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

The Emergency Management Program of the City of Lake Oswego, Oregon (the City) is governed by a wide range of laws, regulations, plans, and policies. The program is administered and coordinated by the City Manager’s Office. The program receives its authority from Oregon Revised Statutes, which are the basis for Oregon Administrative Rules. The National Response Framework, the National Contingency Plan, the State of Oregon Emergency Management Plan, and the Clackamas County Emergency Operations Plan provide planning and policy guidance to counties and local entities. Collectively, these documents support the foundation for the City’s Emergency Operations Plan (EOP).

This EOP is an all-hazard plan describing how the City will organize and respond to incidents. It is based on and is compatible with the laws, regulations, plans, and policies listed above. The EOP describes how various agencies and organizations in the City will coordinate resources and activities with other Federal, State, County, local, and private-sector partners. This EOP was developed in concert with the Clackamas County EOP and is consistent with that plan.

It is recognized that response to emergency or disaster conditions to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of the City of Lake Oswego that responses to such conditions are done in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City has adopted the principles of the National Incident Management System (NIMS), the National Response Framework (NRF), and the Incident Command System (ICS).

Public officials, departments, employees, and volunteers that perform emergency and/or first response functions must be properly prepared. Department heads and elected officials shall, to the extent possible, ensure that necessary training is provided to themselves and their employees to further prepare them to successfully carry out assigned emergency response roles. To the extent possible, procurement and maintenance of essential response equipment will also be accomplished in support of this goal.

All emergency response personnel and essential support staff must be familiar with this EOP and the supporting procedures and documents.
Letter of Promulgation

To all Recipients:

The City of Lake Oswego promotes emergency preparedness as it seeks to mitigate, prepare for, respond to, and recover from potential disasters affecting the city through the City’s emergency management organization. Recognizing that the City’s emergency management organization is but the most local component of a nationwide coordination of resources, the City Council, by resolution (Resolution 05-52; July 5, 2005),

- Has established the organization,
- Has made formal recognition of the necessity of local compliance with the National Incident Management System (NIMS), and
- Regularly gives assent to the development and review of the City’s Emergency Operations Plan.

That assent to the development and review of the Emergency Operations Plan (EOP) occurs when the plan is presented to the City Council after a thorough review by the Lake Oswego Emergency Planning Committee. This presentation will occur approximately every five years, or when necessary or upon City Council’s request.

The City Manager possesses specific, policy-level responsibilities with regard to natural and manmade disasters and emergencies. Most obvious during a disaster response is, perhaps, the responsibility to make a disaster declaration when necessary. Such a declaration, made to Clackamas County, informs the County government that the City of Lake Oswego is or soon will be out of resources to continue to carry out its necessary response. Prior to an emergency, the City establishes or agrees to mutual aid agreements, continuity of operations plans, emergency measures, the EOP, and other, similar activities.

The City of Lake Oswego EOP is designed to be NIMS compliant and to reflect the organization of the Clackamas County EOP and the National Response Plan.

The City Council has, by resolution, agreed to the Lake Oswego Emergency Planning Committee’s recommendation to approve this EOP.

David Donaldson, Assistant City Manager

Date
Adoption Resolution
RESOLUTION 10-77

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE OSWEGO APPROVING THE CITY OF LAKE OSWEGO EMERGENCY OPERATIONS PLAN

WHEREAS, the City of Lake Oswego recognizes that planning and preparing for emergencies in advance can reduce potential harm to people and property within our community from the threat of natural or human-caused events such as earthquake, fire, flood, terrorism or other hazards; and

WHEREAS, the City of Lake Oswego recognizes the importance of a unified and consistent system to prepare for, respond to and recover from disasters and emergencies; and

WHEREAS, an Emergency Operations Plan (EOP) provides the framework for emergency response and emergency management in the City of Lake Oswego during disasters; and

WHEREAS, the overall objective of emergency management for the City of Lake Oswego is to ensure the effective management of response forces and resources in preparing for and responding to situations associated with natural, human-caused and national security emergencies; and

WHEREAS, the City of Lake Oswego’s emergency management program is committed to provide effective life safety measures, while reducing property loss and damage to the environment; and

WHEREAS, the City of Lake Oswego will do its best to prepare and respond to an emergency or disaster, it recognizes that the overall responsibility for emergency preparedness rests with the citizens.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lake Oswego that the City Council of Lake Oswego has hereby adopted the Emergency Operations Plan as an official plan for the City of Lake Oswego.

Effective Date. This Resolution shall take effect upon passage.

Considered and enacted at the regular meeting of the City Council of the City of Lake Oswego on the 14th day of December 2010.

AYES: Mayor Hoffman, Hennagin, Jordan, Vizzini, Olson, Moncrieff, Tierney

NOES: none

EXCUSED: none

ABSTAIN: none

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City of Lake Oswego EOP

Basic Plan

Adoption Resolution

ATTEST:

Jack D. Hoffman, Mayor

Robyn Christie, City Recorder

APPROVED AS TO FORM:

David D. Powell, City Attorney

Resolution 10-77
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Plan Administration

The Lake Oswego Emergency Operations Plan, including appendices and annexes, will be reviewed and updated on an annual basis or as needed after an incident or exercise. The plan will be formally repromulgated by the Lake Oswego City Council once every five years.

Record of Plan Changes

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

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<th>Summary of Changes</th>
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<tr>
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Plan Distribution List

Copies of this plan have been provided to the following jurisdictions, agencies, and persons. Updates will be provided. The recipient will have the responsibility for updating his or her copy of the EOP when changes are received. The Lake Oswego Emergency Manager is ultimately responsible for all plan updates. Updates should be provided to the Emergency Manager at any time.

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Emergency Operations Plan Review Assignments

The following table contains basic plan and annex assignments for corrections and/or changes. Changes will be forwarded to the Emergency Manager for revision and dissemination of the plan. Responsibility for the maintenance of these specific annexes lies within those listed below. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

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Basic Plan
1 Introduction

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

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

1.2 Purpose and Scope

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

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

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

1.2.3 Plan Organization

The City of Lake Oswego EOP is comprised of three main elements:

- Basic Plan (with Appendices);
- Emergency Support Functions;
- Support Annexes; and
- Incident Annexes

1.2.3.1 Basic Plan

The purpose of the Basic Plan is to:

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

The Basic Plan is supplemented by Emergency Support Function (ESF) Annexes. The ESF annexes focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City’s capabilities and/or resources are limited or exhausted, escalation pathways and resource request procedures for seeking additional support from County agencies are clearly defined in each annex. The ESF annexes used in this plan complement the annexes used in the Clackamas County Emergency Operations Plan, the State of Oregon Emergency Operations Plan and the National Response Framework. The ESFs, which supplement the information in the Basic Plan are:

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

During a major emergency or disaster affecting Clackamas County or a portion thereof, City departments and special districts may be asked to support the larger response. The request for assistance would come from Clackamas County Emergency Management. Table 1-2 outlines the County ESFs each agency/organization may be requested to support.
## Table 1-2 Lake Oswego Support of Clackamas County ESFs

<table>
<thead>
<tr>
<th>Key: P - Primary</th>
<th>S - Support</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>City of Lake Oswego</th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Mayor/City Council</td>
<td>S</td>
<td></td>
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<td>S</td>
</tr>
<tr>
<td>City Manager</td>
<td>S</td>
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<td></td>
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<td></td>
<td>S</td>
</tr>
<tr>
<td>Fire/ Emergency Management</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>S</td>
</tr>
<tr>
<td>Police Department</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>S</td>
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<tr>
<td>Public Works Department</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td></td>
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<tr>
<td>Local Special Districts</td>
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<td></td>
</tr>
<tr>
<td>Mutual Aid Fire Agencies (Clackamas County Fire District, Tualatin Valley Fire &amp; Rescue, Portland Fire Bureau)</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Lake Oswego School District</td>
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<tr>
<td>CCOM</td>
<td></td>
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</tr>
<tr>
<td>Private/Non-Profit Organizations</td>
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<td></td>
</tr>
<tr>
<td>Area Ambulance Service Providers</td>
<td>S</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td>Area Hospitals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td>Emergency Volunteers Assist Lake Oswego</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Animal Rescue Emergency Shelter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>S</td>
</tr>
</tbody>
</table>

### City of Lake Oswego

- Mayor/City Council
  - S
  - S

- City Manager
  - S

- Fire/Emergency Management
  - S
  - S
  - S
  - S
  - S
  - S
  - S
  - S

- Police Department
  - S
  - S
  - S
  - S
  - S
  - S

- Public Works Department
  - S
  - S
  - S
  - S

### Local Special Districts

- Mutual Aid Fire Agencies (Clackamas County Fire District, Tualatin Valley Fire & Rescue, Portland Fire Bureau)
  - S
  - S
  - S

- Lake Oswego School District
  - S

- CCOM
  - S

### Private/Non-Profit Organizations

- Area Ambulance Service Providers
  - S

- Area Hospitals
  - S

- Emergency Volunteers Assist Lake Oswego
  - S

- Animal Rescue Emergency Shelter
  - S
1.2.3.3 Support Annexes

There are some functions that do not fall within the scope of the 15 ESF annexes provided in these plan and are provided as Support Annexes.

<table>
<thead>
<tr>
<th>Annex</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>SA A</td>
<td>Evacuation</td>
</tr>
</tbody>
</table>

1.2.3.4 Incident Annexes

Additionally, Incident Annexes (IA) are included with the Basic Plan to provide tactical information and critical tasks unique to specific natural and man-made/technological hazards that could pose a threat to the city. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment conducted for the County.

<table>
<thead>
<tr>
<th>Annex</th>
<th>Hazard</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA 1</td>
<td>Severe Weather / Landslide</td>
</tr>
<tr>
<td>IA 2</td>
<td>Earthquake</td>
</tr>
</tbody>
</table>
Table 1-4 City of Lake Oswego Incident Annexes

<table>
<thead>
<tr>
<th>Annex</th>
<th>Hazard</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA 3</td>
<td>Flood / Dam Failure</td>
</tr>
<tr>
<td>IA 5</td>
<td>Volcano</td>
</tr>
<tr>
<td>IA 6</td>
<td>Terrorism</td>
</tr>
</tbody>
</table>

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

If the County EOP is activated during an incident or countywide emergency declaration, the City will adopt command and control structures and procedures representative of County response operations in accordance with the requirements of NIMS and ICS.

1.3 Relationship to Other Plans

1.3.1 City Plans

1.3.1.1 Emergency Operations Plan

The intent of the City of Lake Oswego’s EOP is to provide the concept of operations and strategic activities for responding to any type of emergency incident impacting the City. Other individual communities and incorporated cities may maintain similar plans or procedures for implementation in response to localized incidents or initial activities prior to escalation to Clackamas County. If the County EOP is activated during an incident or countywide emergency declaration, the City of Lake Oswego will adopt command and control structures and procedures representative of County response operations in accordance with the requirements of NIMS and ICS.

With Resolution 05-52, NIMS was adopted by the City of Lake Oswego on July 5, 2005. Procedures supporting NIMS implementation and training for Lake Oswego have been developed and formalized by the City’s Emergency Management Program. In addition, Continuity of Operations (COOP) plans are under development for Lake Oswego, and, when combined with the Lake Oswego EOP, can be collectively referred to as the Comprehensive Emergency Management Plan for the City. Thus, each document lends a unique set of guidelines for supporting emergency preparedness, response, and recovery.

A number of agency- and organization-specific plans and organizational procedures should support the City EOP and individual annexes. These plans and procedures are interrelated and have a direct influence on the City’s preparation prior to a major emergency or disaster, its activities in response to such an emergency or disaster, and its ability to successfully recover from such incidents or events. These plans also provide local, County, regional, and State agencies and entities with a consolidated framework for coordinating activities and
resources, thus promoting efficient use of resources during all phases of emergency management.

1.3.1.2 Natural Hazards Mitigation Plan
The City of Lake Oswego Natural Hazards Mitigation Plan includes resources and information to assist City residents, public and private sector organizations, and others interested in participating in planning for natural hazards. The mitigation plan provides a list of activities that may assist the City of Lake Oswego in reducing risk and preventing loss from future natural hazard events. Lake Oswego has developed this plan as an addendum to the Clackamas County Natural Hazards Mitigation Plan in an effort to take a more regional approach to planning for natural hazard scenarios.

See Chapter 2 for a more detailed hazard analysis.

1.3.1.3 Continuity of Operations (COOP)
The City of Lake Oswego is in the process of developing City Continuity of Operations (COOP) plans. Once they have been developed and implemented, these plans may be used in conjunction with the EOP during various emergency situations. The COOP plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Parts of these plans identify essential functions of local government, private sector businesses, and community services and delineate procedures to support their continuation. COOP plan elements may include, but are not limited to:

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

1.3.2.1 Clackamas Emergency Operations Plan

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

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

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

1.3.2.2 Clackamas County Natural Hazards Mitigation Action Plan

The Clackamas County Natural Hazards Mitigation Action Plan identifies activities that assist Clackamas County in reducing risk and preventing loss from future natural hazard events. The action items address multi-hazard issues, as well as activities for flood, landslide, severe winter storm, windstorm, wildfire, earthquake, and volcanic eruption. This plan identifies the major natural hazards the county is likely to face and provides a basis for mitigation, response and recovery activities. A copy of the plan is available in the Clackamas County EOC Library and at http://www.co.clackamas.or.us/emergency/publications.html.

1.3.2.3 Clackamas County Continuity of Operations Plan

The Clackamas County COOP identifies mission-essential functions of each department, division and office of county government and the means by which these services will be maintained during major emergencies and disasters. The
plan addresses succession of authority, service priorities and preservation of vital records.

1.3.3 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 management.

An intergovernmental mutual aid agreement between the county, special districts and cities is available to all jurisdictions that choose to participate. The agreement establishes procedures for requesting and providing mutual aid resources in an emergency. A copy of the agreement and list of current participants is available in the Clackamas County EOC Library.

1.3.4 Regional Plans
The Portland Urban Area Strategic Initiative (UASI) is a regional program to improve all-hazards incident planning, prevention, response and recovery in the five-county area (Clackamas, Columbia, Multnomah, and Washington Counties in Oregon and Clark County, Washington). Regional plans are maintained in the Clackamas County EOC Library.

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

The Oregon EMP consists of three volumes:

- **Volume I: Preparedness and Mitigation** consists of plans and guidance necessary for State preparation to resist a disaster’s effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster’s physical effects on citizens, the environment, and property.

- **Volume II: Emergency Operations Plan** broadly describes how the State uses organization to respond to emergencies and disasters. It
1. Introduction

delineates the emergency management organization; contains ESFs that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.

- **Volume III: Relief and Recovery** provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster’s effects. It includes procedures for use by government, business, and citizens.

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

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency;
- The Governor issues a “State of Emergency”;
- A statewide disaster is imminent or occurring;
- Terrorist activities or weapons of mass destruction (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;
- A geographically limited disaster requires closely coordinated response by more than one State agency and/or
- An affected city or county fails to act.

1.3.6 Federal Plans

1.3.6.1 National Incident Management System

Homeland Security Presidential Directive (HSPD)-5 directed the Secretary of Homeland Security to develop, submit for review by the Homeland Security Council, and administer a National Incident Management System (NIMS). NIMS, including the Incident Command System (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 across jurisdictions.
1.3.6.2 National Response Framework

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

The NRF organizes the types of 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.

1.4 Authorities

1.4.1 Legal Authorities

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

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

As approved by the City Council, the City Managers Office has been identified as the lead agency in the EMO. The Assistant City Manager, given the collateral title of Emergency Manager, has the authority and responsibility for the organization, administration, and operations of the EMO.

Table 1-5 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

<table>
<thead>
<tr>
<th>Table 1-5</th>
<th>Legal Authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.</td>
</tr>
<tr>
<td></td>
<td>National Incident Management System (NIMS)</td>
</tr>
<tr>
<td></td>
<td>National Response Framework (NRF)</td>
</tr>
<tr>
<td></td>
<td>Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness</td>
</tr>
</tbody>
</table>
Table 1-5  Legal Authorities

<table>
<thead>
<tr>
<th>State of Oregon</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ORS 401. Emergency Management and Services</td>
</tr>
<tr>
<td>- ORS 402. Emergency Mutual Assistance Agreements</td>
</tr>
<tr>
<td>- ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System</td>
</tr>
<tr>
<td>- ORS 404. Search and Rescue</td>
</tr>
<tr>
<td>- ORS 431. State and Local Administration and Enforcement of Health Laws</td>
</tr>
<tr>
<td>- ORS 433. Disease and Condition Control; Mass Gatherings; Indoor Air</td>
</tr>
<tr>
<td>- ORS 476. State Fire Marshal; Protection From Fire Generally</td>
</tr>
<tr>
<td>- ORS 477. Fire Protection of Forests and Vegetation</td>
</tr>
<tr>
<td>- State of Oregon Emergency Operations Plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clackamas County</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Clackamas County Code Section 6.03</td>
</tr>
<tr>
<td>- Clackamas County Resolution 2005-26, February 2005</td>
</tr>
<tr>
<td>- Clackamas County Board Order #2008-154, September 2008</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City of Lake Oswego</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Lake Oswego City Resolution 05-52, July 5, 2005</td>
</tr>
<tr>
<td>- Lake Oswego Code, Article 12.20 Emergency Code</td>
</tr>
</tbody>
</table>

1.4.2  Mutual Aid and Intergovernmental Agreements

The Inter-County Omnibus Mutual Aid Agreement provides a framework for counties to request mutual aid from each other in emergencies, saving time and minimizing confusion during an incident. A copy of the agreement and list of participating counties is available in the Clackamas County EOC Library.

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).

Existing Mutual Aid Agreements (MAA) and Memorandums of Understanding (MOU) are identified in Appendix D of this plan. Copies of these documents can be accessed through the City Emergency Manager. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.
1.5 Emergency Powers

1.5.1 City of Lake Oswego Disaster Declaration Process

In the context of the City EOP, a disaster or major emergency is considered 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. In accordance with ORS 401.025 and the Lake Oswego Municipal Code 12.20; Emergency Code, the responsibility for emergency management and direction and control in a time of disaster belongs to the City Manager or designee. Policy decisions are the responsibility of the City Council.

When an emergency or disaster arises, and it is determined conditions have progressed or will progress beyond the manpower, equipment, or other resource capacities of the City, a declaration of emergency should be considered.

When, in the judgment of the City Manager or designee, a state of emergency exists, he shall forthwith declare in writing and publicize the existence of same. Upon that declaration, the City Manager or designee is empowered to assume centralized control of and have authority over all departments and other offices of the City in order to implement the purpose of this code. The state of emergency declared by the City Manager or designee shall exist for the period set forth in the declaration, but shall not exceed 36 hours in duration, and may not be extended, unless within that time the City Council (or so many members thereof as may be able and available within the City to perform the duties of their office), shall ratify and confirm the City Manager's or designee's declaration of a state of emergency; in which event the Council shall declare the period for which the emergency shall exist, not to exceed two weeks in duration, and which may be extended an additional two weeks upon like action by the City Council.

(Ord. No. 1556; 11-5-74. Ord. No. 2151, Amended, 06/24/97).

The Emergency Declaration must specify a description of the situation and existing conditions, delineate the geographic boundaries of the emergency, declare that all appropriate and available local resources have been expended, and contain a request for the type of assistance required. Under such conditions, this plan will be implemented. If possible, an Initial Damage Assessment will be conducted by City departments and/or the County prior to requesting State or Federal assistance. Particular attention will be given to special needs populations to appropriately allocate resources necessary for providing critical services during an emergency. A draft emergency/disaster declaration template for Lake Oswego are included in Appendix A.

1.5.2 Clackamas County Declaration Process

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

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

- It is beneficial to centralize control of county assets under the Chair; authorizing implementation of extraordinary emergency protective measures.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting state and/or federal assistance to augment local resources and capabilities.

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

1.5.3 Lines of Succession

Authority lines of succession during an emergency are designated for the following:

<table>
<thead>
<tr>
<th>Table 1-6 City of Lake Oswego Lines of Succession</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emergency Operations</strong></td>
</tr>
<tr>
<td>Assistant City Manager (Emergency Manager)</td>
</tr>
<tr>
<td>↓</td>
</tr>
<tr>
<td>Incident Commander</td>
</tr>
<tr>
<td>↓</td>
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</tbody>
</table>

The City Manager is the chief executive officer of the City of Lake Oswego. If for any reason he is unable or unavailable to perform the duties of office under this code during a state of emergency, the duties shall be performed by the City Manager's designee. If the City Manager is unable or unavailable to perform the duties of office under LOC Article 12.20 and has not appointed a designee, the duties shall be performed by the following officials in the following order of succession: the Assistant City Manager, the Fire Chief, and the Police Chief. If these officials are also unable or unavailable to perform the duties of office under
this code during a state of emergency, the duties shall be performed by an employee of the City of Lake Oswego who shall be designated to do so by the City Council. The powers of the successor to the City Manager shall be limited to those granted under this code, and the duration of succession shall be until such time as the City Manager is able and available to perform the duties of office.

(Ord. No. 1556; 11-5-74. Ord. No. 2151, Amended, 06/24/97)

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. All employees must be trained on the protocols and contingency plans required to maintain leadership within the department. The Emergency Manager or designee identified above will provide guidance and direction to department heads to maintain continuity operations during an emergency. Individual department heads within Lake Oswego are responsible for developing and implementing COOP plans to ensure continued delivery of vital services during an emergency.

1.5.4 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted from the City EOC to the County EMD according to provisions outlined under ORS Chapter 401.

All assistance requests are to be made through Clackamas County Emergency Management via the City EOC. Clackamas County Emergency Management processes subsequent assistance requests to the State.

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

1.5.5 Financial Management

During an emergency, the City of Lake Oswego is likely to find it necessary to redirect City funds to effectively respond to the incident. Although the authority to adjust department budgets and funding priorities rests with the City Council, emergency procurement authority is delegated to the City Manager. Tracking the expenditures related to an incident is the responsibility of the Finance Section.

If an incident in the City of Lake Oswego requires major redirection of City fiscal resources, the following general procedures will be followed.
The City Manager will meet in emergency session to decide how to respond to the emergency funding needs.

The City Manager will declare a State of Emergency and request assistance through the County.

The Mayor and City Council will be advised of such actions as soon as practical.

To facilitate tracking of financial resources committed to the incident and provide the necessary documentation, a discrete charge code for incident-related personnel time, losses, and purchases will be established by the Finance Section. In addition, copies of expense records and supporting documentation should be maintained for filing FEMA Public Assistance reimbursement requests.

The City Human Resources Director will support procurement issues related to personnel, both volunteer and paid.

### 1.5.6 Liability Issues

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

### 1.6 Safety of Employees and Family

Department heads or their 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. Emergency 9-1-1 should not be utilized as a common communication mechanism unless it is needed to obtain emergency assistance or resources. Departments with developed COOP plans will establish alternative facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow required procedures established by each department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to maintaining overall response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while also providing health and medical services during a pandemic or other type of public health emergency. Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident 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 (OSHA) 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 of the Clackamas County EOP.

Processes in support of employees and their families during emergency situations or disasters will be further developed upon finalization of COOP plans and other medical/health related procedures.
2 Situation and Planning Assumptions

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

2.1.1 Community Profile
With a population of 36,698, Lake Oswego is the largest city located within Clackamas County. The City is bordered on the western edge by Interstate 5, southern edge by the City of West Linn, eastern edge by the Willamette River, and the northern edge by Multnomah County. The total land area is 1,879 square miles.

Clackamas County, the third most populous county in Oregon, encompasses the southern portion of the Portland Metropolitan region, from the City of Lake Oswego to Mt. Hood. The County includes natural features making the environment and population vulnerable to natural disaster situations. The County is subject to flooding, earthquakes, landslides, wildfires, severe winter storms, windstorms, and volcanic activity. It is impossible to predict exactly when these disasters will occur, or the extent to which they will affect the City of Lake Oswego.

In addition, the City is subject to technological and human-caused hazards such as fire, industrial and transportation accidents, hazardous materials spills, deliberate acts of terrorism, and civil disorder. Risks are also associated with the hazardous materials that pass through the City on major transportation routes including two Portland Western rail lines that run through the City and parallel to State Highway 43.

A major disaster or emergency will likely cause environmental damage, injuries, property loss, and disruption of essential public services and could impact regional economic, physical, and social infrastructures. The extent of casualties and damage will be affected by factors such as when the event occurs, how severe
it is, weather conditions, population density, and the possible triggering of secondary risks such as fires and floods. Initial emergency response activities focus primarily on minimizing loss of life, property, and damage to critical infrastructure, including cultural and economic assets. Historically, these activities have been carried out by traditional first responders such as fire services and law enforcement. Local governments develop, maintain, and implement EOPs and associated training programs that address all hazards. Agency-specific procedures and protocols established for support functions and critical tasks will be implemented in conjunction with the City EOP as needed or required.

A number of emergency situations can result in overwhelming the capabilities and resources of local governments and jurisdictions during response operations. Thus, it is imperative that this jurisdiction establish clear lines of authority, formalize resource request and allocation procedures, and activate contingency plans, including mutual aid agreements, to acquire additional County, regional, State, and Federal resources, as needed.

Figure 2-1  Map of City of Lake Oswego
2.1.2 Hazards and Threats

It is important to note that many of the incidents relating to these hazards are easily handled through use of existing City resources and mutual aid, without necessitating the activation of the EOP.

2.1.2.1 Severe Weather
Weather extremes with a history of occurrences in Lake Oswego include windstorms, snowstorms, ice storms, and periods of extreme cold.

2.1.2.2 Earthquake
This hazard includes earthquakes themselves, as well as associated hazards such as landslides and building collapses. Recent evaluation of the earthquake potential in the Pacific Northwest indicates that earthquake potential has been underestimated, and that the area may experience a "great" earthquake in the near future.

2.1.2.3 Flood
This hazard generally involves a rise in rivers or creeks resulting from heavy rain and/or rapid melting of the annual snow pack, as occurred in February, November and December of 1996. The Willamette River runs on the east side of Lake
Oswego and has been subject to severe flooding in the past. Oswego Lake is located in the center of the City and has been subject to flooding in the past.

2.1.2.4 Major Fire
Level II urban fire occurrences are infrequent within Lake Oswego. While infrequent, the City has areas that rate High using Oregon Department of Forestry criteria. In an extended period of dry weather the risk could rise to extreme fire danger levels.

2.1.2.5 Volcanic Eruption
This hazard includes the ash fall, which might result from another eruption of Mt. St. Helens. In addition, Mt. Hood is also considered to be active.

2.1.2.6 Hazardous Materials Incident
Hazardous materials incidents include fixed site and transportation related incidents involving hazardous and radiological materials. Also included in this hazard are drug labs.

2.1.2.7 Utility Failure
This hazard includes the shortage or loss of power, water, sewer, or natural gas, and shortages of fuel such as oil, gasoline, diesel, and food supplies.

2.1.2.8 Accidents
Transportation and Industrial: Transportation and Industrial accidents may include major automobile or airplane crashes, train derailments, or accidents that happen within industrial complexes that endanger lives and property.

2.1.2.9 Public Health Incident
Includes contagious diseases and other health related epidemics.

2.1.2.10 Civil Disorder and Terrorism
Includes riots, protests, demonstrations, and strikes, as well as acts of terrorism.

2.1.2.11 Nuclear Incident
Includes the detonation, by accident, or deliberate launch, of nuclear weapons.

2.1.3 Hazard Analysis
In the Hazard Analysis, each of the hazards and threats described above is 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 hazard as a singular event.

### Table 2-1  City Hazard Analysis Matrix

<table>
<thead>
<tr>
<th>Hazard</th>
<th>History 2 (WF=2)</th>
<th>Vulnerability 2 (WF=5)</th>
<th>Max Threat 3 (WF=10)</th>
<th>Probability 4 (WF=7)</th>
<th>Total Score</th>
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</thead>
<tbody>
<tr>
<td>Flood</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
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<tr>
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<td>H</td>
<td>M</td>
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<td>M</td>
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<td>H</td>
<td>H</td>
<td>L</td>
<td>54</td>
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<td>L</td>
<td>M</td>
<td>L</td>
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<tr>
<td>Accidents:</td>
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<td>Industrial</td>
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<tr>
<td>Civil Disorder and</td>
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<td></td>
</tr>
<tr>
<td>Terrorism</td>
<td>L</td>
<td>L</td>
<td>L</td>
<td>L</td>
<td>24</td>
</tr>
</tbody>
</table>

**Notes:**

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.
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.
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.
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.

### 2.2 Assumptions

The assumptions upon which this EOP is predicated are:

- Essential City services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
2. Situation and Assumptions

- Each responding City and County agency will utilize existing directives and procedures in responding to major emergencies/disasters.

- Environmental, technological, and civil emergencies may be of a magnitude and severity that State and Federal assistance is required.

- County support of City emergency operations will be based on the principal of self-help. The City will be responsible for utilizing all available local resources along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.

- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.

- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.

- Parts or all of the City of Lake Oswego may be affected by environmental and technological emergencies.

- The United States Department of Homeland Security provides threat conditions over the United States and identifies possible targets.

- A terrorist-related incident or attack without warning may or may not occur. If such an attack occurs, Lake Oswego could be subject to radioactive fallout or other WMD-related hazard. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.

- Outside assistance will be available in most major emergency/disaster situations that affect Lake Oswego. Although this plan defines procedures for coordinating such assistance, it is essential for Lake Oswego to be prepared to carry out disaster response and short-term actions on an independent basis.

- Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.

- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted.
2. Situation and Assumptions

during a general emergency; however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:

- Familiar with established policies and procedures;
- Assigned pre-designated tasks;
- Provided with assembly instructions; and
- Formally trained in their duties, roles, and responsibilities required during emergency operations.
3 Roles and Responsibilities

3.1 General

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

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

The City of Lake Oswego conducts all emergency management functions in accordance with 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.

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

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

3.2 Emergency Management Organization

The City does not have an office or division of emergency management services separate from its existing departments. The Assistant City Manager serves as the Emergency Manager and may, depending on the size or type of incident, delegate
the authority to lead response and recovery actions to other City staff. On a day-
to-day basis, this authority is delegated to the Fire, Police and Public Works
Departments for incidents over which those departments would be the lead
agencies. The Clackamas County Health, Housing and Human Services
Department (also referred to as H3S) is delegated direction and control during
health epidemic emergencies. All department have the power to establish control
of such an incident through an on-scene ICS. Operational control of the scene
shall remain with the lead agency as Incident Commander or in Unified
Command.

Additionally, some authority to act in the event of an emergency may already be
delegated by ordinance or by practice. As a result, the organizational structure for
the City’s emergency management program can vary dependent upon the
location, size, and impact of the incident.

For the purposes of this plan, the structure will be referred to generally as the City
Emergency Management Organization (EMO). Subsequently, the Assistant City
Manager would be considered the Emergency Manager, unless otherwise
deleated. Roles and responsibilities of individual staff and agencies are
described throughout the plan to further clarify the City’s emergency management
structure.

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

### 3.2.1 Executive Group

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

#### 3.2.1.1 Mayor and City Council

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by city ordinance;
- Adopting an EOP and other emergency management related
  resolutions;
- Declaring a State of Emergency and requesting assistance through the
  County;
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs; and
- Attending timely ICS update briefings.
3.2.1.2 City Manager
The City Manager is responsible for:

■ Ensuring that all City departments develop, maintain, and exercise their respective ESFs and IAs to this plan;

■ Supporting the overall preparedness program in terms of its budgetary and organizational requirements;

■ Implementing the policies and decisions of the governing body;

■ Directing the emergency operational response of City services; and

■ Ensuring that plans are in place for the protection and preservation of City records.

3.2.1.3 Emergency Manager
The Assistant City Manager serves as the Emergency Manager for the City. The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the City’s emergency plans and activities, including coordinating all aspects of the City’s capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

■ Serving as staff advisor to the City Council 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 City EOC;

■ Activating the City EOC;

■ Keeping the governing body apprised of the City preparedness status and anticipated needs;

■ Serving as day to day liaison between the City and County Emergency Management; and
Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.4 City Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They should also participate in interagency training and exercise to develop and maintain the 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 City Manager.

3.2.2 Responsibilities of All Departments

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

All City departments have the following common responsibilities.

- Support EOC operations to ensure the City is providing for the public safety and protection of the citizens it serves;
- Establish, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the City Council and Emergency Manager;
- Develop alert and notification procedures for department personnel;
- Develop operating guidelines to implement assigned duties specified by this plan;
- Track incident-related costs incurred by the department;
- Ensure that vehicles and other equipment are equipped and ready, in accordance with existing Standard Operating Procedures (SOPs);
- Identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other City departments;
- Assign personnel to the EOC, as charged by this plan;
- Develop and implement procedures for protecting vital records, materials, and facilities;
3. Roles and Responsibilities

- Promote family preparedness among employees;
- Ensure that staff complete any NIMS required training;
- Ensure that department plans and SOPs incorporate NIMS components, principles, and policies; and
- Allow staff time for preparedness training and participation in exercises.

3.2.3 Responsibilities by Function

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

3.2.3.1 Transportation

Lake Oswego Public Works Department

The Public Works Department is responsible for:

- Planning for and identifying high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including special needs populations);
- Assist in identification of transportation assets for special 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 transportation support/information for essential workers during the evacuation period;
- Proposing locations of roadblocks and patrols for evacuation movement;
3. Roles and Responsibilities

- Providing patrols and safety measures in the evacuated area and reassigning personnel during the evacuation period; and
- Preparing and maintaining supporting standard operating procedures (SOPs) and annexes.

See ESF 1 - Transportation for more detail.

3.2.3.2 Communications

Alert and Warning

Lake Oswego Communications Center

The Lake Oswego Communications Center (LOCOM) is the City's primary warning point and is responsible for establishing, and maintaining an alert and warning system. This includes:

- Serving as the warning point for the Lake Oswego Police Department, Lake Oswego Fire Department, West Linn Police Department and Milwaukie Police Department. Lake Oswego Public Works is dispatched by City staff during business hours and LOCOM after hours;
- Monitoring the National Warning System (NAWAS), including relaying information received to other 9-1-1 Centers in Clackamas County who are responsible for further distribution to public safety agencies, key officials, and others as appropriate/necessary; and
- Utilizing CodeRED to alert Lake Oswego residents and business owners.

- The Emergency Manager is to notify LOCOM when the Emergency Alert System (EAS) is activated so they can be prepared to field additional calls.

Communication Systems

City of Lake Oswego Emergency Management

The following tasks are necessary to ensure that the City maintains reliable and effective communications among responders and local government agencies during an emergency:

- Identifying a communications system that is capable of reaching all areas of the City and is interoperable with communication systems within Clackamas County so that emergency communications may be maintained among all levels of government during a disaster response;
3. Roles and Responsibilities

- Providing the City EOC with the necessary communications capabilities and staffing to ensure communications operations for direction and control; and

- Developing and maintaining an EAS plan and providing a communications capability to the primary EAS Station, in coordination with Clackamas County Emergency Management guidance.

- Coordinating use of all public and private communication systems necessary during emergencies;

- Managing and coordinating all emergency communication operated within the EOC, once activated; and

See ESF 2 – Communications for more detail.

3.2.3.3 Public Works and Engineering

Public Works Department

City public works agencies are responsible for the following tasks in an emergency:

- Barricading of hazardous areas;

- Priority restoration of streets and bridges;

- Protection and restoration of waste water collection systems;

- Protection and restoration of water treatment and distribution systems;

- Augmentation of sanitation services;

- Assessment of damage to streets, bridges, traffic control devices, and other public works facilities;

- Debris removal;

- Designating a department coordinator/liaison to participate in all phases of the City and/or County’s emergency activities, when necessary or requested; and

- Preparing and maintaining supporting SOPs and annexes.

The Clackamas County Director of Solid Waste Management is responsible for developing a disposal plan for debris created by a natural disaster, coordinating with the EOC and City/County Public Works Departments during disaster response and serving as the Solid Waste Management’s representative for the County emergency management organization, as necessary.
3. Roles and Responsibilities

3.2.3.4 Firefighting

Lake Oswego Fire Department

City fire services are responsible for the following tasks during an emergency:

- Fire suppression;
- Heavy rescue operations/urban search and rescue (USAR);
- First response/command to incidents involving hazardous materials;
- First response to initiate Advanced Life Support medical field treatment;
- Warning dissemination as necessary in a major emergency/disaster and assisting in evacuation; and
- Designating a coordinator/liaison to participate in all phases of the City and/or County’s emergency management program, when necessary or as requested.

See ESF 4 – Firefighting for more detail.

3.2.3.5 Emergency Management

Emergency Operations Center

Emergency Manager

The City of Lake Oswego Emergency Management has the responsibility for maintaining the readiness of the EOC and identifying support staff and ensuring they are adequately trained to perform their position duties. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

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

- Directing and controlling local operating forces;
- Maintaining contact with neighboring jurisdictions and the County EOC;
- Maintaining the EOC in an operating mode at all times or having the ability to convert EOC space into an operating condition;
- Assigning representatives to report to the EOC including representatives from Public Works, Police, Fire, Information
Technology (IT), Finance, Building and Planning, and other departments as needed;

- Developing procedures for crisis training; and

- 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 detail.*

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

**Clackamas County Health, Housing and Human Services/American Red Cross**

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

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan;

- Supervising the Shelter Management program (stocking, marking and equipping, etc.) for natural disasters;

- Coordinating support with other City and County departments, relief agencies, and volunteer groups; and

- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

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

### 3.2.3.7 Logistics Management and Resource Support

**City Manager**

During a disaster response, the City Manager has the overall authority for resource management and the Emergency Manager has operational responsibility for the coordination of resource management. Individual department directors will be responsible for managing those resources within their departments and coordinating any requests for additional resources with the City EOC. The Emergency Manager will be responsible for establishing priorities if major shortages occur in critical resources; otherwise, the EOC will allocate such
resources as additional manpower, materials, services and supplies needed for emergency and recovery operations.

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

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

Clackamas County Health, Housing and Human Services

Medical and health services are the responsibility of the Clackamas County government. Clackamas County Health, Housing and Human Services is responsible for coordinating medical, health, and sanitation services required to cope with disasters in any urban or rural areas of Clackamas County, including the City of Lake Oswego. The Administrator also serves as the Health Department representative for the County emergency management organization, as necessary, to provide the following:

- Overseeing the delivery of Emergency Medical Services (EMS) by ambulance service providers;
- Identifying health hazards, including those from damage to water and sewage systems and disseminating emergency information on sanitary measures to be taken;
- Coordinating with the appropriate agencies for the provision of food and potable water to victims whose normal supply channels are closed;
- Inspecting occupied emergency temporary housing and feeding areas;
Coordinating with hospitals, clinics, nursing homes/care centers and mental health organizations, including making provisions for special needs populations;

- Coordinating with the Medical Examiner and Funeral Directors to provide identification and disposition of the dead;

- Providing emergency counseling for disaster victims and emergency response personnel suffering from mental and emotional disturbances; and

- Designating a department coordinator/liaison to participate in all phases of the City and/or County’s emergency management program, when necessary or as requested.

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

**Emergency Medical Services**

*Fire Department/Private Ambulance Providers*

- Coordinating provision of Emergency Medical Services; and

- Requesting additional EMS assets as necessary.

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

**3.2.3.9 Search and Rescue**

*Lake Oswego Police Department/Clackamas County Sheriff’s Office*

The Lake Oswego Police Department is responsible for search and rescue within the city limits and is supported by the Lake Oswego Fire Department. The Clackamas County Sheriff’s Office is responsible for search and rescue outside of the city limits.

Search and Rescue responsibilities include:

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

- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow;

- Establishing and monitoring training standards for certification of search and rescue personnel; and

- Preparing and maintaining supporting SOPs and annexes.

See ESF 9 – Search and Rescue for more detail.
3.2.3.10 Oil and Hazardous Materials Response

*Fire Department/Emergency Management/Oregon State Fire Marshal’s Office Regional HazMat Team*

**Hazardous Materials Response**

Oil and Hazardous Materials responsibilities include:

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

**Radiological Protection**

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 regarding fallout rates, fallout projections, and allowable doses;
- Coordinating radiological monitoring throughout the County;
- Providing monitoring services and advice at the scene of accidents involving radioactive materials; and
- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.11 Agriculture and Natural Resources

*Clackamas County Health, Housing and Human Services*

Agriculture and Natural Resources related responsibilities include:

- Provision of nutrition assistance;
3. Roles and Responsibilities

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

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

3.2.3.12 Energy and Utilities

City of Lake Oswego Public Works Department/Public/Private Utilities/Emergency Management

Energy and utilities related responsibilities include:

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

See ESF 12 – Energy for more detail.

3.2.3.13 Law Enforcement Services

Lake Oswego Police Department

City enforcement services are responsible for the following tasks:

- Protect life, property and preserve order;
- Law enforcement and criminal investigation;
- Traffic, crowd control, and site security;
- Isolation of damaged area;
- Damage reconnaissance and reporting;
- Disaster area evacuation; and
- Preparing and maintaining supporting SOPs and annexes.

See ESF 13 – Public Safety and Security for more detail.
3.2.3.14 Recovery

City Manager

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. Identify and facilitate availability and use of recovery funding;
- Accessing recovery and mitigation grant and insurance programs; outreach, public education, and community involvement in recovery planning;
- Coordinating logistics management and resource support provides assistance as needed; and
- Providing support by locating, purchasing and coordinating delivery of resources necessary during or after an incident in Lake Oswego.

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

3.2.3.15 External Affairs

City Manager’s Office - Public Affairs

The Emergency Manager is responsible for ensuring that an EOC Public Information Officer (PIO) is designated. The PIO will coordinate with Police, Fire, Public Works and other appropriate departments to provide timely, accurate, coordinated information to City staff, the public, the news media, partners, stakeholders, and other interested parties. Such information includes the following:

- Nature and extent of the emergency or disaster;
- Areas of the city that have endured the effects of the emergency or disaster, and areas that may sustain damage in the future;
- Actions that the City has taken, or plans to take, in response to the emergency or disaster; and
- Actions the public should take to protect themselves

News releases from City departments during an emergency operation will be coordinated through the EOC’s designated PIO and approved for release by the Emergency Manager or Incident Commander depending on whether the EOC has been activated.
3. Roles and Responsibilities

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

- Conducting ongoing hazard awareness and public education programs;
- Compiling and preparing emergency information for the public in case of emergency;
- Arranging for media representatives to receive regular briefings on the City’s status during extended emergency situations;
- Securing printed and photographic documentation of the disaster situation;
- Handling unscheduled inquiries from the media and the public;
- Being aware of special communications needs related to the emergency and delivering information accordingly; and
- Preparing and maintaining supporting SOPs and annexes.

If the emergency is multi-jurisdictional, PIOs from affected jurisdictions will compile and disseminate information under a Joint Information System (JIS). Such coordination includes exchanging news releases, advising one another of media inquiries, and sharing pertinent information. The JIS will operate from the onset of any emergency or disaster, and will continue operating as long as the City continues its response. Operations may continue through periods of recovery.

If activated, a Joint Information Center (JIC) will become the primary location for facilitating the operations of the JIS. The JIC gives the media a single source of reliable information, a place to call for authoritative updates, attend interviews, and receive briefings.

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

### 3.2.3.16 Evacuation and Population Protection

*Lake Oswego Police Department*

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

- Defining responsibilities of City departments and private sector groups;
- Identifying high hazard areas and corresponding number of potential evacuees;
- Coordinating evacuation traffic management and movement control.
3. Roles and Responsibilities

- Assess immediate needs and request appropriate support for the following:
  - Health and medical requirements,
  - Transportation needs,
  - Emergency Public Information materials, and
  - Shelter and reception location.

- Developing procedures for sheltering-in-place; and

- Preparing and maintaining supporting SOPs and annexes.

*See SA A – Evacuation for more detail.*

3.2.3.17 Damage Assessment

The City of Lake Oswego, through its Fire, Police, Engineering, Planning/Building, and Public Works Departments, will have primary responsibility for conducting initial damage assessments. This process provides for the initial collection of field reports and categorizing and totaling damage sustained during disasters. Additional considerations are to:

- Assess damage to City-owned facilities;

- Condemn unsafe structures;

- Direct temporary repair of essential facilities;

- Coordinate with County, State, and Federal teams designated to assess damages for the purpose of providing an estimate for a disaster declaration; and

- Coordinate damage assessment information received from other agencies.

The City of Lake Oswego Building Official serves as the City’s technical resource for structural damage assessment. The Building Official is responsible for organizing and training personnel to conduct structural damage surveys and report and record damage to buildings from a disaster or major emergency. The Building Official will coordinate activities with the EOC during a disaster response. Requests for assistance will be made through Clackamas County Emergency Management.

The City Public Works Director is responsible for assessing damage to the City's road and bridge systems. The Engineering Department will coordinate with the State Highway Division and use private resources, as necessary. Survey results will be reported to the EOC.
3.2.3.18 Legal Services

*City Attorney’s Office*

The City Attorney is responsible for the following tasks in the event of an emergency:

- Advising City officials regarding the emergency powers of local government;
- Reviewing and advising City officials regarding possible liabilities arising from disaster operations, including the exercising of any or all of the above powers;
- Preparing and recommending local legislation to implement the emergency powers required during an emergency;
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for the exercising of emergency powers;
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events; and
- Preparing and maintaining supporting SOPs and annexes.

