform appropriate agencies.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Disseminate appropriate warnings to the public.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ Dedicate time during each shift to preparing for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm or establish communications links among primary and support agencies, City EOCs, the County EOC, and State ECC. Confirm operable phone numbers and backup communication links.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ Notification to the Oregon State Police (OSP) and the Federal Bureau of Investigations (FBI) is required for all terrorism incidents.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ If an incident occurs on State highways, ensure that the Oregon Department of Transportation (ODOT) has been notified.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ 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.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ If agricultural areas and livestock are potentially exposed, contact local Extension Services (OSU), County Health Department, Oregon Department of Agriculture, and the State Veterinarian, as applicable to situation.</li> </ul>	<i>ESF 11 Annex to the County EOP</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure as dictated by the incident.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement local plans and procedures for Terrorism operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Obtain current and forecasted weather to project potential HazMat vapor plumes (<i>recurring</i>).                             <ul style="list-style-type: none"> <li>■ Note: Vapor plume modeling support may be obtained through regional HazMat teams, State, and/or Federal environmental protection agencies.</li> </ul> </li> </ul>	

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the need to implement evacuations and sheltering activities (<i>recurring</i>). A determination of the use of shelter-in-place for surrounding residences and public facilities should be made.                             <ul style="list-style-type: none"> <li>▪ Note: Refer to the USDOT Emergency Response Guidebook for determining the appropriate evacuation distance from the source.</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the need for and activate emergency medical services (<i>recurring</i>).</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.</li> </ul>	<i>Chapter 1 of the County EOP</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs.</li> </ul>	<i>[indicate where mutual aid agreement copies are located]</i>
	<ul style="list-style-type: none"> <li><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.</li> </ul>	<i>ICS Resource Tracking Forms</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish a JIC.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>▪ Public information will be reviewed and approved for release by the IC and lead PIO before dissemination to the public and/or media partners.</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li><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.</li> </ul>	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the person sending or receiving them, should be documented as part of the EOC log.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the EOC Director and staff will assemble a situation report.</li> </ul>	<i>ICS Form 209: Incident Status Summary</i>

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<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 all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the IC and/or Safety Officer.	
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	<i>ICS Form 221 - Demobilization Plan</i>
	<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the County, the responsible party (if known), and the Oregon DEQ. Support from the EPA may be necessary.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>ESF 14 of the County EOP, COOP/COG plans</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 EOC.	
	<input type="checkbox"/> Correct 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 ( <a href="http://www.llis.gov">www.llis.gov</a> )		