3.2.3.19 Volunteer and Donation Management

*Department Volunteer Coordinators*

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

3.2.3.20 Other Agency Responsibilities

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

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

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

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

3.3.2 Nongovernmental Organizations

Nongovernmental organizations (NGOs) play enormously important roles before, during, and after an incident. In the City of Lake Oswego, NGOs such as the American Red Cross 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; and
- 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 City’s emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes;
- Preparing emergency supply kits and household emergency plans;
- Monitoring emergency communications carefully;
- Volunteering with established organizations; and
- Enrolling in emergency response training courses.

3.4 **County Response Partners**

County departments and agencies are assigned emergency response tasks based on their statutory responsibilities and functional expertise. Detailed responsibilities are identified in Clackamas County Emergency Operations Plan.

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 Emergency Support Function, of the local, State, and Federal primary organizations that the City may rely on in the event of an emergency.
### 3. Roles and Responsibilities

#### Table 3-1  Response Partners by Emergency Support Function

<table>
<thead>
<tr>
<th>Emergency Support Function</th>
<th>Scope (Federal)</th>
<th>Primary Local Agencies</th>
<th>Primary County Agency</th>
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<th>Primary Federal Agency</th>
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<tbody>
<tr>
<td><strong>ESF 1  Transportation</strong></td>
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<td></td>
<td>Transportation safety</td>
<td>Lake Oswego Public Works Department</td>
<td>Department of Transportation and Development Local Public Works Agencies</td>
<td>Department of Transportation</td>
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<td></td>
<td>Restoration and recovery of transportation infrastructure</td>
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<td>Movement restrictions</td>
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<td>Damage and impact assessment</td>
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<td><strong>ESF 2  Communications</strong></td>
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<td></td>
<td>Coordination with telecommunications and information technology industries</td>
<td>LOCOM Lake Oswego IT Department</td>
<td>County Emergency Management Clackamas County Sheriff’s Office CARES</td>
<td>Oregon Emergency Management Public Utility Commission</td>
<td>Department of Homeland Security (National Protection and Programs/Cyber security and Communications/ National Communications System) Department of Homeland Security (FEMA)</td>
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<tr>
<td></td>
<td>Restoration and repair of telecommunications infrastructure</td>
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<td>Protection, restoration, and sustainment of national cyber and information technology resources</td>
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<td>Oversight of communications within the City’s incident management and response structure</td>
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<td><strong>ESF 3  Public Works &amp; Engineering</strong></td>
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<td></td>
<td>Infrastructure protection and emergency repair</td>
<td>Lake Oswego Public Works Department</td>
<td>Department of Transportation and Development Local Public Works Agencies</td>
<td>Department of Transportation</td>
<td>Department of Defense (U.S. Army Corps of Engineers) Department of Homeland Security (FEMA)</td>
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<td></td>
<td>Infrastructure restoration</td>
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<td></td>
<td>Engineering services and construction management</td>
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<td></td>
<td>Emergency contracting support for life-saving and life-sustaining services</td>
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### Table 3-1: Response Partners by Emergency Support Function

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</tr>
</thead>
</table>
| ESF 4 Firefighting | Coordination of local firefighting activities  
Support to wildland, rural, and urban firefighting operations | Lake Oswego Fire Department | County Emergency Management  
Fire Defense Board  
Local Fire Agencies | Department of Forestry  
State Fire Marshal | Department of Agriculture (U.S. Forest Service) |
| ESF 5 Emergency Management | Coordination of incident management and response efforts  
Issuance of mission assignments  
Resource and human capital  
Incident action planning  
Financial management | City Manager’s Office – Emergency Manager | County Emergency Management | Oregon Emergency Management | Department of Homeland Security (FEMA) |
| ESF 6 Mass Care, Emergency Assistance, Housing & Human Services | Mass care  
Emergency assistance  
Disaster Housing  
Human services | City Manager’s Office – Emergency Manager  
Lake Oswego Fire Department | Health, Housing and Human Services  
American Red Cross | Department of Human Services  
Oregon Health Authority | Department of Homeland Security (FEMA) |
| ESF 7 Logistics Management & Resource Support | Comprehensive, national incident logistics planning, management, and sustainment capability  
Resource support (facility space, office equipment and supplies, contracting services, etc.) | City Manager’s Office – Emergency Manager | County Emergency Management | Oregon Military Department  
Department of Administrative Services | General Services Administration  
Department of Homeland Security (FEMA) |
## Table 3-1  Response Partners by Emergency Support Function

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</table>
| **ESF 8** Public Health & Medical Services | - Public health  
- Medical services  
- Behavioral health services  
- Mass fatality management | Clackamas County Health, Housing and Human Services  
Lake Oswego Fire Department | Health, Housing and Human Services  
Local EMS  
Local Hospitals and Clinics | Department of Human Services (Public Health Division) | Department of Health and Human Services |
| **ESF 9** Search & Rescue | - Life-saving assistance  
- Search and rescue operations | Lake Oswego Police Department  
Lake Oswego Fire Department | Clackamas County Sheriff’s Office  
Fire Defense Board | Oregon Emergency Management  
State Fire Marshal | Department of Homeland Security (FEMA, U.S. Coast Guard)  
Department of the Interior (National Park Service)  
Department of Defense |
| **ESF 10** Oil & Hazardous Materials | - Oil and hazardous materials (chemical, biological, radiological, etc.) response  
- Environment short- and long-term cleanup | Lake Oswego Fire Department | County Emergency Management  
Fire Defense Board  
Local Fire Agencies | Department of Environmental Quality  
State Fire Marshal | Environmental Protection Agency  
Department of Homeland Security (U.S. Coast Guard) |
### 3. Roles and Responsibilities

#### Table 3-1  Response Partners by Emergency Support Function

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</table>
| **ESF 11 Agriculture & Natural Resources**| Nutrition assistance  
Animal and plant disease and pest response  
Food safety and security  
Natural and cultural resources and historic properties protection  
Safety and well-being of household pets | City Manager’s Office – Emergency Manager  
Department of Agriculture  
Department of Interior | County Emergency Management  
Health, Housing and Human Services  
Dog Services Extension Office | Department of Agriculture | Department of Agriculture  
Department of Interior |
| **ESF 12 Energy**                         | Energy infrastructure assessment, repair, and restoration  
Energy industry utilities coordination  
Energy forecast | City of Lake Oswego Public Works Department  
Local Utilities | County Emergency Management  
Local Utilities | Department of Energy  
Public Utility Commission | Department of Energy |
| **ESF 13 Public Safety & Security**       | Facility and resource security  
Security planning and technical resource assistance  
Public safety and security support  
Support to access, traffic, and crowd control | Lake Oswego Police Department  
Clackamas County Sheriff’s Office  
Local Law Enforcement Agencies | Department of Justice  
Oregon State Police  
Department of Administrative Services | Department of Justice | Department of Justice |
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</table>
| ESF 14 Long-Term Community Recovery | - Social and economic community impact assessment  
- Long-term community recovery assistance to States, tribes, local governments, and the private sector  
- Analysis and review of mitigation program implementation | City Manager’s Office – Emergency Manager | County Emergency Management  
County Health, Housing and Human Services | Oregon Business Development Department  
Oregon Emergency Management  
Governor’s Recovery Planning Cell (Governors Recovery Cabinet) | Department of Agriculture  
Department of Homeland Security  
Department of Housing and Urban Development  
Small Business Administration |
| ESF 15 External Affairs     | - Emergency public information and protective action guidance  
- Media and community relations                                          | City Manager’s Office – Public Affairs | Public and Government Affairs | Governor’s Office  
Oregon Emergency Management | Department of Homeland Security (FEMA) |
4 Concept of Operations

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

The basic concept of emergency operations focuses on managing and using all available resources at the local level for effectively responding to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of emergency and disaster events. This EOP should be used when the City of Lake Oswego 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, identifying and obtaining additional assistance and resources for emergency response agencies from the County, State, and/or Federal government through the City EMO.

4.2 Phases of Emergency Management
This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan rather than a comprehensive emergency management plan, as its emphasis is on incident management rather than on program management. That said, this EOP impacts and is informed by activities conducted before and after any emergency operations take place; consequently, a brief description of the four phases of emergency management is provided below.
Additionally, this plan is implemented within the context of a continuous stream of incidents, events, and occurrences, any of which may develop into an emergency. 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.

4.3 Incident Levels

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

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

**4.3.2 Level 2**
Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 911 call for police, fire, or medical assistance. Examples include hazardous materials spills and traffic incidents with multiple injuries. The IC may activate selected portions of the City EOP.

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

**4.4 Response Priorities**

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

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

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

**4.5 Incident Management**

**4.5.1 Activation**
When an emergency situation arises and it is determined that the normal organization and functions of City government are insufficient to effectively meet
response requirements, the Emergency Manager will activate and implement all or part of this EOP. In addition, the Emergency Manager may partially or fully activate and staff the City EOC based on an emergency’s type, size, severity, and anticipated duration. Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the City EOC with the following information.

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

### 4.5.2 Initial Actions

Upon activation of all or part of this EOP, consideration should be given to the following actions:

- Alert threatened populations and initiate evacuation as necessary. See ESF 2 – Communications and ESF 15 – External Affairs.

- Initiate emergency sheltering procedures with the American Red Cross and other community partners if evacuation procedures are activated. See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services.

- Instruct appropriate City emergency service providers to activate necessary resources.

- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.

- Request the City Council to prepare and submit a formal Declaration of Emergency through the County Emergency Management when it is determined that local resources will not meet the need of local emergency operations. The official declaration may be preceded by a verbal statement.

- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.

- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible.
4. Concept of Operations

following the emergency. See ESF 14 – Long-Term Community Recovery.

4.5.3 Communications, Notification and Warning

Traditional communication lines, such as landline telephones, cellular phones, faxes, pager, internet/e-mail, and radios, will also be used by City response personnel throughout the duration of response activities. Specific information regarding Lake Oswego communications is provided in the Emergency Services Annex.

A public warning and broadcast system is established for Clackamas County to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Emergency Manager shall provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. The ESFs 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.

4.5.4 Direction and Control

Direction and control of City emergency operations will be conducted via ICS and the Multi-Agency Coordination System (MACS), as described in Section 5, Command and Control.

The City EMO has the responsibility for maintaining the readiness of the EOC and identifying and training support staff. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

4.5.5 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.

4.5.6 Transition to Recovery

Recovery comprises steps that the City will take during and 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

4-5
needs (e.g., food, clothing, and shelter). Once stability is achieved, the City can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase of reassessing applications, processes, and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See ESF 14 – Long-Term Community Recovery.

4.6 Inter-jurisdictional Coordination

4.6.1 Municipalities
The executives of the incorporated cities within Clackamas 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 shall be directed to Clackamas County Emergency Management, including any requests for a State Declaration of Emergency or presidential disaster declaration.

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

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

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

4.6.4 Private Sector
Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Manager will coordinate response efforts with business and industry, to include providing assistance as appropriate in action taken by industry to meet State emergency preparedness
regulations governing businesses such as utility companies that provide essential services. Schools, hospitals, nursing/care homes and other institutional facilities are required by Federal, State, or local regulations to have disaster plans. The Emergency Manager will also work with voluntary organizations in the provision of 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 American Red Cross, Salvation Army, faith-based groups, amateur radio clubs, Community Emergency Response Teams.

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

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

4.6.7 Federal Government
The County shall make requests for Federal disaster assistance to the State through Oregon Emergency Management. Federal resources may be requested and provided prior to the formal declaration of a disaster in emergency response situations. A Presidential Disaster Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.
5 Command and Control

5.1 General
In accordance with ORS 401 the responsibility for emergency management and direction and control in time of disaster belongs to the Lake Oswego City Manager. The City Manager is empowered to assume executive control over all departments, divisions, and offices of the City of Lake Oswego during a state of emergency. The City Manager is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The City Manager may declare a “state of emergency” and may place this plan into effect, and may activate and staff the City EOC on full or partial basis. In the event one or more of the above actions are implemented, a report of such action will be made to the Mayor and City Council at the first available opportunity.

The Emergency Manager is responsible for assuring that coordinated and effective emergency response systems are developed and maintained. Existing government agencies 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 EOP and individual annexes. The City Manager will provide overall direction of response activities for all Lake Oswego departments. In accordance with state statute, as amended, the City Manager may take extraordinary measures in the interest of effective emergency management. Department heads will retain control over their employees and equipment unless directed otherwise by the City Manager. Each agency will be responsible for having its own standard operating procedures to be followed during response operations.

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

5.2 Continuity of Operations
In event that the Emergency Manager is unavailable or unable to perform his/her duties under this plan, the duties shall be performed by a designated alternate or the Incident Commander until an alternate can be assigned.
Lake Oswego has developed the following stabilization/restoration sequence in support of continuity of operations.

**Table 5-1 Incident Stabilization/Restoration Sequence**

<table>
<thead>
<tr>
<th></th>
<th>Priority 1</th>
<th>Priority 2</th>
<th>Priority 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>City Manager</td>
<td>Workers essential to reconstruction, debris and waste disposal</td>
<td>Personnel necessary for economic recovery</td>
</tr>
<tr>
<td></td>
<td>Response Personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EOC Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mayor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td>Potable water</td>
<td>Industrial process</td>
<td>Irrigation</td>
</tr>
<tr>
<td></td>
<td>Fire Suppression</td>
<td>Sanitation</td>
<td></td>
</tr>
<tr>
<td><strong>Facilities</strong></td>
<td>EOC</td>
<td>Schools</td>
<td>Group Homes</td>
</tr>
<tr>
<td></td>
<td>Fire/Police Stations</td>
<td>City Hall</td>
<td>Other City facilities</td>
</tr>
<tr>
<td></td>
<td>Red Cross Shelters</td>
<td>Grocery Stores</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water Shop</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td>Emergency Response</td>
<td>Phones on Essential Circuits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>EOC</td>
<td>Data and other commercial communications services</td>
<td></td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td>Power to fuel pumps</td>
<td>Heating/Cooking</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Power to EOC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Power to City Computers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Power to water pump and Sewer Lift Stations</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Power to Shelters</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>Primary Arterials</td>
<td>Collector Streets</td>
<td>Freight Service</td>
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<tr>
<td></td>
<td>Ambulances</td>
<td></td>
<td>Private Autos</td>
</tr>
<tr>
<td></td>
<td>Evacuation Assistance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**THE PRIORITIES REFLECTED IN THIS TABLE ARE GENERAL GUIDELINES FOR RETURNING THE CITY TO OPERATIONAL AND ECONOMICAL NORMALCITY.**

Later priorities include banking facilities, insurance firms, pharmaceuticals, etc.
5.3 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. The NIMS is a comprehensive, national approach to incident management applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, scalable all-hazard incident management system designed to begin developing from the time an incident occurs and continue until the need for management and operations no longer exists. The ICS structure can be expanded or contracted depending on the incident’s changing conditions. The system consists of practices for managing resources and activities during an emergency response. The ICS positions can be filled with 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 use of ICS 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. Additional information regarding the Lake Oswego Emergency Management Organization command structure is provided in ESF 5 – Emergency Management.

The Lake Oswego EOC has established a command structure, supporting activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is available through the Emergency Manager and is located at the EOC in hardcopy format. A typical ICS organizational chart for Lake Oswego is presented in Figure 5-1.

The use of plain language will be implemented during a multi-jurisdictional emergency response occurring in Lake Oswego 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, no matter what the size, scope, or complexity of the incident. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other.

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 City. Thus, it is prudent for all primary and alternate EOC staff to be trained on ICS functions other than those matching their expertise, experience, and regular assignment. Regularly exercising the ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to existing City emergency management and response organizations.
5.3.1 Command Staff

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

- Approving and supporting implementation of an Incident Action Plan (IAP);
- Coordinating activities supporting the incident or event;
- Approving release of information through the PIO; and
- Performing the duties of the following command staff if no one is assigned to the position:
  - Safety Officer,
  - PIO, and
  - Liaison Officer.

5.3.1.2 Safety Officer
The Safety Officer is generally responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas;
- Implementing site control measures;
- Monitoring and assessing the health and safety of response personnel and support staff (including EOC staff);
- Preparing and implementing a site Health and Safety Plan and updating the IC regarding safety issues or concerns, as necessary; and
- 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 release of information to incident personnel, media, and the general public;
5. Command and Control

- 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 or Emergency Manager; and
- 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, school districts, tribes, public works/utility companies, and volunteer services such as the American Red Cross. Responsibilities typically associated with a liaison role include:

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

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

5.3.2 General Staff

5.3.2.1 Operations Chief

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. The following agencies are typically included in the Operations Section:

- Fire (emergencies dealing with fire, earthquake with rescue, or hazardous materials);
- Law Enforcement (incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations);
5. Command and Control

- Public Health Officials (contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health); and

- Public Works (incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse).

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

- Providing organizational support and directing implementation of unit operational plans and field response activities;

- Developing and coordinating tactical operations to carry out the IAP;

- Managing and coordinating various liaisons representing community response partners and stakeholders;

- Directing IAP tactical implementation; and

- Requesting resources needed to support the IAP.

5.3.2.2 Planning Chief

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

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary;

- Preparing and disseminating the IAP;

- Conducting planning meetings and developing alternatives for tactical operations; and

- Maintaining resource status.

5.3.2.3 Logistics Chief

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

- Providing and managing resources to meet the needs of incident personnel;
5. Command and Control

- 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; and

- Assisting with development and preparation of the IAP.

5.3.2.4 Finance/Administration

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

- Monitoring costs related to the incident;

- Maintaining accounting, procurement, and personnel time records; and

- Conducting cost analyses.

5.4 Multi-Agency Coordination

5.4.1 Emergency Operations Center

When an EOC has been established, operations occurring at the incident(s) shall be communicated to the EOC to track, manage, and allocate appropriate resources and personnel. The EOC will operate as the central node for vertical and horizontal coordination during an emergency incident. The Emergency Manager (or Incident Commander, depending upon the event) is responsible for organization, supervision, and operation of the EOC.

The primary location for the City EOC is:

Lake Oswego Fire Department, Main Station
300 B Avenue
Lake Oswego, Oregon 97034

If necessary, the alternate location for the EOC is:

West End Building
4101 Kruse Way
Lake Oswego, OR 97035

The County EOC is located at:

Clackamas County Emergency Management
2200 Kaen Road
Oregon City, OR 97045
5. Command and Control

The EOC will serve as the central point for coordination of response operations, resource requests and tracking, public information, and overall incident management for the City of Lake Oswego. Other agencies may activate and staff individual Agency Operations Center (AOC) facilities for various types of emergencies.

City of Lake Oswego EOC procedures are included in ESF 5 – Emergency Management.

5.4.2 Unified Command

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

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

Figure 5-1 Example of an Incident Command Structure for the City
Figure 5-2 Example Unified Command Structure for Lake Oswego

- **Policy Group/Stakeholders**
  - Mayor/City Council, City Manager, Local/County Agency Executives(s), State Agency Director(s), Primary Federal Officer(s)

- **Unified Command**
  - Appropriate County Agency Leads
  - Appropriate City Agency Leads
  - Appropriate State Agency Leads

- **ESF Liaisons (resource providers)**
  - Local, County, State, Federal

- **Operations Section***
  - Supported by Branches, Divisions, Groups and Units reflecting operational activity specific to an incident

- **Planning Section***
  - May be supported by the following Units: Resources, Situation, Documentation, Demobilization, Technical Specialists

- **Logistics Section***
  - May be supported by the following Branches/Units: Service (Communications, Medical, Food) and Support (Supply, Facilities, Ground Support)

- **Finance/Administration Section***
  - May be supported by the following Units: Compensation/Claims, Cost, Time, Procurement

**Joint Public Information Officer**
- Local, County, State, Federal

**Safety Officer(s)**

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

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6 Plan Development, Maintenance and Implementation

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

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

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

Recommended changes should be forwarded to:

City of Lake Oswego
City Manager’s Office
380 A Avenue
Lake Oswego, OR 97034

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

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

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

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

<table>
<thead>
<tr>
<th>Emergency Personnel</th>
<th>Training Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Managers and Incident Commanders</td>
<td>ICS-100, -200, -300, -400</td>
</tr>
<tr>
<td></td>
<td>IS-700, -701, -703, -704, -706, -800</td>
</tr>
<tr>
<td>Other Command Staff, Section Chiefs, and Deputy Section Chiefs</td>
<td>ICS-100, -200, -300</td>
</tr>
<tr>
<td></td>
<td>IS-700, -701, -703, -704, -706 (-702 for PIOs)</td>
</tr>
<tr>
<td>All other EOC personnel and first responders</td>
<td>ICS-100, -200</td>
</tr>
<tr>
<td></td>
<td>IS-700, -701, -703, -704</td>
</tr>
<tr>
<td>All other emergency response personnel, including volunteers</td>
<td>ICS-100</td>
</tr>
<tr>
<td></td>
<td>IS-700</td>
</tr>
</tbody>
</table>

Independent study courses can be found at [http://training.fema.gov/IS/crslist.asp](http://training.fema.gov/IS/crslist.asp).

6.3 Exercise Program

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

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

The Emergency Manager will work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.
6.4 Event Critique and After Action Reporting

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

Similarly, reviews and AARs will be facilitated after an actual disaster that will document activities of the incident to improve the City’s readiness.

6.5 Community Outreach and Preparedness Education

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

Information about the City’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the City’s website.
6. Plan Development, Maintenance and Implementation
Sample Disaster Declaration Forms
DECLARATION OF STATE OF EMERGENCY

To: Clackamas County Emergency Management

From: ___________________________, City of Lake Oswego

At ___________ (time) on ___________ (date), a/an ____________________________
______________________________________________________________
______________________________ (emergency incident or event type) occurred in Lake Oswego,
threatening life or 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
OF LAKE OSWEGO 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: ____________
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Incident Command System Forms
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Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix. These forms can be found online through the FEMA ICS Resource Center at http://www.training.fema.gov/emiweb/is/icsresource/icsforms.htm.

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

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Incident Number:</th>
<th>3. Date/Time Initiated:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Date: Time:</td>
</tr>
</tbody>
</table>

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

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

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

ICS 201, Page 1 Date/Time: ___________________
### INCIDENT BRIEFING (ICS 201)

1. Incident Name:  

2. Incident Number:  

3. Date/Time Initiated:  
   - Date:  
   - Time:  

### 7. Current and Planned Objectives:

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

<table>
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<tr>
<th>Time</th>
<th>Actions</th>
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### 6. Prepared by:

- Name:  
- Position/Title:  
- Signature:  

ICS 201, Page 2  

Date/Time:  

B-6
INCIDENT BRIEFING (ICS 201)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Incident Number:</th>
<th>3. Date/Time Initiated:</th>
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<tbody>
<tr>
<td></td>
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<td>Date: ___________</td>
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<td></td>
<td>Time: ___________</td>
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</tbody>
</table>

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

- Incident Commander(s)
  - Liaison Officer
  - Safety Officer
  - Public Information Officer
  - Planning Section Chief
  - Operations Section Chief
  - Finance/Administration Section Chief
  - Logistics Section Chief

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

ICS 201, Page 3 Date/Time: ___________
## INCIDENT BRIEFING (ICS 201)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Incident Number:</th>
<th>3. Date/Time Initiated:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Date:</td>
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</table>

<table>
<thead>
<tr>
<th>10. Resource Summary:</th>
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<tbody>
<tr>
<td>Resource</td>
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</tbody>
</table>

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

ICS 201, Page 4

Date/Time: ____________________

B-8
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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Incident Number</td>
<td>Enter the number assigned to the incident.</td>
</tr>
<tr>
<td>3</td>
<td>Date/Time Initiated</td>
<td>Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).</td>
</tr>
</tbody>
</table>
| 4            | Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment) | Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology.  
If specific geospatial reference points are needed about the incident’s location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209).  
North should be at the top of page unless noted otherwise. |
<p>| 5            | Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards. | Self-explanatory.                                                                                                                                                                                           |
| 6            | Prepared by                                           | Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).                                                              |
| 7            | Current and Planned Objectives                        | Enter the objectives used on the incident and note any specific problem areas.                                                                                                                             |</p>
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Current and Planned Actions, Strategies, and Tactics</td>
<td>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.</td>
</tr>
</tbody>
</table>
| 9            | Current Organization (fill in additional organization as appropriate) | • Enter on the organization chart the names of the individuals assigned to each position.  
• Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections.  
• If Unified Command is being used, split the Incident Commander box.  
• Indicate agency for each of the Incident Commanders listed if Unified Command is being used. |
| 10           | Resource Summary                                         | Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly. |
|              | • Resource                                               | Enter the number and appropriate category, kind, or type of resource ordered.                                                             |
|              | • Resource Identifier                                    | Enter the relevant agency designator and/or resource designator (if any).                                                                  |
|              | • Date/Time Ordered                                      | Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.                                                       |
|              | • ETA                                                    | Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).                                                             |
|              | • Arrived                                                | Enter an “X” or a checkmark upon arrival to the incident.                                                                                   |
|              | • Notes (location/assignment/status)                    | Enter notes such as the assigned location of the resource and/or the actual assignment and status.                                         |
## INCIDENT OBJECTIVES (ICS 202)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period: Date From:</th>
<th>Date To:</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Time From:</td>
<td>Time To:</td>
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<tr>
<th>3. Objective(s):</th>
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<tr>
<th>4. Operational Period Command Emphasis:</th>
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</table>

General Situational Awareness

<table>
<thead>
<tr>
<th>5. Site Safety Plan Required? Yes ☐ No ☐</th>
</tr>
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</table>

Approved Site Safety Plan(s) Located at:

<table>
<thead>
<tr>
<th>6. Incident Action Plan (the items checked below are included in this Incident Action Plan):</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ ICS 202 ☐ ICS 206 ☐ Other Attachments:</td>
</tr>
<tr>
<td>☐ ICS 203 ☐ ICS 207 ☐</td>
</tr>
<tr>
<td>☐ ICS 204 ☐ ICS 208 ☐</td>
</tr>
<tr>
<td>☐ ICS 205 ☐ Map/Chart ☐</td>
</tr>
<tr>
<td>☐ ICS 205A ☐ Weather Forecast/Tides/Currents ☐</td>
</tr>
</tbody>
</table>

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

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

ICS 202 IAP Page _____ Date/Time: ___________________________

B-11
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.

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<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
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<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident. If needed, an incident number can be added.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
</tbody>
</table>
| 3            | Objective(s)                         | Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach:  
  Specific – Is the wording precise and unambiguous?  
  Measurable – How will achievements be measured?  
  Action-oriented – Is an action verb used to describe expected accomplishments?  
  Realistic – Is the outcome achievable with given available resources?  
  Time-sensitive – What is the timeframe? |
| 4            | Operational Period Command           | 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. |
|              | Emphasis                             | General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208). |
| 5            | Site Safety Plan Required?           | Safety Officer should check whether or not a site safety plan is required for this incident. |
| 6            | Approved Site Safety Plan(s) Located | Enter the location of the approved Site Safety Plan(s).                     |
|              | At                                  |                                                                 |

B-12
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
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<tbody>
<tr>
<td>6</td>
<td>Incident Action Plan (the items checked below are included in this Incident Action Plan):</td>
<td>Check appropriate forms and list other relevant documents that are included in the IAP.</td>
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<tr>
<td></td>
<td>□ ICS 202</td>
<td>□ ICS 202 – Incident Objectives</td>
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<td></td>
<td>□ ICS 203</td>
<td>□ ICS 203 – Organization Assignment List</td>
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<td>□ ICS 204</td>
<td>□ ICS 204 – Assignment List</td>
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<td>□ ICS 205</td>
<td>□ ICS 205 – Incident Radio Communications Plan</td>
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<td>□ ICS 205A</td>
<td>□ ICS 205A – Communications List</td>
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<td>□ ICS 206</td>
<td>□ ICS 206 – Medical Plan</td>
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<td>□ ICS 207 – Incident Organization Chart</td>
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<td>□ ICS 208</td>
<td>□ ICS 208 – Safety Message/Plan</td>
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<td></td>
<td>□ Map/Chart</td>
<td>□ Weather Forecast/ Tides/Currents</td>
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<td>□ Other Attachments:</td>
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<tr>
<td>7</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
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<td>• Position/Title</td>
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<td>• Signature</td>
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<tr>
<td>8</td>
<td>Approved by Incident Commander</td>
<td>In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.</td>
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<td>• Signature</td>
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<tr>
<th>ORGANIZATION ASSIGNMENT LIST (ICS 203)</th>
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<tbody>
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<td><strong>1. Incident Name:</strong></td>
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<tr>
<td>Date From:</td>
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<tr>
<td>Time From:</td>
</tr>
<tr>
<td><strong>3. Incident Commander(s) and Command Staff:</strong></td>
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<tr>
<td>IC/UCs</td>
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<tr>
<td>Deputy</td>
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<td>Safety Officer</td>
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<tr>
<td>Public Info. Officer</td>
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<td>Liaison Officer</td>
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<td><strong>4. Agency/Organization Representatives:</strong></td>
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<td><strong>Agency/Organization</strong></td>
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<td><strong>Division/Group</strong></td>
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<td><strong>5. Planning Section:</strong></td>
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<tr>
<td><strong>Chief</strong></td>
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<tr>
<td><strong>Deputy</strong></td>
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<tr>
<td><strong>Resources Unit</strong></td>
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<td><strong>Situation Unit</strong></td>
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<td><strong>Documentation Unit</strong></td>
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<td><strong>Demobilization Unit</strong></td>
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<td><strong>Technical Specialists</strong></td>
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<td><strong>6. Logistics Section:</strong></td>
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<td><strong>Chief</strong></td>
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<td><strong>Deputy</strong></td>
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<td><strong>Support Branch</strong></td>
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<td><strong>Director</strong></td>
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<td><strong>Supply Unit</strong></td>
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<td><strong>Facilities Unit</strong></td>
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<td><strong>Ground Support Unit</strong></td>
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<td><strong>Service Branch</strong></td>
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<td><strong>Medical Unit</strong></td>
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<td><strong>Food Unit</strong></td>
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</tbody>
</table>

**9. Prepared by:** Name: ___________ Position/Title: ___________ Signature: ___________

ICS 203 IAP Page _____ Date/Time: ___________
ICS 203  
Organization Assignment List

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

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

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

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

<table>
<thead>
<tr>
<th>Block Number</th>
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<th>Instructions</th>
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<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
</tbody>
</table>
| 3            | Incident Commander(s) and Command Staff          | Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer").  
For all individuals, use at least the first initial and last name.  
For Unified Command, also include agency names. |
| 4            | Agency/Organization Representatives              | Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name. |
| 5            | Planning Section                                 | 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. |
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Logistics Section</td>
<td>Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.</td>
</tr>
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<td></td>
<td>Support Branch</td>
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<td>• Chief</td>
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<td>• Facilities Unit</td>
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<td>• Ground Support Unit</td>
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<td>Service Branch</td>
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<td>• Communications Unit</td>
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<td>• Food Unit</td>
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<td>7</td>
<td>Operations Section</td>
<td>Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.</td>
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<td></td>
<td>• Chief</td>
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<td>• Division/Group</td>
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<td>Air Operations Branch</td>
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<td>• Air Operations Branch Director</td>
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<tr>
<td>8</td>
<td>Finance/Administration Section</td>
<td>Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.</td>
</tr>
<tr>
<td></td>
<td>• Chief</td>
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<td>• Deputy</td>
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<td>• Time Unit</td>
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<td>• Procurement Unit</td>
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<td>• Compensation/Claims Unit</td>
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<td>• Cost Unit</td>
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<tr>
<td>9</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
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<td>• Position/Title</td>
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<td>• Date/Time</td>
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</tbody>
</table>
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### ASSIGNMENT LIST (ICS 204)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period:</th>
<th>3.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Date From:</td>
<td>Branch:</td>
</tr>
<tr>
<td></td>
<td>Date To:</td>
<td>Division:</td>
</tr>
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<td></td>
<td>Time From:</td>
<td>Group:</td>
</tr>
<tr>
<td></td>
<td>Time To:</td>
<td>Staging Area:</td>
</tr>
</tbody>
</table>

### 4. Operations Personnel:

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Number(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Section Chief:</td>
<td></td>
</tr>
<tr>
<td>Branch Director:</td>
<td></td>
</tr>
<tr>
<td>Division/Group Supervisor:</td>
<td></td>
</tr>
</tbody>
</table>

### 5. Resources Assigned:

<table>
<thead>
<tr>
<th>Resource Identifier</th>
<th>Leader</th>
<th># of Persons</th>
<th>Contact (e.g., phone, pager, radio frequency, etc.)</th>
<th>Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

### 6. Work Assignments:


### 7. Special Instructions:


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

<table>
<thead>
<tr>
<th>Name/Function</th>
<th>Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

### 9. Prepared by:

<table>
<thead>
<tr>
<th>Name: ____________________</th>
<th>Position/Title: __________________</th>
<th>Signature: __________________</th>
</tr>
</thead>
</table>

ICS 204 IAP Page _____ Date/Time: __________________
ICS 204
Assignment List

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

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

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

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

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
<tr>
<td>3</td>
<td>Branch Division Group Staging Area</td>
<td>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.</td>
</tr>
<tr>
<td>4</td>
<td>Operations Personnel</td>
<td>Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).</td>
</tr>
<tr>
<td>5</td>
<td>Resources Assigned</td>
<td>Enter the following information about the resources assigned to the Division or Group for this period:</td>
</tr>
<tr>
<td></td>
<td>Resource Identifier</td>
<td>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).</td>
</tr>
<tr>
<td></td>
<td>Leader</td>
<td>Enter resource leader’s name.</td>
</tr>
<tr>
<td></td>
<td># of Persons</td>
<td>Enter total number of persons for the resource assigned, including the leader.</td>
</tr>
<tr>
<td></td>
<td>Contact (e.g., phone, pager, radio frequency, etc.)</td>
<td>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.</td>
</tr>
<tr>
<td>5 (continued)</td>
<td>Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information</td>
<td>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.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>6</td>
<td>Work Assignments</td>
<td>Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.</td>
</tr>
<tr>
<td>7</td>
<td>Special Instructions</td>
<td>Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.</td>
</tr>
<tr>
<td>8</td>
<td>Communications (radio and/or phone contact numbers needed for this assignment)</td>
<td>Enter specific communications information (including emergency numbers) for this Branch/Division/Group.</td>
</tr>
<tr>
<td></td>
<td>• Name/Function</td>
<td>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</td>
</tr>
<tr>
<td></td>
<td>• Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</td>
<td>Phone and pager numbers should include the area code and any satellite phone specifics.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>In light of potential IAP distribution, use sensitivity when including cell phone number.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Add a secondary contact (phone number or radio) if needed.</td>
</tr>
<tr>
<td>9</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
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<td>• Position/Title</td>
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<td>• Signature</td>
<td></td>
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<td></td>
<td>• Date/Time</td>
<td></td>
</tr>
</tbody>
</table>
## INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

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

4. Basic Radio Channel Use:

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

5. Special Instructions:

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

ICS 205  
IAP Page ____  
Date/Time:  

B-23
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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Date/Time Prepared</td>
<td>Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).</td>
</tr>
<tr>
<td>3</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>• Date and Time From</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Date and Time To</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Basic Radio Channel Use</td>
<td>Enter the following information about radio channel use:</td>
</tr>
<tr>
<td></td>
<td>Zone Group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Channel Number</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Function</td>
<td>Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).</td>
</tr>
<tr>
<td></td>
<td>Channel Name/Trunked</td>
<td>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).</td>
</tr>
<tr>
<td></td>
<td>Radio System Talkgroup</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assignment</td>
<td>Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.</td>
</tr>
<tr>
<td></td>
<td>RX (Receive) Frequency</td>
<td>Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxxx 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.</td>
</tr>
<tr>
<td></td>
<td>(N or W)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RX Tone/NAC</td>
<td>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.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4 (continued)</td>
<td>TX (Transmit)</td>
<td>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 &quot;N&quot; designating narrowband or a &quot;W&quot; designating wideband emissions.</td>
</tr>
<tr>
<td></td>
<td>TX Tone/NAC</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Mode (A, D, or M)</td>
<td>Enter &quot;A&quot; for analog operation, &quot;D&quot; for digital operation, or &quot;M&quot; for mixed mode operation.</td>
</tr>
<tr>
<td></td>
<td>Remarks</td>
<td>Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.</td>
</tr>
<tr>
<td>5</td>
<td>Special Instructions</td>
<td>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.</td>
</tr>
<tr>
<td>6</td>
<td>Prepared by</td>
<td>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).</td>
</tr>
</tbody>
</table>

- **Name**
- **Signature**
- **Date/Time**
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### COMMUNICATIONS LIST (ICS 205A)

1. Incident Name:

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

3. Basic Local Communications Information:

<table>
<thead>
<tr>
<th>Incident Assigned Position</th>
<th>Name (Alphabetized)</th>
<th>Method(s) of Contact (phone, pager, cell, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

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

ICS 205A  
IAP Page  
Date/Time:  

B-27
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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Date and Time From</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Date and Time To</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Basic Local Communications Information</td>
<td>Enter the communications methods assigned and used for personnel by their assigned ICS position.</td>
</tr>
<tr>
<td></td>
<td>Incident Assigned Position</td>
<td>Enter the ICS organizational assignment.</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Enter the name of the assigned person.</td>
</tr>
<tr>
<td></td>
<td>Method(s) of Contact</td>
<td>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.).</td>
</tr>
<tr>
<td></td>
<td>(phone, pager, cell, etc.)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Position/Title</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Signature</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Date/Time</td>
<td></td>
</tr>
</tbody>
</table>
### 1. Incident Name:

### 2. Operational Period:
- Date From: __________
- Date To: __________
- Time From: __________
- Time To: __________

### 3. Medical Aid Stations:

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Contact Number(s)/Frequency</th>
<th>Paramedics on Site?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>□ Yes □ No</td>
</tr>
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<td>□ Yes □ No</td>
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<td>□ Yes □ No</td>
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<td>□ Yes □ No</td>
</tr>
</tbody>
</table>

### 4. Transportation (indicate air or ground):

<table>
<thead>
<tr>
<th>Ambulance Service</th>
<th>Location</th>
<th>Contact Number(s)/Frequency</th>
<th>Level of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td>□ ALS □ BLS</td>
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<td></td>
<td>□ ALS □ BLS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>□ ALS □ BLS</td>
</tr>
</tbody>
</table>

### 5. Hospitals:

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Address, Latitude &amp; Longitude if Helipad</th>
<th>Contact Number(s)/Frequency</th>
<th>Travel Time</th>
<th>Trauma Center</th>
<th>Burn Center</th>
<th>Helipad</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Air</td>
<td>Ground</td>
<td>□ Yes Level: _____</td>
<td>□ Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ Yes Level: _____</td>
<td>□ Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ Yes Level: _____</td>
<td>□ Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ Yes Level: _____</td>
<td>□ Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ Yes Level: _____</td>
<td>□ Yes</td>
</tr>
</tbody>
</table>

### 6. Special Medical Emergency Procedures:

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

### 7. Prepared by (Medical Unit Leader):
- Name: ___________________________ Signature: ___________________________

### 8. Approved by (Safety Officer):
- Name: ___________________________ Signature: ___________________________

ICS 206 | IAP Page _____ Date/Time: __________
ICS 206
Medical Plan

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

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

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

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

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Date and Time From</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Date and Time To</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Medical Aid Stations</td>
<td>Enter the following information on the incident medical aid station(s):</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Enter name of the medical aid station.</td>
</tr>
<tr>
<td></td>
<td>Location</td>
<td>Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).</td>
</tr>
<tr>
<td></td>
<td>Contact Number(s)/Frequency</td>
<td>Enter the contact number(s) and frequency for the medical aid station(s).</td>
</tr>
<tr>
<td></td>
<td>Paramedics on Site?</td>
<td>Indicate (yes or no) if paramedics are at the site indicated.</td>
</tr>
<tr>
<td></td>
<td>☐ Yes ☐ No</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Transportation (indicate air or ground)</td>
<td>Enter the following information for ambulance services available to the incident:</td>
</tr>
<tr>
<td></td>
<td>Ambulance Service</td>
<td>Enter name of ambulance service.</td>
</tr>
<tr>
<td></td>
<td>Location</td>
<td>Enter the location of the ambulance service.</td>
</tr>
<tr>
<td></td>
<td>Contact Number(s)/Frequency</td>
<td>Enter the contact number(s) and frequency for the ambulance service.</td>
</tr>
<tr>
<td></td>
<td>Level of Service</td>
<td>Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).</td>
</tr>
<tr>
<td></td>
<td>☐ ALS ☐ BLS</td>
<td></td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td>Hospitals</td>
<td>Enter the following information for hospital(s) that could serve this incident:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hospital Name Enter hospital name and identify any predesignated medivac aircraft by name a frequency.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Address, Latitude &amp; Longitude if Helipad Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Contact Number(s)/Frequency Enter the contact number(s) and/or communications frequency(s) for the hospital.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Travel Time Enter the travel time by air and ground from the incident to the hospital.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Trauma Center Indicate yes and the trauma level if the hospital has a trauma center.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Yes Level: _______</td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Burn Center Indicate (yes or no) if the hospital has a burn center.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Helipad Indicate (yes or no) if the hospital has a helipad.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources</td>
</tr>
<tr>
<td>6</td>
<td>Special Medical Emergency Procedures</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Self explanatory. Incident assigned aviation assets should be included in ICS 220.</td>
</tr>
<tr>
<td>7</td>
<td>Prepared by (Medical Unit Leader) Name Signature</td>
<td>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).</td>
</tr>
<tr>
<td>8</td>
<td>Approved by (Safety Officer) Name Signature</td>
<td>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).</td>
</tr>
</tbody>
</table>
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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).

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Print the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>• Date and Time From</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Date and Time To</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Organization Chart</td>
<td>• Complete the incident organization chart.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• For all individuals, use at least the first initial and last name.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• List agency where it is appropriate, such as for Unified Commanders.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• If there is a shift change during the specified operational period, list both names, separated by a slash.</td>
</tr>
<tr>
<td>4</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Position/Title</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Signature</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Date/Time</td>
<td></td>
</tr>
</tbody>
</table>
# SAFETY MESSAGE/PLAN (ICS 208)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period: Date From:</th>
<th>Date To:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Time From:</td>
<td>Time To:</td>
</tr>
</tbody>
</table>

|--------------------------------------------------------------------------|

<table>
<thead>
<tr>
<th>4. Site Safety Plan Required? Yes ☐ No ☐</th>
</tr>
</thead>
</table>

**Approved Site Safety Plan(s) Located At:**

<table>
<thead>
<tr>
<th>5. Prepared by: Name: ___________________ Position/Title: ___________________ Signature: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICS 208</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
<tr>
<td>3</td>
<td>Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan</td>
<td>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.</td>
</tr>
<tr>
<td>4</td>
<td>Site Safety Plan Required?</td>
<td>Check whether or not a site safety plan is required for this incident.</td>
</tr>
<tr>
<td></td>
<td>Yes ☐ No ☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approved Site Safety Plan(s) Located At</td>
<td>Enter where the approved Site Safety Plan(s) is located.</td>
</tr>
<tr>
<td>5</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Position/Title</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Signature</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Date/Time</td>
<td></td>
</tr>
</tbody>
</table>
## INCIDENT STATUS SUMMARY (ICS 209)

**1. Incident Name:**

**2. Incident Number:**

**3. Report Version (check one box on left):**
- [ ] Initial  
- [ ] Update  
- [ ] Final

**4. Incident Commander(s) & Agency or Organization:**

**5. Incident Management Organization:**

**6. Incident Start Date/Time:**
- Date: ___________________________
- Time: ___________________________
- Time Zone: _______________________

**7. Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”):**

**8. Percent (%) Contained**
- _________
- Completed

**9. Incident Definition:**

**10. Incident Complexity Level:**

**11. For Time Period:**
- From Date/Time: ___________________________
- To Date/Time: ___________________________

### Approval & Routing Information

**12. Prepared By:**
- Print Name: ___________________________
- ICS Position: ___________________________
- Date/Time Prepared: ____________________

**13. Date/Time Submitted:**
- Time Zone: ___________________________

**14. Approved By:**
- Print Name: ___________________________
- ICS Position: ___________________________
- Signature: ____________________________

**15. Primary Location, Organization, or Agency Sent To:**

### Incident Location Information

**16. State:**

**17. County/Parish/Borough:**

**18. City:**

**19. Unit or Other:**

**20. Incident Jurisdiction:**

**21. Incident Location Ownership**
- (if different than jurisdiction):

**22. Longitude (indicate format):**

**23. US National Grid Reference:**

**24. Legal Description**
- (township, section, range):

**25. Short Location or Area Description**
- (list all affected areas or a reference point):

**26. UTM Coordinates:**

**27. Note any electronic geospatial data included or attached**
- (indicate data format, content, and collection time information and labels):

### Incident Summary

**28. Significant Events for the Time Period Reported**
- (summarize significant progress made, evacuations, incident growth, etc.):

**29. Primary Materials or Hazards Involved**
- (hazardous chemicals, fuel types, infectious agents, radiation, etc.):

**30. Damage Assessment Information**
- (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):

<table>
<thead>
<tr>
<th>A. Structural Summary</th>
<th>B. # Threatened (72 hrs)</th>
<th>C. # Damaged</th>
<th>D. # Destroyed</th>
</tr>
</thead>
<tbody>
<tr>
<td>E. Single Residences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Nonresidential</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Property</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Minor Structures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ICS 209, Page 1 of ___

* Required when applicable.
**INCIDENT STATUS SUMMARY (ICS 209)**

**Additional Incident Decision Support Information**

<table>
<thead>
<tr>
<th><strong>31. Public Status Summary:</strong></th>
<th>A. # This Reporting Period</th>
<th>B. Total # to Date</th>
<th><strong>32. Responder Status Summary:</strong></th>
<th>A. # This Reporting Period</th>
<th>B. Total # to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Indicate Number of Civilians (Public) Below:</td>
<td></td>
<td></td>
<td>C. Indicate Number of Responders Below:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Fatalities</td>
<td></td>
<td></td>
<td>D. Fatalities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. With Injuries/Illness</td>
<td></td>
<td></td>
<td>E. With Injuries/Illness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Trapped/In Need of Rescue</td>
<td></td>
<td></td>
<td>F. Trapped/In Need of Rescue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. Missing (note if estimated)</td>
<td></td>
<td></td>
<td>G. Missing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H. Evacuated (note if estimated)</td>
<td></td>
<td></td>
<td>H. Sheltering in Place</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Sheltering in Place (note if estimated)</td>
<td></td>
<td></td>
<td>I. Have Received Immunizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J. In Temporary Shelters (note if est.)</td>
<td></td>
<td></td>
<td>J. Require Immunizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>K. Have Received Mass Immunizations</td>
<td></td>
<td></td>
<td>K. In Quarantine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L. Require Immunizations (note if est.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M. In Quarantine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N. Total # Civilians (Public) Affected:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

**34. Life, Safety, and Health Threat Management:**

A. Check if Active

|---------------------|---------------------------|---------------------------------|---------------------------------|-----------------------------|---------------------------|-----------------------------|-----------------------------|--------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|

**35. Weather Concerns** (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):

ICS 209, Page 2 of ___

* Required when applicable.
### Additional Incident Decision Support Information (continued)

<table>
<thead>
<tr>
<th>38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>12 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>24 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>48 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>72 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Anticipated after 72 hours:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives.</th>
<th>List resource category, kind, and/or type, and amount needed, in priority order:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>12 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>24 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>48 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>72 hours:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Anticipated after 72 hours:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>40. Strategic Discussion:</th>
<th>Explain the relation of overall strategy, constraints, and current available information to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) critical resource needs identified above,</td>
<td></td>
</tr>
<tr>
<td>2) the Incident Action Plan and management objectives and targets,</td>
<td></td>
</tr>
<tr>
<td>3) anticipated results.</td>
<td></td>
</tr>
<tr>
<td>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</td>
<td></td>
</tr>
</tbody>
</table>

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

| 42. Projected Final Incident Size/Area (use unit label – e.g., "sq mi"): | |
| 43. Anticipated Incident Management Completion Date: | |
| 44. Projected Significant Resource Demobilization Start Date: | |
| 45. Estimated Incident Costs to Date: | |
| 46. Projected Final Incident Cost Estimate: | |
| 47. Remarks (or continuation of any blocks above – list block number in notation): | |

ICS 209, Page 3 of ___  * Required when applicable.
### INCIDENT STATUS SUMMARY (ICS 209)

**1. Incident Name:**

**2. Incident Number:**

#### Incident Resource Commitment Summary

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

**52. Total Resources**

**53. Additional Cooperating and Assisting Organizations Not Listed Above:**

ICS 209, Page ___ of ___  

* Required when applicable.
ICS 209
Incident Status Summary

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

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

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

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

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

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

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

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

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

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.
While most of the "Incident Location Information" in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

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

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

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

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

**Notes:**

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

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>*1</td>
<td>Incident Name</td>
<td><strong>REQUIRED BLOCK.</strong>&lt;br&gt;  - Enter the full name assigned to the incident.&lt;br&gt;  - Check spelling of the full incident name.&lt;br&gt;  - For an incident that is a Complex, use the word &quot;Complex&quot; at the end of the incident name.&lt;br&gt;  - If the name changes, explain comments in Remarks, Block 47.&lt;br&gt;  - Do not use the same incident name for different incidents in the same calendar year.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
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<tr>
<td>--------------</td>
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<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2</td>
<td>Incident Number</td>
<td>• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Examples include:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o A computer-aided dispatch (CAD) number.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o An accounting number.</td>
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<tr>
<td></td>
<td></td>
<td>o A county number.</td>
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<td></td>
<td></td>
<td>o A disaster declaration number.</td>
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<td></td>
<td>o A combination of the State, unit/agency ID, and a dispatch system number.</td>
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<tr>
<td></td>
<td></td>
<td>o A mission number.</td>
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<td></td>
<td>o Any other unique number assigned to the incident and derived by means other than those above.</td>
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<td>• Make sure the number entered is correct.</td>
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<td>• Do not use the same incident number for two different incidents in the same calendar year.</td>
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<td></td>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td>*3</td>
<td>Report Version (check one box on left)</td>
<td>REQUIRED BLOCK.</td>
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<td></td>
<td></td>
<td>• This indicates the current version of the ICS 209 form being submitted.</td>
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<td></td>
<td></td>
<td>• If only one ICS 209 will be submitted, check BOTH “Initial” and “Final” (or check only “Final”).</td>
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<tr>
<td></td>
<td>Initial</td>
<td>Check &quot;Initial&quot; if this is the first ICS 209 for this incident.</td>
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<tr>
<td></td>
<td>Update</td>
<td>Check &quot;Update&quot; if this is a subsequent report for the same incident. These can be submitted at various time intervals (see &quot;Reporting Requirements&quot; above).</td>
</tr>
<tr>
<td></td>
<td>Final</td>
<td>Check &quot;Final&quot; 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).</td>
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<tr>
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<td>• 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).</td>
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<tr>
<td></td>
<td>Report # (if used)</td>
<td>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.</td>
</tr>
<tr>
<td>*4</td>
<td>Incident Commander(s) &amp; Agency or Organization</td>
<td>REQUIRED BLOCK.</td>
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<td></td>
<td></td>
<td>• Enter both the first and last name of the Incident Commander.</td>
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<tr>
<td></td>
<td></td>
<td>• 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:</td>
</tr>
<tr>
<td>5</td>
<td>Incident Management Organization</td>
<td>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.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
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<tr>
<td>*6</td>
<td>Incident Start Date/Time</td>
<td>REQUIRED. This is always the start date and time of the incident (not the report date and time or operational period).</td>
</tr>
<tr>
<td></td>
<td>Date</td>
<td>Enter the start date (month/day/year).</td>
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<td></td>
<td>Time</td>
<td>Enter the start time (using the 24-hour clock).</td>
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<td></td>
<td>Time Zone</td>
<td>Enter the time zone of the incident (e.g., EDT, PST).</td>
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<td>7</td>
<td><strong>Current Incident Size or Area Involved</strong> (use unit label – e.g., “sq mi,” “city block”)</td>
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<td></td>
<td>• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.).</td>
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<td>• Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47).</td>
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<td>• Indicate that the size is an estimate, if a more specific figure is not available.</td>
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<td>• Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives.</td>
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<td>• 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).</td>
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<td>• 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.</td>
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<td>8</td>
<td>Percent (%) Contained or Completed (circle one)</td>
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<td>• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label.</td>
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<td>• For example, a spill may be 65% contained, or flood response objectives may be 50% met.</td>
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<td>*9</td>
<td>Incident Definition</td>
<td><strong>REQUIRED BLOCK.</strong> 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.</td>
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<tr>
<td>10</td>
<td>Incident Complexity Level</td>
<td>Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.</td>
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| *11          | For Time Period                                  | **REQUIRED BLOCK.**  
<p>|              | • Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started. |
|              | • The time period may include one or more operational periods, based on agency/organizational reporting requirements.                         |
|              | From Date/Time                                   | • Enter the start date (month/day/year).                                                                                                           |
|              |                                                 | • Enter the start time (using the 24-hour clock).                                                                                                 |
|              | To Date/Time                                     | • Enter the end date (month/day/year).                                                                                                             |
|              |                                                 | • Enter the end time (using the 24-hour clock).                                                                                                  |</p>
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<th>Instructions</th>
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<tbody>
<tr>
<td><strong>12</strong></td>
<td>Prepared By</td>
<td>REQUIRED BLOCK. When an incident management organization is in place, this</td>
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<td>would be the Situation Unit Leader or Planning Section Chief at the incident.</td>
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<td>Print Name</td>
<td>Print the name of the person preparing the form.</td>
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<td></td>
<td>ICS Position</td>
<td>The ICS title of the person preparing the form (e.g., “Situation Unit Leader”).</td>
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<td>Date/Time Prepared</td>
<td>Enter the date (month/day/year) and time (using the 24-hour clock) the form</td>
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<td>was prepared. Enter the time zone if appropriate.</td>
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<tr>
<td><strong>13</strong></td>
<td>Date/Time Submitted</td>
<td>REQUIRED. Enter the submission date (month/day/year) and time (using the 24-</td>
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<td>hour clock).</td>
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<td>Time Zone</td>
<td>Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).</td>
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<td><strong>14</strong></td>
<td>Approved By</td>
<td>REQUIRED. When an incident management organization is in place, this would</td>
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<td>be the Planning Section Chief or Incident Commander at the incident. On other</td>
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<td>Print Name</td>
<td>Print the name of the person approving the form.</td>
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<td>ICS Position</td>
<td>The position of the person signing the ICS 209 should be entered (e.g.,</td>
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<td>“Incident Commander”).</td>
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<td>Signature</td>
<td>Signature of the person approving the ICS 209, typically the Incident</td>
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<td></td>
<td>Commander. The original signed ICS 209 should be maintained with other</td>
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<td>incident documents.</td>
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<td><strong>15</strong></td>
<td>Primary Location, Organization, or Agency</td>
<td>REQUIRED BLOCK. Enter the appropriate primary location or office the ICS</td>
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<td>Sent To</td>
<td>209 was sent to apart from the incident. This most likely the entity or</td>
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<td>office that ordered the incident management organization that is managing</td>
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<td>the incident. This may be a dispatch center or a MACS element such as an</td>
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<td>emergency operations center. If a dispatch center or other emergency center</td>
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<td></td>
<td></td>
<td>prepared the ICS 209 for the incident, indicate where it was submitted</td>
</tr>
<tr>
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<td>initially.</td>
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</table>

**INCIDENT LOCATION INFORMATION**

- Much of the “Incident Location Information” in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems.
- As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident.
- Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information.
- Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.

**16** State

- REQUIRED BLOCK WHEN APPLICABLE. Enter the State where the incident originated.
- If other States or jurisdictions are involved, enter them in Block 25 or Block 44.

**17** County / Parish / Borough

- REQUIRED BLOCK WHEN APPLICABLE. Enter the county, parish, or borough where the incident originated.
- If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>*18</td>
<td>City</td>
<td><strong>REQUIRED BLOCK WHEN APPLICABLE.</strong>&lt;br&gt;• Enter the city where the incident originated.&lt;br&gt;• If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.</td>
</tr>
<tr>
<td>19</td>
<td>Unit or Other</td>
<td>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.</td>
</tr>
<tr>
<td>*20</td>
<td>Incident Jurisdiction</td>
<td><strong>REQUIRED BLOCK WHEN APPLICABLE.</strong>&lt;br&gt;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).</td>
</tr>
<tr>
<td>21</td>
<td>Incident Location Ownership (if different than jurisdiction)</td>
<td>• When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction.&lt;br&gt;• 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.</td>
</tr>
<tr>
<td>22</td>
<td>22. Longitude (indicate format):&lt;br&gt;Latitude (indicate format):</td>
<td>• Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident.&lt;br&gt;• 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.”</td>
</tr>
<tr>
<td>23</td>
<td>US National Grid Reference</td>
<td>• 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.&lt;br&gt;• Clearly label the data.</td>
</tr>
<tr>
<td>24</td>
<td>Legal Description (township, section, range)</td>
<td>• Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident.&lt;br&gt;• Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).</td>
</tr>
<tr>
<td>*25</td>
<td>Short Location or Area Description (list all affected areas or a reference point)</td>
<td><strong>REQUIRED BLOCK.</strong>&lt;br&gt;• 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”).&lt;br&gt;• 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.&lt;br&gt;• Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).</td>
</tr>
<tr>
<td>26</td>
<td>UTM Coordinates</td>
<td>Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| **27**       | Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels) | • Indicate whether and how geospatial data is included or attached.  
• Utilize common and open geospatial data standards.  
• **WARNING:** Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically.  
• **NOTE:** Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline).  
• **NOTE:** Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc.  
• **NOTE:** Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests.  
• **NOTE:** Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident. |

| *28*     | Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.) | REQUIRED BLOCK.  
• Describe significant events that occurred during the period being reported in Block 6. Examples include:  
  o Road closures.  
  o Evacuations.  
  o Progress made and accomplishments.  
  o Incident command transitions.  
  o Repopulation of formerly evacuated areas and specifics.  
  o Containment.  
• Refer to other blocks in the ICS 209 when relevant for additional information (e.g., “Details on evacuations may be found in Block 33”), or in Remarks, Block 47.  
• Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered.  
• This block may be used for a single-paragraph synopsis of overall incident status. |

| 29        | Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.) | • When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident.  
• Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc. |
<p>| Other      | Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources. |</p>
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
</table>
| 30           | **Damage Assessment Information** (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.) | - Include a short summary of damage or use/access restrictions/limitations caused by the incident for the reporting period, and cumulatively.  
- Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed.  
- Include any critical infrastructure or key resources damaged/destroyed/impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts.  
- Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant. |
<p>|              | <strong>A. Structural Summary</strong>                                                   | 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. |</p>
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
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</thead>
</table>
| 31           | Public Status Summary                     | • This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below.  
  • Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33).  
  • Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances.  
  • NOTE: *Do not estimate any fatality information.*  
  • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.  
  • NOTE: Do not complete this block if the incident covered by the ICS 209 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) *even if they are related to the incident.*  
    - Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.  
    - For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33.  
  • NOTE: When providing an estimated value, denote in parenthesis: "est."  

**Handling Sensitive Information**  
• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.  
• Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.  
• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.  

<table>
<thead>
<tr>
<th>A. # This Reporting Period</th>
<th>Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).</th>
</tr>
</thead>
</table>
| B. Total # to Date          | • Enter the total number of individuals impacted in each category for the entire duration of the incident.  
  • This is a cumulative total number that should be adjusted each reporting period. |
| C. Indicate Number of Civilians (Public) Below | • For lines 31D–M below, enter the number of civilians affected for each category.  
  • Indicate if numbers are estimates, for those blocks where this is an option.  
  • Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts. |
| D. Fatalities               | • Enter the number of **confirmed** civilian/public fatalities.  
  • See information in introductory instructions ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information. |
<p>| 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). |</p>
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>*31 (continued)</td>
<td>F. Trapped/In Need of Rescue</td>
<td>Enter the number of civilians who are trapped or in need of rescue due to the incident.</td>
</tr>
<tr>
<td></td>
<td>G. Missing (note if estimated)</td>
<td>Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.</td>
</tr>
<tr>
<td></td>
<td>H. Evacuated (note if estimated)</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>I. Sheltering-in-Place (note if estimated)</td>
<td>Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.</td>
</tr>
<tr>
<td></td>
<td>J. In Temporary Shelters (note if estimated)</td>
<td>Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.</td>
</tr>
<tr>
<td></td>
<td>K. Have Received Mass Immunizations</td>
<td>Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.</td>
</tr>
<tr>
<td></td>
<td>L. Require Mass Immunizations (note if estimated)</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>M. In Quarantine</td>
<td>Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.</td>
</tr>
<tr>
<td></td>
<td>N. Total # Civilians (Public) Affected</td>
<td>Enter sum totals for Columns 31A and 31B for Rows 31D–M.</td>
</tr>
</tbody>
</table>

| *32 | Responder Status Summary | • This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N.  
• Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident.  
• Explain or describe the nature of any reported injuries, illness, or other activities in Block 33.  
• **NOTE:** Do not estimate any fatality information or responder status information.  
• **NOTE:** Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.  
• **NOTE:** Do not complete this block if the incident covered by the ICS 209 is not directly responsible for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.  

Handling Sensitive Information  
• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.  
• Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.  
• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209. |
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>*32 (continued)</td>
<td><strong>A. # This Reporting Period</strong></td>
<td>Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).</td>
</tr>
</tbody>
</table>
|              | **B. Total # to Date**                   | • Enter the total number of individuals impacted in each category for the *entire duration* of the incident.  
• This is a *cumulative* total number that should be adjusted each reporting period.                                                  |
|              | **C. Indicate Number of Responders Below** | • For lines 32D–M below, enter the number of responders relevant for each category.  
• Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts. |
|              | **D. Fatalities**                        | • Enter the number of confirmed responder fatalities.  
• See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.                              |
|              | **E. With Injuries/Illness**             | • Enter the number of incident responders with serious injuries or illnesses due to the incident.  
• *For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment,* but the authority having jurisdiction may have additional guidelines on reporting requirements in this area. |
|              | **F. Trapped/In Need Of Rescue**         | Enter the number of incident responders who are in trapped or in need of rescue due to the incident.                                                                                                           |
|              | **G. Missing**                           | Enter the number of incident responders who are missing due to incident conditions.                                                                                                                                 |
|              | **H.**                                   | (BLANK; use however is appropriate.)                                                                                                                                                                         |
|              | **I. Sheltering in Place**               | Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly. |
|              | **J.**                                   | (BLANK; use however is appropriate.)                                                                                                                                                                         |
|              | **L. Require Immunizations**             | Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.                                                                                             |
|              | **M. In Quarantine**                     | Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.                                                                                |
|              | **N. Total # Responders Affected**       | Enter sum totals for Columns 32A and 32B for Rows 32D–M.                                                                                                                                                  |
| 33           | **Life, Safety, and Health Status/Threat Remarks** | • Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31.  
• This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.  
• Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment.  
• Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties.  
• Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). |
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
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</thead>
<tbody>
<tr>
<td>*34</td>
<td>Life, Safety, and Health Threat Management</td>
<td>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.</td>
</tr>
<tr>
<td>A.</td>
<td>Check if Active</td>
<td>Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.</td>
</tr>
<tr>
<td>B.</td>
<td>Notes</td>
<td>Note any specific details, or include in Block 33.</td>
</tr>
<tr>
<td>C.</td>
<td>No Likely Threat</td>
<td>Check if there is no likely threat to life, health, and safety.</td>
</tr>
<tr>
<td>D.</td>
<td>Potential Future Threat</td>
<td>Check if there is a potential future threat to life, health, and safety.</td>
</tr>
</tbody>
</table>
| E.         | Mass Notifications In Progress                   | • Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident.  
  • These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system.  
  • Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to ZIP codes 50201, 50014, 50010, 50011,” or “notified all residents within a 5-mile radius of Gatlinburg”). |
<p>| F.         | Mass Notifications Completed                     | Check if actions referred to in Block 34E above have been completed.                                                                         |
| G.         | No Evacuation(s) In 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.                             |</p>
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<th>Block Number</th>
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<th>Instructions</th>
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</table>
| 35           | **Weather Concerns** (synopsis of current and predicted weather; discuss related factors that may cause concern) | - Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant.  
- Include current and/or predicted weather factors, and the timeframe for predictions.  
- Include relevant factors such as:  
  o Wind speed (label units, such as mph).  
  o Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., "from NNW," "from E," or "from SW").  
  o Temperature (label units, such as F).  
  o Relative humidity (label %).  
  o Watches.  
  o Warnings.  
  o Tides.  
  o Currents.  
- Any other weather information relative to the incident, such as flooding, hurricanes, etc. |
| 36           | **Projected Incident Activity, Potential, Movement, Escalation, or Spread** and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes | - Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes.  
- Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes.  
- Include an estimate of the acreage or area that will likely be affected.  
- If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours. |
<p>| 37           | <strong>Strategic Objectives</strong> (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). |</p>
<table>
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<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
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</thead>
<tbody>
<tr>
<td>38</td>
<td>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</td>
<td>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.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
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<td>----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>39</td>
<td><strong>Critical Resource Needs</strong>&lt;br&gt;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</td>
<td>• List the specific critical resources and numbers needed, in order of priority. <em>Be specific as to the need.</em>&lt;br&gt;• Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support.&lt;br&gt;• If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels.&lt;br&gt;• 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.&lt;br&gt;• More than one resource need may be listed for each timeframe. For example, a list could include:&lt;br&gt;  o 24 hrs: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams&lt;br&gt;  o 48 hrs: Mobile Communications Unit (Law/Fire)&lt;br&gt;  o After 72 hrs: 1 Type 2 Incident Management Team&lt;br&gt;• 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.&lt;br&gt;  o Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42.&lt;br&gt;  o Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, “Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out”).&lt;br&gt;• Do not use this block for noncritical resources.</td>
</tr>
<tr>
<td>40</td>
<td><strong>Strategic Discussion:</strong>&lt;br&gt;Explain the relation of overall strategy, constraints, and current available information to:&lt;br&gt;1) critical resource needs identified above,&lt;br&gt;2) the Incident Action Plan and management objectives and targets,&lt;br&gt;3) anticipated results.&lt;br&gt;Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</td>
<td>• Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan.&lt;br&gt;• Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints.&lt;br&gt;• 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.&lt;br&gt;• Explain major problems and concerns as indicated.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
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<td>--------------</td>
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<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| 41           | Planned Actions for Next Operational Period     | • Provide a short summary of actions planned for the next operational period.  
• Examples:  
  o "The current Incident Management Team will transition out to a replacement IMT."  
  o "Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports."  
  o "Continue refining mapping of the recovery operations and damaged assets using GPS."  
  o "Initiate removal of unauthorized food vendors." |
| 42           | Projected Final Incident Size/Area (use unit label  
  – e.g., “sq mi”)                                  | • Enter an estimate of the total area likely to be involved or affected over the course of the incident.  
• Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc.  
• Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area. |
| 43           | Anticipated Incident Management Completion Date | • Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued.  
• Avoid leaving this block blank if possible, as this is important information for managers. |
| 44           | Projected Significant Resource  
Demobilization Start Date                         | Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.                                                                                                                                                                                                                                        |
| 45           | Estimated Incident Costs to Date                | • Enter the estimated total incident costs to date for the entire incident based on currently available information.  
• Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy.  
• This does not include damage assessment figures, as they are impacts from the incident and not response costs.  
• If costs decrease, explain in Remarks (Block 47).  
• If additional space is required, please add as an attachment. |
| 46           | Projected Final Incident Cost Estimate          | • Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information.  
• This does not include damage assessment figures, as they are impacts from the incident and not response costs.  
• If additional space is required, please add as an attachment. |
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</table>
| 47           | Remarks (or continuation of any blocks above – list block number in notation) | - Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed.  
- List the block number for any information continued from a previous block.  
- Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc.  
- For Complexes that include multiple incidents, list all sub-incidents included in the Complex.  
- List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be:  
  - By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or  
  - By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE).  
- Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping).  
- This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address).  
- Attach additional pages if it is necessary to include additional comments in the Remarks section. |

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

- 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.
<table>
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<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
</table>
| 48 | Agency or Organization | - List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc.  
- List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information.  
- Agencies or organizations may be listed individually or in groups.  
- When resources are grouped together, individual agencies or organizations may be listed below in Block 53.  
- Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified.  
  - These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.  
  - For example:  
    - **Resource**: Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).  
    - **Resource**: Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).  
- Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc. |
| 49 | Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box) | - List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information.  
  - Examples: Type 1 Fire Engines, Type 4 Helicopters  
- Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks.  
  - These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.  
  - For example:  
    - **Resource**: Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).  
    - **Resource**: Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).  
- **NOTE**: One option is to group similar resources together when it is sensible to do so for the summary.  
  - For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each.  
- **NOTE**: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51. |
| 50 | Additional Personnel not assigned to a resource | List the number of *additional* individuals (or overhead) that are not assigned to a specific resource by agency or organization. |
| 51 | Total Personnel (includes those associated with resources – e.g., aircraft or engines – and individual overhead) | - Enter the total personnel for each agency, organization, or grouping in the Total Personnel column.  
- **WARNING**: Do not simply add the numbers across!  
- The number of Total Personnel for each row should include both:  
  - The total number of personnel assigned to each of the resources listed in Block 49, and  
  - The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50. |
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>52</td>
<td>Total Resources</td>
<td>Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of resources in Block 49, as personnel totals will be counted under Block 51.</td>
</tr>
</tbody>
</table>
| 53           | Additional Cooperating and Assisting Organizations Not Listed Above         | • List all agencies and organizations that are not directly involved in the incident, but are providing support.  
• Examples may include ambulance services, Red Cross, DHS, utility companies, etc.  
• Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).                                                                                                                                 |


# RESOURCE STATUS CHANGE (ICS 210)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Date From:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Date To:</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time From:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time To:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. Prepared by:</th>
<th>Name:</th>
<th>Position/Title:</th>
<th>Signature:</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICS 210</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>Enter the start date (month/day/year) and time (using the 24-hour clock)</td>
</tr>
<tr>
<td></td>
<td>• Date and Time From</td>
<td>and end date and time for the operational period to which the form applies.</td>
</tr>
<tr>
<td></td>
<td>• Date and Time To</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Resource Number</td>
<td>Enter the resource identification (ID) number (this may be a letter and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>number combination) assigned by either the sending unit or the incident.</td>
</tr>
<tr>
<td>4</td>
<td>New Status (Available, Assigned, Out</td>
<td>Indicate the current status of the resource:</td>
</tr>
<tr>
<td></td>
<td>of Service)</td>
<td>• Available – Indicates resource is available for incident use immediately.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Assigned – Indicates resource is checked in and assigned a work task</td>
</tr>
<tr>
<td></td>
<td></td>
<td>on the incident.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Out of Service – Indicates resource is assigned to the incident but</td>
</tr>
<tr>
<td></td>
<td></td>
<td>unable to respond for mechanical, rest, or personnel reasons. If space</td>
</tr>
<tr>
<td></td>
<td></td>
<td>permits, indicate the estimated time of return (ETR). It may be useful</td>
</tr>
<tr>
<td></td>
<td></td>
<td>to indicate the reason a resource is out of service (e.g., “O/S – Mech”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(for mechanical issues), “O/S – Rest” (for off shift), or “O/S – Pers”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(for personnel issues).</td>
</tr>
<tr>
<td>5</td>
<td>From (Assignment and Status)</td>
<td>Indicate the current location of the resource (where it came from) and the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>status. When more than one Division, Staging Area, or Camp is used,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>identify the specific location (e.g., Division A, Staging Area, Incident</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Command Post, Western Camp).</td>
</tr>
<tr>
<td>6</td>
<td>To (Assignment and Status)</td>
<td>Indicate the assigned incident location of the resource and status. When</td>
</tr>
<tr>
<td></td>
<td></td>
<td>more than one Division, Staging Area, or Camp is used, identify the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>specific location.</td>
</tr>
<tr>
<td>7</td>
<td>Time and Date of Change</td>
<td>Enter the time and location of the status change (24-hour clock). Enter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>the date as well if relevant (e.g., out of service).</td>
</tr>
<tr>
<td>8</td>
<td>Comments</td>
<td>Enter any special information provided by the resource or dispatch center.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This may include details about why a resource is out of service, or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>individual identifying designators (IDs) of Strike Teams and Task Forces.</td>
</tr>
<tr>
<td>9</td>
<td>Prepared by</td>
<td>Enter the name, ICS position/title, and signature of the person preparing</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
<td>the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>• Position/Title</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Signature</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Date/Time</td>
<td></td>
</tr>
</tbody>
</table>
# INCIDENT CHECK-IN LIST (ICS 211)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Incident Number:</th>
<th>3. Check-In Location (complete all that apply):</th>
<th>4. Start Date/Time:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>[ ] Base</td>
<td>[ ] Staging Area</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
</tr>
<tr>
<td>-------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Order Request #</th>
<th>7. Date/Time Check-In</th>
<th>8. Leader’s Name</th>
<th>9. Total Number of Personnel</th>
<th>10. Incident Contact Information</th>
<th>11. Home Unit or Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ICS 211**

17. Prepared by: Name: ____________________ Position/Title: ____________________ Signature: ____________________ Date/Time: ____________________
ICS 211
Incident Check-In List

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

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

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

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

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

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Incident Number</td>
<td>Enter the number assigned to the incident.</td>
</tr>
<tr>
<td>3</td>
<td>Check-In Location</td>
<td>Check appropriate box and enter the check-in location for the incident.</td>
</tr>
<tr>
<td></td>
<td>Base</td>
<td>Indicate specific information regarding the locations under each checkbox.</td>
</tr>
<tr>
<td></td>
<td>Staging Area</td>
<td>ICP is for Incident Command Post.</td>
</tr>
<tr>
<td></td>
<td>ICP</td>
<td>Other may include...</td>
</tr>
<tr>
<td></td>
<td>Helibase</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Start Date/Time</td>
<td>Enter the date (month/day/year) and time (using the 24-hour clock) that</td>
</tr>
<tr>
<td></td>
<td>Date</td>
<td>the form was started.</td>
</tr>
<tr>
<td></td>
<td>Time</td>
<td></td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td><strong>Check-In Information</strong></td>
<td><strong>Self explanatory.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>List single resource personnel (overhead) by</strong></td>
<td><strong>Enter the following information for resources:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>agency and name, OR list resources by the</strong></td>
<td><strong>OPTIONAL:</strong> Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.</td>
</tr>
<tr>
<td></td>
<td><strong>following format</strong></td>
<td><strong>• State</strong> Use this section to list the home State for the resource.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• Agency</strong> Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• Category</strong> Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• Kind</strong> Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• Type</strong> Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• Resource Name or Identifier</strong> 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.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• ST or TF</strong> Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.</td>
</tr>
<tr>
<td>6</td>
<td><strong>Order Request #</strong></td>
<td><strong>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.</strong></td>
</tr>
<tr>
<td>7</td>
<td><strong>Date/Time Check-In</strong></td>
<td><strong>Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.</strong></td>
</tr>
<tr>
<td>8</td>
<td><strong>Leader’s Name</strong></td>
<td><strong>• For equipment, enter the operator’s name.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• Enter the Strike Team or Task Force leader’s name.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>• Leave blank for single resource personnel (overhead).</strong></td>
</tr>
<tr>
<td>9</td>
<td><strong>Total Number of Personnel</strong></td>
<td><strong>Enter total number of personnel associated with the resource. Include leaders.</strong></td>
</tr>
<tr>
<td>10</td>
<td><strong>Incident Contact Information</strong></td>
<td><strong>Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.</strong></td>
</tr>
<tr>
<td>11</td>
<td><strong>Home Unit or Agency</strong></td>
<td><strong>Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).</strong></td>
</tr>
<tr>
<td>12</td>
<td><strong>Departure Point, Date and Time</strong></td>
<td><strong>Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.</strong></td>
</tr>
<tr>
<td>13</td>
<td><strong>Method of Travel</strong></td>
<td><strong>Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).</strong></td>
</tr>
<tr>
<td>14</td>
<td><strong>Incident Assignment</strong></td>
<td><strong>Enter the incident assignment at time of dispatch.</strong></td>
</tr>
<tr>
<td>15</td>
<td><strong>Other Qualifications</strong></td>
<td><strong>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.</strong></td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>16</td>
<td>Data Provided to Resources Unit</td>
<td>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.</td>
</tr>
<tr>
<td>17</td>
<td>Prepared by</td>
<td>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).</td>
</tr>
</tbody>
</table>
## GENERAL MESSAGE (ICS 213)

1. **Incident Name** (Optional):

2. **To** (Name and Position):

3. **From** (Name and Position):

<table>
<thead>
<tr>
<th>4. Subject:</th>
<th>5. Date:</th>
<th>6. Time</th>
</tr>
</thead>
</table>

7. **Message:**

<table>
<thead>
<tr>
<th>8. Approved by:</th>
<th>Name: __________________ Signature: __________________ Position/Title: __________________</th>
</tr>
</thead>
</table>

9. **Reply:**

<table>
<thead>
<tr>
<th>10. Replied by:</th>
<th>Name: __________________ Position/Title: __________________ Signature: __________________</th>
</tr>
</thead>
</table>

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)

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name (Optional)</td>
<td>Enter the name assigned to the incident. This block is optional.</td>
</tr>
<tr>
<td>2</td>
<td>To (Name and Position)</td>
<td>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.</td>
</tr>
<tr>
<td>3</td>
<td>From (Name and Position)</td>
<td>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.</td>
</tr>
<tr>
<td>4</td>
<td>Subject</td>
<td>Enter the subject of the message.</td>
</tr>
<tr>
<td>5</td>
<td>Date</td>
<td>Enter the date (month/day/year) of the message.</td>
</tr>
<tr>
<td>6</td>
<td>Time</td>
<td>Enter the time (using the 24-hour clock) of the message.</td>
</tr>
<tr>
<td>7</td>
<td>Message</td>
<td>Enter the content of the message. Try to be as concise as possible.</td>
</tr>
<tr>
<td>8</td>
<td>Approved by</td>
<td>Enter the name, signature, and ICS position/title of the person approving the message.</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Signature</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Position/Title</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Reply</td>
<td>The intended recipient will enter a reply to the message and return it to the originator.</td>
</tr>
<tr>
<td>10</td>
<td>Replied by</td>
<td>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).</td>
</tr>
<tr>
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<td>• Position/Title</td>
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<td>• Date/Time</td>
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</tbody>
</table>
# ACTIVITY LOG (ICS 214)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period: Date From:</th>
<th>Date To:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Time From:</td>
<td>Time To:</td>
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</tbody>
</table>

## 6. Resources Assigned:

<table>
<thead>
<tr>
<th>Name</th>
<th>ICS Position</th>
<th>Home Agency (and Unit)</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

## 7. Activity Log:

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Notable Activities</th>
</tr>
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<tbody>
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</tr>
</tbody>
</table>

## 8. Prepared by:

<table>
<thead>
<tr>
<th>Name:</th>
<th>Position/Title:</th>
<th>Signature:</th>
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</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

ICS 214, Page 1

Date/Time: ____________________
# ACTIVITY LOG (ICS 214)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period: Date From:</th>
<th>Date To:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Time From:</td>
<td>Time To:</td>
</tr>
</tbody>
</table>

## 7. Activity Log (continuation):

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Notable Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

## 8. Prepared by: Name: __________________ Position/Title: __________________ Signature: __________________

ICS 214, Page 2

Date/Time: __________________
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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
</tbody>
</table>
| 2            | Operational Period       | **Date and Time From**  
|              |                          | **Date and Time To** Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies. |
| 3            | Name                     | Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).                       |
| 4            | ICS Position             | Enter the name and ICS position of the individual in charge of the Unit.                                                                     |
| 5            | Home Agency (and Unit)   | Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.         |
| 6            | Resources Assigned       | Enter the following information for resources assigned:                                                                                   |
|              | • Name                   | Use this section to enter the resource’s name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option. |
|              | • ICS Position           | Use this section to enter the resource’s ICS position (e.g., Finance Section Chief).                                                         |
|              | • Home Agency (and Unit) | Use this section to enter the resource’s home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).         |
| 7            | Activity Log             | **Date/Time**  
|              |                          | **Notable Activities** Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day.  
|              |                          | Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc.  
|              |                          | This block can also be used to track personal work habits by adding columns such as “Action Required,” “Delegated To,” “Status,” etc. |
| 8            | Prepared by              | 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). |
THIS PAGE LEFT BLANK INTENTIONALLY
# OPERATIONAL PLANNING WORKSHEET (ICS 215)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period: Date From: Date To:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Date From: Time From: Date To: Time To:</td>
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</tbody>
</table>

<table>
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<td></td>
</tr>
</tbody>
</table>

11. Total Resources Required

12. Total Resources Have on Hand

13. Total Resources Need To Order

14. Prepared by:
   Name: __________________
   Position/Title: __________
   Signature: ______________
   Date/Time: ______________
ICS 215
Operational Planning Worksheet

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

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

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

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

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>Enter the start date (month/day/year) and time (using the 24-hour clock)</td>
</tr>
<tr>
<td></td>
<td>• Date and Time From</td>
<td>and end date and time for the operational period to which the form applies.</td>
</tr>
<tr>
<td></td>
<td>• Date and Time To</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Branch</td>
<td>Enter the Branch of the work assignment for the resources.</td>
</tr>
<tr>
<td>4</td>
<td>Division, Group, or Other</td>
<td>Enter the Division, Group, or other location (e.g., Staging Area) of the work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>assignment for the resources.</td>
</tr>
<tr>
<td>5</td>
<td>Work Assignment &amp; Special Instructions</td>
<td>Enter the specific work assignments given to each of the Divisions/Groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and any special instructions, as required.</td>
</tr>
<tr>
<td>6</td>
<td>Resources</td>
<td>Complete resource headings for category, kind, and type as appropriate for</td>
</tr>
<tr>
<td></td>
<td></td>
<td>the incident. The use of a slash indicates a single resource in the upper</td>
</tr>
<tr>
<td></td>
<td></td>
<td>portion of the slash and a Strike Team or Task Force in the bottom portion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>of the slash.</td>
</tr>
<tr>
<td></td>
<td>• Required</td>
<td>Enter, for the appropriate resources, the number of resources by type</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(engine, squad car, Advanced Life Support ambulance, etc.) required to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>perform the work assignment.</td>
</tr>
<tr>
<td></td>
<td>• Have</td>
<td>Enter, for the appropriate resources, the number of resources by type</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(engines, crew, etc.) available to perform the work assignment.</td>
</tr>
<tr>
<td></td>
<td>• Need</td>
<td>Enter the number of resources needed by subtracting the number in the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>“Have” row from the number in the “Required” row.</td>
</tr>
<tr>
<td>7</td>
<td>Overhead Position(s)</td>
<td>List any supervisory and nonsupervisory ICS position(s) not directly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>assigned to a previously identified resource (e.g., Division/Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervisor, Assistant Safety Officer, Technical Specialist, etc.).</td>
</tr>
<tr>
<td>8</td>
<td>Special Equipment &amp; Supplies</td>
<td>List special equipment and supplies, including aviation support, used or</td>
</tr>
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<td></td>
<td></td>
<td>needed. This may be a useful place to monitor span of control.</td>
</tr>
<tr>
<td>9</td>
<td>Reporting Location</td>
<td>Enter the specific location where the resources are to report (Staging Area,</td>
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<tr>
<td></td>
<td></td>
<td>location at incident, etc.).</td>
</tr>
<tr>
<td>10</td>
<td>Requested Arrival Time</td>
<td>Enter the time (24-hour clock) that resources are requested to arrive at</td>
</tr>
<tr>
<td></td>
<td></td>
<td>the reporting location.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
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<td>--------------</td>
<td>------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>11</td>
<td>Total Resources Required</td>
<td>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.</td>
</tr>
<tr>
<td>12</td>
<td>Total Resources Have on Hand</td>
<td>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.</td>
</tr>
<tr>
<td>13</td>
<td>Total Resources Need To Order</td>
<td>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.</td>
</tr>
<tr>
<td>14</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Incident Number:</th>
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<thead>
<tr>
<th>3. Date/Time Prepared:</th>
<th>4. Operational Period:</th>
<th>Date From:</th>
<th>Date To:</th>
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</thead>
<tbody>
<tr>
<td>Date:</td>
<td>Time:</td>
<td>Time From:</td>
<td>Time To:</td>
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<tr>
<th>8. Prepared by (Safety Officer): Name: __________________________ Signature: ________________________________</th>
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</table>

<table>
<thead>
<tr>
<th>Prepared by (Operations Section Chief): Name: __________________ Signature: ________________________________</th>
</tr>
</thead>
</table>

ICS 215A Date/Time: ____________________________
ICS 215A
Incident Action Plan Safety Analysis

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

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

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

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

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Incident Number</td>
<td>Enter the number assigned to the incident.</td>
</tr>
<tr>
<td>3</td>
<td>Date/Time Prepared</td>
<td>Enter date (month/day/year) and time (using the 24-hour clock) prepared.</td>
</tr>
<tr>
<td>4</td>
<td>Operational Period</td>
<td>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.</td>
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<tr>
<td></td>
<td>• Date and Time From</td>
<td></td>
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<td></td>
<td>• Date and Time To</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Incident Area</td>
<td>Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.</td>
</tr>
<tr>
<td>6</td>
<td>Hazards/Risks</td>
<td>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.</td>
</tr>
<tr>
<td>7</td>
<td>Mitigations</td>
<td>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).</td>
</tr>
<tr>
<td>8</td>
<td>Prepared by (Safety Officer and Operations Section Chief)</td>
<td>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.</td>
</tr>
</tbody>
</table>
# SUPPORT VEHICLE/EQUIPMENT INVENTORY (ICS 218)

<table>
<thead>
<tr>
<th>5. Vehicle/Equipment Information</th>
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<tbody>
<tr>
<td><strong>Order Request Number</strong></td>
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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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Incident Number</td>
<td>Enter the number assigned to the incident.</td>
</tr>
<tr>
<td>3</td>
<td>Date/Time Prepared</td>
<td>Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.</td>
</tr>
<tr>
<td>4</td>
<td>Vehicle/Equipment Category</td>
<td>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.</td>
</tr>
<tr>
<td>5</td>
<td>Vehicle/Equipment Information</td>
<td>Record the following information:</td>
</tr>
<tr>
<td></td>
<td>Order Request Number</td>
<td>Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant EMAC order request number.</td>
</tr>
<tr>
<td></td>
<td>Incident Identification Number</td>
<td>Enter any special incident identification numbers or agency radio identifier assigned to the piece of equipment used only during the incident, if this system if used (e.g., “Decontamination Unit 2,” or “Water Tender 14”).</td>
</tr>
<tr>
<td></td>
<td>Vehicle or Equipment Classification</td>
<td>Enter the specific vehicle or equipment classification (e.g., bus, backhoe, Type 2 engine, etc.) as relevant.</td>
</tr>
<tr>
<td></td>
<td>Vehicle or Equipment Make</td>
<td>Enter the vehicle or equipment manufacturer name (e.g., “GMC,” “International”).</td>
</tr>
<tr>
<td></td>
<td>Category/Kind/Type, Capacity, or Size</td>
<td>Enter the vehicle or equipment category/kind/type, capacity, or size (e.g., 30-person bus, 3/4-ton truck, 50 kW generator).</td>
</tr>
<tr>
<td></td>
<td>Vehicle or Equipment Features</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Agency or Owner</td>
<td>Enter the name of the agency or owner of the vehicle or equipment.</td>
</tr>
<tr>
<td></td>
<td>Operator Name or Contact</td>
<td>Enter the operator name and/or contact information (cell phone, radio frequency, etc.).</td>
</tr>
<tr>
<td></td>
<td>Vehicle License or Identification Number</td>
<td>Enter the license plate number or another identification number (such as a serial or rig number) of the vehicle or equipment.</td>
</tr>
<tr>
<td></td>
<td>Incident Assignment</td>
<td>Enter where the vehicle or equipment will be located at the incident and its function (use abbreviations per discipline or jurisdiction).</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>5 (continued)</td>
<td>Incident Start Date and Time</td>
<td>Indicate start date (month/day/year) and time (using the 24-hour clock) for</td>
</tr>
<tr>
<td></td>
<td></td>
<td>driver or for equipment as may be relevant.</td>
</tr>
<tr>
<td></td>
<td>Incident Release Date and</td>
<td>Enter the date (month/day/year) and time (using the 24-hour clock) the</td>
</tr>
<tr>
<td></td>
<td>Time</td>
<td>vehicle or equipment is released from the incident.</td>
</tr>
<tr>
<td>6</td>
<td>Prepared by</td>
<td>Enter the name, ICS position/title, and signature of the person preparing the</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
<td>form.</td>
</tr>
<tr>
<td></td>
<td>• Position/Title</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Signature</td>
<td></td>
</tr>
</tbody>
</table>
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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

<table>
<thead>
<tr>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepared by</td>
<td>Enter the name of the person preparing the form.</td>
</tr>
<tr>
<td>Date/Time</td>
<td>Enter the date (month/day/year) and time prepared (using the 24-hour clock).</td>
</tr>
</tbody>
</table>
### ICS 219-2: Crew/Team Card

<table>
<thead>
<tr>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ST/Unit</strong></td>
<td>Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.</td>
</tr>
<tr>
<td><strong>LDW (Last Day Worked)</strong></td>
<td>Indicate the last available workday that the resource is allowed to work.</td>
</tr>
<tr>
<td><strong># Pers</strong></td>
<td>Enter total number of personnel associated with the crew/team. Include leaders.</td>
</tr>
<tr>
<td><strong>Order #</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Agency</strong></td>
<td>Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).</td>
</tr>
<tr>
<td><strong>Cat/Kind/Type</strong></td>
<td>Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td><strong>Name/ID #</strong></td>
<td>Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).</td>
</tr>
<tr>
<td><strong>Date/Time Checked In</strong></td>
<td>Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.</td>
</tr>
<tr>
<td><strong>Leader Name</strong></td>
<td>Enter resource leader’s name (use at least the first initial and last name).</td>
</tr>
<tr>
<td><strong>Primary Contact Information</strong></td>
<td>Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Crew/Team ID #(s) or Name(s)</strong></td>
<td>Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).</td>
</tr>
<tr>
<td><strong>Manifest</strong></td>
<td>Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.</td>
</tr>
<tr>
<td>□ Yes</td>
<td></td>
</tr>
<tr>
<td>□ No</td>
<td></td>
</tr>
<tr>
<td><strong>Total Weight</strong></td>
<td>Enter the total weight for the crew/team. This information is necessary when the crew/team are transported by charter air.</td>
</tr>
<tr>
<td><strong>Method of Travel to Incident</strong></td>
<td>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.”</td>
</tr>
<tr>
<td>□ AOV</td>
<td></td>
</tr>
<tr>
<td>□ POV</td>
<td></td>
</tr>
<tr>
<td>□ Bus</td>
<td></td>
</tr>
<tr>
<td>□ Air</td>
<td></td>
</tr>
<tr>
<td>□ Other</td>
<td></td>
</tr>
<tr>
<td><strong>Home Base</strong></td>
<td>Enter the home base to which the resource or individual is normally assigned (may not be departure location).</td>
</tr>
<tr>
<td><strong>Departure Point</strong></td>
<td>Enter the location from which the resource or individual departed for this incident.</td>
</tr>
<tr>
<td><strong>ETD</strong></td>
<td>Use this section to enter the crew/team’s estimated time of departure (using the 24-hour clock) from their home base.</td>
</tr>
<tr>
<td><strong>ETA</strong></td>
<td>Use this section to enter the crew/team’s estimated time of arrival (using the 24-hour clock) at the incident.</td>
</tr>
<tr>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Transportation Needs at Incident</td>
<td>Check the box(es) for the appropriate method(s) of transportation at the incident.</td>
</tr>
<tr>
<td>Vehicle</td>
<td></td>
</tr>
<tr>
<td>Bus</td>
<td></td>
</tr>
<tr>
<td>Air</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Date/Time Ordered</td>
<td>Enter date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.</td>
</tr>
<tr>
<td>Remarks</td>
<td>Enter any additional information pertaining to the crew/team.</td>
</tr>
<tr>
<td>Incident Location</td>
<td>Enter the location of the crew/team.</td>
</tr>
<tr>
<td>Time</td>
<td>Enter the time (24-hour clock) the crew/team reported to this location.</td>
</tr>
<tr>
<td>Status</td>
<td>Enter the crew/team’s current status:</td>
</tr>
<tr>
<td>□ Assigned</td>
<td>• Assigned – Assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Rest</td>
<td>• 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</td>
</tr>
<tr>
<td>□ O/S Pers</td>
<td>• O/S Pers – Out-of-service for personnel reasons</td>
</tr>
<tr>
<td>□ Available</td>
<td>• Available – Available to be assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Mech</td>
<td>• O/S Mech – Out-of-service for mechanical reasons</td>
</tr>
<tr>
<td>□ ETR: _____</td>
<td>• ETR – Estimated time of return</td>
</tr>
<tr>
<td>Notes</td>
<td>Enter any additional information pertaining to the crew/team’s current location or status.</td>
</tr>
<tr>
<td>Prepared by Date/Time</td>
<td>Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).</td>
</tr>
<tr>
<td>ST/Unit</td>
<td>LDW</td>
</tr>
<tr>
<td>---------</td>
<td>-----</td>
</tr>
<tr>
<td>Agency</td>
<td>Cat/Kind/Type</td>
</tr>
</tbody>
</table>

**Front**

- **Date/Time Checked In:**
- **Leader Name:**
- **Primary Contact Information:**
- **Resource ID #(#s) or Name(#s):**

**Home Base:**
- **Departure Point:**
- **ETD:**
- **ETA:**
- **Date/Time Ordered:**
- **Remarks:**

**Prepared by:**
- **Date/Time:**
- **ICS 219-3 ENGINE (ROSE)**

**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:**

**Prepared by:**
- **Date/Time:**
- **ICS 219-3 ENGINE (ROSE)**

B-89
<table>
<thead>
<tr>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ST/Unit</td>
<td>Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.</td>
</tr>
<tr>
<td>LDW (Last Day Worked)</td>
<td>Indicate the last available workday that the resource is allowed to work</td>
</tr>
<tr>
<td># Pers</td>
<td>Enter total number of personnel associated with the resource. Include leaders.</td>
</tr>
<tr>
<td>Order #</td>
<td>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.</td>
</tr>
<tr>
<td>Agency</td>
<td>Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).</td>
</tr>
<tr>
<td>Cat/Kind/Type</td>
<td>Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td>Name/ID #</td>
<td>Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).</td>
</tr>
<tr>
<td>Date/Time Checked In</td>
<td>Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.</td>
</tr>
<tr>
<td>Leader Name</td>
<td>Enter resource leader’s name (use at least the first initial and last name).</td>
</tr>
<tr>
<td>Primary Contact Information</td>
<td>Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.</td>
</tr>
<tr>
<td></td>
<td>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</td>
</tr>
<tr>
<td></td>
<td>Phone and pager numbers should include the area code and any satellite phone specifics.</td>
</tr>
<tr>
<td>Resource ID #(#s) or Name(s)</td>
<td>Provide the identifier number(s) or name(s) for the resource(s).</td>
</tr>
<tr>
<td>Home Base</td>
<td>Enter the home base to which the resource or individual is normally assigned (may not be departure location).</td>
</tr>
<tr>
<td>Departure Point</td>
<td>Enter the location from which the resource or individual departed for this incident.</td>
</tr>
<tr>
<td>ETD</td>
<td>Use this section to enter the resource’s estimated time of departure (using the 24-hour clock) from their home base.</td>
</tr>
<tr>
<td>ETA</td>
<td>Use this section to enter the resource’s estimated time of arrival (using the 24-hour clock) at the incident.</td>
</tr>
<tr>
<td>Date/Time Ordered</td>
<td>Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.</td>
</tr>
<tr>
<td>Remarks</td>
<td>Enter any additional information pertaining to the resource.</td>
</tr>
<tr>
<td>BACK OF FORM</td>
<td></td>
</tr>
<tr>
<td>Incident Location</td>
<td>Enter the location of the resource.</td>
</tr>
<tr>
<td>Time</td>
<td>Enter the time (24-hour clock) the resource reported to this location.</td>
</tr>
<tr>
<td>Status</td>
<td>Enter the resource’s current status:</td>
</tr>
<tr>
<td>□ Assigned</td>
<td>• Assigned – Assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Rest</td>
<td>• 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</td>
</tr>
<tr>
<td>□ O/S Pers</td>
<td>• O/S Pers – Out-of-service for personnel reasons</td>
</tr>
<tr>
<td>□ Available</td>
<td>• Available – Available to be assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Mech</td>
<td>• O/S Mech – Out-of-service for mechanical reasons</td>
</tr>
<tr>
<td>□ ETR: _____</td>
<td>• ETR – Estimated time of return</td>
</tr>
<tr>
<td>Notes</td>
<td>Enter any additional information pertaining to the resource’s current location or status.</td>
</tr>
<tr>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Prepared by</td>
<td>Enter the name of the person preparing the form.</td>
</tr>
<tr>
<td>Date/Time</td>
<td>Enter the date (month/day/year) and time prepared (using the 24-hour clock).</td>
</tr>
</tbody>
</table>
### Front

**ST/Unit:**
- Agency
- Cat/Kind/Type
- Name/ID #

**LDW:**
- # Pers
- Order #

**Date/Time Checked In:**

**Pilot Name:**

**Home Base:**

**Departure Point:**

**ETD:**

**Destination Point:**

**ETA:**

**Date/Time Ordered:**

**Remarks:**

**Prepared by:**

**Date/Time:**


### Back

**ST/Unit:**
- Agency
- Cat/Kind/Type
- Name/ID #

**LDW:**
- # Pers
- Order #

**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**

<table>
<thead>
<tr>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ST/Unit</td>
<td>Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.</td>
</tr>
<tr>
<td>LDW (Last Day Worked)</td>
<td>Indicate the last available workday that the resource is allowed to work.</td>
</tr>
<tr>
<td># Pers</td>
<td>Enter total number of personnel associated with the resource. Include the pilot.</td>
</tr>
<tr>
<td>Order #</td>
<td>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.</td>
</tr>
<tr>
<td>Agency</td>
<td>Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).</td>
</tr>
<tr>
<td>Cat/Kind/Type</td>
<td>Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td>Name/ID #</td>
<td>Use this section to enter the resource name or unique identifier.</td>
</tr>
<tr>
<td>Date/Time Checked In</td>
<td>Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.</td>
</tr>
<tr>
<td>Pilot Name:</td>
<td>Enter pilot’s name (use at least the first initial and last name).</td>
</tr>
<tr>
<td>Home Base</td>
<td>Enter the home base to which the resource or individual is normally assigned (may not be departure location).</td>
</tr>
<tr>
<td>Departure Point</td>
<td>Enter the location from which the resource or individual departed for this incident.</td>
</tr>
<tr>
<td>ETD</td>
<td>Use this section to enter the resource’s estimated time of departure (using the 24-hour clock) from their home base.</td>
</tr>
<tr>
<td>ETA</td>
<td>Use this section to enter the resource’s estimated time of arrival (using the 24-hour clock) at the destination point.</td>
</tr>
<tr>
<td>Destination Point</td>
<td>Use this section to enter the location at the incident where the resource has been requested to report.</td>
</tr>
<tr>
<td>Date/Time Ordered</td>
<td>Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.</td>
</tr>
<tr>
<td>Remarks</td>
<td>Enter any additional information pertaining to the resource.</td>
</tr>
</tbody>
</table>

**BACK OF FORM**

<table>
<thead>
<tr>
<th>Incident Location</th>
<th>Enter the location of the resource.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>Enter the time (24-hour clock) the resource reported to this location.</td>
</tr>
</tbody>
</table>

**Status**

- □ Assigned
- □ O/S Rest
- □ O/S Pers
- □ Available
- □ O/S Mech
- □ ETR: ______

Enter the resource’s current status:
- Assigned – Assigned to the incident
- O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft
- O/S Pers – Out-of-service for personnel reasons
- Available – Available to be assigned to the incident
- O/S Mech – Out-of-service for mechanical reasons
- ETR – Estimated time of return

**Notes**

Enter any additional information pertaining to the resource's current location or status.

**Prepared by**

Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).
<table>
<thead>
<tr>
<th>Field</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date/Time Checked In:</td>
<td></td>
</tr>
<tr>
<td>Name:</td>
<td></td>
</tr>
<tr>
<td>Primary Contact Information:</td>
<td></td>
</tr>
<tr>
<td>Manifest:</td>
<td>Total Weight:</td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Method of Travel to Incident:</td>
<td>AOV  POV  Bus  Air  Other</td>
</tr>
<tr>
<td>Home Base:</td>
<td></td>
</tr>
<tr>
<td>Departure Point:</td>
<td></td>
</tr>
<tr>
<td>ETD:</td>
<td>ETA:</td>
</tr>
<tr>
<td>Transportation Needs at Incident:</td>
<td>Vehicle  Bus  Air  Other</td>
</tr>
<tr>
<td>Date/Time Ordered:</td>
<td></td>
</tr>
<tr>
<td>Remarks:</td>
<td></td>
</tr>
<tr>
<td>Prepared by:</td>
<td></td>
</tr>
<tr>
<td>Date/Time:</td>
<td>ICS 219-5 PERSONNEL (WHITE CARD)</td>
</tr>
<tr>
<td>ST/Unit:</td>
<td>Name:</td>
</tr>
<tr>
<td>Status:</td>
<td>Time:</td>
</tr>
<tr>
<td>Assigned  O/S Rest  O/S Pers</td>
<td>Available  O/S Mech  ETR:</td>
</tr>
<tr>
<td>Notes:</td>
<td></td>
</tr>
<tr>
<td>Incident Location:</td>
<td>Time:</td>
</tr>
<tr>
<td>Status:</td>
<td>Assigned  O/S Rest  O/S Pers</td>
</tr>
<tr>
<td>Available  O/S Mech  ETR:</td>
<td>Notes:</td>
</tr>
<tr>
<td>Incident Location:</td>
<td>Time:</td>
</tr>
<tr>
<td>Status:</td>
<td>Assigned  O/S Rest  O/S Pers</td>
</tr>
<tr>
<td>Available  O/S Mech  ETR:</td>
<td>Notes:</td>
</tr>
<tr>
<td>Incident Location:</td>
<td>Time:</td>
</tr>
<tr>
<td>Status:</td>
<td>Assigned  O/S Rest  O/S Pers</td>
</tr>
<tr>
<td>Available  O/S Mech  ETR:</td>
<td>Notes:</td>
</tr>
<tr>
<td>Incident Location:</td>
<td>Time:</td>
</tr>
<tr>
<td>Status:</td>
<td>Assigned  O/S Rest  O/S Pers</td>
</tr>
<tr>
<td>Available  O/S Mech  ETR:</td>
<td>Notes:</td>
</tr>
<tr>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>ST/Unit</td>
<td>Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.</td>
</tr>
<tr>
<td>Name</td>
<td>Enter the individual’s first initial and last name.</td>
</tr>
<tr>
<td>Position/Title</td>
<td>Enter the individual’s ICS position/title.</td>
</tr>
<tr>
<td>Date/Time Checked In</td>
<td>Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.</td>
</tr>
<tr>
<td>Name</td>
<td>Enter the individual’s full name.</td>
</tr>
<tr>
<td>Primary Contact Information</td>
<td>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.</td>
</tr>
<tr>
<td>Manifest</td>
<td>Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.</td>
</tr>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Total Weight</td>
<td>Enter the total weight for the crew. This information is necessary when the crew are transported by charter air.</td>
</tr>
<tr>
<td>Method of Travel to Incident</td>
<td>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.”</td>
</tr>
<tr>
<td>AOV</td>
<td></td>
</tr>
<tr>
<td>POV</td>
<td></td>
</tr>
<tr>
<td>Bus</td>
<td></td>
</tr>
<tr>
<td>Air</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Home Base</td>
<td>Enter the home base to which the resource or individual is normally assigned (may not be departure location).</td>
</tr>
<tr>
<td>Departure Point</td>
<td>Enter the location from which the resource or individual departed for this incident.</td>
</tr>
<tr>
<td>ETD</td>
<td>Use this section to enter the crew’s estimated time of departure (using the 24-hour clock) from their home base.</td>
</tr>
<tr>
<td>ETA</td>
<td>Use this section to enter the crew’s estimated time of arrival (using the 24-hour clock) at the incident.</td>
</tr>
<tr>
<td>Transportation Needs at Incident</td>
<td>Check the box(es) for the appropriate method(s) of transportation at the incident.</td>
</tr>
<tr>
<td>Vehicle</td>
<td></td>
</tr>
<tr>
<td>Bus</td>
<td></td>
</tr>
<tr>
<td>Air</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>Date/Time Ordered</td>
<td>Enter date (month/day/year) and time (24-hour clock) the crew was ordered to the incident.</td>
</tr>
<tr>
<td>Remarks</td>
<td>Enter any additional information pertaining to the crew.</td>
</tr>
<tr>
<td>BACK OF FORM</td>
<td></td>
</tr>
<tr>
<td>Incident Location</td>
<td>Enter the location of the crew.</td>
</tr>
<tr>
<td>Time</td>
<td>Enter the time (24-hour clock) the crew reported to this location.</td>
</tr>
<tr>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td><strong>Enter the crew’s current status:</strong></td>
</tr>
<tr>
<td>□ Assigned</td>
<td>- Assigned – Assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Rest</td>
<td>- 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</td>
</tr>
<tr>
<td>□ O/S Pers</td>
<td>- O/S Pers – Out-of-service for personnel reasons</td>
</tr>
<tr>
<td>□ Available</td>
<td>- Available – Available to be assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Mech</td>
<td>- O/S Mech – Out-of-service for mechanical reasons</td>
</tr>
<tr>
<td>□ ETR: _________</td>
<td>- ETR – Estimated time of return</td>
</tr>
<tr>
<td><strong>Notes</strong></td>
<td><strong>Enter any additional information pertaining to the crew’s current location or status.</strong></td>
</tr>
<tr>
<td><strong>Prepared by</strong></td>
<td><strong>Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).</strong></td>
</tr>
<tr>
<td><strong>Date/Time</strong></td>
<td></td>
</tr>
</tbody>
</table>
# ICS 219-6: Fixed-Wing Card

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

<table>
<thead>
<tr>
<th>Agency</th>
<th>Cat/Kind/Type</th>
<th>Name/ID #</th>
</tr>
</thead>
</table>

**Date/Time Checked In:**

**Leader Name:**

**Primary Contact Information:**

**Resource ID #(#s) or Name(#s):**

**Home Base:**

**Departure Point:**

**ETD:** | **ETA:**

**Date/Time Ordered:**

**Remarks:**

---

**Prepared by:**

**Date/Time:**

**ICS 219-7 EQUIPMENT (YELLOW)**

### Back

<table>
<thead>
<tr>
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<th>LDW:</th>
<th># Pers:</th>
<th>Order #:</th>
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<table>
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<tr>
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<th>Cat/Kind/Type</th>
<th>Name/ID #</th>
</tr>
</thead>
</table>

**Incident Location:** | **Time:**

**Status:**

- [ ] Assigned
- [ ] O/S Rest
- [ ] O/S Pers
- [ ] Available
- [ ] O/S Mech
- ETR: __________

**Notes:**

**Incident Location:** | **Time:**

**Status:**

- [ ] Assigned
- [ ] O/S Rest
- [ ] O/S Pers
- [ ] Available
- [ ] O/S Mech
- ETR: __________

**Notes:**

**Incident Location:** | **Time:**

**Status:**

- [ ] Assigned
- [ ] O/S Rest
- [ ] O/S Pers
- [ ] Available
- [ ] O/S Mech
- ETR: __________

**Notes:**

---

**Prepared by:**

**Date/Time:**

**ICS 219-7 EQUIPMENT (YELLOW)**
# ICS 219-6: Fixed-Wing Card

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<tbody>
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<td>Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.</td>
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<tr>
<td>Name/ID #</td>
<td>Use this section to enter the resource name or unique identifier.</td>
</tr>
<tr>
<td>Date/Time Checked In</td>
<td>Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.</td>
</tr>
<tr>
<td>Pilot Name:</td>
<td>Enter pilot's name (use at least the first initial and last name).</td>
</tr>
<tr>
<td>Home Base</td>
<td>Enter the home base to which the resource or individual is normally assigned (may not be departure location).</td>
</tr>
<tr>
<td>Departure Point</td>
<td>Enter the location from which the resource or individual departed for this incident.</td>
</tr>
<tr>
<td>ETD</td>
<td>Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.</td>
</tr>
<tr>
<td>ETA</td>
<td>Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.</td>
</tr>
<tr>
<td>Destination Point</td>
<td>Use this section to enter the location at the incident where the resource has been requested to report.</td>
</tr>
<tr>
<td>Date/Time Ordered</td>
<td>Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.</td>
</tr>
<tr>
<td>Manufacturer</td>
<td>Enter the manufacturer of the aircraft.</td>
</tr>
<tr>
<td>Remarks</td>
<td>Enter any additional information pertaining to the resource.</td>
</tr>
<tr>
<td>BACK OF FORM</td>
<td></td>
</tr>
<tr>
<td>Incident Location</td>
<td>Enter the location of the resource.</td>
</tr>
<tr>
<td>Time</td>
<td>Enter the time (24-hour clock) the resource reported to this location.</td>
</tr>
<tr>
<td>Status</td>
<td>Enter the resource’s current status:</td>
</tr>
<tr>
<td>Assigned</td>
<td>- Assigned – Assigned to the incident</td>
</tr>
<tr>
<td>O/S Rest</td>
<td>- 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</td>
</tr>
<tr>
<td>O/S Pers</td>
<td>- O/S Pers – Out-of-service for personnel reasons</td>
</tr>
<tr>
<td>Available</td>
<td>- Available – Available to be assigned to the incident</td>
</tr>
<tr>
<td>O/S Mech</td>
<td>- O/S Mech – Out-of-service for mechanical reasons</td>
</tr>
<tr>
<td>ETR: ______</td>
<td>- ETR – Estimated time of return</td>
</tr>
<tr>
<td>Notes</td>
<td>Enter any additional information pertaining to the resource’s current location or status.</td>
</tr>
<tr>
<td>Prepared by</td>
<td>Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).</td>
</tr>
<tr>
<td>Date/Time</td>
<td></td>
</tr>
<tr>
<td>ST/Unit:</td>
<td>LDW:</td>
</tr>
<tr>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>Agency</td>
<td>Cat/Kind/Type</td>
</tr>
</tbody>
</table>

**Front**

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s) or Name(s):

Home Base:

Departure Point:

ETD: ETA:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

**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:

Prepared by:

Date/Time:

ICS 219-8 MISCELLANEOUS EQUIPMENT/TASK FORCE (TAN)
**ICS 219-8: Miscellaneous Equipment/Task Force Card**

<table>
<thead>
<tr>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ST/Unit</strong></td>
<td>Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.</td>
</tr>
<tr>
<td><strong>LDW (Last Day Worked)</strong></td>
<td>Indicate the last available work day that the resource is allowed to work.</td>
</tr>
<tr>
<td><strong># Pers</strong></td>
<td>Enter total number of personnel associated with the resource. Include leaders.</td>
</tr>
<tr>
<td><strong>Order #</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Agency</strong></td>
<td>Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).</td>
</tr>
<tr>
<td><strong>Cat/Kind/Type</strong></td>
<td>Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td><strong>Name/ID #</strong></td>
<td>Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).</td>
</tr>
<tr>
<td><strong>Date/Time Checked In</strong></td>
<td>Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.</td>
</tr>
<tr>
<td><strong>Leader Name</strong></td>
<td>Enter resource leader’s name (use at least the first initial and last name).</td>
</tr>
<tr>
<td><strong>Primary Contact Information</strong></td>
<td>Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Resource ID #(s) or Name(s)</strong></td>
<td>Provide the identifier number or name for this resource.</td>
</tr>
<tr>
<td><strong>Home Base</strong></td>
<td>Enter the home base to which the resource or individual is normally assigned (may not be departure location).</td>
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<tr>
<td><strong>Departure Point</strong></td>
<td>Enter the location from which the resource or individual departed for this incident.</td>
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<tr>
<td><strong>ETD</strong></td>
<td>Use this section to enter the resource’s estimated time of departure (using the 24-hour clock) from their home base.</td>
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</tr>
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<td>Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.</td>
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**BACK OF FORM**

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<tr>
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<td>Enter the time (24-hour clock) the resource reported to this location.</td>
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<tr>
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<td>□ ETR: _____</td>
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<tr>
<td><strong>Notes</strong></td>
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<tr>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------------------------------------------------------------------------</td>
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<td>Enter the resource’s current status:</td>
</tr>
<tr>
<td>□ Assigned</td>
<td>• Assigned – Assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Rest</td>
<td>• 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</td>
</tr>
<tr>
<td>□ O/S Pers</td>
<td>• O/S Pers – Out-of-service for personnel reasons</td>
</tr>
<tr>
<td>□ Available</td>
<td>• Available – Available to be assigned to the incident</td>
</tr>
<tr>
<td>□ O/S Mech</td>
<td>• O/S Mech – Out-of-service for mechanical reasons</td>
</tr>
<tr>
<td>□ ETR: ______</td>
<td>• ETR – Estimated time of return</td>
</tr>
<tr>
<td>Notes</td>
<td>Enter any additional information pertaining to the resource’s current location or status.</td>
</tr>
<tr>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Prepared by</td>
<td>Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).</td>
</tr>
<tr>
<td>Date/Time</td>
<td></td>
</tr>
</tbody>
</table>
### AIR OPERATIONS SUMMARY (ICS 220)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period:</th>
<th>3. Sunrise:</th>
<th>Sunset:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Date From:</td>
<td>Date To:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time From:</td>
<td>Time To:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Remarks (safety notes, hazards, air operations special equipment, etc.):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Ready Alert Aircraft:</th>
<th>6. Temporary Flight Restriction Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medivac:</td>
<td>Altitude:</td>
</tr>
<tr>
<td>New Incident:</td>
<td>Center Point:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Frequencies:</th>
<th>AM</th>
<th>FM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air/Air Fixed-Wing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. Fixed-Wing (category/kind/type, make/model, N#, base):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Tactical Group Supervisor Aircraft:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Personnel:</th>
<th>Name:</th>
<th>Phone Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Operations Branch Director</td>
<td>Air/Air Rotary-Wing – Flight Following</td>
<td></td>
</tr>
<tr>
<td>Air Support Group Supervisor</td>
<td>Air/Ground</td>
<td></td>
</tr>
<tr>
<td>Air Tactical Group Supervisor</td>
<td>Command</td>
<td></td>
</tr>
<tr>
<td>Heliport Coordinator</td>
<td>Deck Coordinator</td>
<td></td>
</tr>
<tr>
<td>Heliport Manager</td>
<td>Take-Off &amp; Landing Coordinator</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10. Helicopters (use additional sheets as necessary):</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAA N#</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11. Prepared by:</th>
<th>Name:</th>
<th>Position/Title:</th>
<th>Signature:</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICS 220, Page 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date/Time:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### AIR OPERATIONS SUMMARY (ICS 220)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Operational Period:</th>
<th>3. Sunrise:</th>
<th>Sunset:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Date From:</td>
<td>Date To:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Time From:</td>
<td>Time To:</td>
<td></td>
</tr>
</tbody>
</table>

| 12. Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.): |
|---|---|---|---|
| Category/Kind/Type and Function | Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft | Mission Start | Fly From | Fly To |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |
| [ ] | [ ] | [ ] | [ ] | [ ] |

11. Prepared by: Name: [ ] Position/Title: [ ] Signature: [ ]

ICS 220, Page 2 Date/Time: [ ]
ICS 220
Air Operations Summary

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

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

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

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

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>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.</td>
</tr>
<tr>
<td>3</td>
<td>Sunrise/Sunset</td>
<td>Enter the sunrise and sunset times.</td>
</tr>
<tr>
<td>4</td>
<td>Remarks (safety notes, hazards, air operations special equipment, etc.)</td>
<td>Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.</td>
</tr>
<tr>
<td>5</td>
<td>Ready Alert Aircraft</td>
<td>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.</td>
</tr>
<tr>
<td>6</td>
<td>Temporary Flight Restriction Number</td>
<td>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.</td>
</tr>
<tr>
<td>7</td>
<td>Personnel</td>
<td>Enter the name and phone number of the individuals in Air Operations.</td>
</tr>
<tr>
<td></td>
<td>Air Operations Branch Director</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Air Support Group Supervisor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Air Tactical Group Supervisor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Helicopter Coordinator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HeliBase Manager</td>
<td></td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8</td>
<td><strong>Frequencies</strong></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>• AM</td>
<td>Air/Air Fixed-Wing</td>
</tr>
<tr>
<td></td>
<td>• FM</td>
<td>Air/Air Rotary-Wing – Flight Following</td>
</tr>
<tr>
<td>9</td>
<td><strong>Fixed-Wing</strong> (category/kind/type, make/model, N#, base)</td>
<td>Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident.</td>
</tr>
<tr>
<td></td>
<td>Air Tactical Group Supervisor Aircraft</td>
<td>Other Fixed-Wing Aircraft</td>
</tr>
<tr>
<td></td>
<td>Air Guard</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td><strong>Helicopters</strong></td>
<td>Enter the following information about the helicopter resources allocated to the incident.</td>
</tr>
<tr>
<td></td>
<td>FAA N#</td>
<td>Enter the FAA N#.</td>
</tr>
<tr>
<td></td>
<td>Category/Kind/Type</td>
<td>Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance.</td>
</tr>
<tr>
<td></td>
<td>Make/Model</td>
<td>Enter the make and model of the helicopter.</td>
</tr>
<tr>
<td></td>
<td>Base</td>
<td>Enter the base where the helicopter is located.</td>
</tr>
<tr>
<td></td>
<td>Available</td>
<td>Enter the time the aircraft is available.</td>
</tr>
<tr>
<td></td>
<td>Start</td>
<td>Enter the time the aircraft becomes operational.</td>
</tr>
<tr>
<td></td>
<td>Remarks</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td><strong>Prepared by</strong></td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Position/Title</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Signature</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Date/Time</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td><strong>Task/Mission/Assignment</strong> (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Category/Kind/Type and Function</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mission Start</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fly From</td>
<td>Enter the incident location or air base the aircraft is flying from.</td>
</tr>
<tr>
<td></td>
<td>Fly To</td>
<td>Enter the incident location or air base the aircraft is flying to.</td>
</tr>
</tbody>
</table>
**DEMOBILIZATION CHECK-OUT (ICS 221)**

1. Incident Name:  
2. Incident Number:  

3. Planned Release Date/Time:  
   Date:  
   Time:  

4. Resource or Personnel Released:  

5. Order Request Number:  

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

### LOGISTICS SECTION

<table>
<thead>
<tr>
<th>Unit/Manager</th>
<th>Remarks</th>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Supply Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Communications Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Facilities Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Ground Support Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Security Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### FINANCE/ADMINISTRATION SECTION

<table>
<thead>
<tr>
<th>Unit/Leader</th>
<th>Remarks</th>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Time Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OTHER SECTION/STAFF

<table>
<thead>
<tr>
<th>Unit/Other</th>
<th>Remarks</th>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### PLANNING SECTION

<table>
<thead>
<tr>
<th>Unit/Leader</th>
<th>Remarks</th>
<th>Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Documentation Leader</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Demobilization Leader</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Remarks:  

8. Travel Information:  
   Room Overnight: ☐ Yes ☐ No  
   Estimated Time of Departure:  
   Actual Release Date/Time:  
   Estimated Time of Arrival:  
   Contact Information While Traveling:  
   Area/Agency/Region Notified:  

9. Reassignment Information: ☐ Yes ☐ No  
   Incident Name:  
   Incident Number:  
   Location:  
   Order Request Number:  

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

ICS 221  
Date/Time:  

B-111
### 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.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Incident Number</td>
<td>Enter the number assigned to the incident.</td>
</tr>
<tr>
<td>3</td>
<td>Planned Release Date/Time</td>
<td>Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.</td>
</tr>
<tr>
<td>4</td>
<td>Resource or Personnel Released</td>
<td>Enter name of the individual or resource being released.</td>
</tr>
<tr>
<td>5</td>
<td>Order Request Number</td>
<td>Enter order request number (or agency demobilization number) of the individual or resource being released.</td>
</tr>
<tr>
<td>6</td>
<td>Resource or Personnel</td>
<td>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).</td>
</tr>
<tr>
<td></td>
<td><strong>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).</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Unit/Leader/Manager/Other</strong></td>
<td><strong>Remarks</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Name</strong></td>
<td><strong>Signature</strong></td>
</tr>
</tbody>
</table>

**Logistics Section**
- [] Supply Unit
- [] Communications Unit
- [] Facilities Unit
- [] Ground Support Unit
- [] Security Manager

The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 (continued)</td>
<td>Finance/Administration Section</td>
<td>The Demobilization Unit Leader will enter an &quot;X&quot; 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.</td>
</tr>
<tr>
<td></td>
<td>Other Section/Staff</td>
<td>The Demobilization Unit Leader will enter an &quot;X&quot; 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.</td>
</tr>
<tr>
<td></td>
<td>Planning Section</td>
<td>The Demobilization Unit Leader will enter an &quot;X&quot; 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.</td>
</tr>
<tr>
<td>7</td>
<td>Remarks</td>
<td>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.</td>
</tr>
<tr>
<td>8</td>
<td>Travel Information</td>
<td>Enter the following travel information:</td>
</tr>
<tr>
<td></td>
<td>Room Overnight</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Estimated Time of Departure</td>
<td>Use this section to enter the resource’s or personnel’s estimated time of departure (using the 24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>Actual Release Date/Time</td>
<td>Use this section to enter the resource’s or personnel’s actual release date (month/day/year) and time (using the 24-hour clock).</td>
</tr>
<tr>
<td></td>
<td>Destination</td>
<td>Use this section to enter the resource’s or personnel’s destination.</td>
</tr>
<tr>
<td></td>
<td>Estimated Time of Arrival</td>
<td>Use this section to enter the resource’s or personnel’s estimated time of arrival (using the 24-hour clock) at the destination.</td>
</tr>
<tr>
<td></td>
<td>Travel Method</td>
<td>Use this section to enter the resource’s or personnel’s travel method (e.g., POV, air, etc.).</td>
</tr>
<tr>
<td></td>
<td>Contact Information While Traveling</td>
<td>Use this section to enter the resource’s or personnel’s contact information while traveling (e.g., cell phone, radio frequency, etc.).</td>
</tr>
<tr>
<td></td>
<td>Manifest</td>
<td>Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.</td>
</tr>
<tr>
<td></td>
<td>Area/Agency/Region Notified</td>
<td>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.</td>
</tr>
<tr>
<td>9</td>
<td>Reassignment Information</td>
<td>Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>Use this section to enter the name of the new incident to which the resource was reassigned.</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>Use this section to enter the number of the new incident to which the resource was reassigned.</td>
</tr>
<tr>
<td></td>
<td>Incident Name</td>
<td>Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.</td>
</tr>
<tr>
<td></td>
<td>Location</td>
<td>Use this section to enter the new order request number assigned to the resource or personnel.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>10</td>
<td>Prepared by</td>
<td>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).</td>
</tr>
<tr>
<td></td>
<td>• Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Position/Title</td>
<td></td>
</tr>
<tr>
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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
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15. Operations Section Chief Checklist
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22. Situation Unit Leader Checklist
23. Staging Area Manager Checklist
24. Supply Unit Leader Checklist
25. Support Branch Director Checklist
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Appendix C. Emergency Operations Center Position Checklists

Figure C-1  EOC Position Organizational Chart

- Incident Commander(s)
  - Liaison Officer
  - Public Information Officer
  - Safety Officer

- Operations Section Chief
  - Staging Area Manager
    - Operations Branch Director
- Planning Section Chief
  - Resource Unit Leader
    - Situation Unit Leader
    - Documentation Unit Leader
    - Demobilization Unit Leader
- Logistics Section Chief
  - Support Branch Director
    - Supply Unit Leader
      - Facilities Unit Leader
        - Ground Support Unit Leader
        - Service Branch Director
          - Communications Unit Leader
          - Medical Unit Leader
          - Food Unit Leader
- Finance/Admin Section Chief
  - Time Unit Leader
  - Procurement Unit Leader
  - Compensation/Claims Unit Leader
  - Cost Unit Leader
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.

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

2. Organize and staff Unit as appropriate:
   - Assign Communications Center Manager and Lead Incident Dispatcher.
   - Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.

3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.

4. Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.

5. Assess Incident Command Post phone load and request additional lines as needed.

6. Prepare and implement Incident Communications Plan (ICS Form 205):
   - Obtain current organizational chart.
   - Determine most hazardous tactical activity; ensure adequate communications.
   - Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
   - Determine Command communications needs.
   - Determine support communications needs.
   - Establish and post any specific procedures for use of Incident Command Post communications equipment.
7. Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:
   - Determine specific organizational elements to be assigned telephones.
   - Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.
   - Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
   - **Do not publicize OUTGOING call lines.**

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

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

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


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.
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).
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.

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.


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 deb briefings; 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).

12/14/09
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.


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.

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.

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


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.
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.

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.
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.

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.

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.
Sample Planning Meeting Agenda

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<td>2. Discuss safety issues.</td>
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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.
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.

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.
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.

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

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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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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.

1. Obtain briefing from Incident Commander:
   - Obtain summary of incident organization (ICS Forms 201 and 203).
   - Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).

2. Obtain cooperating and assisting agency information, including:
   - Contact person(s).
   - Radio frequencies.
   - Phone numbers.
   - Cooperative agreements.
   - Resource type.
   - Number of personnel.
   - Condition of personnel and equipment.
   - Agency constraints/limitations.

3. Establish workspace for Liaison function and notify agency representatives of location.

4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

5. Interview agency representatives concerning resources and capabilities, and restrictions on use—provide this information at planning meetings.

6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.
7. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:
   - Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).

8. Participate in Planning Meetings:

   **Sample Planning Meeting Agenda**

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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

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- 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.
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.
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.

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).
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.

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).
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.

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.
7. Assess life safety:
   - Adjust perimeters, as necessary, to ensure scene security.
   - Evaluate and enforce use of appropriate protective clothing and equipment.
   - Implement and enforce appropriate safety precautions.

8. Evaluate situation and provide update to Planning Section:
   - Location, status, and assignment of resources.
   - Effectiveness of tactics.
   - Desired contingency plans.

9. Determine need and request additional resources.

10. Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.

11. Keep Resources Unit up to date on changes in resource status.

12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:
   - Identify assignments by Division or Group.
   - Identify specific tactical assignments.
   - Identify resources needed to accomplish assignments.
13. Ensure coordination of the Operations Section with other Command and General Staff:

- Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
- Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
- Notify Logistics of communications problems.
- Keep Planning up-to-date on resource and situation status.
- Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
- Keep Safety Officer involved in tactical decision-making.
- Keep Incident Commander apprised of status of operational efforts.
- Coordinate media field visits with the Public Information Officer.

14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

15. Attend Planning Meetings:

Sample Planning Meeting Agenda

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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.

1. Obtain briefing from Incident Commander:
   - Determine current resource status (ICS Form 201).
   - Determine current situation status/intelligence (ICS Form 201).
   - Determine current incident objectives and strategy.
   - Determine whether Incident Commander requires a written Incident Action Plan (IAP).
   - Determine time and location of first Planning Meeting.
   - Determine desired contingency plans.

2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.

3. Establish and maintain resource tracking system.

4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.

5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.

6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):
   - Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
   - Provide copy to Public Information Officer.

7. Obtain/develop incident maps.

8. Establish information requirements and reporting schedules for ICP and field staff.
9. Prepare contingency plans:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

11. Conduct Planning Meetings according to following agenda:

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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.


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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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.

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.
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.

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.


10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.

12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.

13. Obtain approval for information release from Incident Commander:
   - Confirm details to ensure no conflicting information is released.
   - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.

14. Release news to media, and post information in Command Post and other appropriate locations.

15. Record all interviews and copy all news releases:
   - Contact media to correct erroneous or misleading information being provided to the public via the media.
16. Update off-incident agency personnel on a regular basis:
   - Utilize electronic mail for agency updates.
   - Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
   - Provide standard statement which can be given to general requests for information.

17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:
   - Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

18. Attend Planning Meetings:

   **Sample Planning Meeting Agenda**

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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.

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

   - 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.

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.
9. Participate in Planning and Tactics Meetings:
   - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
   - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.
10. Attend Planning meetings:
### Sample Planning Meeting Agenda

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Briefing on situation/resource status.</td>
<td>Planning/Operations Section Chiefs</td>
</tr>
<tr>
<td>2 Discuss safety issues.</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>3 Set/confirm incident objectives.</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>4 Plot control lines &amp; Division boundaries.</td>
<td>Operations Section Chief</td>
</tr>
<tr>
<td>5 Specify tactics for each Division/Group.</td>
<td>Operations Section Chief</td>
</tr>
<tr>
<td>6 Specify resources needed for each Division/Group.</td>
<td>Operations/Planning Section Chiefs</td>
</tr>
<tr>
<td>7 Specify facilities and reporting locations.</td>
<td>Operations/Planning/Logistics Section Chiefs</td>
</tr>
<tr>
<td>8 Develop resource order.</td>
<td>Logistics Section Chief</td>
</tr>
<tr>
<td>9 Consider communications/medical/transportation plans.</td>
<td>Logistics/Planning Section Chiefs</td>
</tr>
<tr>
<td>10 Provide financial update.</td>
<td>Finance/Administration Section Chief</td>
</tr>
<tr>
<td>11 Discuss interagency liaison issues.</td>
<td>Liaison Officer</td>
</tr>
<tr>
<td>12 Discuss information issues.</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>13 Finalize/approve/implement plan.</td>
<td>Incident Commander/All</td>
</tr>
</tbody>
</table>

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).
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.

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).
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.
4. Compile, maintain and display incident status information for Incident Command Post (ICP) staff:
   - Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
   - Determine appropriate map displays.
   - Review all data for completeness, accuracy, and relevancy prior to posting.
   - Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.
   - Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
   - Ensure displays and maps are kept up to date.

5. Provide photographic services and maps:
   - Photographic services may be used to document operations and intelligence activities, public information activities, and accident investigations.
   - Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate.
   - Ensure photographs are processed at the end of each operational period.
   - Request or develop additional and specialized maps as required.
   - Provide Incident Map(s) for Incident Action Plan (IAP).

6. Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:
   - Review current and projected incident and resource status.
   - Develop alternative strategies.
   - Identify resources required to implement contingency plan.
   - Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.
8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.

9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:
   - Provide copies to Command and General Staff.
   - Forward to agency administrator and to other entities, as directed.

10. Participate in Planning Meetings, as required.

11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.

12. Provide briefing to relief on current and unusual situations.

13. Document all activity on Unit Log (ICS Form 214).
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Staging Area Manager Position Checklist

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

**Task**

1. Obtain a briefing from Incident Commander or Operations Section Chief:
   - Determine types and numbers of resources to be maintained in Staging.
   - Confirm process for requesting additional resources for Staging.
   - Confirm process for reporting status changes.

2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.

4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.

5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

6. Post areas for identification and traffic control.

7. Respond to requests for resources:
   - Organize Task Forces or Strike Teams, as necessary.

8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.

9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

10. Maintain Staging Area in orderly condition.

11. Demobilize Staging Area in accordance with instructions.

12. Document all activity on Unit Log (ICS Form 214).
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Supply Unit Leader Position Checklist

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

Task

1. Obtain briefing from Logistics Section Chief or Support Branch Director:
   - Determine charge code for incident.
   - Confirm ordering process.
   - Assess need for 24-hour staffing.
   - Determine scope of supply process.

2. Organize and staff Unit, as appropriate:
   - Consider need for "lead agency" representation in ordering process.
   - Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).

3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:
   - Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
   - Confirm process for coordinating contract related activities with the Procurement Unit.
   - Confirm process for emergency purchase orders with Finance Section.

4. Determine type and amount of supplies and equipment on hand and en route:
   - Contact Resources Unit to determine resources on order.
Supply Unit Leader Position Checklist

5. Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS Form 208):
   - Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
   - Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
   - Obtain estimated price for resources which expect reimbursement.
   - Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.

6. Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.

7. Order, receive, distribute, and store supplies and equipment:
   - Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA’s).
   - Relay this information to appropriate staff.

8. Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.

9. Alert Section Chief to changes in resource availability which may affect incident operations.

10. Develop and implement safety and security requirements for supply areas.

11. Review Incident Action Plan (IAP) for information affecting Supply Unit.

12. Maintain inventory of supplies and equipment.

13. Service re-usable equipment.

14. Keep and submit copies of all orders and related documentation to the Documentation Unit.

15. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.

16. Document all activity on Unit Log (ICS Form 214).
# Support Branch Director Position Checklist

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

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain briefing from Logistics Section Chief:</td>
</tr>
<tr>
<td>- Determine facilities activated in support of the incident.</td>
</tr>
<tr>
<td>- Determine ground support and transportation needs.</td>
</tr>
<tr>
<td>- Determine resource ordering process.</td>
</tr>
<tr>
<td>- Confirm personnel already requested for Branch.</td>
</tr>
<tr>
<td>2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.</td>
</tr>
<tr>
<td>3. Confirm facilities in use and determine the potential for additional facilities.</td>
</tr>
<tr>
<td>4. Determine need for fuel delivery and vehicle support.</td>
</tr>
<tr>
<td>5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.</td>
</tr>
<tr>
<td>6. Staff Branch appropriately.</td>
</tr>
<tr>
<td>7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:</td>
</tr>
<tr>
<td>- Provide summary of emergency situation.</td>
</tr>
<tr>
<td>- Provide summary of the facility, supply, and ground support needs of the incident.</td>
</tr>
<tr>
<td>8. Participate in organizational meetings of Logistics Section personnel.</td>
</tr>
<tr>
<td>9. Coordinate activities of Branch Units.</td>
</tr>
<tr>
<td>10. Keep Logistics Section Chief apprised of Branch Activities.</td>
</tr>
<tr>
<td>11. Document all activity on Unit Log (ICS Form 214).</td>
</tr>
</tbody>
</table>
The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- **Task**

1. Obtain briefing from Finance/Administration Section Chief:
   - Determine incident requirements for time recording.
   - Determine required time-lines for reports.
   - Determine location of timekeeping activity.
   - Determine number of personnel and rental equipment for which time will be kept.

2. Organize and staff Unit, as appropriate.

3. Advise Ground Support Unit, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.

4. Establish contact with appropriate agency personnel representatives:
   - Determine time-keeping constraints of individual agencies.
   - Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.

5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

6. Establish files for time records, as appropriate.

7. Provide for records security.

8. Ensure that all records are complete or current prior to demobilization.

9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
11. Provide briefing to relief on current activity and unusual events.

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

The City of Lake Oswego will develop and maintain mutual aid agreements, both formal and informal which facilitate bringing additional resources to the scene of an emergency. Each department is responsible for developing those agreements necessary to augment available resources. Some of these agreements are outlined below:

- Clackamas County Ambulance Service Area Mutual Aid Agreements. These agreements provide for resource support between EMS providers.

- City of Lake Oswego Fire Protection Mutual Aid Agreements. This agreement provides for fire protection resources between neighboring fire districts.

- Police Mutual Aid Agreement. This agreement provides for local law enforcement agencies to provide back-up law enforcement services.

- Mutual Aid and Assistance Agreement for the Provision of Emergency Services Related to Water and Wastewater Utilities. This agreement between the City of Lake Oswego and Oregon Water and Wastewater Response Network (ORWARN) provides for emergency water and wastewater services and is dated August 2009.

- Portland Metro Area Transportation (PMAT) Cooperative dated August 2009.

- Cooperative Public Agencies of Washington County (CPAWC) dated August 2009.

- Oregon Department of Transportation, currently in development.
References
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Federal


State of Oregon

- Oregon Revised Statutes Chapter 401.

Clackamas County

- Clackamas County Code Section 6.03
- Clackamas County Resolution 2005-26, February 2005
- Clackamas County Board Order #2008-154, September 2008
- Clackamas County Emergency Operations Plan.

City of Lake Oswego

- Lake Oswego City Resolution 05-52, July 5, 2005
- Lake Oswego Code, Article 12.20 Emergency Code
Other

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

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After Action Report</td>
</tr>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>AOC</td>
<td>Agency Operations Center</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear, Explosive</td>
</tr>
<tr>
<td>CCOM</td>
<td>Clackamas County Communications</td>
</tr>
<tr>
<td>CERCLA</td>
<td>Comprehensive Environmental Response, Compensation, and Liability Act</td>
</tr>
<tr>
<td>CEMP</td>
<td>Comprehensive Emergency Management Plan</td>
</tr>
<tr>
<td>CERT</td>
<td>Citizen Emergency Response Team</td>
</tr>
<tr>
<td>City</td>
<td>City of Lake Oswego (governing body)</td>
</tr>
<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
</tr>
<tr>
<td>COOP</td>
<td>Continuity of Operations Plan</td>
</tr>
<tr>
<td>County</td>
<td>Clackamas County (governing body)</td>
</tr>
<tr>
<td>DAC</td>
<td>Disaster Application Center</td>
</tr>
<tr>
<td>DEQ</td>
<td>Oregon Department of Environmental Quality</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
</tr>
<tr>
<td>DSHS</td>
<td>Department of Social and Health Services</td>
</tr>
<tr>
<td>EAS</td>
<td>Emergency Alert System</td>
</tr>
<tr>
<td>ECC</td>
<td>Oregon Emergency Coordination Center</td>
</tr>
<tr>
<td>EM</td>
<td>Emergency Management</td>
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<tr>
<td>EMD</td>
<td>Emergency Management Director</td>
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<tr>
<td>EMO</td>
<td>Emergency Management Organization</td>
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<tr>
<td>EMP</td>
<td>State of Oregon Emergency Management Plan</td>
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<tr>
<td>EMR</td>
<td>Emergency Management Region</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>EMT</td>
<td>Emergency Medical Technician</td>
</tr>
<tr>
<td>ENC</td>
<td>Emergency Notification Center (911 services)</td>
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<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>EOP</td>
<td>Emergency Operations Plan</td>
</tr>
<tr>
<td>EPA</td>
<td>United States Environmental Protection Agency</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>ESF</td>
<td>Emergency Support Function</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>HazMat</td>
<td>Hazardous Materials</td>
</tr>
<tr>
<td>HIVA</td>
<td>Hazard Identification and Vulnerability Assessment</td>
</tr>
<tr>
<td>HSPD</td>
<td>Homeland Security Presidential Directive</td>
</tr>
<tr>
<td>HSEEP</td>
<td>Homeland Security Exercise and Evaluation Program</td>
</tr>
<tr>
<td>IA</td>
<td>Incident Annex</td>
</tr>
<tr>
<td>IAP</td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>ICP</td>
<td>Incident Command Post</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>IP</td>
<td>Improvement Plan</td>
</tr>
<tr>
<td>JIC</td>
<td>Joint Information Center</td>
</tr>
<tr>
<td>JIS</td>
<td>Joint Information System</td>
</tr>
<tr>
<td>LEDS</td>
<td>Law Enforcement Data System</td>
</tr>
<tr>
<td>LOCOM</td>
<td>Lake Oswego Communications</td>
</tr>
<tr>
<td>MACS</td>
<td>Multi-Agency Coordination System</td>
</tr>
<tr>
<td>MOC</td>
<td>Medical Operations Center</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NCP</td>
<td>National Contingency Plan</td>
</tr>
<tr>
<td>NGO</td>
<td>Nongovernmental Organization</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>NRF</td>
<td>National Response Framework</td>
</tr>
<tr>
<td>NRS</td>
<td>National Response System</td>
</tr>
<tr>
<td>OAR</td>
<td>Oregon Administrative Rules</td>
</tr>
<tr>
<td>ODOT</td>
<td>Oregon Department of Transportation</td>
</tr>
<tr>
<td>OEM</td>
<td>Oregon Emergency Management</td>
</tr>
<tr>
<td>OERS</td>
<td>Oregon Emergency Response System</td>
</tr>
<tr>
<td>OR DHS</td>
<td>Oregon Department of Human Services</td>
</tr>
<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
</tr>
<tr>
<td>ORS</td>
<td>Oregon Revised Statutes</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>---------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>PIO</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>POD</td>
<td>Point of Dispensing</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
</tr>
<tr>
<td>RS</td>
<td>Recovery Strategy</td>
</tr>
<tr>
<td>SAR</td>
<td>Search and Rescue</td>
</tr>
<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
</tr>
<tr>
<td>SOG</td>
<td>Standard Operating Guidance</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>State</td>
<td>State of Oregon (governing body)</td>
</tr>
<tr>
<td>UC</td>
<td>Unified Command</td>
</tr>
<tr>
<td>USAR</td>
<td>Urban Search and Rescue</td>
</tr>
<tr>
<td>USCG</td>
<td>United States Coast Guard</td>
</tr>
<tr>
<td>USDA</td>
<td>United States Department of Agriculture</td>
</tr>
<tr>
<td>VA</td>
<td>Veterans Administration</td>
</tr>
<tr>
<td>WMD</td>
<td>Weapons of Mass Destruction</td>
</tr>
</tbody>
</table>
Glossary of Key Terms

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

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

Agency: 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.

**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 managing the following 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 Commander; the special staff positions of Public Information Officer, Safety Officer, Liaison Officer; and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**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.

**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 is any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Assistance Compact**: The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.
Emergency Operations Centers: The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

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

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


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.

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

**Incident 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 managing 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 communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. 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 reaches those who need it to perform their missions effectively and safely.

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

**Interoperability & Compatibility:** A principle of NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

**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.

**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: 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 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 behavioral health services requirements of the ESF 8 in the National Response Framework.

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

**National Response Plan**: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

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

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

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

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

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

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

**Plain Language**: Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to [http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf](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 nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**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.

**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 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 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 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 NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

State: When capitalized, refers to the governing body of Oregon.

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

Strategy: 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.

**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 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/nimcast/index.jsp](https://nimcast.fema.gov/nimcast/index.jsp)
Emergency Support Function Annexes
ESF 0 – ESF Overview
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# City of Lake Oswego Emergency Operations Plan

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1 **Purpose and Scope**

ESF 1 outlines tasks and responsibilities for meeting the transportation needs of victims and emergency responders in a major emergency or disaster. The City of Lake Oswego Public Works Department is responsible for maintaining most of the streets in the city. Ground transportation will be essential for moving people who are at risk to safer locations and moving personnel and equipment to incident sites and damaged areas.

2 **Policies and Agreements**

The following policies and agreements are currently in place:

- It is the policy of the City of Lake Oswego that public transportation authorities and county and state departments with transportation resources and support operations are responsible for assessing and restoring transportation systems under their control. Priorities shall be determined and coordinated by the EOC.

3 **Situation and Assumptions**

3.1 **Situation**

An emergency that causes significant damage or disruption to the city transportation system is a City emergency requiring notification of Lake Oswego Emergency Management, implementation of the Emergency Operations Plan (EOP) and may require activation of the Emergency Operations Center (EOC). If the incident requires transportation resources beyond those available to the City, Clackamas County Emergency Management will be notified. All incidents will be managed according to the National Incident Management System (NIMS)/Incident Command System (ICS).

Effective emergency transportation involves citywide, countywide and regional travel and requires close coordination with neighboring jurisdictions, and public and private providers of transportation services and equipment. Transportation
operations may require road closures, restrictions, detours, removal of debris, and/or construction of temporary roads or bridges, as well additional drivers/operators, vehicles and equipment.

All agencies tasked under this annex will develop and maintain internal operating plans (continuity of operations plans, procedures, etc.) and implementing procedures consistent with the EOP and annex.

3.2 Assumptions

- It is most likely that damages to the transportation infrastructure will occur in the event of a disaster.
- The type and degree of damage will determine the effectiveness and efficiency of the response and recovery efforts.
- Initial response may be difficult to coordinate but will improve with the gradual clearing of access routes.
- The demand on the transportation system for response and recovery activities will most likely exceed the capabilities of the City thus requiring assistance from Clackamas County Emergency Management.
- All City-owned vehicles (not otherwise involved in the emergency response) will be available for use by the EOC.

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 Primary Agency

4.1.1 City of Lake Oswego Public Works Department

- Coordinate emergency transportation and public works department functions within the City of Lake Oswego.
- Ensure Public Works Department communications with the EOC are maintained.
- Determine safe and usable roads within the City following a disaster event.
- Place barricades and provide traffic control devices at the direction of the Police Department.
- Coordinate damage assessment with the Clackamas County Assessment and Taxation.
ESF 1. Transportation

- Remove debris to provide vehicle access.
- Priority damage assessment of critical transportation routes, and roads and bridge network.
- Assist in maintaining access along critical routes.
- Provide repair and restoration or as necessary temporary repair of the transportation network with a priority of critical transport routes.
- In coordination with the Police Department, identify alternative transportation routes during road repair.
- Provide public information on the status of transportation routes and repairs to the PIO through the EOC.
- Provide and/or coordinate engineering services.

4.2 Supporting Agencies

4.2.1 Lake Oswego Emergency Management
- Maintain a list of transportation resources and capabilities.
- Identify transportation needs to support emergency response.
- Coordinate emergency response transportation resources.
- Provide a record of transportation expenses during an emergency.
- Coordinate fuel supply, vehicle support and maintenance during an emergency.
- Request mutual-aid and County support once local resource are exhausted or are close to being exhausted.
- Identify safe routes for emergency transport in coordination with the Police Department and the Public Works Department.

4.2.2 Lake Oswego Police Department
- Provide traffic and crowd control through the use of traffic signals, road blocks, barricades, detours, signs, surveillance.
- Coordinate law enforcement activities with other response agencies and provide security to evacuated areas.
- Coordinate use of buses, vans and vehicles with public transportation and school districts to support emergency transportation.
ESF 1. Transportation

- Determine evacuation routes in coordination with the Public Works Department and Emergency Management.

- Coordinate public information through the EOC and PIO.

- Coordinate resources through the EOC.

- Prioritize security needs through the EOC.

- Upon request, provide support to the Public Works Department.

4.2.3 Lake Oswego Fire Department

- Control of on-scene hazardous materials and fire situations.

- Upon request, provide support to Police Department and Public Works Department.

5 Concept of Operations

5.1 Preparedness

- Hazard characteristics such as magnitude, intensity, spread of onset, and duration must be considered with planned for evacuation and emergency resource transportation.

- Time and distance of travel necessary for response personnel and supplies to reach the incident should be considered in emergency transportation planning.

- Consider available evacuation routes, capacities, and vulnerability to hazards during evacuation and emergency transportation planning.

5.2 Response

- The Lake Oswego Police Department will work closely with the Public Works Department during a transportation-related incident to accomplish emergency traffic control.

- Public Works Department will provide barricades and traffic control signs.

- If possible two-way traffic should be maintained on evacuation routes.

- Disabled and un-manned vehicles that impede the flow of emergency traffic should be removed. The City will contract with a wrecker service and/or tow truck service to remove disabled or un-manned vehicles.
Assistance may be requested from Clackamas County Transportation and Development to manage transportation routes, identify hazards, implement road closures, and assist in incident mapping.

Emergency medical transportation following a mass casualty incident will be conducted in accordance with the Clackamas County Emergency Operations Plan, ESF 8 – Public Health and Medical Services.

5.2.1 Escalation Process

Emergency transportation involves two sets of actions:

- Immediate transportation services for persons in the hazard area.
- Continuing services to option and transport emergency supplies, equipment and responding personnel.

During most local emergency situations transportation needs will be met by private vehicles, school and church buses, as well as various municipal vehicles. If transportation needs cannot be met locally, mutual-aid and County assistance are available upon request. Private sector and mutual aid agreements will be invoked as needed to address by the disaster situation. Implementation of mutual aid will be accomplished through the City EOC to the County EOC. The Clackamas County EOC will make subsequent requests to the State and Federal response agencies as needed.

5.2.2 Record Keeping

If privately-owned equipment is used during the course of the emergency response, records will be maintained to include; date the equipment was acquired, if operating personnel were furnished with equipment, date of equipment / personnel return, and remarks on damage. Records will be maintained until the deposition of disaster claims is resolved. During an emergency the Finance Section of the City EOC will manage these records.

6 Direction and Control

- The Lake Oswego Public Works Department Operations, or appointed designee, will direct emergency transportation needs for the City of Lake Oswego.
- The Lake Oswego Police Chief, or appointed designee, will coordinate evacuation needs with needs of evacuees.
- Incident direction and control will occur at on-scene command posts and the City EOC in accordance with ESF 5 – Emergency Management.
■ In coordination with the Operations Section of the EOC, the Public Works Department will perform assessment and restoration of transportation infrastructure. The Public Works Department will provide a representative to the EOC as necessary, as well as provide regular reports to the EOC.

■ The management of transportation needs and resources will be coordinated by the Emergency Manager from the City EOC.

■ Transportation resources will be tracked through the Logistics Section.

■ Responding agencies will perform their emergency responsibilities in accordance with their agencies Emergency Response Plans and Standard Operating Procedures.

7 Supporting Plans and Procedures
The following plans and procedures are currently in place:

■ City of Lake Oswego Emergency Operations Plan
  ● ESF 3 – Public Works and Engineering

■ Clackamas County Emergency Operations Plan
  ● ESF 1 – Transportation

■ State of Oregon Emergency Management Plan
  ● ESF 1 – Transportation

■ National Response Framework
  ● ESF 1 – Transportation

8 Appendices
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<td>Clackamas Amateur Radio Emergency Services</td>
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1 Purpose and Scope

The purpose of the ESF 2 is to identify communications systems, options and capabilities for emergency operations and to assign agency responsibilities for ensuring effective emergency communications. ESF 2 supports the restoration of the communications infrastructure, facilitates the recovery of systems and applications from cyber attacks, and coordinates communications support to response efforts during incidents. It also provides information technology support. Policies and procedures for public information may be found in ESF 15 – External Affairs.

2 Policies and Agreements

- The National Warning System (NAWAS) is the primary method of communicating alert and warning messages from national authorities to state authorities and between state authorities and local authorities or warning points.

- The Emergency Alert System (EAS) is the primary method of communicating alert and warning messages to the public.

3 Situation and Assumptions

3.1 Situation

- An emergency can disrupt and/or destroy communications systems by damaging antennas, repeaters, power supplies, or other components.

- During emergencies heavy demand for communication services can quickly exceed the capacity of existing systems, limiting user access or shutting them down entirely.

- Response agencies often maintain and operate their own radio systems, and may use different frequencies, potentially hindering timely and effective response/coordination.
Protection/restoration of emergency communications is one of the highest priorities in an emergency. Priority communications include emergency 9-1-1 calls and dispatch; interoperable communications among responders and supporting agencies; EOC contact with field units, cities and special districts; local, regional and state EOC nets; and communications with the public and the media.

Lake Oswego Communications (LOCOM) is the 24/7 Warning Point for the City of Lake Oswego.

3.2 Assumptions
- Adequate communications are vital for effective and efficient warning, response, and recovery operations.
- Current communications may be neutralized by a particular hazard occurrence.
- Other communication can be made available from citizens, businesses, and/or other governmental agencies.

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 Primary Agencies

4.2.1 Lake Oswego Communications (LOCOM)
- Serve as the 24/7 City Warning Point.
- Coordinate with EOC staff and other PSAPs to link with on-scene personnel.
- Conduct call-taking/emergency dispatch services as long as conditions allow.
- Coordinate technical support for operation of 9-1-1 call-taking, Computer Aided Dispatch, mobile data computers and reverse 9-1-1 system.
- Coordinate alert and warning systems for major emergencies/disasters, including the Emergency Alert System (EAS).
- Operate CodeRED.
- Provide staffing for the EOC Communications Unit.
4.2 Supporting Agencies

4.2.1 Lake Oswego Public Affairs

- Provide employees, citizens and media accurate and timely incident information.
- Ensure citizens with special needs receive alert and warning messages and emergency public information.
- Activate and staff the Joint Information Center and operate the Joint Information System.
- Coordinate public information with other agencies/jurisdictions.

4.2.2 Lake Oswego Information Technology (IT) Department

- Monitor and troubleshoot all communication assets.
- Provide Incident Commander with timely assessment of any damage or degradation of telephone and network assets.
- Provide staffing for the EOC Communications Unit.

4.2.3 Lake Oswego Emergency Management

- Activate Emergency Operations Center.
- Provide EOC call-taker unit.

4.2.4 Lake Oswego Police Department

- Develop and coordinate an adequate warning system.
- Identify and address communications shortfalls including interoperability concerns.
- Ensure communications with off-scene agencies (e.g. shelters and hospitals).
- Issue all warnings through the warning point.
- Dispatch siren-equipped mobile units to key locations to provide supplemental sound coverage.
- Perform maintenance and repair of all its siren units.
- Provide mobile public address units if necessary.
- Provide manpower for door-to-door warning if necessary.
Develop and maintain hazard-specific warning procedures covering warning receipt, verification, and dissemination.

4.2.5 Lake Oswego Fire Department
- Provide additional siren-equipped mobile units where necessary to provide sound coverage.
- Provide mobile public address units if necessary.
- Provide manpower for door-to-door warning if necessary.

5 Concept of Operations

5.1 Emergency Communications Systems
Emergency communication systems for the City include various radio systems, cell phones, and pagers.

LOCOM serves as the formal alert and warning and emergency message distribution point for the City. Emergency messages may be received via radio, telephone, or Law Enforcement Data Systems (LEDS) and will be distributed according to departmental procedures. Messages that affect the overall emergency preparedness of the City, such as information about the movement of hazardous materials or weather alerts will be distributed to the Emergency Manager and appropriate response agencies. It is the responsibility of the Emergency Manager or IC, to determine what further notifications should be made and actions taken in response to the message.

After normal working hours, the Emergency Manager will use the Emergency Contact List (located in the Public Information Manual) to contact responding department representatives. Once contact with the responding department’s representative is made, it is the responsibility of that employee to determine and to activate the appropriate departmental response and further contacts that must be made.

5.2 Alert and Warning
The effectiveness of an alert and warning system depends in a large degree upon the specificity and clarity of instructions, and upon whether or not the public perceives the warning entity as credible at the time the warning is issued. In addition, messages must be geographically precise, and must be repeated more than once, and in more than one medium.

The City of Lake Oswego's alert and warning system utilizes the local EAS, CodeRED, police and fire public address systems, and door-to-door contact. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately, or in combination to alert and warn the public of an emergency.
5.2.1 General Guidelines

- Upon detection of an emergency condition arising within the City, the Incident Commander will decide if there is a need for immediate alert, and shall attempt to notify the City Manager and the Emergency Manager; and then direct its implementation.

- Lake Oswego may also receive warning information from the County by telephone, the Oregon State Police, Fire Net, and Oregon Emergency Management through the Law Enforcement Data System (LEDS). When warning information is received by telephone, the information should be confirmed by a return telephone call.

- If the emergency is localized, City law enforcement may alert residents in the area by telephone, CodeRED emergency notification, mobile public address systems, and door-to-door contact.

- The City of Lake Oswego will educate residents about the City's alert and warning system.

- A log of warnings issued during the incident shall be maintained by the Public Information Officer.

5.2.2 Emergency Alert System

The National EAS consists of broadcast stations linked together and to government offices to provide emergency alert and warning to the public. All participating television and radio stations rebroadcast the information given to the primary station.

Detailed instructions for the activation and use of the Emergency Broadcast System are outlined in the Clackamas County EAS Plan. The Clackamas County EAS Plan can be activated by the City Manager, Emergency Manager, or the Incident Commander.

5.2.3 CodeRED

*CodeRED* is a reverse 911 emergency notification system utilized by the City to inform residents and business owners of local emergencies that may impact them.

Direction of these assets shall be the responsibility of the Incident Command through the Law Enforcement Branch Director, with input and support from the Planning, Logistics, and Operations Sections.

5.2.4 Other Methods of Alert

Most marked police vehicles and most fire vehicles are equipped with mobile or hand-held public address systems which may be used for alert and warning.

Door-to-door alert may be necessary in the event of a rapidly emerging incident which poses a clear threat to public safety. Residents will be directed to
ESF 2. Communications

Direction and Control
The LOCOM Manager is responsible for the City’s communications response to a major emergency and coordinating response activities with the EOC. The LOCOM Manager, or a designated representative, shall serve as the EOC Communications Unit Leader coordinating the flow of emergency radio communications.

Supporting Plans and Procedures
The following plans and procedures are currently in place:

- Lake Oswego Emergency Operations Plan
  - ESF 15 – External Affairs
- LOCOM Continuity of Operations Plan
- Clackamas County Emergency Operations Plan
  - ESF 2 – Communications
  - ESF 15 – External Affairs
- Clackamas County Emergency Alert System Plan
- State of Oregon Emergency Operations Plan
  - ESF 2 – Communications
  - ESF 15 – External Affairs
- National Response Framework
  - ESF 2 – Communications
  - ESF 15 – External Affairs

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<td>Adjunct Agencies</td>
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1 Purpose and Scope

ESF 3 provides a mechanism for coordinating infrastructure and engineering services during all phases of emergency management. Resources included in ESF 3 (personnel, equipment, facilities, materials, and supplies) will be coordinated through the City EOC following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers. Public works and engineering resources, under the authority of ESF 3, will be used to assist in the following activities associated with emergency response:

- Debris clearance from transportation infrastructure.
- 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
The following policies and agreements are currently in place:

- Oregon Public Works Emergency Response Cooperative Assistance Agreement; Oregon Department of Transportation and City of Lake Oswego, December 2007.

- Oregon Water/Wastewater Agency Response Network (ORWARN).

3 Situation and Assumptions

3.1 Situation
Most major emergency situations, natural or human-caused, will require the direct involvement and support of public works agencies in both the response and recovery phases of a disaster. In a flood or earthquake response, public works agencies will generally be assigned or assume the lead agency role.

The City has identified critical infrastructure and resources to be protected and prioritized during an emergency event or disaster, to the greatest extent possible. During an emergency situation, the protection of human lives will take precedence during all facets of response, and essential services within the City will be maintained as long as conditions permit.

3.2 Assumptions

- During a disaster public works resource priorities will be determined by the Incident Commander in coordination with the public works department.

- All public works staff and equipment will be able to respond to a disaster situation

- Once internal response resources are exhausted mutual aid will be provided when requested by the City.

- The City will require and request assistance to address a disaster.

- Local contractors may supplement public works resources during recovery operations.

- The City Public Works Department will be able to repair and restore critical facilities, vital services and accomplish debris clearance during an emergency.
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 Primary Agencies

4.1.1 Lake Oswego Public Works Department

- Provide a representative to the City EOC to assume overall responsibility for coordinating emergency Public Works activities.
- Relocate equipment as necessary.
- Debris removal from public right of ways, storm drains and critical facilities.
- Coordinate the collection and disposal of debris.
- Coordination of the closure and repair of transportation infrastructure including bridges and culverts.
- Assist the Police Department in closing streets and/or rerouting traffic, as applicable.
- Provide damage assessment information to City EOC, as applicable.
- Keep other City departments abreast of developing conditions.
- Review Public Works Standard Operating Procedures (SOPs) as they relate to the developing incident.
- Request assistance through the County, if necessary.
- Document incident actions and costs incurred.
- Notify regulating agency(s), as appropriate.
- Maintain and update ESF 3 – Public Works and Engineering and SOPs.

4.2 Support Agencies

4.2.1 Lake Oswego Building Department

- Damage assessment.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public’s health and safety.
Identification and labeling of uninhabitable/unsafe structures.

Coordination of the closure and repair of transportation infrastructure.

Coordination of utility repair and restoration operations (power, gas, telecommunications, water, wastewater, and stormwater systems).

Prioritizations of efforts to restore, repair, and mitigate damage to City infrastructure.

4.2.2 Lake Oswego Emergency Management

- Regularly brief Mayor and Council on developing situation.
- Collect resource requirement information from all City departments.
- Evaluate situation and determine whether plan implementation is called for.
- Assess developing conditions, evaluate potential impact.
- Research sources of needed resources.
- Establish and maintain contact with the County; provide updates on conditions.
- Consider activation of EOC.
- Document actions taken and costs incurred.
- Facilitate post incident analysis.

4.2.3 Lake Oswego Police Department and Fire Department

- Alert personnel of developing conditions.
- Evaluate potential security and safety issues, and make recommendations to the Planning Section Chief.
- Police Department: Re-route traffic as needed and in accordance with Police Department SOPs.
- Assist other responding agencies as requested.

5 Concept of Operations

5.1 General

When this Emergency Operations Plan (EOP) is activated, all activities and resources in support of infrastructure services will be coordinated by the City EOC staff as identified and managed using the Incident Command System (ICS).
Lake Oswego Public Works Department is the lead agency for public works and engineering operations and solid waste (debris) management.

Control of citizens and media entering into cordoned areas is a matter of concern during periods of emergency crisis or a disaster. In order to ensure that lifeline personnel have access to critical sites following an incident, City personnel will be issued credentials by the Emergency Manager. Pre-credentialing will occur during mitigation and preparedness stages of emergency management. Temporary permits will be issued to responding personal at the field command post or EOC during check-in. Emergency personnel driving marked vehicles will also be allowed into cordoned areas.

The Public Works Department will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. The Public Works Department will also place emphasis on supporting law enforcement, fire, and search and rescue with evacuation and traffic control capabilities. County-owned infrastructure.

5.2 Support Agencies

The Public Works Department will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the Clackamas County EOC and/or mutual aid partners.

Clackamas County Transportation and Development will address larger debris management issues for the County. If needed, the City would request the following infrastructure services from Clackamas County Emergency Management:

- Identification and labeling of uninhabitable/unsafe structures;
- Establishment of priorities and processes for issuing demolition and building permits;
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public’s health and safety; and
- Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.

5.3 Debris Management

The City of Lake Oswego will follow procedures as outlined in the Clackamas County Emergency Operations Plan to:

- Coordinate debris collection and removal;
- Provide debris management instructions to the public; and
6 Direction and Control
The Public Works Department Director, or designee, will set public works resource priorities and manage activates in coordination with the Incident Commander. If the EOC is activated, a public works representative will report to the EOC. The Public Works Department Director, or designee, will manage the activation and deployment of mutual-aid resources and forces, as well as auxiliary and volunteer forces. Responding mutual aid agencies will supervise their own forces.

7 Supporting Plans and Procedures
The following plans and procedures are currently in place:

- City of Lake Oswego Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 12 – Energy

- Clackamas County Emergency Operations Plan
  - ESF 3 – Public Works and Engineering

- State of Oregon Emergency Operations Plan
  - ESF 3 – Public Works and Engineering

- National Response Framework
  - ESF 3 – Public Works and Engineering

8 Appendices
None at this time.
ESF 4 – Firefighting

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1 Purpose and Scope

ESF 4 describes how the City of Lake Oswego’s emergency response system will operate during fire emergencies within the city limits and the jurisdiction of contract districts. The annex is designed to meet local County, State and Federal agency fire response plans.

ESF 4 describes the roles and responsibilities of all local responders within the City of Lake Oswego, identifies who will be in charge of an incident, provides guidelines for coordinating emergency services, describes how Lake Oswego will be in charge of an incident and provides guidelines for coordinating emergency services. It also describes how Lake Oswego will coordinate with other jurisdictions and private sector organizations.

2 Policies and Agreements

The following policies and agreements are currently in place:

- This ESF is a description of the City of Lake Oswego’s system of dealing with fire emergencies occurring within the Fire Department’s jurisdictional boundaries. It is an operational guideline to be used during an emergency.

- The City of Lake Oswego and its employees, while complying with the provisions of the ESF, shall not be liable for death, injury, or loss of property except in cases of willful misconduct, gross negligence or bad faith.

- Nothing in this ESF establishes mandatory standards or requirements. Tasks and activities will be accomplished to the extent that finances, programs, resources and staffing are available, as determined by City Council. There shall be no liability for failure to accomplish specific tasks and activities, and the decision to allocate resources for implementation of this ESF shall be a discretionary budgeting decision within the meaning of ORS 477.
3 Situation and Assumptions

3.1 Situation
The City has the potential to experience both large structural and urban/wildland interface fires. Such fires may arise as isolated incidents, or be caused by other emergencies such as earthquakes. In addition, they may be complicated by the presence of hazardous materials or extreme weather conditions.

3.2 Assumptions
Existing fire personnel and equipment will be able to handle most emergency situations through the use of existing mutual aid agreements. When additional support is required, assistance can be obtained from County, State and Federal agencies. A trained, equipped, organized rescue service will provide the capability to conduct search and rescue operations.

The emergency response personnel engaged in the protection of life and property will be limited to the capabilities of their equipment and training.

4 Roles and Responsibilities

4.1 General
All agencies tasked under this annex will develop and maintain written internal operating plans and implementing procedures, and will train employees in their use.

4.2 Primary Agencies

4.2.1 Lake Oswego Fire Department
Primary responsibilities of the Lake Oswego Fire department during a fire emergency include:

- Assume Incident Commander position for a fire incident.
- Establish Incident Command Post or Unified Command as warranted.
- Size up situation and notification of LOCOM.
- Search and rescue.
- Hazard evaluation.
- Evacuation (decision).
- Fire Suppression.
- Site security.
ESF 4. Firefighting

Secondary responsibilities of the Lake Oswego Fire Department during a fire emergency include:

- Fire Investigation.
- Damage Assessment.
- Road Closure (decision).
- Emergency First Aid.

4.3 Support Agencies

4.3.1 Lake Oswego Police Department

Primary responsibilities of the Lake Oswego Police Department during a fire emergency include:

- Problem recognition and notification of LOCOM.
- Site security – limit access, crowd control, traffic control, implement road closure.
- Evacuation (implement).
- Road closure (decision).

Secondary responsibilities of the Lake Oswego Police Department during a fire emergency include:

- Search and rescue.
- Hazard evaluation.
- Enforcement against responsible party.

4.3.2 Lake Oswego Communications (LOCOM)

Primary responsibilities for LOCOM during a fire emergency include:

- Coordinate radio communications.
- Fill resource requests, monitor emergency communications and record incident benchmarks.
■ Notification as per requests from the field.
■ Track units time (dispatch and arrival).

4.3.3 Lake Oswego Public Works Department
Primary responsibilities for the Public Works Department during a fire emergency include:

■ Supply equipment, staffing, and materials as needed.
■ Support water supply.
■ Initial notification of LOCOM if fire is detected or suspected.
■ Mechanical service of equipment.
■ Provision of fuel.

Secondary responsibilities for the Public Works Department during a fire emergency include:

■ Maintain radio communications.
■ Evacuation.
■ Road closure (implement).

4.3.4 Private Ambulances
Primary responsibilities for private ambulances in a fire emergency include:

■ Emergency medical services.
■ Transportation of injured persons.
■ Triage tasks.

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

4.3.5 American Red Cross/Salvation Army
Primary responsibilities for service organizations in a fire emergency include:

■ Shelter evacuated persons.
■ Feed evacuated persons.

Secondary responsibilities for service organizations include:

■ Clothe evacuated persons.
■ Evacuation (implement).
■ Feed fire crews.

4.3.6 News Media
Primary responsibilities of the news media include:

■ Advise the public of imminent danger when public safety officials make this determination.

■ Work in cooperation with the designated Public Information Officer (PIO) while the incident or hazard exists.

Secondary responsibilities of the news media include:

■ Keep public advised of progress and impact of the incident.

5 Concept of Operations

■ The Lake Oswego Fire Department provides fire and emergency medical services in the city plus three contract districts and is routinely dispatched by LOCOM to handle emergencies.

■ The Fire Department shares resources using automatic mutual aid and also exchange resources with other fire agencies in the region.

■ The Fire Department is responsible for its designated Fire Service Area (FSA). The first fire responder unit to arrive at the incident location assumes On-Scene Command responsibility.

■ Structural fires become emergencies when their numbers, size or rates of spread make them difficult or impossible to control without additional resources.

■ Lake Oswego is also susceptible to wildland fires which can quickly expand to threaten people and structures in wildland/urban interface areas.

■ Fire Department response to hazardous material incidents focus on victim rescue, emergency medical services, evacuation, incident stabilization and hazard containment.

■ Specially trained and equipped Regional Hazardous Materials (HazMat) Teams sponsored by the State Fire Marshal’s Office and operated by local fire agencies provide advanced expertise and capabilities. HazMat 9, operated by Tualatin Valley Fire and Rescue serves Lake Oswego with back-up available from teams operated by Gresham and Portland Fire & Rescue agencies.

■ When On-Scene Command requests, the City will activate its EOC. The Fire Department will send a representative to the City EOC to
coordinate fire resources. The City EOC provides support to On-Scene Command and the Fire Chief, activating the EOC if requested or needed to coordinate emergency operations with cities, special districts, regional partners and state agencies.

■ When the City EOC is activated, the Fire Chief, or designee, normally serves in EOC Command and coordinates fire resources to ensure adequate fire protection throughout the fire service area, including the City.

■ The Lake Oswego Fire Department will provide initial EMS response including Advanced Life Support (ALS) and will advise LOCOM of additional EMS needs.

■ The EOC or Fire Incident Command may request resource assistance whenever available resources (including mutual aid) will be insufficient to meet incident needs. EOC Command coordinates the recommendation for a Declaration of Emergency and request for county/state assistance with the Fire Chief.

6 Direction and Control

Until the EOC is activated direction and control are the responsibility of Lake Oswego Fire Department. Roles and responsibilities of the EOC general staff specific to a firefighting emergency response are provided below. If the EOC is not activated all tasks below are the responsibility of Fire Department.

See ESF 5 – Emergency Management for additional information on EOC general staff responsibilities not specific to a firefighting emergency response.

6.1 Incident Commander

■ Notify supporting fire services agencies.

■ Determine the scope and extent of the fire (recurring). Verify reports and obtain estimates of the area that may be affected.

■ See ICS Form 209: Incident Status Summary

■ Fire Chief assumes duties to direct resources for fires within the City. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.

■ 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.
6.2 Operations Section

- If conditions warrant, request activation (through County Fire Defense Board Chief) of the State Conflagration Act.

- Deploy resources to meet defined incident strategy. Contain and control fire, protect exposures, perform rescue, etc. according to Standard Operating Procedures (SOPs).

- Establish and maintain coordination among response agencies, including Police, Public Works, and assisting/cooperating agencies.

- Consider the need to activate additional operational branches such as Medical, Law Enforcement, Public Works, Air Operations.

6.3 Planning Section

- Assess the fire situation, including determination of affected areas. Obtain information such as current weather, fire behavior, etc. Ensure that Operations Section receives timely fire weather and behavior information.

- Alert PIO and Incident Command of facilities at risk (exposures) from the fire. Assist in the determination of areas which should be evacuated or alerted to the incident.

- With the assistance of the Law Enforcement and Public Works Branches, develop and maintain up-to-date information on conditions of access and evacuation routes, fire damage and the status of suppression and relief efforts.

- If a wildland fire, consider activation of appropriate technical specialists such as Fire Behavior Officer, Wildland Safety Officer and wildland experienced Command and Operations staff.

6.4 Logistics Section

- If a wildland fire, consider the need for specialized resources such as: appropriate protective clothing, additional brush tools, trombone pumps, wildland hose, fire shelters, etc. During the summer season, the Lake Oswego Fire Department carries wildland personal protective equipment.

- If a wildland fire, consider requesting Logistics staff with wildland experience (from ODOF, USFS for example).

- Provide resources and facilities to meet the needs of the incident(s).
6.5 **Finance / Administration Section**

- If Conflagration Act is activated, review procedures for cost tracking and possible reimbursement.

> See ESF 7 – Logistics Management and Resource Support

7 **Supporting Plans and Procedures**
The following plans and procedures are currently in place:

- County Emergency Operations Plan
  - ESF 4 – Firefighting
- Clackamas County Fire Resource Management Plan
- State of Oregon Emergency Operations Plan
  - ESF 4 – Firefighting
- Oregon Fire Service Mobilization Plan, 2008
- National Response Framework
  - ESF 4 - Firefighting

8 **Appendices**
None at this time.
ESF 5 – Emergency Management

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1 Purpose and Scope

ESF 5 provides for direction, control, and management of City of Lake Oswego emergency operations, as well as allocation and 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 a primary and alternate City EOC.

- ESF 5 describes how the City will direct and control its personnel and resources in support of county/local governments in preparedness, mitigation, response and recovery.
- ESF 5 coordinates information collection, analysis, operations, planning, requests for assistance, resource management, deployment and staffing, mutual aid, facilities management, financial management and other support required to prepare for, respond to and recover from an incident.

2 Policies and Agreements

The following policies and agreements are currently in place:

- Lake Oswego City Resolution 05-52, July 5, 2005
- City of Lake Oswego Emergency Operations Plan – Basic Plan

3 Situation and Assumptions

3.1 Situation

City of Lake Oswego government, as outlined in ORS 401, is responsible for preparing and maintaining an emergency operations plan and an emergency operations facility, including trained staff.
3.2 Assumptions

- Response functions and activities presented in this ESF are relevant to all emergency situations and will provide sufficient direction during a response.

- Depending on the extent of the emergency the EOC may serve as the Incident Command Post

- Appropriate staff from the City and designated agencies will report to the EOC

- The communications center is located at Lake Oswego Communications (LOCOM).

- The City EOC will be the City communication and coordination point to the Clackamas County EOC and Clackamas County Emergency Management

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 Primary Agencies

4.1.1 Lake Oswego Emergency Management

- Coordinate support for local mitigation activities.

- Implement and administer local disaster mitigation programs.

- Coordinate training and exercising programs/support to City agencies and appropriate private organizations to support emergency management activities.

- Identify deficiencies in plans and determine appropriate corrective action recommendations.

- Coordinate City emergency planning efforts.

- Coordinate and implement the priorities of the City Council in local emergency response operations.

- Activate the City EOC, notify lead agencies to report and coordinate county support agencies for local/county response activities.

- Establish communications with incident command.
Implement the ESFs and SOPs, and alert personnel and prepare for a possible mobilization including 24-hour staff operations, if appropriate.

Support ICS at the local response level and provide resources as appropriate.

Coordinate the activities of External Affairs (ESF 15).

Support mutual aid activities.

Conduct regular briefings, prepare status reports on the situation for EOC staff, City Agencies, County EOC and the media.

Make recommendations to the City Council on response activities including the issuance of a “State of Emergency” proclamation.

Prepare for recovery activities.

Activate the Alternate EOC and direct staff to relocate, if necessary.

Manage and direct emergency recovery operations to include:

- Keep accurate record of disaster-related expenditures by each agency.
- Coordinate city-wide damage assessment including the Preliminary Damage Assessment (PDA).
- Prepare executive orders and proclamations to address response and recovery operations for the City Council, as necessary.
- Coordinate with county officials.
- Administer federal and state disaster assistance programs, as appropriate.
- Monitor the recovery efforts through field personnel.
- Conduct after-action critique of the overall response and recovery efforts.
- Deactivate or demobilize EOC operations as appropriate.
4.2 Support Agencies

4.2.1 Lake Oswego Police/Fire/Public Works Departments

- Promote training and exercising opportunities to the county agencies and other private agencies to support local/county emergency operations.
- Identify deficiencies in plans and determine appropriate corrective action recommendations.
- Participate in county emergency planning efforts.
- Support emergency response operations.
  - Execute ESF Standard Operating Procedures, alert personnel and prepare for possible mobilization including 24-hour staff operations, if appropriate.
  - Assess the incident as a primary response agency and establish communications with City Emergency Management and other City agencies.
  - Communicate all information to and coordinate actions with City Emergency Management and other county agencies, as appropriate.
  - Support ICS and provide resources as appropriate.
  - Provide staff to the City EOC as needed.
  - Activate the county agency support staff as needed.

- Support emergency recovery operations.
  - Participate in the damage assessment process and disaster recovery process, as appropriate.
  - Provide technical assistance and resources to support recovery activities upon request.
  - Track disaster-related expenditures.
  - Participate in after-action critiques.

5 Concept of Operations

5.1 Emergency Management Organization

The City of Lake Oswego has established this EOP in accordance with NIMS and has designated an Emergency Manager. The Emergency Manager has the responsibility for the development and training of an Emergency Management
Organization capable of managing the response and recovery of a major emergency in accordance with the provisions of this plan. The Emergency Management Organization functions as a team. Oregon Revised Statutes 401.305 and 401.335 and the City resolutions affirm the City’s responsibility and authority to direct activities which will allow Lake Oswego to mitigate, prepare for, respond to, and recover from emergencies or major disasters. Activation of the EOP may occur at the discretion of the City Council or Mayor, the City Manager, the Emergency Manager, or Incident Commander.

Day-to-day supervision of the Emergency Management Organization is the responsibility of the Emergency Manager. If the EOC is activated, the City Manager or designee has the responsibility for organization, supervision, and operation of the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone service is interrupted, members of the Operations and General Staff should ensure the safety of their families and then report to the EOC.

The City Manager has the authority to involve any or all City personnel in the response to a disaster or other emergency incident. The declaration of an emergency nullifies leaves and vacations as deemed necessary by the Mayor or City Council.

Emergency contact information for the Emergency Management Organization and EOC staff will be maintained by the City Emergency Manager.

## 5.2 Emergency Operations Center

### 4.2.1 Facilities and Equipment

The City of EOC is established at a location in which City officials can receive relevant information on the emergency and provide coordination and control of emergency operations. The primary location for the City EOC is:

**Lake Oswego Fire Department, Main Station**

300 B Avenue

Lake Oswego, OR 97034

However, the location of the EOC can change as dictated by the nature of the disaster and the resource requirements needed to adequately respond.

Coordination and control for City emergency operations will take place from the EOC as long as environmental and incident conditions allow. Should the primary EOC location be unavailable or unusable the EOC can alternately be located at:

**West End Building**

4101 Kruse Way

Lake Oswego, OR 97035
If environmental conditions do not allow direction and control functions to be conducted from any of the above facilities, alternate locations will be identified, selected, and announced. The City Council may request that Clackamas County Emergency Management allow the City of Lake Oswego to utilize County facilities for direction and control functions.

The Primary EOC has approximately 600 square feet of workspace. The complex includes shower and limited kitchen facilities in the Fire Department. The EOC is equipped with a modem, cellular telephones, a fax machine, televisions, DVD player, video recorder/player, phone lines, 800MHz radios, amateur radio, and satellite phone.

5.2.2 EOC Activation

The City Manager has primary authority to initiate activation of the EOC. If the City Manager is not available and conditions warrant, EOC activation can be ordered by the Assistant City Manager, Emergency Manager or the Incident Commander. Upon activation of the EOC, the City Manager, at his or her discretion, may assume the role of Incident Commander and/or EOC Director.

As soon as practical, the Incident Commander should notify the County that the EOC has been activated. Clackamas County Emergency Management should be briefed and a preliminary determination made of whether a request for disaster declaration is likely.

5.2.3 EOC Activation Triggering Mechanism

The level of response required by an incident will provide guidelines for EOC activation.

**LEVEL 1** An incident that can be handled within the normal organizational capabilities and standard procedures of the responding departments. The EOC would not be generally activated.

**LEVEL 2** An incident that has special or unusual characteristics requiring response by more than one City department, or by one department with assistance from other mutual aid agreement responders (Fire District is considered a City department for emergency response purposes). The EOC may be activated.

**LEVEL 3** An incident that requires the coordinated response of all levels of the government to save lives and protect the property of a large portion of the population. EOC shall be activated.

These incident levels mirror the Clackamas County and State of Oregon incident levels. It must be noted, that the federal government uses a different set of incident levels. These NIMS Incident Levels are provided as Appendix A to this ESF.
5.2.4 EOC Access

Because the EOC is an operational center dealing with a large volume of incoming and outgoing, often sensitive information, access shall be limited to designated emergency operations personnel. Others may be allowed access as determined by the EOC Director (City Manager or designee). A pass system will be in place to identify those personnel who are authorized to be present.

5.2.5 EOC Staffing Pattern

City departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff position. Roles and Responsibilities for Command and General Staff are detailed in Section 5 of the Basic Plan.

5.2.6 De-Activation Guidelines

Each situation will need to be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. The decision is made by the EOC Director.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the EOC during the day with limited staffing to facilitate the dissemination of information on disaster relief programs available for the public and local government. This alternative should be weighed against the option of immediately requiring the City Manager and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal.

The City Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, the information needs to be disseminated to the same agencies that were notified when it was activated.

6 Direction and Control

City departments involved in emergency response, and personnel assigned to Command or General Staff are required to report to the EOC upon activation. Personnel assigned to the EOC must have the authority to make the decisions associated with their Command or General Staff position, and commit their department or organization's responsibility for ensuring that the appropriate Command and General Staff positions are filled.

6.1 General Instructions for EOC Personnel

- Receive briefing from immediate supervisor.

- Acquire work materials; bring required equipment such as radios to the EOC.
- Organize and brief subordinates.

- Complete forms, reports, and other documentation required of the assigned position, and send material through supervisor to the Planning Section, Documentation Unit.

- Fulfill assignment according to position guidelines, and City policy.

### 6.2 Command Staff

The Command Staff provides overall incident supervision and management, interprets policy into broad strategic goals, oversees safety and interagency liaison, provides incident public information, and legal counsel.

#### 6.2.1 Incident Commander

The Incident Commander is in charge of the Command and General staff and is responsible for the overall management of the emergency, the development and implementation of strategic goals and objectives, and for approving the ordering and release of resources.

- Obtain briefing and access incident situation.

- Activate appropriate positions.

- Brief staff.

  *See ICS Form 201: Incident Briefing*

- Determine information needs and inform staff requirements.

  *See ICS Form 203: Organization Assignment List*

- Ensure planning meetings are conducted as indicated.

- Approve and authorize implementation of the Incident Action Plan.

  *See ICS Form 202: Incident Objectives*

- Approve requests for additional resources and requests for release of resources.

- Authorize release of information to the media.

- Authorize evacuation request.

- Coordinate staff activity.

- Request State of Emergency declaration as deemed necessary.

  *See Basic Plan – Appendix A – Disaster Declaration Process and Forms*
6.2.2 Public Information Officer (PIO)

The Public Information Officer, a member of the Command Staff, is responsible for the formulation of information about the incident and for providing it to the City Council, the media, the public, and other appropriating agencies and organizations.

See ESF 15 – External Affairs

See Basic Plan – Appendix C – EOC Position Checklist 18, Public Information Officer Checklist

- Obtain briefing from the Incident Commander, or other authorized personnel.
- Establish contact with local and national media representatives as appropriate.
- Establish location of information and briefing center for media, away from EOC.
- Establish schedule for news briefings.
- Arrange for necessary work space, materials, telephones, and staff.
- Activate and staff rumor control lines to receive requests and answer questions from the public.
- Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
- Prepare initial information summary as soon as possible after activation.
- Obtain approval for information release from Incident Commander or Emergency Manager.
- Record all news releases and interviews.
- Attend meetings to update information.
- Respond to special requests for information.
- Publicize evacuation plan and instructions to the public with the Emergency Broadcast System or local television and radio stations, in cooperation with Planning, Logistics, and Operations Sections, and with the approval of the Emergency Manager.
- Provide all news releases, bulletins, and summaries to the Documentation Unit to be included in the final incident package.
Document all activity on unit log or message form.

See ICS Forms 213: General Message Format and 214: Unit Log

6.2.3 Liaison Officer
The Liaison Officer, a member of the Command Staff, is the point of contact for assisting and cooperating agency representatives. This may include representatives from other fire and police agencies, Red Cross, Public Works, Engineering organizations, and others.

See Basic Plan – Appendix C – EOC Position Checklist 11, Liaison Officer Checklist

- Obtain briefing from the Incident Commander.
- Provide point of contact for assisting/cooperating agency representatives.
- Routinely brief senior elected officials not present in the EOC on the emergency situation (e.g., governor, commissioner, administrative judge, mayor, city council, trustees)
- Identify agency representatives from each agency, including communications link and locations.
- Monitor incident operations to identify potential inter-organizational problems.
- Interview agency representatives concerning resources and capabilities, and restrictions on use. Provide this information at planning meetings.
- Document action taken in unit log and on message form.

See ICS Forms 213: General Message Format and 214: Unit Log

- Establish volunteer coordinator to facilitate the sign-up and evaluation of skills for citizens wishing to assist.

6.2.4 Safety Officer
The Safety Officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe conditions, and situations, and developing measures for assuring personnel safety. The Safety Officer will ordinarily correct unsafe acts through the regular chain of Command, although the Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The Safety Officer approves the Medical Plan and includes safety messages in each Incident Action Plan. During an emergency the lead department provides the Safety Officer.
See Basic Plan – Appendix C- EOC Position Checklist 20 – Safety Officer Checklist

- Obtain briefing from the Incident Commander.
- Identify hazardous situations associated with the incident.
- Ensure that unit leaders account for personnel entering and leaving hazard areas at the completion of work under “Major Events” of the ICS Form 214: Unit Log
- Recognize and provide rest/rehabilitation for responders (e.g., heat stress, fluid retention, mental fatigue, backup personnel)
- Participate in planning meetings.
- Review Incident Action Plans.
  See ICS Form 215a – Incident Action Plan Safety Analysis
- Identify potentially unsafe acts.
- If applicable request support from Clackamas County to identify standards practices and procedures to protect fatality management personnel from infectious diseases, environmental, radiological, chemical, and other hazards when handling remains
- Exercise emergency authority to stop and prevent unsafe acts.
- Investigate accidents that have occurred within the incident areas.
- Review and approve Medical Plan.
- Maintain Unit log.
  See ICS form 214: Unit Log

6.3 General Staff

General Staff is responsible for supporting the Incident Commander in developing strategy set forth by the Incident Commander into tactics to manage the incident. Monitoring the course of the incident, requesting, tracking and releasing resources assigned to it, the logistical support of the incident and fiscal accountability are all responsibilities of the Support Staff. The General Staff is divided into 4 sections: Operations, Planning, Logistics, and Finance.

6.3.1 Operations Section Chief

The Operations Sections Chief, a member of the General Staff, will be from the department having lead responsibility for the emergency. This does not preclude the use of unified approach to operations.
ESF 5. Emergency Management

See Basic Plan – Appendix C- EOC Position Checklist 15 – Operations Section Chief Checklist and EOC Position Checklist 14 – Operations Branch Director Checklist

- Obtain briefing from the Incident Commander.
- Assess life safety. Control and contain incident.
- Determine need and request additional resources.
- Evaluate situation and provide update to Planning Section.
- With the Planning Section Chief, write formal Operations portion of Incident Action Plan if so directed by the Incident Commander.

See ICS Form 215: Operational Planning Worksheet

- Brief and assign Operations personnel in accordance with Incident Action Plan.
- Supervise incident response operations.
- Report information about special activities, events and occurrences to Incident Commander.
- Assess need for warning and/or evacuation.

6.3.2 Planning Section Chief

The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident.

See Appendix C- EOC Position Checklist 16 – Planning Section Chief Checklist of the Basic Plan

- Obtain briefing from the Incident Commander.
- Activate Planning Section positions.
- Establish information requirements and reporting schedules for EOC and field staff.
- Conduct planning and strategy meetings.
- Supervise preparation of the Incident Action Plan, if indicated.

See ICS Form 202: Incident Objectives
■ Assemble information on alternative strategies.
■ Provide periodic predictions on incident potential.
■ Establish a weather data collection system when necessary.
■ Identify need for specialized resources.
■ Perform operational planning for the section.
■ Compile and display incident status summary information.
■ Advise EOC staff of any significant changes in incident status.
■ Instruct Planning Section Units in distribution of incident information.
■ With input from Operations and Logistics sections, provide incident evacuation plan.
■ Coordinate preparation of the Communications and Medical Plans with Logistics.

See ICS Form 205: Incident radio Communications Plan and ICS Form 206: Medical Plan
■ Coordinate preparation of the Safety Message with Safety Officer.
■ Document action taken on message form and unit log.

See ICS Forms 213: General Message Format and 214: Unit Log

6.3.3 Logistics Section Chief
The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and materials in support of the incident. The Section Chief participates in development and implementation of the incident Action Plan, and activates and supervises the units within the Logistics Section.

See ESF 7 – Logistics Management and Resource Support

See Appendix C- EOC Position Checklist 16 – Planning Section Chief Checklist of the Basic Plan
■ Obtain briefing from the Incident Commander.
■ Plan organization of Logistics Section.
■ Assemble, brief, and assign work locations and preliminary work tasks to section personnel.
ESF 5. Emergency Management

- Identify service and support requirements for planned and expected operations.
- Provide input to and review communications and traffic plans.
- With approval from the Incident Commander, and input from the Emergency Manager and LOCOM, determine system for request and release of additional resources.
  
  
  See ICS Forms 308-1 through 308-3: Resource Order Form front, back and example

- Establish contact with adjoining and mutual aid agencies.
- Review Incident Action Plan and safety of section personnel.
- Research availability of additional resources.
- Ensure general welfare and safety of section personnel.
- Provide input to the evacuation plan, assist in its implementation.
- Develop Communications and Medical Plans.
  
  See ICS Form 205: Incident radio Communications Plan and ICS Form 206: Medical Plan

- Document activities on unit log and message form.
  
  See ICS Forms 213: General Message Format and 214: Unit Log

6.3.4 Finance Section Chief

The Finance Section Chief is responsible for all financial and cost analysis of the incident, and for supervising the Finance Section.

See Basic Plan – Appendix C- EOC Position Checklist 7 – Finance - Administration Section Chief Checklist

- Obtain briefing from the Incident Commander.
- Staff Finance Section as needed and maintain adequate supplies to perform section functions.
- Attend planning meetings.
- Develop an operating plan for Finance functions.
- Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance.

See ICS Form 226: Individual Performance Rating
Inform Incident Commander when section is fully functional.

Meet with assisting and cooperating agencies as required.

Provide input in all planning sessions on financial and cost analysis matters.

Ensure that all personnel time records reflect incident activity and those records for non-City personnel are transmitted to home-agencies or departments, according to policy.

*See Appendix C – EOC Position Checklist 26, Time Unit Leader Checklist of the Basic Plan*

Participate in demobilization planning.

*See ICS Form 221: Demobilization Plan*

Ensure that all obligation documents initiated by the incident are properly prepared and completed.

Provide incident cost analysis for EOC staff as directed by Incident Commander.

Brief City Administrative personnel on all incident related business management issues needing attention and follow up.

Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds.

Assist in damage assessment process.

7 Supporting Plans and Procedures

The following plans and procedures are currently in place:

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

8 Appendices

- Appendix A – NIMS Incident Levels
Appendix A  NIMS Incident Levels

Incidents may be typed in order to make decisions about resource requirements. Incident types at the Federal level are based on the following five levels of complexity. (Source: U.S. Fire Administration)

<table>
<thead>
<tr>
<th>NIMS Incident Levels</th>
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<tbody>
<tr>
<td>TYPE 5</td>
</tr>
<tr>
<td>- The incident can be handled with one or two single resources with up to six personnel.</td>
</tr>
<tr>
<td>- Command and General Staff positions (other than the Incident Commander) are not activated.</td>
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<tr>
<td>- No written Incident Action Plan (IAP) is required.</td>
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<tr>
<td>- The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</td>
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<tr>
<td>- Examples include a vehicle fire, an injured person, or a police traffic stop.</td>
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<tr>
<td>TYPE 4</td>
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<tr>
<td>- Command staff and general staff functions are activated only if needed.</td>
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<tr>
<td>- Several resources are required to mitigate the incident.</td>
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<tr>
<td>- The incident is usually limited to one operational period in the control phase.</td>
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<tr>
<td>- The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</td>
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<tr>
<td>- No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources.</td>
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<tr>
<td>- The role of the agency administrator includes operational plans including objectives and priorities.</td>
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<tr>
<td>TYPE 3</td>
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<p>| TYPE 2 | This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of |
|        | resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. |
|        | Most or all of the Command and General Staff positions are filled. |
|        | A written IAP is required for each operational period. |
|        | Many of the functional units are needed and staffed. |
|        | Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). |
|        | The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority. |</p>
<table>
<thead>
<tr>
<th>TYPE 1</th>
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</thead>
<tbody>
<tr>
<td>▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</td>
</tr>
<tr>
<td>▪ All Command and General Staff positions are activated.</td>
</tr>
<tr>
<td>▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</td>
</tr>
<tr>
<td>▪ Branches need to be established.</td>
</tr>
<tr>
<td>▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.</td>
</tr>
<tr>
<td>▪ Use of resource advisors at the incident base is recommended.</td>
</tr>
<tr>
<td>▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</td>
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ESF 6 - Mass Care, Emergency Assistance, Housing & Human Services

1 Purpose and Scope

ESF 6 provides non-medical mass care/sheltering, housing, and human services support for victims of natural and manmade emergencies and disasters. ESF 6 actions may include:

- Provision of emergency feeding through a combination of fixed sites, mobile feeding units, and bulk distribution of food.
- Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items, such as food, water, and ice, is managed and coordinated via established sites within the City.
- 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 the following:

- Providing assistance for victims’ short- and long-term housing needs. For larger events where short-term or long-term housing for disaster victims may be needed, County Emergency Management would coordinate this need with the City Emergency Program Manager. 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.
- 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, dependency on

ESF 6 Tasked Agencies

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<th>Primary Agencies</th>
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<td>Clackamas County Health, Housing and Human Services</td>
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</table>

ESF 6-1
service animals, and any other condition or threat that could warrant special considerations under emergency circumstances.

2 Policies and Agreements
The following policies and agreements are currently in place to support emergency services for the City:

- None at this time.

3 Situation and Assumptions

3.1 Situation
Emergencies or disasters can necessitate evacuation of people from residences that are temporarily uninhabitable, damaged, or destroyed. Providing for these victims will consist of making facilities and services available and coordinating activities with government agencies and volunteer disaster assistance organizations. Emergency shelter or housing needs may be short- or long-term. When the need arises, it is the responsibility of the City to work with the various human service agencies to meet those needs.

3.2 Assumptions
- Although City government has primary responsibility for implementing and coordinating resources and services included in this ESF, the American Red Cross will manage and coordinate sheltering and mass care operations to the extent of its capability. The Salvation Army will support these operations, and other professional and/or volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations will continue to do so.

- The American Red Cross will have agreements in place for use of specific shelters that could be activated by calling the local American Red Cross representative. These shelters may be used for specific events associated with the City and County as well as housing evacuees from neighboring counties when and if the need should arise.

- Permission to use American Red Cross–approved facilities for disaster operations and sheltering will be obtained and agreed upon in writing. Pre-identified facilities intended for shelter and mass care will be available and operational at the time of need.

- City government and other available response agencies will manage and coordinate all shelter and mass care activities until the American Red Cross has arrived on scene, assessed the situation, and activated procedures for preparing and operating shelters.
ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

- Assistance will be available through mutual aid agreements with the County, other counties, regions, and State and Federal emergency agencies and organizations.

- Unique demands will be placed upon the delivery of human services to include crisis counseling, emergency assistance, and the care of special needs groups. As a consequence, the clientele groups of both local and State human service organizations will increase.

- Under localized emergency conditions, a high percentage (50% or more) of evacuees will seek lodging with friends or relatives rather than go to established facilities.

- If the threat of an evacuation is due to a visible hazard, or has been discussed in the media, some spontaneous evacuation will occur prior to an implementing order. Therefore, mass care operations may have to commence early in any disaster period.

4 Roles and Responsibilities

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

4.1 Lake Oswego Emergency Management

Mitigation and Preparedness

- Coordinate emergency preparedness planning and exercise activities with the American Red Cross.

- Identify local government’s authority, responsibility, and role in providing long-term or temporary emergency housing for disaster victims.

Response

- Assess the situation and make appropriate notifications to activate and staff EOC, including notification of the American Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.

- Establish a communications link with affected jurisdictions, volunteer agencies and the public and ensure that they are kept informed of available shelters.

- Assist in the coordination of logistics to support operations and ensure that the provisions of MOUs are implemented, as necessary.
Recovery

- Coordinate with local, State and Federal agencies in damage assessment and cost recovery activities as well as identifying long-term temporary emergency housing options.

- Ensure necessary communication activities are accomplished in informing the public of disaster recovery activities including information on long-term temporary emergency housing assistance.

- Continue to assist in restoration of normal services and operations, as appropriate.

- Conduct an after action debriefing/evaluation on the overall effectiveness of the City’s efforts in providing emergency food and shelter.

4.2 American Red Cross

Mitigation and Preparedness

- Develop and maintain plans, procedures and policies for establishing, managing and operating a feeding and sheltering system to meet the needs created by a major disaster.

- Develop and maintain MOUs with local governments to define and clarify roles and responsibilities in preparing for and responding to disasters.

- Participate in the annual training exercises conducted by the Lake Oswego Emergency Management to test the EOP.

Response

- Implement the response actions outlined in MOUs with Lake Oswego, as necessary.

- Evaluate the direct or indirect effects of the hazard on available shelter resources.

- Provide specific resource requirements will include feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.

- Coordinate activities with voluntary organizations active in disaster, the faith-based organizations, other social service agencies, local, State and Federal government in the provision of emergency food and shelter.
Recovery

- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare report on condition of shelter facilities and make arrangements for returning to normal use.
- Compile record of emergency expenditures.
- Critique the provision of shelters for people displaced from their place of residence and institute reforms as required.

4.3 Lake Oswego Fire Department

- Provide personnel, supplies, materials, and facilities as available in support of this function.
- Assist with medical care and treatment, as appropriate.
- Provide fire and line safety inspections, as appropriate.

5 Concept of Operations

5.1 General

In cooperation with available volunteer disaster assistance organizations, the Lake Oswego EOC will seek to ensure basic human services are provided. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the extent possible, Lake Oswego will assist and coordinate post-disaster housing needs of the homeless. While coordinated Lake Oswego /American Red Cross decision-making is desirable, the American Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) will provide additional support for disaster victims.

In the case of unmet needs, requests may be made for County assistance. Some emergencies will occur that will not entail mass care assistance; however, a limited amount of emergency food and clothing may be needed and should be provided.

Initial preparedness efforts will begin with identification of population groups requiring special assistance during an emergency (i.e., senior citizens, disabled). Needs should be matched to capabilities and resources, and any gaps should be addressed through planning, training, and exercises. When an incident occurs and evacuation is required, preparations will begin to receive evacuees at selected facilities. Essential personnel including volunteers will be alerted, pre-positioned material resources (cots, blankets, food, etc.) will be made ready, and medical
facilities will be alerted to the possibility of receiving evacuee patients. Participating agencies will provide food and clothing as needed, assist with registration of evacuees/victims, and provide information to assist victims needing additional services. Once the incident transitions to the recovery phase, human needs of victims should be continually assessed and met as necessary via one or more Disaster Application Centers which will be coordinated through Clackamas County Emergency Management.

5.2 Mass Care

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. The American Red Cross will assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in American Red Cross Shelters.

5.2.1 Shelter

Protective shelters are life preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations. The latter category of facilities is the focus of ESF 6 and is designated as Reception and Care facilities in local American Red Cross Sheltering Plans.

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Selected facilities will be located far enough from the hazard area so that there is little 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 Manager will obtain permission from owners to use other facilities as required. When American Red Cross facilities are opened, it will be the responsibility of the American Red Cross to maintain all functions and staffing according to American Red Cross policy. The American Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to Lake Oswego during the first 72 hours of an incident include:

- Predetermined sheltering sites and supplies available through American Red Cross;

- General purpose tents available through the Oregon National Guard and requested through Clackamas County Emergency Management; and
If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the Lake Oswego EOC staff may serve as the Lake Oswego Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, American Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities where possible and will also support back-up communications, if needed. A list of all reception and care facilities established for Lake Oswego and Clackamas County is maintained by American Red Cross.

5.2.2 Mass Feeding

Victims will be fed through a combination of fixed sites, mobile feeding units, and bulk distribution of food. Feeding operations are based on nutritional standards and, if possible, should include meeting dietary requirements of victims with special dietary needs. The American Red Cross will be responsible for meal planning, coordination of mobile feeding, identifying feeding sites and resources for the procurement of food, and related supplies. American Red Cross will coordinate all mass feeding and other services needed.

5.2.3 Sheltering Service and Companion Animals

The City of Lake Oswego, the American Red Cross, and other organizations or groups providing Sheltering and Mass Care will comply with the American’s with Disability Act requirements for Service Animals, with the facility owners’ limitations, and with Clackamas County and State of Oregon Health Code requirements.

The Clackamas County Animal Rescue Emergency Shelter, will, when called upon, establish a companion pet shelter and will attempt to coordinate site selection with the American Red Cross; however, some agreements already in place may have the companion pet shelter at a location away from the American Red Cross shelter(s). Additional information on care and shelter of pets can be found in ESF 11 – Agriculture and Natural Resources and Support Annex E – Animals in Disaster of the Clackamas County Emergency Operations Plan.

5.2.4 Bulk Distribution

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice requirements through Federal, State, and local governmental entities and non-governmental organizations is coordinated at these sites. The American Red Cross will coordinate all bulk distribution activities needed within the City’s jurisdiction with the Emergency Manager via the City EOC.

Agencies and organizations involved in supporting and managing bulk distribution include:
5.3 Emergency Assistance

5.3.1 Disaster Welfare Information
The American Red Cross will establish a Disaster Welfare Inquiry operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing-persons lists. The system also aids in reunification of family members within the affected area.

5.3.2 Disaster Resource Center(s)
Upon a Presidential disaster declaration, the federal government through FEMA is responsible for:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster;
- Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes;
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster;
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance;
- Agricultural assistance payments, and technical assistance, and Federal grants for the purchase or transportation of livestock;
ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

- Information regarding the availability of and eligibility requirements for food stamps;
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means;
- Legal counseling to low-income families and individuals;
- Tax counseling concerning various disaster-related benefits;
- Consumer counseling and assistance in obtaining insurance benefits;
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems;
- Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments;
- Veterans’ assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration if a VA-insured home has been damaged; and
- Other specific programs and services appropriate to the disaster.

In addition to numerous grant and assistance programs available through the Disaster Resource Center (DRC), the Individual and Family Grant Program provides grants to meet disaster-related necessary expenses or serious needs for which assistance for other means is either unavailable or inadequate.

Logistics may also arrange office space, document reproduction services, etc. for State and Federal damage assessment teams.

If Federal mobile homes are to be supplied for use as emergency shelter, the Logistics Section may assist in site choice and preparation consistent with Lake Oswego’s local comprehensive land use plan.

Logistics Section personnel may be called upon to arrange a large facility (often a school, church, or community center) to serve as a DRC. The Federal Emergency Management Agency (FEMA) is responsible for operating DRCs, which are often located in facilities such as schools, churches, and community centers. A DRC provides a location where citizens can meet with local, State, Federal, and volunteer agency representatives to apply for disaster assistance. Advertising of these facilities will be coordinated by the Public Information Officer (PIO) through the Joint Information Center (JIC), located in the Federal/State disaster field office.
5.4 Short and Long-Term Housing

All housing (not sheltering) needs identified during and following emergency incidents or disasters impacting Lake Oswego will be coordinated through the County Emergency Management Director via the County EOC. In some disaster situations, the Federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family, friends, or in commercial facilities. To the extent possible, local and County government will coordinate post-disaster housing needs for the homeless population.

5.5 Human Services

5.5.1 Special Needs Populations

Disaster victims and special needs populations may require assistance to meet their necessary expenses and needs (food, clothing, housing, medical, and financial). Local and state human service organizations will identify any special needs groups (elderly, disabled, and non-English speaking), and, in the event of a disaster, ensure that their needs are met. The City will seek the assistance of the Clackamas County Health Department and other human service agencies or organizations to assist in coordinating the emergency housing, sheltering, and feeding of special needs populations.

Coordinating for and identifying individuals with special needs within the impacted area is a critical element of emergency response and recovery operations for Lake Oswego. Special needs may be characterized by age (children and elderly), physical and/or mental disabilities, language (non-English speaking), disease/medical conditions, service animals, and any other conditions or traits that could warrant special considerations under emergency circumstances. Agencies and organizations involved in managing, transporting, and communicating with special needs populations during an emergency and pertaining to mass care include the following:

- Lake Oswego Emergency Management;
- Area hospitals;
- Private clinics and care facilities;
- American Red Cross and other volunteer agencies;
- Lake Oswego School Districts; and
- Local radio stations serving Lake Oswego.
Nursing Homes and Residential Care Facilities are required to have disaster and emergency plans in place which assure the transfer of clients to appropriate facilities.

Special needs populations can be broken down into three categories of sheltering:

**Category 1: Hospitalization**
Category 1 comprises persons who require recurring professional medical care, special medical equipment, and/or continual medical surveillance. Examples include persons who are dependant upon ventilators, IVs, or oxygen-supplementation; those with chest pain or shortness of breath; and others requiring the intensity of services provided at a hospital or skilled nursing facility.

**Category 2: Special Needs Shelter**
Category 2 includes persons who require some medical surveillance and/or special assistance. These are individuals whose age, frailty, mobility, or functional or medical disabilities make them particularly vulnerable in disaster situations. They may have medical impairments but have been able to maintain some independence prior to the disaster or emergency situation. Examples are those with mental illness, severely reduced mobility, or medical impairment that does not preclude activities with some assistance.

**Category 3: General Shelter**
Category 3 includes persons who are independent prior to the disaster or special emergency or who may have pre-existing health problems that do not impede activities of daily living. Examples are persons with prostheses or hearing or speech impediments, wheelchair users with no medical needs, or those with controlled diseases such as diabetes, muscular dystrophy, or epilepsy.

**5.5.2 Crisis Counseling and Mental Health Providers**
Agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and special needs populations include:

- Area hospitals;
- Northwest Human Services;
- County and regional volunteer organizations; and
- Local nursing homes and care facilities.

See the Clackamas County EOP, SA D – Behavioral Health for more detail.

**5.6 Public Health Services**
Clackamas County Health, Housing and Human Services will direct the County response to medical and health emergency issues.
5.7 Volunteer and Donations Management
The Logistics Section of the City EOC will coordinate and manage volunteer services and donated goods through appropriate EOC liaisons and with the support from the American Red Cross, Salvation Army, and other volunteer organizations. These activities seek to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow ICS/NIMS standards.

5.8 Care of Response Personnel and EOC Staff
Arrangements for the feeding and sheltering of EOC staff are the responsibility of the Logistics Section. As space allows, EOC staff will sleep and be fed near the EOC. Sleeping areas may also be set up in other facilities.

Response personnel will be released to their homes or stations to sleep. If necessary, space may be arranged in a shelter. This shelter should be different than the one used for disaster victims or evacuees.

Families of response personnel may be sheltered together in the event of an extended incident involving a major shelter operation. This will facilitate keeping families informed and improve the morale of response personnel.

6 Direction and Control
The City will seek the assistance of or provide support to the American Red Cross and other similar agencies in implementing this section of the EOP. A liaison from the American Red Cross will be requested in the City EOC to assist in coordinating the emergency housing, sheltering and feeding activities; however, depending upon the size and scope of the disaster, this coordination may occur at the Clackamas County EOC through the City EOC liaison at that location.

It is not the intent of the City to supplant the American Red Cross as the primary provider and coordinator of emergency housing, sheltering and feeding services; however, the City is not relieved of its obligation for the welfare of its citizens in times of emergencies as outlined in Chapter 401 of the Oregon Revised Statues.

Shelter/lodging facility managers will be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC will be by telephone. If telephones cannot be used or are overloaded, law enforcement personnel will provide radio assistance. Shelter facility managers should arrange for persons in their facility to monitor prescribed communication sources for guidance and announcements.
7  **Supporting Plans and Procedures**

- **Clackamas County Emergency Operations Plan**
  - ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
  - ESF 11 – Food and Agriculture

- **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.
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ESF 7 – Logistics Management and Resource Support

ESF Annex Last Updated: December 2010
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1 Purpose and Scope

ESF 7 outlines the roles and responsibilities needed to effectively manage personnel, equipment materials and services during a major emergency or disaster. City and mutual aid resources, volunteers, donated goods, and potentially state and federal assistance, must be carefully managed to ensure incident response needs are met.

2 Policies and Agreements

The following policies and agreements are currently in place:

- None at this time.

3 Situation and Assumptions

3.1 Situation

- During a major emergency, the Emergency Manager activates the Emergency Operations Center (EOC) to support On-Scene Command. Incident response activities, including resource management, are conducted using the National Incident Management System (NIMS)/Incident Command System (ICS).

- Critical resource management is a major EOC responsibility and includes anticipation, acquisition, mobilization, tracking, employment and release/demobilization.

- City departments may need to provide resources to support emergency operations. On request, each department provides EOC Logistics with a list of department mutual aid and comparable agreements that involve resource sharing during emergencies. Each department also maintains a current list of contractors, vendors and suppliers (with 24/7 contact information), and makes this data available to EOC Logistics on request.

- Each department is responsible for tracking and documenting all incident-related costs and reporting this information to the EOC Finance Section.
The City participates in Intra-County Omnibus Mutual Aid Agreement and can request personnel, equipment, supplies or services from participating cities and special districts, and counties, respectively.

There is a state resource-sharing pact that applies to all jurisdictions within the state of Oregon outlined in ORS 402. This agreement is intended for non-reimbursement of mutual aid costs, and if reimbursement is expected, the lender and borrower must complete a separate, formal agreement before resources can be dispatched.

Oregon is a participant in the Emergency Management Assistance Compact (EMAC) that provides for resource assistance among the 50 states in the continental U.S. Oregon Emergency Management coordinates all EMAC activities in Oregon.

As a pre-condition to requesting state resource assistance, local jurisdictions must certify that incident resource requirements have, or are anticipated to, exceed local resources including those available through mutual aid.

3.2 Assumptions

- Resources shortages will occur quickly in a disaster or emergency that exceeds 24 hours.
- During a disaster, organized volunteers, private businesses/contractors and the public will be able and willing to provide assistance to the community.
- Mutual Aid will be utilized as available.
- Once a formal disaster is declared, support will be provided from County, State, and Federal Agencies as requested.
- City Departments will support emergency resource management actions.

4 Roles and Responsibilities

The Logistic and Planning Sections have primary responsibility for coordinating the resource management effort. 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 Lake Oswego Emergency Management

- Establishing resource priorities;
ESF 7. Logistics Management & Resource Support

- Resolve allocation disputes;
- Establishing procedures for employing temporary personnel for disaster operations;
- In cooperation with the Police Department, establishing and maintaining a manpower reserve;
- Coordinating deployment of reserve personnel to City departments requiring augmentation;
- Volunteer and donations Management; and
- Maintain this ESF and supporting plans and SOPs.

4.2 Planning Section
- Track resources.
- Provide the EOC staff with a timely inventory of needs and commitments.
- Identify those public facilities essential to the life of the community, provides a recommended priority list to the Command and General Staff, and assists in the coordination of facility repair and restoration of services.

4.3 Logistics Section
- Serves as the primary point of contact for resources requests from the EOC staff, and cooperating jurisdictions.
- Resource lists that support this ESF are maintained in the EOC and at LOCOM. In addition, each department is responsible for developing and maintaining mutual aid agreements to augment resources, and department-specific inventories of resources which might be available to them in an emergency.

*See ESF 6 for Mass Care, Emergency Assistance, Housing and Human Services functions*

5 Concept of Operations

5.1 General
The City EOC Staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources. The City will commit all its resources, if necessary, to protect life and property.
The City Manager has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the Emergency Manager has the final allocation authority. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort.

5.2 Resource Allocation Priorities
During emergencies, resources are allocated in the following priority:

1. Preserving life.
2. Stabilizing the incident/containing the hazard.
3. Protecting critical infrastructure, property and the environment.

5.3 Sourcing Resources
Resources are normally obtained and used in the following sequence:

1. Resources owned or employed by the City/County.
5. State resources.
6. Federal resources.

5.4 Mutual Aid
Mutual aid is an important component of incident resource management and can take several forms:

5.4.1 Automatic Mutual Aid
Day-to-day incident response agencies (fire, law enforcement, EMS) have pre-coordinated mutual aid arrangements embodied in 9-1-1 Dispatch Protocols. When an on-scene response agency needs additional resources, they simply request them through dispatch and assume automatic approval to the extent that the protocols allow. Automatic mutual aid is normally discipline-specific and has no provision for reimbursement of lender expenses.

Fire agencies have several discipline-specific mutual aid processes in-place beyond automatic mutual aid, including district-to-district; Fire Defense Board to Fire Defense Board; and state-level Conflagration and Mobilization agreements. Conflagration mutual aid is closely managed by the Fire Marshal and participant costs are reimbursed by the state. Fire Mobilization Plan participation is more loosely managed, is voluntary, and costs are not reimbursed by the state.
Law Enforcement automatic mutual aid is less formally structured and does not normally include reimbursement.

5.5 EOC Resource Management

All four EOC sections (Operations, Planning, Logistics and Finance) collaborate on managing incident resources.

- The Operations Section identifies resources needs and directs staging and deployment of assigned resources.
- The Planning Section helps Operations anticipate resource needs and tracks available resource status and capabilities.
- The Logistics Section, in collaboration with Operations, confirms resource needs and coordinates acquisition, reception and allocation. Logistics also manages volunteer resources and is the point of contact for donations management.
- The Finance Section coordinates funding sources and tracks costs; negotiates emergency contracts/agreements using emergency procurement procedures; and advises EOC Command, the City Manager and the City Council regarding the on-going financial impact of the emergency.

5.6 Volunteer Management

Individuals who volunteer their time and skills to assist their community in incident response and recovery operations are extremely valuable resources and categorized as:

- **Registered Volunteers**—have registered (pre-event) as Emergency Workers with their respective Emergency Management or Volunteer agency and been trained in specific job skills for activities they can expect to perform during emergencies.

- **Emergent Volunteers**—spontaneously offer their assistance following an emergency or disaster. Use of emergent volunteers is less efficient and effective than pre-registered volunteers because their job skills, licensing, and credentials must first be determined, which can be difficult under emergency conditions.

The Oregon Voluntary Organizations Active in Disaster (ORVOAD) and Community Organizations Assisting in Disaster (COAD) work closely with City officials during emergencies to help recruit and deploy emergent volunteers.
5.7 Donations Management

Individuals/organizations often want to help victims of disaster by donating goods or money. Donations—solicited and unsolicited—must be carefully managed to meet victims’ needs without adversely affecting or duplicating recovery efforts. The EOC Logistics Section coordinates donations management activities.

Oregon Emergency Management maintains a Donations Management Plan for the state and the Salvation Army provides lead agency management of donated resources.

6 Direction and Control

During a major emergency, it will be necessary to make difficult choices among competing requests for the same resource. To assure that the status of resource requests and commitments can be maintained throughout the emergency, the Logistics and Planning Sections of the EOC staff will track resources of the City. The Emergency Manager, or designee, has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the Emergency Manager has the final allocation authority.

*See ESF 5 – Emergency Management for further information on General Staff roles and responsibilities*

In a major emergency (Level III), or if an incident is one part of an area-wide disaster, the EOC will be activated and the Incident Command System will be implemented. When the EOC is activated, overall incident management, direction and control will come from the Incident Commander at the EOC. On-scene tactical direction and control will remain the responsibility of the Operations Section Chief, who is the On-scene Commander. A partial activation of the EOC may occur as deemed necessary by the Incident Commander.

7 Supporting Plans and Procedures

The following plans and procedures are currently in place:

- Clackamas County Emergency Operations Plan
  - ESF 7 – Logistics Management and Resource Support
- Clackamas County Volunteer Reception Center Plan
- Intra-County Omnibus Mutual Aid Agreement
- State of Oregon Emergency Operations Plan
  - ESF 7 – Logistics Management and Resource Support
- National Response Framework
• ESF 7 – Logistics Management and Resource Support

8 Appendices

None at this time.
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ESF 8 – Public Health and Medical Services

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1 Purpose and Scope
ESF 8 provides the framework for managing health emergencies that exceed routine response capabilities and/or are in response to a declared “state of public health emergency” as defined in Oregon Revised Statutes (ORS) 433. Health emergencies include disease outbreaks, bioterrorism, water, food or environmental contamination, exposure to hazards such as radiation or chemical agents, and other significant health impacts caused by emergencies or disasters.

2 Policies and Agreements
The following policies and agreements are currently in place:

- None at this time

3 Situation and Assumptions

3.1 Situation
The routine delivery of public health and medical services to the City of Lake Oswego could be disrupted by several natural and human-caused emergency situations. Disruption of these services could further cause communicable diseases within Lake Oswego’s population. Additionally terrorist attacks involving biological and chemical agents could occur and threaten the City’s population.

3.2 Assumptions

- Clackamas County Health, Housing and Human Services will be able to perform the functions in support of Public Health and Medical Services during a major emergency.

- Assistance from other local, county, federal agencies will be able to provide assistance when requested by Clackamas County
4 Roles and Responsibilities
The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Emergency Medical Services
The Lake Oswego Fire Department is responsible for coordinating the provision of Emergency Medical Services (EMS) and requesting additional EMS assets as necessary. The following agencies and entities can provide support for emergency first aid and referral to appropriate medical personnel and facilities:

- Tualatin Valley Fire and Rescue
- Portland Fire and Rescue
- American Medical Response (AMR)
- MetroWest

4.2 Public Health and Medical Services
Clackamas County Health, Housing and Human Services 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, or novel and highly fatal infectious agents or biological or chemical toxin incidents in within the County. These services include, but are not limited to:

- Serve as a member of EOC Command.
- Provide staff to perform EOC functions.
- Coordinate ambulance services in the county and activate the Contingency Plan for Emergency Ambulance Service if necessary.
- Assist in development of emergency information related to human services, health impacts, and protective measures.
- Coordinate with local, regional, state and federal public health agencies.
- Provide information about biological surveillance and detection, agent identification, and epidemiological investigations.
- Provide public health information to first responders, hospitals, nursing homes, and other facilities and providers.
ESF 8. Public Health and Medical Services

- Evaluate need for quarantine and isolation; prepare necessary legal documents in consultation with county counsel and direct necessary action.
- Provide current public health safety guidelines and information about public health safety issues and exposure effects.
- Plan and coordinate mass prophylaxis and vaccinations and assist in establishing point-of-dispensing (POD) sites.
- Plan and coordinate prophylaxis availability for individuals unable to go to a POD.
- Coordinate with Medical Examiner and funeral directors in determining proper disposition of deceased persons.
- Coordinate environmental health services with local, regional and state public health agencies to ensure safety of food, water and wastewater systems.
- Recommend water conservation procedures and/or use of emergency drinking water supplies from outside sources.
- Identify health hazards including those from damage to water and sewage systems and disseminate emergency information about needed sanitary measures.
- Coordinate behavioral health services.
- Coordinate emergency counseling for disaster victims and emergency response personnel.
- Serve as Point of Contact (POC) liaison with hospitals, clinics, independent physicians, nursing homes, extended care facilities, pharmacies, mass shelter locations, and EMS providers.
- Coordinate with appropriate agencies to prioritize requests for health, medical and behavioral health services, and coordinate their delivery.
- Assist in identifying alternate care sites to accommodate a surge of victims.
- Coordinate outside medical resources including the Strategic National Stockpile (SNS).
- Assist in identification of vulnerable populations.
- Assist in the acquisition and coordination of transportation resources and other services for special needs individuals.

ESF 8-3
ESF 8. Public Health and Medical Services

- Assist with shelter and other services for evacuees.
- Coordinate necessary medical and social services for special needs populations and vulnerable clients.
- Coordinate with American Red Cross to provide for the needs of victims and emergency workers, including basic services, transportation, and pets and service animals.
- Coordinate with appropriate agencies for the provision of food and potable water to victims.
- Coordinate with appropriate agencies to evaluate the safety of temporary housing.
- Coordinate with appropriate agencies to evaluate feeding areas.
- Provide information and referral.
- Coordinate volunteer registration and placement.

5 Concept of Operations
Public health and medical operations will be executed as outlined in the Clackamas County Emergency Operations Plan, ESF 8 – Public Health and Medical Services. (See ESF 8 – Appendix A)

6 Direction and Control
To minimize duplication of specialized duties, the City of Lake Oswego acknowledges that the Public Health Officer of Clackamas County Health, Housing and Human Services is responsible for assuring Public Health/Mental Health services required to cope with disasters in any urban or rural area, and coordinating other medical services as required. During an emergency, the Health, Housing and Human Services Director will be incorporated into the City’s Emergency Management Organization and will coordinate the provision of public health and medical services for the City. The Emergency Manager will liaise with Health, Housing and Human Services to provide local agency support of public health and medical service support functions. Procedures as outlined in ESF 8 – Public Health and Medical Services of the County EOP are incorporated into the City EOP.

7 Supporting Plans and Procedures
The following plans and procedures are currently in place:

- Clackamas County Emergency Operations Plan
  - ESF 8 – Public Health and Medical Services
ESF 8. Public Health and Medical Services

- 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
- Appendix A – Clackamas County Emergency Operations Plan, ESF 8 – Public Health and Medical Services
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Appendix A  Clackamas County Emergency Operations Plan, ESF 8 – Public Health and Medical Services

ESF 8 Tasked Agencies

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1  Purpose and Scope

This annex provides the framework for managing health emergencies that exceed routine response capabilities and/or are in response to a declared “state of public health emergency” as defined in Oregon Revised Statutes (ORS) 433. Health emergencies include disease outbreaks, bioterrorism, water, food or environmental contamination, exposure to hazards such as radiation or chemical agents, and other significant health impacts caused by emergencies or disasters.

2  Policies and Agreements

None at this time.

3  Situation and Assumptions

- Clackamas County Department of Human Services (CCDHS) will notify Clackamas County Emergency Management (CCEM) of any incident that is or is likely to become a major health emergency impacting Clackamas County. CCEM will implement the Emergency Operations Plan (EOP) and activate the Emergency Operations Center (EOC). Incidents will be managed according to the National Incident Management System (NIMS)/Incident Command System (ICS).

- Health emergencies require extensive coordination among public and private health care providers, emergency responders, and emergency management. Many interdependent operations may be necessary, including: triage and treatment of mass casualties, intensive surveillance activities; rapid distribution of pharmaceuticals and/or
medical supplies to large segments of the population; mass decontamination; quarantine and isolation; modifications to food, drinking water or sanitary systems; collaboration with veterinary care providers; management of mass fatalities; and response to the physical and psychological effects of mass casualties and mass fatalities.

- At-risk and special needs populations may be especially vulnerable during health emergencies and will require targeted planning efforts on the part of CCEM and CCDHS.

- The window of opportunity between discovery of the first cases of a biological incident and future waves of illness is likely to be brief. Public health officials will need to quickly identify the organism and appropriate preventive and treatment options in order to contain the outbreak.

- Community interventions that disrupt normal activities such as cancellation of school and community events, workplace changes such as work-from-home arrangements, and modifications to traditional government and health/medical services may be required.

- State and federal assistance will likely be required during a severe or widespread health emergency.

- Demand for antiviral drugs, vaccines, chemical or radiation exposure treatment, medical equipment (e.g. ventilators), and other pharmaceuticals and supplies is likely to exceed the available supply, especially during the early phases of the incident.

- The psychological impact of a major health emergency may be as severe and long-lasting as the medical impact. Prompt and effective behavioral health services and emergency public information are essential to manage the psychological impact of the incident.

- All agencies tasked under this annex will develop and maintain written internal operating plans and implementing procedures consistent with NIMS and the EOP, and will train employees in their use.

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 Primary Agencies

4.1.1 Health, Housing and Human Services

Health, Housing and Human Services will coordinate health and medical services, behavioral health services, and social services and resources and designate a representative to serve in Unified Command. Specifically, the Department will:

- Serve as a member of EOC Command.
- Provide staff to perform EOC functions.
- Coordinate ambulance services in the county and activate the Contingency Plan for Emergency Ambulance Service if necessary.
- Assist in development of emergency information related to human services, health impacts, and protective measures.
- Coordinate with local, regional, state and federal public health agencies.
- Provide information about biological surveillance and detection, agent identification, and epidemiological investigations.
- Provide public health information to first responders, hospitals, nursing homes, and other facilities and providers.
- Evaluate need for quarantine and isolation; prepare necessary legal documents in consultation with county counsel and direct necessary action.
- Provide current public health safety guidelines and information about public health safety issues and exposure effects.
- Plan and coordinate mass prophylaxis and vaccinations and assist in establishing point-of-dispensing (POD) sites.
- Plan and coordinate prophylaxis availability for individuals unable to go to a POD.
- Coordinate with Medical Examiner and funeral directors in determining proper disposition of deceased persons.
- Coordinate environmental health services with local, regional and state public health agencies to ensure safety of food, water and wastewater systems.
- Recommend water conservation procedures and/or use of emergency drinking water supplies from outside sources.
Identify health hazards including those from damage to water and sewage systems and disseminate emergency information about needed sanitary measures.

Coordinate behavioral health services.

Coordinate emergency counseling for disaster victims and emergency response personnel.

Serve as Point of Contact (POC) liaison with hospitals, clinics, independent physicians, nursing homes, extended care facilities, pharmacies, mass shelter locations, and EMS providers.

Coordinate with appropriate agencies to prioritize requests for health, medical and behavioral health services, and coordinate their delivery.

Assist in identifying alternate care sites to accommodate a surge of victims.

Coordinate outside medical resources including the Strategic National Stockpile (SNS).

Assist in identification of vulnerable populations.

Assist in the acquisition and coordination of transportation resources and other services for special needs individuals.

Assist with shelter and other services for evacuees.

Coordinate necessary medical and social services for special needs populations and vulnerable clients.

Coordinate with American Red Cross to provide for the needs of victims and emergency workers, including basic services, transportation, and pets and service animals.

Coordinate with appropriate agencies for the provision of food and potable water to victims.

Coordinate with appropriate agencies to evaluate the safety of temporary housing.

Coordinate with appropriate agencies to evaluate feeding areas.

Provide information and referral.

Coordinate volunteer registration and placement.
4.1.2 Medical Examiner
As the primary (lead) agency for managing the county’s mortuary operations, the county Medical Examiner investigates the cause and manner of death in any situation in which the death is not attended by a physician. The Medical Examiner develops the Mass Fatality Plan and protocols to manage death investigations and mortuary services. Specifically, the Medical Examiner will:

- Coordinate with Incident Command to preserve the scene, and protect and remove remains.
- Determine the cause and manner of death.
- Develop and execute Mass Fatality Plan.
- Identify victims.
- Notify next of kin.
- Release remains for final disposition.
- Coordinate with law enforcement.

4.2 Supporting Agencies
Health emergencies such as a disease outbreak or contamination may not involve traditional first response operations at an incident scene. A mass casualty or mass fatality incident, a threatened or actual bioterrorism incident with an identified scene, or an emergency with a significant health component will include operations by one or more of the following support organizations. Health emergencies will generally require extensive public information operations.

4.2.1 Emergency Management (CCEM)
- Activate Situation Assessment Team.
- Activate Emergency Operations Center.
- Assist Unified Command.
- Advise County Administrator and Board of County Commissioners.
- Facilitate Emergency Declaration process.
- Coordinate with cities, regional and state agencies, and other jurisdictions.
- Serve as EOC Manager.
4.2.2 Fire Defense Board
The Fire Defense Board, through its member districts and departments, provides EMS first response, extrication, triage, treatment and transport of patients. Fire agencies normally manage on-scene operations, activate the Mass Casualty Incident Protocol as needed, and notify the ME when fatalities are involved.

4.2.3 Public and Government Affairs (PGA)
Public and Government Affairs (PGA) staff serves as the ICS Public Information Officer and works with the EOC, Department of Human Services, Medical Examiner, and other agencies to provide accurate and timely information to employees, the public, and the media.

- Provide staff for PIO and Joint Information Centers (JIC).
- Develop and coordinate Joint Information System.
- Gather, prepare and obtain UC approval of all communications and emergency public information.
- Work with other agencies and jurisdictions to ensure messages are clear and consistent and to address rumors and inaccurate information.

4.2.4 Sheriff’s Office (CCSO)/Local Law Enforcement
Sheriff’s Office (CCSO)/local law enforcement coordinates investigations of potentially deliberate health impacts, enforces mandatory health actions, and conducts on-scene operations in cooperation with health and fire agencies, including crime investigations; security, traffic and crowd control; and assistance with death determinations.

4.2.5 Department of Transportation and Development (DTD)
Department of Transportation and Development (DTD) provides signs, barriers, equipment and personnel to assist in traffic and crowd control; coordinates solid waste disposal; and oversees sanitary sewer systems.

4.3 Other Resources

4.3.1 American Medical Response (AMR)
American Medical Response (AMR) is a major provider of triage, treatment and patient ambulance transport and will work closely with other emergency responders to coordinate care and transport of victims.
4.3.2 American Red Cross
American Red Cross provides and manages shelter and mass care operations for citizens who are victims of disaster, and feeding and support services for emergency responders. The Red Cross will activate and manage shelters for disaster victims, including feeding, health and behavioral health services, and will provide disaster relief assistance to individuals and families affected by the disaster, feeding operations for emergency workers, and response to inquiries from concerned family members outside the disaster area. The Red Cross will also coordinate with CCEM and the EOC regarding non-Red Cross shelters and shelters for pets.

4.3.3 Hospitals
Hospitals in Clackamas County will likely respond to a major health emergency by activating their EOCs and operating under their hospital emergency incident command system (HEICS). Hospital EOCs are requested to coordinate with county EOC/public health staff and to share critical information regarding presenting symptoms, capabilities, security, resources, decontamination requirements and operations, and surge capacity.

4.3.4 Medical Reserve Corps (MRC)
Medical Reserve Corps (MRC) includes doctors, nurses, pharmacists and behavioral health providers who have received training and are credentialed to provide medical support during an emergency. MRC volunteers may help vaccinate responders, assist POD operations for mass prophylaxis/treatment, help medical facilities increase surge capacity, and provide disaster behavioral health services.

4.3.5 Oregon Funeral Directors Association
Oregon Funeral Directors Association assists with on-scene operations at mass fatality incidents, morgue operations, and Family Assistance Centers.

4.3.6 Oregon Voluntary Organizations Activate in Disaster and Community Organizations Active in Disasters
Oregon Volunteer Organizations Active in Disasters (ORVOAD) and Community Organizations Active in Disasters (COAD) are networks of volunteer organizations that will help support local communities with disaster response and recovery. Many volunteers will likely be needed during and after a major health emergency.

5 Concept of Operations

5.1 General
The EOC will be the coordination center for all incident operations during a major health emergency. The Department of Human Services will coordinate the initial response to most health emergencies affecting the county and will participate in
ESF 8. Public Health and Medical Services

EOC Command as a lead agency during health emergencies and incidents with a significant health component. Human Services staff will coordinate emergency medical response operations, distribution of medical supplies/pharmaceuticals, public health operations, and the involvement of the medical community.

5.2 Biological Incidents, including Pandemic Influenza and Bioterrorism

Disease outbreaks may be naturally occurring as in “routine” reportable disease outbreaks and pandemic influenza, or deliberate as in bioterrorism. Routine or minor disease outbreaks will be managed according to local, state and federal public health protocols. When Human Services staff suspects the disease outbreak may become a major incident or that it may be the result of a deliberate or terrorist act, they will immediately notify the Clackamas County Sheriff’s Office (CCSO), CCEM, and Oregon State Public Health.

5.2.1 Pandemic Influenza

A pandemic is a global disease outbreak. An influenza pandemic begins when a new influenza virus emerges for which people have little or no immunity and for which there is no vaccine. The influenza virus spreads easily from person-to-person, causes serious illness and death, and can sweep across the country and around the world in a very short time. Because a virus can spread rapidly and cause outbreaks around the world, a severe influenza pandemic will be a global health emergency that overwhelms public health and health care systems and creates widespread social disruption. The Centers for Disease Control and Prevention (CDC) estimates that 25% - 35% of the U.S. population could be affected.

Pandemic influenza detection relies on disease surveillance to identify cases of the new disease and to track how the disease is spreading. The CDC and the World Health Organization (WHO) operate large disease surveillance programs to monitor and detect the emergence of possible pandemic influenza.

The Oregon State Public Health Division (OSPHD) serves as the lead state agency and will work with local health agencies to manage a pandemic. Clackamas County’s Pandemic Plan (in EOC library) integrates local pandemic activities with the Oregon Pandemic Influenza Plan.

5.2.2 Bioterrorism

Terrorists may deliberately release bacteria, viruses, or toxins as weapons to infect people or animals that are exposed to the agents; to infect animals that will carry a disease to humans; or to contaminate food, water supplies or the environment. A bioterrorism incident that occurs with no threat or warning will likely be discovered by public health disease surveillance and/or by health and medical providers who become aware of suspicious illnesses or clusters of illness.
A bioterrorism incident will involve coordination with state and federal health and law enforcement officials to ensure identification, understanding, and containment of the biological threat. Laboratories at the state and federal levels will be required to identify the agent to determine the most reliable prophylaxis and treatment; point-of-dispensing (POD) sites may be required to deliver medications and/or supplies; medical care points may be activated to avoid overwhelming or contaminating hospitals and other health care facilities; isolation and/or quarantine may be required, and on-going community monitoring plans will likely be necessary.

Law enforcement agencies will work closely with public health agencies on the investigative aspects of the outbreak, enforce isolation and quarantine orders if necessary, and coordinate security for POD sites, alternative treatment facilities, hospitals, pharmacies, clinics and other medical facilities.

Clackamas County is working with city officials to identify and staff POD locations and train individuals to conduct POD operations. The County Health Officer provides medication dispensing orders and protocols to all PODs through EOC Command. See POD Plan in the EOC library.

5.3 Water, Food or Environmental Contamination

Contamination of food, water, crops, livestock, or the environment may be caused by natural, accidental, or deliberate events. Natural causes include contamination caused by flooding or other natural disasters, algae blooms that can produce dangerous toxins, and vector-driven or other natural disease outbreaks in animals. Accidental causes include system malfunctions; pesticide, agricultural chemical or other accidental releases into groundwater/drinking water supply; unintentional contamination of crops or foods; or hazardous materials accidents. Deliberate causes include vandalism, sabotage or terrorism.

Clackamas County Community Health (CCCH) will coordinate field investigations, sample collection, laboratory testing, and vector control activities; collaborate with the Department of Transportation and Development (DTD) and state health and agriculture officials on animal control activities; provide technical assistance/serve as subject matter experts for the Joint Information System (JIS) and EOC staff; and coordinate with law enforcement on incident investigations. Incident operations will be coordinated through the EOC.

5.4 Significant Health Impacts Caused by Emergencies or Disasters

Traffic accidents, explosions, natural hazards, industrial accidents, hazardous materials incidents, and terrorism all may cause significant numbers of casualties. Emergency Medical Services (EMS) in Clackamas County are coordinated by the Fire Defense Board (FDB) and Clackamas County Department of Human Services (CCDHS). The FDB directs the initial EMS response to most incidents.
and works with CCDHS to coordinate ambulance services. All local fire agencies in Clackamas County provide initial EMS response. Three agencies -- Clackamas County Fire District #1, Lake Oswego Fire Department, and Tualatin Fire and Rescue -- provide EMS ALS (advanced life support) first response. Ambulance service is provided by three different providers covering emergencies in their ambulance service area (ASA): Molalla ASA/Molalla Fire District; Canby ASA/Canby Fire District; and Clackamas ASA/American Medical Response. CCDHS activates the Contingency Plan for Emergency Ambulance Service if necessary.

Fire agency responders will implement the EMS Mass Casualty Incident (MCI) Protocol when an incident involves ten or more casualties, or five or more critically injured patients. MCI operations will normally be managed on-scene with resource requests handled by the Public Safety Answering Points (PSAP): Clackamas County Communications (CCOM), Lake Oswego Communications (LOCOM), or Washington County Consolidated Communications Agency (WCCCA). CCOM will notify CCEM and CCDHS whenever the MCI Protocol is implemented.

On-scene Command will designate an area for fatality operations and temporary morgue facilities, if necessary, and will work with the Clackamas County Medical Examiner (ME) to preserve the scene and protect remains. The ME is responsible for fatality management, including execution of the Mass Fatality Plan, cause-of-death investigation, management of remains, and notification of next of kin. The Mass Fatality Plan is implemented for any incident in which the ME’s resources are insufficient to meet health and safety needs and/or legal requirements.

Hazards such as radiation or chemical agent exposure, secondary sources of infection or disease, disruptions of drinking water supplies or sanitary services, challenges in disposing of human and/or animal remains, and mass decontamination operations may require extensive containment and health activities which must be closely coordinated with law enforcement, ME, facilities management, CCDHS, and other agencies.

Environmental Health inspects licensed facilities such as public food service facilities and child care facilities, and enforces drinking water quality standards. During a terrorist, CBRNE or HazMat incident, Environmental Health will inspect and monitor these systems to ensure public safety and will coordinate with DTD to address debris/solid waste disposal and sanitary sewer conditions.

5.5 Strategic National Stockpile (SNS) Reception Plan

The Strategic National Stockpile (SNS), managed by the CDC, contains large quantities of medicine and medical supplies to protect the public in a health emergency. The SNS includes antibiotics, chemical antidotes, antitoxins, life-support medications, IV administration, airway maintenance supplies, drugs to treat radiation exposure, and medical/surgical items. Push Packages of
pharmaceuticals, antidotes, and medical supplies designed to respond to an ill defined threat can be deployed within 12 hours. Additional managed inventory supplies which can be tailored to provide pharmaceuticals, supplies and/or products specific to the suspected or confirmed agent(s) or event will arrive within 24 - 36 hours.

Oregon State Public Health Division will receive the drugs and medical supplies and is responsible for distribution to the local level. Clackamas County will dispense the pharmaceuticals and supplies in accordance with state guidelines using county/city POD plans and other distribution methods, including plans for delivery to at-risk and special needs populations. See SNS Reception Plan in EOC library.

5.6 Behavioral Health Services
Crisis intervention and disaster mental health services include crisis counseling, debriefings for victims and responders, assessment, referral, and other interventions for people affected by an emergency. In addition to disaster services, CCCH will coordinate or provide behavioral health services for existing clients, vulnerable populations, and the general public to help them cope with and adjust to the emergency and its aftermath. CCCH representatives will work with UC and the PIO to provide media messages and presentations to help address the fears inherent in health emergencies and to defuse rumors and misinformation. See Support Annex 4 – Behavioral Health.

6 Direction and Control
Clackamas County is responsible for coordinating emergency response in the unincorporated areas of the county and for response to health emergencies throughout the county. The county will support city responses as requested.

6.1 Cities
Cities have primary responsibility for the safety and well-being of their citizens, and for resource allocation and emergency operations within their jurisdictions. While the county Department of Human Services is responsible for managing health emergencies within the county, cities may have resources to assist.

City officials are required to notify the county ME of any unattended deaths or mass fatality incidents, with local law enforcement securing the scene until the ME arrives.

Cities may enact emergency ordinances granting them the authority to declare an emergency and impose emergency measures within their jurisdictions to protect citizens and keep the peace. Cities will typically declare an emergency to invoke emergency powers or to request resource assistance. Cities may request county assistance by executing a mutual aid agreement with the county or by including the resource request in an Emergency Declaration to the county.
Cities are encouraged to develop an EOP and to work closely with county Emergency Management to integrate preparedness, response and recovery activities. An intergovernmental mutual aid agreement between the county and cities is available to all jurisdictions that choose to participate. The agreement establishes procedures for requesting and providing mutual aid resources in an emergency. A copy of the agreement and current participants is available in the EOC.

Because response to a major health emergency will involve many agencies and jurisdictions, cities are asked to notify the county immediately of a significant incident within the city. When the county receives notification, it will alert adjoining jurisdictions as appropriate. Insofar as possible, Emergency Declarations will be coordinated among affected jurisdictions to establish the emergency area boundaries, emergency measures to be invoked, time frame for the state of emergency, and resource needs and allocations.

6.2 County

The Department of Human Services is responsible for coordinating public health, medical, behavioral health, and environmental health response to emergencies in the county, and the Director or designee will serve in EOC Command. The Department may be able to manage a minor disease outbreak or contamination/exposure incident using internal operating procedures. If the department determines that the incident is likely to become a major health emergency, Human Services staff will contact Clackamas County Emergency Management (CCEM). When the EOC is activated, Incident Command will transition from the Human Services Incident Response Team (IRT) to EOC Unified Command. Designated health/medical representatives will provide technical advice to EOC staff.

The Medical Examiner (ME) is the primary/lead agency for managing the county’s mortuary operations and is responsible for investigating the cause and manner of death for any death that is unattended by a physician. The county ME implements the Mass Fatality Plan, manages remains and mortuary services, and notifies next of kin.

If Human Services or Medical Examiner staff suspects that an incident may be a deliberate or terrorist act, they will immediately contact the Sheriff’s Office, CCEM, and Oregon State Public Health (OSPH).

Incident Command/Unified Command (IC/UC) coordinates incident response and may request or provide mutual aid according to existing mutual aid agreements. Requests for assistance outside existing mutual aid agreements will be coordinated through the EOC.

Four hospitals operate in the county and are part of the state-wide trauma system. Several fire agencies provide medical first response and three transport ambulance providers serve the county directly, with more ambulances available through provider-to-provider mutual aid agreements. American Medical Response,
ESF 8. Public Health and Medical Services

Clackamas County Fire District #1, Lake Oswego Fire Department and Tualatin Valley Fire & Rescue are contractually obligated to assist the county in the event of declared disasters. Life Flight Network and Reach Air Medical Services provide critical care transportation via helicopter or fixed-wing aircraft for seriously ill or injured patients from the scene of an emergency or from one hospital to another.

If UC determines that emergency measures authorized in County Code 6.03 may be necessary to effectively manage the incident, they will recommend a Declaration of Emergency to the County Administrator/Board of County Commissioners (BCC). If the BCC declares an emergency, it may impose any or all of the emergency measures authorized in the Code. (See County Code 6.03).

UC may also recommend the BCC declare an emergency to request state or federal assistance if it appears that county resources will be insufficient to meet incident needs. EOC staff will submit the approved declaration to Oregon Emergency Management (OEM) for submission to the governor. OEM will coordinate state resources and seek a state declaration if necessary.

ORS Chapter 433 provides that the governor may proclaim a state of public health emergency and order or authorize certain emergency measures at the local level. This authority is given to the Clackamas County Board of Commissioners as the local public health authority and to their appointed local public health administrator (Community Health System Director). Most of the actions authorized by ORS 433 are also authorized with a declaration of emergency under ORS 401, and it is likely that county actions would already have been taken based on the recommendation of the Community Health System Director.

6.3 Special Districts

Special districts provide essential services to the citizens of Clackamas County and their facilities or services could be accidentally or deliberately disrupted, affected by environmental contamination, or be targets of a terrorist attack. County officials collaborate with special districts in managing environmental or public health concerns and in coordinating the response to health emergencies. Many districts have their own site and facility security measures and emergency procedures, and may collaborate with the county regarding additional measures to be enacted during emergencies.

An intergovernmental mutual aid agreement between the county and special districts is available to all jurisdictions that choose to participate. The agreement establishes procedures for requesting and providing mutual aid resources in an emergency. A copy of the agreement and current participants is available in the EOC.

6.4 Regional

Clackamas County participates in the Inter-County Omnibus Mutual Aid Agreement that provides a framework for counties to request mutual aid resources
from each other in emergencies. Emergency assistance may include resources such as medicine and medical equipment and supplies, other equipment and supplies, personnel, or the direct provision of services. Currently 11 counties are signatories to this agreement: Benton, Clackamas, Columbia, Lincoln, Linn, Marion, Multnomah, Polk, Tillamook, Washington, and Yamhill. A copy of the agreement and current participants is available in the EOC.

The Intra-State Mutual Assistance Compact provides for non-reimbursable assistance among local governments. To receive reimbursement for resource assistance provided under this statute, participants must agree to a reimbursement request in writing before resources are dispatched.

Clackamas County participates in the Region 1 Health Preparedness Organization (HPO) with Clatsop, Columbia, Multnomah, Tillamook, and Washington Counties. The HPO coordinates planning efforts among public and private health organizations to ensure regional collaboration and community preparedness in issues such as hospital surge capacity, isolation and infection control measures, and other capabilities critical to community crisis response.

The Oregon Health Sciences University (OHSU) Emergency Communication Center serves as a central point of contact and notification during mass casualty incidents and coordinates communications between scene responders and area hospitals. OHSU also serves as a Level-1 Trauma Center, regional tertiary care facility, and EMS base station.

The Portland Urban Area Security Initiative (UASI) (Clackamas, Columbia, Multnomah, and Washington Counties in Oregon, Clark County in Washington, and the city of Portland) has developed a Tactical Interoperable Communications Plan to help responders work together more effectively during a major health emergency, terrorism/CBRNE incident, or other major emergency, as well as a Regional Critical Infrastructure Protection Plan.

The Cities Readiness Initiative (CRI) serves these same counties and supports the Medical Reserve Corps (MRC). Clackamas County Medical Reserve Corps maintains a pool of pre-identified licensed or certified health and medical professionals to provide surge capacity for health/medical response during large-scale health emergencies.

### 6.5 State and Federal Assistance

#### 6.5.1 State

The Oregon Departments of Human Services, Environmental Quality, and Agriculture; the State Medical Examiner’s Office; and other state agencies provide support, guidance and technical assistance to local health and medical programs. If incident response requires resources beyond those available day-to-day and through mutual aid, Unified Command will request additional resources through an Emergency Declaration. Oregon Emergency Management will
forward declarations to the governor, coordinate state resources and response, and seek a state declaration if necessary.

The Department of Human Services provides water quality monitoring, monitoring and control of communicable diseases, technical assistance, laboratory support for CBRNE incidents, coordination with federal health agencies, and distribution of the Strategic National Stockpile to local health departments. The agency operates a secure Health Alert Network (HAN) for posting on-going public health emergency information, as well as the HAN public website for posting information for the public: [www.oregonhealthemergency.org](http://www.oregonhealthemergency.org) The Office of Public Health Systems has EMS and Radiation Protection Services staff members on call to respond to radiological emergencies, provide information to educate the public on radiation hazards and protective measures, and support follow-up investigations. Oregon State Public Health Laboratory provides testing and laboratory services, supports the FBI and local first responders by analyzing unidentified substances for the presence of chemical or biological agents, ensures that chain of evidence procedures are followed, and ensures that accurate data are communicated to appropriate public health and medical personnel.

The Oregon Disaster Medical Team is an independent, non-profit organization of volunteer health care professionals from Oregon and Southwest Washington that provides relief health care services when local, county, and mutual aid reserves are overwhelmed in a mass casualty incident. The team can be requested through the state ECC.

The Oregon Department of Agriculture works to control and eradicate animal diseases, including those transmissible to humans, and to prevent the spread of food-borne illnesses. The Animal Health and Identification Division serves as the lead support agency for evacuation, shelter and care of companion animals, service animals and livestock, assists in providing food, water, shelter and veterinary care to affected animals, monitors the prevalence of infectious animal diseases, and activates the Oregon Animal Disease Emergency Management Plan.

The Oregon National Guard’s 102nd Weapons of Mass Destruction - Civil Support Team (CST) provides assistance to local, state, and federal authorities in incidents involving weapons of mass destruction (WMD). The 102nd CST is based in Salem and includes 22 full-time Army and Air National Guard members, all of whom are trained to the level of HazMat technicians. The CST can mobilize rapidly to assist with detection and analysis of biological, chemical or radiological agents, and to advise local command regarding appropriate response and public protection actions. The team deploys with mobile laboratory facilities, and decontamination and communications equipment, and is also available for telephone consultation.

The Oregon Medical Examiner provides technical supervision and support for the county Medical Examiners. The state office is staffed by four full-time forensic pathologists and other personnel who certify the cause and manner of a death in instances that require investigation. The county Medical Examiner’s office is co-
located with the state ME’s office in Clackamas, providing close access and collaboration between the offices.

6.5.2 Federal

If Federal assistance is required, it will be provided under the National Response Framework’s Emergency Support Function (ESF) 8, Public Health and Medical Services, and may include any of the response resources below as well as mental health teams and military support.

The Department of Homeland Security is responsible for coordinating federal operations within the U.S. to prepare for, respond to, and recover from terrorist attacks and other emergencies.

The Department of Health and Human Services (HHS) is the lead federal agency for public health and medical support functions during response to a major health emergency that requires federal assistance. The National Disaster Medical System (NDMS) is a federally coordinated system to augment medical response capability following a disaster and to care for military casualties. NDMS provides state-of-the-art medical care, including teams, supplies, and equipment, at a disaster site, in transit from the impacted area, and to participating definitive care facilities. NDMS response teams that may be deployed include:

- Disaster Medical Assistance Team (DMAT) -- rapid response teams to supplement local medical care. DMATs deploy to disaster sites with supplies and equipment to sustain their medical services for 72 hours.

- Disaster Mortuary Operational Response Teams (DMORT) - provide victim identification and mortuary services, including establishing temporary morgue facilities and processing and disposition of remains.

- Disaster Portable Morgue Units Team (DPMU) - support DMORT teams through management of federal mortuary assets.

- Veterinary Medical Assistance Teams (VMAT) - assist in assessing the extent of disruption, and the need for veterinary services following major disasters.

- National Nurse Responses Team (NNRT) - specialty team to assist in chemoprophylaxis, a mass vaccination program, or any scenario that overwhelms the nation’s supply of nurses.

- National Pharmacy Response Team (NPRT) - assists in chemoprophylaxis, vaccination or other operations requiring hundreds of pharmacists, pharmacy technicians, and students.

The Strategic National Stockpile (SNS), managed by the Centers for Disease Control and Prevention, contains large quantities of medicine and medical supplies to protect the public in a public health emergency. The SNS includes
antibiotics, chemical antidotes, antitoxins, life-support medications, IV administration, airway maintenance supplies, and medical/surgical items. Push Packages of pharmaceuticals, antidotes, and medical supplies designed to respond to an ill defined threat can be deployed within 12 hours. Additional managed inventory supplies that can be tailored to provide pharmaceuticals, supplies and/or products specific to the suspected or confirmed agent(s) will arrive within 24 - 36 hours.

The CHEMPACK program, one component of the SNS, provides locally stored supplies of antidotes for people who have been exposed to nerve agents or organophosphates. These CHEMPACK assets are stored at hospitals and EMS sites throughout Oregon and are available for immediate use during a catastrophic emergency for which locally available supplies are insufficient. See SNS Reception Plan in EOC library.

The Federal Bureau of Investigation (FBI) serves as the lead law enforcement agency for terrorist incidents in the U.S. and will be involved in threat assessment, intelligence analysis, and criminal investigation for any threatened, suspected or confirmed bioterrorist act.

The United States Environmental Protection Agency (EPA) supports response and recovery operations relating to environmental contamination.

Many other federal agencies can assist with various response capabilities and will be deployed according to the National Response Framework and associated annexes, managed according to NIMS, and coordinated with state and local response efforts.

The EOC Logistics Section will coordinate all ESF activities for the county, with departments and agencies providing assistance as requested.

7 ESF Development and Maintenance

The Director of Health, Housing and Human Services and the Medical Examiner are responsible for ensuring that this annex and supporting plans and protocols are reviewed and updated at least every two years or as changes occur, such as lessons learned from exercises or actual events. CCEM is available to assist as needed.

8 Supporting Plans and Procedures

The following plans and procedures are currently in place:

- EOC Library
  - Pandemic Influenza Plan
  - Point of Dispensing (POD) Plan
  - Strategic National Stockpile (SNS) Reception Plan
ESF 8. Public Health and Medical Services

- EMS Mass Casualty Incident Protocol
- Mass Fatality Plan
- NRT Biological and Chemical Quick Reference Guides
- National SNS Plan
- Oregon SNS Plan
- Clackamas County SNS Plan

- State of Oregon Emergency Operations Plan, ESF 8 – Public Health and Medical Services
- National Response Framework, ESF 8 – Public Health and Medical Services

9 Appendices

- None at this time.
9

ESF 9 – Search and Rescue

ESF Annex Last Updated: December 2010
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1 Purpose and Scope
The purpose of 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 SAR and Wilderness SAR during actual or potential emergencies, and also addresses mass casualty and mass fatality incidents. The scope of this function includes Urban SAR 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 the extrication of accident victims.

The Lake Oswego Fire Department will coordinate closely with the Clackamas County Sheriff’s Office to provide emergency SAR services for the City. To accomplish the provision of SAR service the City has incorporated the Clackamas County EOP, ESF 9 – Search and Rescue into the City EOP.

See Appendix A - Clackamas County EOP, ESF 9 – Search and Rescue

2 Policies and Agreements
The following policies and agreements are currently in place:

■ Clackamas County Water Rescue Consortium

3 Situation and Assumptions
3.1 Situation
Clackamas County has two categories of search and rescue operations:

■ Search and Rescue (SAR) includes searching for, rescuing or recovering persons lost, injured or killed in the out-of-doors, including ground and marine locations; coordinated by the Sheriff’s Office (CCSO) in accordance with the Clackamas County Search and Rescue Plan (ORS 401.560).

■ Urban Search and Rescue (USAR) includes searching for, rescuing or recovering victims trapped in collapsed structures, in natural or human-caused disasters, in operations that require specialized personnel and/or equipment; coordinated by the Local Fire Chief/State
3.2 Assumptions

- The Lake Oswego Fire Department and Clackamas County Sheriff’s Office will be able to address most emergencies through existing mutual aid agreements.

- Once local support is expended (or near expended) assistance will be available from State and Federal agencies.

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. The Lake Oswego Fire Department will coordinate closely with the Clackamas County Sheriff’s Office to execute the following responsibilities:

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

- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow;

- Establishing and monitoring training standards for certification of search and rescue personnel; and

- Preparing and maintaining supporting City of Lake Oswego EOP, ESF 9 – Search and Rescue, and related SOPs.

5 Concept of Operations

Concept of Operations will be executed as outlined in the Clackamas County EOP, ESF 9 – Search and Rescue.

See Appendix A – Clackamas County EOP, ESF 9– Search and Rescue

6 Direction and Control

In the event that SAR services are required, the Lake Oswego Fire Department will coordinate City assets and agencies in support of Clackamas County Search and Rescue operations. County SAR operations will be conducted by the County Sheriff’s Office. Notification of the County Sheriff’s Office will be at the direction of the Lake Oswego Fire Department Chief; the Fire Chief will notify the Emergency Manager as soon as practical and the City EOC will be activated if appropriate. The Emergency Manager will notify members of the EMO as applicable. Activation of the local Public Information Officer may be required to dissipate information on missing persons.
7 Supporting Plans and Procedures
The following plans and procedures are currently in place:

- Clackamas County Emergency Operations Plan
  - ESF 9 – Search and Rescue

- State of Oregon Emergency Operations Plan
  - ESF 9 – Search and Rescue

- National Response Framework
  - ESF 9 – Search and Rescue

8 Appendices
- Appendix A – Clackamas County Emergency Operations Plan, ESF 9 – Search and Rescue
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Appendix A  Clackamas County Emergency Operations Plan, ESF 9 – Search and Rescue

ESF 9 Tasked Agencies

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1  Purpose and Scope

Clackamas County has two categories of search and rescue operations:

- Search and Rescue (SAR) includes searching for, rescuing or recovering persons lost, injured or killed in the out-of-doors, including ground and marine locations; coordinated by the Sheriff’s Office (CCSO) in accordance with the Clackamas County Search and Rescue Plan (ORS 401.560).

- Urban Search and Rescue (USAR) includes searching for, rescuing or recovering victims trapped in collapsed structures, in natural or human-caused disasters, in operations that require specialized personnel and/or equipment; coordinated by the Local Fire Chief/State Fire Marshal/Office of Emergency Management (ORS 401.638; 401.639 and Oregon USAR Operations Manual, June 2007).

2  Policies and Agreements

Provisions in Oregon State law for Search and Rescue can be found in ORS 404 and include the following key provisions:

- ORS 404.110. Delegation of search and rescue authority to the County Sheriff’s Office.

- ORS 404.115. Restriction of access to the search and rescue area.

- ORS 404.120. Requirement to adopt a Search and Rescue Plan for the County.
3 Situation and Assumptions

- The Chief, Clackamas Fire District #1, plans, trains and conducts USAR operations in Clackamas County.

- On-Scene Command manages all SAR/USAR operations according to the National Incident Management System (NIMS)/Incident Command System (ICS).

- USAR responders may need to provide rapid extrication and medical treatment for trapped victims at-risk from their injuries, the entrapment itself or other hazards.

- Rescue workers may encounter extensive damage to buildings, roadways, communications systems, and utilities. Earthquake aftershocks, secondary events, and hazardous material releases may threaten survivors and rescue personnel.

- Well-meaning but ill-equipped and inadequately trained volunteers may initiate rescue activities which put their own lives at risk.

4 Roles and Responsibilities

All agencies tasked under this annex will develop and maintain written internal operating plans and implementing procedures, and train employees in their use.

4.1 Primary Agencies

4.1.1 Clackamas Fire District #1

- Develop and publish a USAR operations plan and provide a copy to the EOC Library.

- Coordinate USAR support with Fire Defense Board Chief/CCEM/EOC Command.

- Coordinate access to USAR equipment cache with the State Fire Marshal.

- Establish unified On-Scene Command for CBRNE incidents.

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Appendix A
4.1.2 Sheriff’s Office/Law Enforcement

- Develop and publish a SAR operations plan and provide a copy to the EOC library.

- Coordinate SAR support with CCEM/EOC Command.

- Establish unified On-Scene Command for incidents involving multiple agencies or jurisdictions.

- Provide traffic and crowd control at rescue scenes.

- Participate in JIC/JIS activities.

4.2 Supporting Agencies

4.2.1 Emergency Management

- Assist On-Scene Command and activate EOC if requested.

- Assist with multi-agency, multi-jurisdiction coordination.

- Advise County Administrator and Board of County Commissioners.

- Coordinate with city, regional and state agency counterparts.

4.2.2 Health, Housing and Human Services

- Coordinate with first responders, hospitals, and other facilities and providers.

- Coordinate requests for additional medical resources.

- Provide Critical Incident Stress Debriefing to emergency workers.

4.2.3 Public Information

- Provide PIO and participate in JIC/JIS operations.

- Coordinate incident information with participating organizations.

4.2.4 Transportation and Development/Public Works

- Provide heavy equipment and operators to assist in rescue operations.

- Provide signs, barriers, equipment, and personnel to assist in traffic and crowd control.

- Provide technical engineering advice to on-scene personnel.
4.3 Other Resources

4.3.1 American Red Cross

- Provide and manage shelter and mass care operations for victims and feeding and support services for emergency responders.
- Provide a liaison to On-Scene/EOC Command to coordinate support activities.

4.3.2 Clackamas Amateur Radio Services

- Provide emergency HAM radio communications to the EOC and field units as requested.

5 Concept of Operations

Individuals at the incident scene may have initiated rescue operations prior to SAR or USAR team arrival.

On-Scene Command manages the incident situation to minimize risk of injury to volunteer rescuers and victims.

On-Scene Command requests that CCOM activate the SAR/USAR team as soon as the need for their services is recognized:

- USAR - CCOM dispatches USAR team and notifies the Fire Defense Board Chief, the CCSO on-duty Watch Officer and Emergency Management. The Fire Defense Board Chief coordinates with On-Scene Command to determine whether the USAR cache is to be accessed, and if necessary, coordinates approval from the State Fire Marshal.

- SAR - CCOM dispatches SAR team, notifies the CCSO on-duty Watch Officer and Emergency Management.

On-Scene Command at SAR/USAR incidents creates a unified command structure when USAR operations are part of CBRNE incident response or when SAR operations involve multiple agencies/jurisdictions (such as joint water rescue operations).

6 Direction and Control

6.1 Cities

Cities have primary responsibility for the safety and well-being of their citizens, and for resource allocation and emergency rescue operations within their jurisdictions. Cities normally delegate authority to On-Scene Command to conduct response operations, but retain ultimate responsibility for incident outcome. Fire districts or departments normally provide On-Scene Command for ESF 9-8

Appendix A
incidents involving USAR operations. Law enforcement normally provides On-Scene Command for incidents involving SAR operations.

Cities are encouraged to develop an EOP and to work closely with law enforcement and fire agencies and county Emergency Management to integrate preparedness, response and recovery activities. Cities should periodically review potential incident operations including SAR and USAR with their law enforcement and fire service providers.

An intergovernmental mutual aid agreement between the county and cities that establishes procedures for requesting and providing mutual aid in an emergency is available to all jurisdictions that choose to participate. A copy of the agreement and list of participants is available in the EOC library.

Cities may request county assistance through mutual aid or by including their request for assistance in an Emergency Declaration to the county.

**6.2 County**

CCSO participates in unified On-Scene Command during joint water rescue operations and CBRNE incidents involving USAR. CCSO also supports city rescue operations as requested.

Emergency Management provides support for On-Scene Command and activates the EOC if requested. CCEM also coordinates with local, regional and state agencies.

Public information staffs PIO and JIC operations and coordinates incident information with On-Scene and other stakeholder agencies.

Transportation and Development/public works coordinates requirements for heavy equipment and operators.

**6.3 Regional**

Clackamas County is a participant in the Inter-County Omnibus Mutual Aid Agreement that provides a framework for counties to request mutual aid from each other in emergencies. A copy of the agreement and updated information regarding current participants is available in the EOC Library.

The Intra-State Mutual Assistance Compact provides for non-reimbursable assistance among local governments. To receive reimbursement for resource assistance provided under this statute, participants must agree to a reimbursement request in writing before resources are dispatched.

**6.4 State and Federal Assistance**

If rescue operations require resources beyond those available to the county, EOC staff will forward the request for additional resources to the state. Oregon
Emergency Management will coordinate state resources and request federal assistance if necessary.

6.4.1 State
The Oregon USAR Program provides skilled personnel and special equipment for urban rescue operations. USAR equipment trailers are strategically located throughout the region and can be utilized by local technical rescue teams on approval of the State Fire Marshal.

6.4.2 Federal
The Federal Emergency Management Agency (FEMA) coordinates 28 USAR Task Forces that can be deployed when authorized by the president.

The resources of the 304th Rescue Squadron may be available for medical rescue, treatment, and transport under the authority of the Commanding Officer. This request will be coordinated through the EOC if time permits, but may be directed to the 304th directly by any public safety or medical official, with EOC notification as soon as circumstances allow.

The U.S. Coast Guard is responsible for marine search and rescue operations on federal waterways. Requests for assistance in dealing with water SAR may be made to the Portland Coast Guard Station directly by the Sheriff’s Office or through the EOC.

7 ESF Development and Maintenance
The Chief, Clackamas County Fire District #1, and the Sheriff will review/revise this annex and supporting plans every two years or when changes occur, such as lessons learned from exercises or actual events. Emergency Management staff is available to assist.

8 Supporting Plans and Procedures
The following plans and procedures are currently in place:

- EOC Library
  - Clackamas County Search and Rescue Plan (CCSO)
  - Clackamas County Fire District #1 Urban Search and Rescue Plan
  - Tualatin Valley Fire and Rescue Urban Search and Rescue Plan
  - Oregon USAR Operations Manual

- State of Oregon Emergency Operations Plan, ESF 9 – Search and Rescue
  ESF 9-10
  Appendix A
9 Appendices

None at this time.
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ESF 10 – Oil and Hazardous Materials Response

ESF Annex Last Updated: December 2010
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1 Purpose and Scope

The purpose of the ESF 10 is to provide guidance for operations in response to emergencies resulting from the manufacture, use, storage, and transfer of hazardous materials within the City of Lake Oswego. The City of Lake Oswego Fire Department will use this guide for special districts having contracts with the City for fire protection authorized under "related services" in the City/district contracts.

ESF 10 is developed to address emergency incidents involving hazardous materials, which may occur within the City or contract districts with the following exceptions:

- Hazardous materials incidents occurring on Federal or State owned land shall be the responsibility of the Federal or State agency having jurisdiction after an initial size-up by the first responders.

- Commercial nuclear reactor accidents or incidents involving the release of radioactive materials which are the responsibility of the State Department of Energy and the State Health Division.

- Military weapons or weapons related materials will be directed by the U.S. Department of Defense or Energy. The Oregon Department of Energy will coordinate local and state response/assistance.

- Spills into federal waterways, which are the responsibility of the U.S. Coast Guard and spills into inland waters which are the responsibility of the Oregon Department of Environmental Quality and/or the Environmental Protection Agency.

- Incidents involving the use of weapons of mass destruction, including chemical or biological will overwhelm local capabilities immediately and will be rapidly supported by federal resources. Local emergency response will evacuate and secure area.

2 Policies and Agreements

The following policies and agreements are currently in place:

- None at this time.
3 Situation and Assumptions

3.1 Situation

3.2 Assumptions

- Hazardous materials are routinely transported and stored within the City.

- The Lake Oswego Fire Department has the capability to evaluate the situation, isolate the incident and conduct protective actions in the event of a hazardous materials incident. Protective actions include notification of contaminated food and water supply, in-place sheltering, and evacuation.

- The amount of warning time will affect the decision to evacuate or shelter in place.

- Portions of the effected populations will choose to evacuate without a recommendation from the Incident Command.

- Evacuations may occur around fixed sites or transportation routes.

- Sewage treatment plants may be required to shut down if hazardous materials enter the sewage waste stream. Untreated sewage release may result from the shutdown of sewage treatment plants.

- Wind shifts may require changes in protective actions.

- Industry, local, State, and Federal resources may be required to address the incident.

- The incident may require criminal investigation.

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 Primary Agencies

4.1.1 Lake Oswego Fire Department

Primary responsibilities of the Lake Oswego Fire Department during a hazardous materials incident include:

- Incident Command

- Identification of materials involved
ESF 10. Oil and Hazardous Materials Response

- Evacuation (Shelter-In-Place)
- ORES notification
- Help staff EOC
- Determination of need for outside agency assistance
- Extinguishment of fire as situation dictates

4.2 Support Agencies

4.2.1 Lake Oswego Police Department
Primary responsibilities of the Lake Oswego Police Department during a hazardous materials incident include:

- Attempt to identify material if first on scene.
- Traffic control
- Crowd control
- Evacuation (Shelter-In-Place)
- Help staff EOC

4.2.2 Lake Oswego Public Works Department
Primary responsibilities of Lake Oswego Public Works Department during a hazardous materials incident include:

- Attempt to identify material if first on scene.
- Help staff EOC
- Identify routes of travel if in storm drains
- Attempt to identify source if in storm drains
- Assist with loaders, dump trucks, and other heavy equipment as requested.
- Provide damming and absorbent materials from stocks on hand

4.2.3 Emergency Medical Services
- Provide emergency care as needed.
- Provide patient transport.
Provide triage, isolation sectors and assist in decontamination as needed.

### 4.2.4 Private Industry

- Private industry is responsible for familiarizing themselves with this plan and working with state and local government to see that their emergency operations plans are consistent with this plan and the State of Oregon Emergency Operations Plan.

- Private industry is responsible for responding to emergencies as required by law.

- Private industry is responsible for cleanup and site restoration when required to do so by law.

- When requested and if possible, private industry will provide expertise and resources to local government and/or state government to help mitigate the effects of a hazardous materials incident.

- Private cleanup contractors can provide resources, equipment, and knowledge on the removal and disposal of contamination.

## 5 Concept of Operations

### 5.1 General

The City EOP has been developed to be consistent with the Emergency Operation Plans of Clackamas County and the State of Oregon. It describes the typical roles and responsibilities of responders. It identifies command functions and provides guidelines for coordinating local, state, federal, industry, and volunteer resources.

The City will normally assume the lead role during the emergency phases of a hazardous materials incident. State and Federal agencies shall provide technical support during the emergency phases of an incident. The county of incident, either Clackamas County or Multnomah County can be called for assistance after local resources are exhausted. Cleanup is the responsibility of the spiller. Local, state and federal agencies shall coordinate recovery activities.

### 5.2 Levels of Response

For the purposes of emergency planning, training and response, the following four categories have been defined to deal with hazardous materials incidents:

#### 5.2.1 Level 1 Emergency

An incident which is out of the ordinary and in which little or no hazardous materials are released. Public health and safety are not immediately threatened, however, the potential may exist for the incident to escalate (i.e. gasoline or diesel spill under 42 gallons, containers have fallen but are not damaged or leaking). A
hazardous materials incident classified as a Level 1 emergency may be handled within the normal organization and procedures of an emergency response agency and does not require implementation of this plan or notification of the Oregon Emergency Response System.

5.2.2 Level 2 Emergency
An incident resulting in a localized release of hazardous materials. The health and safety of people and emergency workers in the immediate area may be threatened if protective actions are not taken. A probable environmental impact exists (i.e. gasoline or diesel in excess of 42 gallons, leak of any quantity of unknown contents). A hazardous materials incident classified as a Level 2 emergency has special or unique characteristics requiring resources outside the normal emergency organization of the City or response by more than one emergency response agency and may require partial implementation of this plan.

5.2.3 Level 3 Emergency
An incident resulting in a large release of hazardous materials creating a serious threat to public health and safety of the environment. Such incidents may require relocation or sheltering of the affected population. A hazardous materials incident classified as a Level 3 emergency requires the coordinated response of all resources at all levels of government to save lives and protect property and will require implementation of this plan. Level 3 Incidents may result in an emergency declaration at the local, state and federal level.

5.2.4 Security Incident
A hazardous materials incident classified as a security incident involves threatened or actual sabotage or demonstration of civil disobedience which, if carried out, may result in a release. These may include blockage of a shipment of hazardous materials or threatened or actual sabotage to the shipment. A security incident will primarily involve the law enforcement community in taking whatever steps are required to avoid a threat to the population. State and Federal assistance will likely be required to abate the threat.

5.3 Basic Priorities
- **Life Safety.** In all hazardous incidents the primary concern is life safety, starting with the life safety of the emergency responders.

- **Protecting the Environment.** Protection of the environment should be considered ahead of protecting property and equipment because property and equipment can be replaced.

- **Protecting Property and Equipment.** Because the environment, like human life, cannot be replaced, protecting property and equipment is the lowest priority for an effective, properly handled response to a hazardous material incident.

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5.4 Information Sources

5.4.1 Chemical Transportation Emergency Center (CHEMTREC)

1-800-424-9300

- CHEMTREC provides 24-hour immediate advice by telephone with data on 350,000 chemicals.
- Contacts the shipper and manufacturer of the hazardous materials to advise them of the spill.
- Will notify the National Response Center (N.R.C.) IF REQUESTED
- Can provide a phone-link between the HAZMAT Teams and several different chemical experts and send hard copy via computer or fax.
- CHEMTREC also serves as the National Poison Antidote Center. By contacting CHEMTREC, a conference call can be established with toxicologists from several poison control centers.

5.4.2 National Response Center (NRC)

1-800-424-8802

- The NRC, which is operated by the U.S. Coast Guard, receives reports from spillers and acts as the notification, communications, technical assistance, and coordination center for the National Response Team (NRT).
- The NRC is a single access point for accessing all federal agencies involved with hazardous materials.
- Being operated by the U.S. Coast Guard it is the contact point for accessing the Pacific Strike Team, a specially trained and equipped hazardous materials team with expertise in handling water related spills.

5.4.3 Oregon State Fire Marshal’s Haz-Com System

503-378-2885

- Can also be reached through OERS.
- Information from the State's Hazardous Substance Employer Survey, which annually inventories all businesses in the State for chemicals that are being manufactured, stored, and used at their locations.
- Oregon Regional Response Teams will have this information available on their on-board computers.
While this is good information, remember not all businesses have complied with regulations that require data be sent to the State.

The Fire Marshal's Office will have a hard copy of the last report. This may not be as current as calling in.

The Haz-Com list of companies that have reported EXTREMELY HAZARDOUS SUBSTANCES (EHS) in Lake Oswego Fire Department's area of coverage will be listed in Appendix A of this plan.

5.4.4 Oregon Poison Control Center

503-494-8968 or 1-800-452-7165

- Offers 24-hour service with expertise on hazardous materials exposure.
- A Toxicologist available for consultation on chemical related health issues.
- Familiarity with Regional HAZMAT Teams and their level of training.
- Excellent follow-up capability for patient treatment and care.
- The ability to get information on trade secrets in a timely manner
- Recommendations on decontamination procedures.

5.4.5 Material Safety Data Sheets (MSDS)

MSDS's are required by OSHA as the primary communications link between chemical manufactures and users. They briefly inform about the hazards that may be anticipated in an emergency situation.

MSDS's provide a good source of information, but definitive answers on toxicity and treatment for exposed victims should be sought from the Poison Control Center.

5.4.6 Printed Resources

- There are many different guidebooks to cross reference starting with the D.O.T. Emergency Response Guidebook. Remember to use multiple sources as quickly as you can.
- The D.O.T. Guidebook is only useful for the first few minutes of an incident until more detailed information can be obtained from technical resources.
5.4.7 **Computer Aided Management of Emergency Operations (CAMEO)**

CAMEO is a collection of twenty-two integrated programs and data bases developed by NOAA for persons dealing with hazardous materials. CAMEO also has a plume-modeling program to visualize vapor dispersion patterns. Most HAZMAT teams have CAMEO installed in vehicles.

5.5 **Training Levels**

Per OSHA 29 CFR 1910.120 City of Lake Oswego employees shall not work outside their scope of training, knowledge, and skill level.

- Individuals who are likely to witness or discover a hazardous substance release will be trained to the First Responder Awareness level. This group should include Police Officers and Public Works field personnel.

- Individuals that respond to releases will be trained to the First Responder Operations level. This would include Fire Department personnel.

- The Fire Department will have personnel trained to the On-Scene Incident Commander level. Personnel trained to this level will respond and take command of a HAZMAT incident as soon as possible. Note: the first arriving unit will take command until personnel trained to the On-Scene Incident Commander level arrive.

5.6 **Operational Guidelines**

Guidelines for HAZMAT operations are provided in Appendix A of this annex.

6 **Direction and Control**

- The Lake Oswego Fire Department will assume the command during the emergency phases of an incident. All other local responding agencies will provide support to the lead agency during the emergency phases of an incident.

- County, State and Federal agencies will be utilized according to the guidance set forth in the County and State Emergency Operations Plans.

- Oregon Department of Environmental Quality (DEQ) shall assume the lead role for directing the cleanup and site restoration.

- The property owner or hauler involved is legally responsible for reporting the spill, performing cleanup or hiring a cleanup contractor and disposing of the spilled materials.
Some volunteer organizations may be used to provide assistance to responding agencies. Requests for volunteers will be made through the County Office of Emergency Management.

7 Supporting Plans and Procedures
The following additional plans and procedures are currently in place:

- Clackamas County Emergency Operations Plan
  - ESF 10 – Oil and Hazardous Materials

- State of Oregon Emergency Operations Plan
  - ESF 10 – Oil and Hazardous Materials

- National Response Framework
  - ESF 10 – Oil and Hazardous Materials

8 Appendices
- Appendix A  City Operational Guidelines
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Appendix A – City Operational Guidelines

INITIAL RESPONDERS

Size-up/Identification

- Approach from up-wind, up-stream, and up-grade.
- Observe from safe distance.
- Use binoculars.
- Examine shipping papers or I.D. numbers
- Examine placards/labels.
- Interview driver, conductors, dock manager, etc.
- Refer to DOT Guidebook or Fire Fighters' Handbook of Hazardous Materials. Use of at least three texts is preferable.
- Position apparatus pointing away from incident.
- Determine routes of egress if emergency develops.
- Communicate these routes to all involved personnel.

Isolate A - Avoid contact with materials, fumes, dust, etc.

- Eliminate or avoid ignition sources (no smoking or use of highway flares)
- Determine if larger evacuation necessary to keep people away from chemicals
- Establish control line at safe distance

Rescue Injured Person if Prudent

- You may have to delay rescue to identify hazards.
- Identify all people who might have been injured or exposed.

Notification and Technical Help

- Alert Dispatch Operators or 9-1-1 to begin notifications
- State Agencies: OERS (1-800-452-031 1)
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Federal Agencies: NRC (1-800-424-8802)
Industry: CHEMTREC (1-800-424-9300)
Emergency Medical Advice: Poison Control Center (1-800--452-7165 or 225-8968)

Useful Information
- Your name, agency, location and call back number
- Type of material involved, amount spilled, when spilled, and how spilled
- Which Emergency Response Guide page you are using
- Name of shipper or manufacturer
- Container type
- Rail car or truck number
- Hazard involved (health, environment)
- Actions underway
- Responsible party
- Local conditions

Establish Incident Command
- Determine who is the incident commander
- Transmit size-up to responding crews and LOCOM
- Set up field command post at safe location
- Tell dispatcher exact location of command post
- Establish communications with off-scene help
- Pass command as appropriate
- Brief new commander
INCIDENT COMMANDER

Establish Incident Command

- Clearly identify yourself as commander
- Make sure command post is at a safe location
- Establish unified command, if appropriate, with agencies on-scene
- Identify lead state agency, if any

Determine the Hazard

- Check placards, shipping, etc.
- Use reference books and off-scene help (i.e. OERS & CHEMTREC, D.O.T. BOOK)
- Determine downwind, downstream and downslope exposures
- Identify ignition sources
- Determine winds speed and direction
- Use available detection equipment
- Haz Mat Teams have some testing equipment if product unknown

Notification and Technical Help

- Regional Haz-Mat Teams: OERS (1-800-452-0311)
- State agencies: OERS (1-800-452-0311)
- Federal agencies: NRC (1-800-424-8802)
- Industry: CHEMTREC (1-800-424-9300)
- Haz-Com data (1-503-378-2885)
- Emergency medical advice: (Poison Control Center (1-800-452-7165)

Assign Team Responsibilities

- Evacuation/Shelter-in-place
- Rescue
- Traffic and crowd control

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Appendix A
Containment

Fire suppression

Public information

Communications

Safety officer

Emergency medical

Evaluate Control Line and Revise if Necessary

Use tape, rope, fire-hose, etc.

Leave a margin of error.

Decontamination

Assign decontamination team and officer

Check people and equipment

Set up decon procedures

Establish Staging Area for Medical Treatment

See ESF 8 – Public Health and Medical Services.
EVACUATION/SHELTER-IN-PLACE

Determine Danger Area

- Determine size of spill
- Determine plume direction
- Identify people and facilities in danger area

Decide Between Evacuation or Shelter-in-place What will Reduce Exposure

Begin Warning and /or Evacuation Procedures for those nearest the spill site. Work outwards from spill site.

- Inform evacuees to lock doors, take small valuables and necessary medication
- Provide information on safest evacuation route

Notify Those Who Need to Know

- Law enforcement agencies
- Emergency Management (city, county, state) Red Cross
- County Health Officer
- Local TV and Radio
- Dispatchers
- Other Emergency Relief Organizations
- Transportation Companies
TRAFFIC CONTROL AND LAW ENFORCEMENT

■ Obtain guidance from the Incident Commander on the need for an exclusion perimeter, and the distances.

■ Establish perimeter, using rope, barricades, vehicles, etc. (avoid flares if any indication that combustible/flammable chemicals are present.)

■ Reroute pedestrians and vehicles around perimeter — keep onlookers, news media and others from excluded area.

■ Request additional assistance as needed.

■ Be prepared, at the request of the Incident Commander, to remove persons hindering emergency operations.
PUBLIC INFORMATION

What to Do First

■ Report to field command post. Find Incident Commander. Work with Incident Commander on press statements.

■ Set-up press briefing area away from command post. Issue public information from press area only. Do not talk to reporters away from press area.

Work with State PIO

■ Communicate with the PIO from the Lead State Agency. Agree with State PIO before issuing updates. The State PIO will help provide information about health effects, environmental effects, state resources, etc.

■ Set times for updates with State PIO and with on-scene press

What to Tell Reporters

■ They want to know:
  ● Who had the accident?
  ● Who has been injured?
  ● Who is the Incident Commander (name, rank, who he/she works for, etc.)?
  ● What is the material involved?
  ● What are the public safety or health hazards?
  ● What is the estimated loss?
  ● Where did the accident occur?
  ● When did it occur?
  ● How did it occur?

■ Describe response actions. (Work with State PIO on health effects). Do not tell more than you know. Do not try to keep things from the press. (Except, of course, names of injured or dead before notification of families).

■ Take notes about response actions and who you told what. The notes will help you later.

ESF 10-17

Appendix A
NOTE: The media may be helpful in issuing emergency public announcements.

**MEDICAL SERVICES/HEALTH OFFICER**

- At incident scene:
  - Be aware of dangers.
  - Take proper precautions to protect yourself when handling casualties.
  - Coordinate actions with the incident commander.
  - Coordinate support activities as required with response agencies present.

- Confirm health hazard.

- Investigate toxic levels of materials involved.

- Seek antidote options.

- Confirm evacuation area perimeters (includes establishment of triage areas as required).

- Coordinate with hospitals involved. Advise them as to the probability of people self-referring themselves to hospitals.

- Ensure no etiological agents involved.

- Coordinate with Reception and Care Coordinator regarding medical services required by evacuees.

- Decontaminate personnel/equipment as required.
  - Hospital
  - Ambulance

- Help question/examine responding personnel on state of health. Treat as required.

- Work with State Health Division and Department of Environmental Quality to address environmental health/sanitation impacts.

- Note: News releases are to be made by an authorized public information officer. Check with incident commander

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ESF 10-18

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Appendix A  
Clackamas County EOP, ESF 11 – Agriculture and Natural Resources ........................................... ESF 11-5
1 Purpose and Scope

Emergency Support Function (ESF) 11 provides information regarding coordinating the protection of agriculture and natural resources in the City of Lake Oswego in the event of an emergency. Services addressed by this ESF include:

- Protection of the local agricultural food supply.
- Response to animal and plant diseases and pests that can potentially affect animal and plant health or pose significant risk to the local economy.
- Sheltering, care, and/or evacuation of animals.
- Protection of natural and cultural resources and historic properties.

This ESF overlaps with ESFs 6 and 13 in addressing some aspects of care and assistance for household pets and service animals (ESF 6, Mass Care, Emergency Assistance, Housing, and Human Services, addresses care for household pets and service animals primarily associated with moving persons to shelters; and ESF 13, Public Safety and Security, addresses evacuation of persons and, by extension, some of the impacts for their pets and service animals).

2 Policies and Agreements

The Oregon Department of Agriculture (ODA), in accordance with Oregon State law, specifically ORS, Chapter 596 (Disease Control Generally) and OAR 603 Division 11 has the authority to:

- Declare an animal health emergency;
- Impose restrictions on importations of animals, articles, and means of conveyance;
- Quarantine animals, herds, parts of the state, and the entire state, and create quarantine areas;
- Stop the movement of animals;
- Require the destruction of animals, animal products, and materials;
Specify the method for destruction and disposal of animals, products, and materials;

Indemnify owners for animals destroyed; and

Employ deputy state veterinarians and livestock inspectors.

Farm Service Agency (FSA) programs are administered through the U.S. Department of Agriculture (USDA) and are subsequently activated by the U.S. Secretary of Agriculture in support of a natural hazard event, such as drought. These include the following.

- Noninsured Assistance Program,
- Emergency Conservation Program,
- Emergency CRP Haying and Grazing Assistance, and
- Emergency Loans.

Not all FSA programs require a disaster declaration prior to activation.

The FSA has local offices throughout the state that are often co-located with the Natural Resources Conservation Service and/or the local soil and water conservation district office. More information about programs administered by the FSA can be accessed via the following website: http://disaster.fsa.usda.gov/fsa.asp.

3 Situation and Assumptions

The City of Lake Oswego has limited capability to respond to an agriculture or natural resource related incident. The City will coordinate closely with Clackamas County to request and disperse State and Federal assistance during agriculture and natural resource emergencies. Many local, County, State, Federal and volunteer organizations will need to work together to eradicate domestic plant and animal disease outbreaks (such as Foreign Animal Disease [FAD]).

The State Animal Disease Emergency Plan and Response Plan for Animals in Disasters will support implementation of the State Emergency Operations Plan. The Wildlife Disease Emergency Response plan will support the Oregon Department of Fish and Wildlife emergency response plan.

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. The City Emergency Management Organization will coordinate closely with Clackamas County Emergency Management, County Soil and Water Conservation District, and Oregon State University - County Extension to execute the following responsibilities:
■ Provision of nutrition assistance;
■ Conducting animal and plant disease and pest response;
■ Monitoring food safety and security;
■ Providing natural and cultural resources and historic properties protection and restoration; and
■ Protecting the safety and well-being of household pets.
■ Assisting in the continued development and maintenance of the City of Lake Oswego EOP, ESF 11 – Agriculture and Natural Resources.

5 Concept of Operations
Concept of Operations will be executed as outlined in the Clackamas County EOP, ESF 11 – Food and Agriculture.

See Appendix A - Clackamas County EOP, ESF 11– Food and Agriculture

6 Direction and Control
To minimize duplication of specialized duties, the Lake Oswego Emergency Manager will work closely with County response agencies to provide emergency services as outlined in Section 3 – Roles and Responsibilities. The Emergency Manager will notify the County Emergency Management in the event of an Agriculture and Natural Resource emergency. The Emergency Manager will notify members of the City EMO as applicable. The Mayor and City Council may be required to declare a state of emergency to access County, State and Federal assistance.

7 Supporting Plans and Procedures
The following plans and procedures are currently in place:

■ Clackamas County Emergency Operations Plan
  ● ESF 11 – Agriculture and Natural Resources
  ● SA E – Animals in Disaster

■ State of Oregon Emergency Operations Plan
  ● ESF 11 – Agriculture and Natural Resources

■ Oregon Response Plan for Animals in Disasters
■ Oregon Animal Disease Emergency Management Plan
■ Wildlife Disease Emergency Response Plan
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- Oregon Department of Fish and Wildlife Emergency Response Plan
- National Response Framework
  - ESF 11 – Agriculture and Natural Resources

8 Appendices

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1  Purpose and Scope

Emergency Support Function (ESF) 11 provides information regarding coordinating the protection of agriculture and natural resources in Clackamas County in the event of an emergency. Services addressed by this ESF include:

- Protection of the local agricultural food supply.
- Response to animal and plant diseases and pests that can potentially affect animal and plant health or pose significant risk to the local economy.
- Sheltering, care, and/or evacuation of animals.
- Protection of natural and cultural resources and historic properties.

This ESF overlaps with ESFs 6 and 13 in addressing some aspects of care and assistance for household pets and service animals (ESF 6, Mass Care, Emergency Assistance, Housing, and Human Services, addresses care for household pets and service animals primarily associated with moving persons to shelters; and ESF 13, Public Safety and Security, addresses evacuation of persons and, by extension, some of the impacts for their pets and service animals).

2  Policies and Agreements

The ODA, in accordance with Oregon State law, specifically ORS, Chapter 596 (Disease Control Generally) and OAR 603 Division 11 has the authority to:

- Declare an animal health emergency;
- Impose restrictions on importations of animals, articles, and means of conveyance;
- Quarantine animals, herds, parts of the state, and the entire state, and create quarantine areas;
- Stop the movement of animals;
ESF 11. Agriculture and Natural Resources

- Require the destruction of animals, animal products, and materials;
- Specify the method for destruction and disposal of animals, products, and materials;
- Indemnify owners for animals destroyed; and
- Employ deputy state veterinarians and livestock inspectors.

Farm Service Agency programs are administered through the U.S. Department of Agriculture (USDA) and are subsequently activated by the U.S. Secretary of Agriculture in support of a natural hazard event, such as drought. These include the following.

- Noninsured Assistance Program,
- Emergency Conservation Program,
- Emergency CRP Haying and Grazing Assistance, and
- Emergency Loans.

Not all Farm Service Agency programs require a disaster declaration prior to activation.

The Farm Service Agency has local offices throughout the state that are often co-located with the Natural Resources Conservation Service and/or the local soil and water conservation district office. More information about programs administered by the Farm Service Agency can be accessed via the following website: http://disaster.fsa.usda.gov/fsa.asp.

3 Situation and Assumptions

3.1 Situation

In the event of a disaster, local resources will be called upon to provide an adequate and healthy supply of food and water, meet nutrition needs of the populace, and care for pets, service animals and livestock. In addition, protection of natural resources is vital for long-term recovery.

3.2 Assumptions

- The owners of pets and livestock, when notified of an impending emergency, will take reasonable steps to shelter and protect their animals.
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 Tasks by Phase of Emergency Management

4.1.1 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.
- 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.

4.1.2 Preparedness
- Develop standard operating guides and checklists to support ESF 11 activities.
- Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.
- Identify sources to augment emergency food and water supplies.
- Identify local agribusiness operators with equipment and personnel to assist with animal stop movement and quarantine activities.
- Develop mutual aid agreements with government agencies, professional associations and private agencies and organizations with personnel and equipment to support ESF #11 activities.
- Conduct and participate in training to support the implementation of ESF 11.
- Develop and/or review procedures for crisis augmentation of personnel.
- Participate in and/or conduct drills and exercises.

4.1.3 Response
- Support the disaster response and recovery with all available resources.
- Provide assistance to established pet shelters.

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ESF 11. Agriculture and Natural Resources

- Restrict movement, detain or move animals, equipment, products and personnel as necessary to control and eradicate animal or plant disease.

- Manage and direct 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.

- Secure supplies, equipment, personnel and technical assistance from support agencies, organizations and other resources to carry out the response plans associated with animal health or any act of agroterrorism.

4.1.4 Recovery

- Continue to support disaster operations as needed.

- Restore equipment and restock supplies to normal state of readiness.

- Participate in after action reports and meetings.

- Make changes to plans and procedures based on lessons learned.

- As permitted by the situation, return operations to normal.

5 Concept of Operations

5.1 Overview

- Clackamas County Emergency Management and county departments and organizations will coordinate and/or provide the agriculture and natural resources services they are equipped to and then coordinate with other emergency response partners, especially ODA and USDA, for emergencies that affect the local agricultural food supply, animal and plant health, and the well-being of animals in the county. If the provided services still are not adequate, the county can declare a state of emergency in accordance with the declaration requirements in the EOP Basic Plan.

- If the county EOC is activated, agriculture and natural resources services will be coordinated through the EOC under the Incident Command System.

- Each supporting agency and organization will perform their duties in accordance with their own EOPs, plans, and procedures.
5.2 Agricultural Food Supply

- Clackamas County Emergency Management office will coordinate with its emergency response partners regarding the safety and viability of locally grown food (including items grown in private gardens) potentially affected by an emergency event (such as drought, flooding, a terrorist act involving hazardous or radioactive materials, etc.). This will entail coordinating with ODA, USDA, County Health, Housing and Human Services, and others regarding the safety of the local food supply and, for a national emergency, the safety of the national food supply, in order to inform and protect persons in the county.

5.3 Animal and Plant Diseases and Health

- Domestic animals, wild animals, plants, and the timber industry could be vulnerable to the spread of animal or plant diseases related to an emergency. County Health, Housing and Human Services has procedures and policies specific to managing disease control and the health of certain animals and plants affected by an emergency, which are referenced in ESF 8 – Public Health and Medical Services. Important elements to consider include the identification and control of animal and plant diseases associated with or exacerbated by an emergency; isolation or quarantine of animals; and the disposition of animals killed by the emergency or required to be destroyed as a result of the emergency.

- Clackamas County Emergency Management and Health, Housing and Human Services will coordinate with emergency response partners for related information and services. Health, Housing and Human Services, with support from the Oregon Department of Human Services, Public Health Division, will be the principal point of contact for an outbreak of a highly infectious/contagious animal or zoonotic (capable of being transmitted from animals to people) disease posing potential impacts to human health (also see ESF 8, Public Health and Medical Services).

- ODA in particular has broad expertise with animal and plant diseases and health, including the authority to:
  - Declare an animal health emergency.
  - Impose restrictions on importations of animals, articles, and means of conveyance.
  - Quarantine animals, herds, parts of the state, and the entire state and create quarantine areas.
  - Stop the movement of animals.
5.4 Care and Assistance for Animals

- The County recognizes that care and concern for domestic animals might delay and affect emergency actions necessary for the well-being of humans. Animals in Disasters planning should address care and assistance for livestock, household pets, other domestic animals that are not household pets (e.g., horses), and wild animals affected by an emergency. This includes concerns such as sheltering them, evacuating them, and aiding injured or displaced animals. The County will coordinate with local emergency response partners to accomplish this, including the county Emergency Management office (which might open animal evacuation shelters, for instance, at a local school), local veterinarians, ODA (for livestock and other domestic animals that are not pets), and Oregon Department of Fish and Wildlife (for wild animals).

- Persons in the county have the primary responsibility for the health and welfare of their livestock, household pets, and other domestic animals and will be encouraged to provide for their care in an emergency to the extent possible. This is best handled by public information campaigns as part of emergency preparedness.

- Additional information is provided in Support Annex E – Animals in Disaster.

5.5 Natural and Cultural Resources and Historic Properties

- Local soil and water conservation districts and other state and federal organizations will take the lead for assessing threats to natural resources from an emergency, including water quality, air quality, forest land, fishing, wildlife, soil quality, and others. The County will coordinate with the State Historic Preservation Office and others regarding impacts to cultural resources and historic properties owned or managed by the county.

- Important emergency response entities will include county and state Forestry Departments, local soil and water conservation districts, Oregon DEQ, Oregon Department of Fish and Wildlife, and tribal organizations.
6 **Direction and Control**
Command and control will be exercised as provided in the Basic Plan of the Clackamas County EOP.

7 **ESF Development and Maintenance**
- County Emergency Management is responsible for maintaining this annex.
- Each agency will develop SOPs that address assigned tasks.

8 **Supporting Plans and Procedures**
The following plans and procedures are currently in place:
- Clackamas County Emergency Operations Plan
  - SA E – Animals in Disaster
- State of Oregon Emergency Operations Plan, ESF 11 – Agriculture and Natural Resources
- National Response Framework, ESF 11 – Agriculture and Natural Resources

9 **Appendices**
None at this time.
ESF 12 – Energy

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1 Purpose and Scope
ESF 12 provides guidance for emergency coordination with providers of electric power, water resources, telecommunications, sanitation, natural gas, and petroleum resources to meet the essential needs of Clackamas County during a major emergency or disaster.

ESF 12 includes:

- Addressing the coordination of energy systems and utilities assessments for damage, supply, demand, and requirements to restore such systems.

- Assisting City departments and agencies in obtaining fuel for transportation, communications, emergency operations, and other critical functions.

- Helping energy suppliers and utilities obtain equipment, specialized labor, and transportation to repair or restore energy systems.

2 Policies and Agreements
The following policies and agreements are currently in place:

- Oregon Water/Wastewater Agency Response Network (ORWARN); ORWARN is comprised of member utilities providing voluntary, emergency assistance to each other. ORWARN facilitates rapid and short-term deployment of emergency services, in the form of personnel, equipment and materials.

3 Situation and Assumptions

3.1 Situation
A utility failure that would impact the availability of our water supply, electrical power, natural gas, telephone and sanitary sewer services could occur in Lake Oswego. While causes of a failure may be natural or man-made, the severity of the incident must be measured by the duration of the disruption of the supply and its impact on life and property.
3.2 Assumptions

- A severe natural disaster or other significant event can sever energy and utility lifelines; hinder supplies in impacted areas or in areas with supply links to impacted areas; and also affect firefighting, transportation, communication, and other lifelines needed for public health and safety.

- There may be widespread and/or prolonged electric power failure. With no electric power, communications, transportation, health care, business, education and infrastructure will be greatly impeded.

- There may be extensive pipeline failure in water, wastewater, and gas utilities. It may take hours, days, weeks, or even months to make repairs.

- Natural gas lines may break and may erupt in fire.

- Water pressure may be low, hampering firefighting and impairing sewer system function.

4 Roles and Responsibilities

The activities and responsibilities for each Department will vary depending on the type of resource in short supply, the length of the warning period, and the duration of the incident. The activities and responsibilities listed below are in addition to those listed in the Basic Plan and ESF 5 – Emergency Management.

4.1 Primary Agencies

4.1.1 Lake Oswego Public Works Department

- Developing and maintain an emergency notification list of department personnel.

- Restoring wastewater (sanitary sewer) and storm water system capacities;

- Restoring and operating sanitary sewer pump stations and pressure mains;

- Interfacing with utility providers to ensure timely restoration of services;

- Maintaining storm water flow;

- Keeping the City's fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well being will be given top priority during an emergency;
Keeping the City's emergency generators operational;

- Establishing contracts and relationships with contractors and vendors important to the repair and restoration of City infrastructure.

- Requesting assistance through the County, if necessary.

- Documenting incident actions and costs incurred.

- Notifying regulating agency(s), as appropriate.

4.2 Support Agencies

4.2.1 Lake Oswego Fire Department

- Notifying appropriate personnel of the developing situation.

- Assessing the department’s minimum resource needs to maintain operations.

- Evaluating potential safety issues and make recommendations to Planning Section Chief.

- Providing communication resources and support as needed.

- Providing fire suppression personnel and equipment to support Public Works response and recovery activities.

4.2.2 Lake Oswego Police Department

- Alerting personnel of developing conditions.

- Assessing the department’s minimum resource needs to maintain operations.

- Evaluating potential security and safety issues, and make recommendations to the Planning Section Chief.

- Providing police personnel and equipment to support public works response and recovery activities.

- Providing communication resources and support as needed.

4.2.3 Private Utilities

- Coordinating response activities with City Public Works Department regarding restoration of services.

- Making repairs and restoring services as soon as possible.

- Supporting the City with equipment, personnel, etc., as appropriate.
5 Concept of Operations

5.1 General
Utility failures generally occur with little or no warning. Fortunately, they will likely be isolated to a portion of the City. If the incident involves a City of Lake Oswego utility, i.e., water or sanitary sewer, Public Works responsibilities include all phases of the planning process including the development and maintenance of the Department's standard operating procedures (SOPs). For other utility failures, such as natural gas, electrical power and telephone service, the planning responsibility includes coordination with the utility(s) affected as well as evacuation and shelter planning for the affected population.

5.2 Utilities
Utility providers for the City of Lake Oswego include:

- Pacific Gas and Electric
- Northwest Natural
- Comcast
- Verizon
- Qwest
- City of Lake Oswego

5.3 Repair and Restoration
If utility problems are created as a result of the disaster, the Public Works Department will coordinate with local utilities to repair and prioritize the restoration of vital utility services. If required, the Public Works Department will coordinate safety inspections with local utilities before the general public is allowed to return to impacted areas.

6 Direction and Control
Based on the duration of the utility supply disruption and the disruption's impact on life and property, the Emergency Manager will determine whether to implement this plan. If the Emergency Manager is not available, the Incident Command is authorized to make the determination.

7 Supporting Plans and Procedures
The following plans and procedures are currently in place:

- Emergency Response Plan for the Lake Oswego Water System
- Clackamas County Emergency Operations Plan
8 Appendices

None at this time.
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ESF 13 – Public Safety and Security

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1 Purpose and Scope
ESF 13 outlines tasks and responsibilities in a law enforcement emergency, including evacuation and civil disorder/terrorism incidents. Law enforcement is responsible for protecting life and property, maintaining law and order, providing traffic and crowd control, evaluating the credibility of threats and intelligence, and investigating crimes.

2 Policies and Agreements
The following policies and agreements are currently in place:

- Mutual aid agreements between local law enforcement agencies.

3 Situation and Assumptions
3.1 Situation
The City may encounter situations in which many, or all, of its emergency response agencies need to be activated. Law enforcement operations will expand as dictated by the emergency situation. As needed mutual aid, County, State and Federal agencies will support the City Police Department response operations.

3.2 Assumptions
- Routine law enforcement emergencies are managed by the respective jurisdictional agency using internal and mutual aid resources. Law enforcement response priorities are to protect the safety of emergency responders, the public, and critical infrastructure and facilities, and to arrest and detain perpetrators.

- Evacuation of large populations will require staff from multiple agencies to warn the residents, establish routes and shelters, and coordinate evacuation operations. Normal traffic patterns will be disrupted and additional traffic control required.

- The concentration of people in public shelters and other mass gathering spots may require law enforcement personnel to maintain security. Additional security may be required to prevent looting or other crimes and unlawful entry to areas or buildings in evacuated areas or to control crowds at incident locations.
A health emergency may require security at hospitals, shelters, pharmaceutical supply sites, dispensing sites, or other health care facilities.

Civil disturbances and terrorist incidents may involve large, angry crowds, explosives and other weapons of mass destruction (WMD), bomb threats, arson, kidnapping, or assassination threats or attempts. All may require resources that greatly exceed those available to the City on a day-to-day basis. The Clackamas County Terrorism Response and Recovery Plan is available in the County EOC Library (controlled access).

Routine law enforcement activities not directly related to life safety may have to be curtailed in a major emergency. Private security organizations may be used to supplement local law enforcement capabilities.

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 Primary Agencies

4.1.1 Lake Oswego Police Department

Unless otherwise stated in this document, in the event that the Chief of Police is unavailable, his or her responsibilities will be assumed by a police officer in the following order of availability: Captain, Lieutenant, Sergeant, or senior officer on duty.

- Report to the EOC.
- Provide for safety of personnel and their families prior to reporting to their duty station.
- Coordinate all law enforcement activates.
- Maintain law and order (including during a crisis response).
- Contain and stabilize disaster and emergency situations.
- Participate in Incident or Unified command as dictated by the disaster.
- Recall active duty personnel and activate volunteer personnel.
- If applicable, direct the Fire Department to establish formal exclusion zones to protect the public from hazardous materials.
ESF 13. Public Safety and Security

- Conduct criminal investigations.
- Provide security for critical facilities, emergency response staging locations and EOC, and shelter facilities.
- Provide security of evacuated and damaged areas.
- Provide crowd control, traffic control, and emergency rerouting.
- Support other Emergency Support Functions upon request of responsible city department.
- Prepare and maintain mutual aid agreements.
- Relocate equipment as necessary.
- Specific departmental duties and responsibilities are contained in the Police Department Continuity of Operations Plan (COOP) and procedures.

4.2 Support Agencies

4.2.1 Lake Oswego Emergency Management
- Activate the EOC, if necessary.
- Report to the EOC to assume overall responsibility for City government activities.
- Designate an alternative EOC location, if necessary.
- Assign a representative of the City to the County EOC, if applicable.
- Coordinate the flow of public information to ensure consistency and appropriateness.

4.2.2 Lake Oswego Fire Department
- Report to the EOC.
- Relocate equipment as necessary.
- Assist in traffic/crowd control as necessary.
- As applicable, establish formal exclusion zones to protect the public (e.g., hot or evacuation area, and warm or safety/buffer zones)
  - Request support from regional hazmat team
4.2.3 Lake Oswego Public Works Department
- Assist Police Department in closing streets and/or rerouting traffic, as applicable.

4.2.4 Other City Departments
- Provide support activities as outlined in the City EOP.

5 Concept of Operations
Law enforcement emergency operations will be an extension of the normal responsibilities of the Lake Oswego Police Department. Police Department responsibilities include; security and crowd control, traffic control, preservation of law and order, and criminal investigation. All responding law enforcement agencies have the responsibility to ensure operational capabilities. The Lake Oswego Police Department will continue planning emergency law enforcement operations and ensure maintenance of this ESF and SOPs.

6 Direction and Control
The City Police Chief is responsible for directing the City’s law enforcement response to a major emergency and coordinating response activities with the EOC. The Chief, or a designated representative, shall serve as the EOC Law Enforcement Branch Chief coordinating the flow of law enforcement information and processing requests for and allocating additional law enforcement resources, as appropriate.

7 Supporting Plans and Procedures
The following plans and procedures are currently in place:
- City of Lake Oswego Police Department – Continuity of Operations Plan
- Lake Oswego Police Department Procedure #22, Disaster.
- Clackamas County Emergency Operations Plan
  - ESF 13 – Public Safety and Security
- State of Oregon Emergency Operations Plan
  - ESF 13 – Public Safety and Security
- National Response Framework
  - ESF 13 – Public Safety and Security

8 Appendices
None at this time.
ESF 14 – Long-Term Community Recovery

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ESF 14 Tasked Agencies

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<tr>
<th>Primary Agencies</th>
<th>Lake Oswego Emergency Management</th>
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<tr>
<td>Supporting Agencies</td>
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<td>Lake Oswego Fire Department</td>
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<td>Lake Oswego Public Works Department</td>
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<td>Adjunct Agencies</td>
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1. Purpose and Scope

The purpose of ESF 14 is to provide a strategy for the City for coordinating its recovery efforts with its partners at the State and Federal level.

The recovery phase of an emergency is that period of time following the response period when actions are taken to help citizens return to normal, or safer, life as soon as possible after an emergency.

Recovery is both a short term and a long term process. In the short-term emphasis is on the restoration of vital services to the community and identifying and providing basic needs to the public. Long-term recovery restores the community to its normal, or better, state. It is at this point that knowledge gained by the incident is converted to mitigation measures for future hazard risks.

2. Policies and Agreements

The following policies and agreements are currently in place for the City:

- None at this time

3. Situation and Assumptions

Local, county, and the Federal government are responsible for assisting the public and private sector in disaster recovery. A widespread disaster may affect the functionality of business, disrupt employment, interrupt government services, and impact tax revenue. Recovery is an emergency management function undertaken during and after an event, along with the response. Expeditious recovery will limit costs, damages, and long-term impacts on the community.

In most cases, recovery begins during an event’s response phase, when damage is identified and assessed. Damages are classified as being in the private or public sectors. The extent of damages in dollars will determine what, if any County, State or Federal assistance may be available during the recovery phase. To request this assistance, a local proclamation of emergency must be made and communicated to the County, then to the Governor. Good record keeping and mitigation planning will support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private non-profit organizations support recoveries. The American Red Cross and Salvation Army...
are examples of those involved in such efforts. The Governor can also request direct assistance from selected Federal agencies without a formal presidential declaration.

A comprehensive guide to Community Recovery in the State of Oregon can be found at the following internet site: http://www.oregon.gov/OMD/OEM/fin_rec/disaster_recover_guide.shtml.

4 Roles and Responsibilities

4.1 EOC Staff
During recovery, many of the Section Chiefs’ responsibilities and activities continue, but sometimes with a change in focus. These include the following:

4.1.1 Planning Section
- Demobilization of resources;
- Documentation of emergency activities;
- Situation status reports;
- Coordination of resource management with Logistics Section and Incident Commander (IC);
- Mapping; and
- Initial Damage Assessment.

4.1.2 Logistics Section
- Arrangements for Disaster Recovery Center for the Federal Emergency Management Agency (FEMA);
- Documentation of emergency activities;
- Temporary housing and feeding of displaced persons; and
- Coordinate resource management with Planning and Finance Sections.

4.1.3 Finance Section
- Record keeping of all costs incurred;
- Documentation of emergency activities;
- Preparation of documents for submission to State and Federal government; and
- Damage Assessment Coordination/Documentation.
4.1.4 Public Information Officer

- Dissemination of public information; and
- Documentation of all emergency activities.

4.2 City Departments

4.2.1 Lake Oswego Emergency Management

- Activate the disaster assessment team or process. Ensure that damage information is received from private non-profit organizations.
- Receive and compile disaster information to:
  - Share the information with the appropriate county and municipal agencies.
  - Prioritize response and recovery activities.
  - Determine if additional resources are needed.
  - Submit forms to the City EOC as needed.
- Coordinate with appropriate agencies to address unmet needs.
- Receive and disseminate information to decision makers to prioritize recovery efforts and determine the need for state or federal assistance.
- Coordinate the involvement of community response partners regarding the Preliminary Damage Assessment (PDA) and disaster declaration process.
- Assist county, state and federal agencies with conducting PDAs.
- Ensure documentation of disaster-related response and recovery costs.
- Coordinate with local officials to identify and recommend mitigation projects.

4.2.2 Other City Agencies

- Assist with the damage assessment process and disaster declaration process as requested.
- Document disaster-related response and recovery costs.
- Coordinate with local officials to identify and recommend mitigation projects.
5 Concept of Operations

5.1 Short-Term Recovery Activities
During the recovery phase of an emergency, the Emergency Manager or IC has the final authority to establish priorities for recovery activities and the allocation of resources to support them. Some activities, such as damage assessment, will most likely begin during the response phase of the emergency once the incident is stabilized. Short-term recovery activities may include:

- Damage assessment and posting of unsafe and unusable buildings, roads, or bridges;
- Assessment of victims’ needs;
- Removal of disaster debris;
- Removal of human and animal remains;
- Testing of drinking water and, if necessary, establishing new or additional drinking water supplies;
- Emergency repairs of sanitary, sewer, and storm drainage systems;
- Repair of utility lines, e.g., electricity and natural gas; and
- Establish security in affected areas.

5.2 Long-Term Recovery Activities
Long-term recovery activities are generally conducted by the same resources used for similar activities during non-emergency times. These activities include:

- Restoration of non-vital government services;
- Demolition and reconstruction of damaged areas;
- Monitoring restoration activities;
- Establishing, in coordination with the Federal government, a Disaster Recovery Center (See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for more detail), if necessary; and
- Identifying areas to improve and implement changes (such as building codes, emergency plan, training deficiencies, etc.) that could mitigate damage in future emergencies.
5.3 Requests for State and Federal Assistance

5.3.1 Local Emergency Declaration
When the City is faced with an emergency or disaster condition that requires a coordinated response beyond that which occurs routinely, and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements, the Mayor (or designee) may decide to declare a local emergency.

A local emergency declaration provides City officials with the additional authority that may be needed to address emergency conditions; can facilitate large-scale evacuations; and, once the appropriate response is beyond the capability of the county, can set the stage for requesting state assistance.

See Section 1 of the Basic Plan for procedures for declaring a state of emergency.

5.3.2 Local Request for State Assistance
If an emergency has occurred wholly within the boundaries of the City, the request for assistance from the State must be submitted to the County for transmittal to OEM for consideration by the Governor. The state has a reasonable expectation that counties will endeavor to assist cities within their jurisdictions before turning to the State and/or Federal government for assistance.

Requests for assistance submitted to the County for transmittal to the State must include:

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

5.3.3 County and Federal Recovery Efforts
Community recovery assistance from the county and Federal levels comes in the form of activating ESF 14 – Long-Term Community Recovery. This support function provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments, Non-Governmental Organizations (NGOs), and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF 14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding and by providing
technical assistance for community recovery and recovery planning support. For information regarding County recovery procedures, refer to ESF 14 in the County Emergency Operations Plan. For information at the federal level, ESF 14 can be found at http://www.fema.gov/pdf/emergency/nrf/nrf-esf-14.pdf.

NOTE: Detailed information on Local and State Recovery Processes is provided in the State Disaster Recovery Guidebook, Part I – Overview.

5.4 Damage Assessment
Damage assessment is conducted in two phases: initial damage assessment and secondary damage assessment. The initial assessment, a Planning Section responsibility, provides supporting information for the disaster declaration and is the responsibility of the City. The secondary damage assessment is an in-depth analysis of long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the American Red Cross.

5.4.1 Windshield Surveys
During the initial phase of an event with widespread property damage (such as windstorm, earthquake, train derailment, etc.) normal communication links may not exist. It will be important to get an account of the damage as soon as possible so resources can be assigned as priorities dictate.

Immediately after the event, Fire Department units are to begin a process called “Windshield Surveys.” The Senior Officer is to assign someone as the Damage Report Sector. The Damage Report Sector will set up a communication center in the Fire Station to record incoming damage reports and coordinate the field units. Fire Department personnel should not wait to be toned out because of possible damage to the radio communication system.

Windshield Surveys consists of Fire Department apparatus driving throughout the City in a systematic manner looking for damage. When damage is discovered, a description of the situation is to be relayed to the Damage Report Sector. Units are not to stop at incidents unless an immediate life hazard exists because a delay might hinder help from being dispatched to a more important situation. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

5.4.2 Initial Damage Assessment
During an emergency or disaster, local governments conduct a quick initial assessment of damages and impacts, sometimes as part of a request for State or Federal resources to augment local ones. The Emergency Manager coordinates this assessment and usually assigns some Initial Damage Assessment responsibilities to other departments of local government.

The Initial Damage Assessment evaluates the damages and costs related to a disaster, the impact of the disaster on the community, and which State, Federal, or
volunteer agency programs might be appropriate for providing needed assistance. With respect to Federal assistance, a determination during the Initial Damage Assessment of the extent of affected homes, businesses, and public facilities assists State officials to determine whether they need to follow-up with other damage or impact assessments, including perhaps a Preliminary Damage Assessment for Individual Assistance, Public Assistance, or both.

As soon as it can safely be done during or following the event, local officials should complete the Initial Damage Assessment Summary Report Form and forward it to the County. Counties should forward the completed form to Oregon Emergency Management (OEM).

Table RS-1 below outlines the City’s priorities for damage assessment.

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<td>Other major businesses</td>
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*Note: Each facility should be analyzed on structural integrity, safety, functional capability, and estimated costs to repair or replace.*

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<th>Priority #2</th>
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<td>Single-family residences</td>
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<td>Other businesses</td>
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5.4.3 Secondary Damage Assessment

The initial damage assessment should provide the basis for subsequent assessment activities. Secondary damage assessments most often occur during the recovery phase after initial response activities have taken place. Finance Section personnel should be able to perform the tasks outlined below.
Identify damaged facilities and lead State and Federal damage assessment teams to them.

Document expenditures in response to events for which a declaration has been requested. The State of Oregon standard for cost estimating is contained in the State Forestry Fire Plan. If the City can document actual costs, these should be used to develop accurate cost estimates.

In the event that the Finance Section is not staffed, the City Manager (or designee will) coordinate this activity.

The City Department of Public Works will provide personnel to lead damage assessment teams. Volunteers may be trained and can be expected to lead damage assessment teams for Priority #2 Initial Damage Assessments. Additional support may be available from the County.

See the State Disaster Recovery Guidebook, Part I – Overview for more detailed information on damage assessment.

5.5 Public Assistance

Requests for Public Assistance for the City will be coordinated with County Emergency Management.

5.5.1 Eligible Entities and Projects

Eligible applicants under the Public Assistance Program are units of local government, state agencies, organizations and agencies of native peoples, and private nonprofit organizations which meet certain criteria. Public assistance does not provide assistance to individuals or families (see Individual Assistance).

To be eligible for assistance, a project must result from a Presidentially declared emergency or major disaster, must lie within the designated disaster area, must be the responsibility of an eligible applicant, and must not fall within the authority of another federal agency.

5.5.2 Request for Public Assistance

Filing a Request for Public Assistance (“Request”) form is an applicant’s official notification to FEMA of their intent to apply for Public Assistance. The form outlines general information identifying the applicant, including the applicant’s name, address, and primary and secondary contacts. If the applicant is unable to submit the Request to OEM at the Applicants’ Briefing, the applicant must submit the form within 30 days of the date of designation of the county for Public Assistance. An applicant need not wait until all damage is identified before requesting assistance.

Federal and state personnel will review each Request to ensure applicant eligibility. Once a Request has been submitted, the project formulation process can begin.
5.5.3 Steps to Obtain Disaster Assistance

There are five primary steps to obtaining public disaster assistance:

- Request for Public Assistance is submitted by the applicant.
- Public Assistance Coordinator (PAC) is assigned to each applicant.
- The applicant presents a list of damages to the PAC at the Kickoff Meeting. This list is the basis for building Project Worksheets. The applicant then has 60 days from the date of the
- Kickoff Meeting to report or identify damages to FEMA Region X.
- The PAC and state staff work with the applicant/subgrantee to identify any special considerations, ensure that all damage and emergency work costs are identified, and that the scope-of-work on Project Worksheets is eligible and complete.
- Upon approval of Project Worksheets, the funds are obligated to OEM, who is the grantee and will disburse Public Assistance funds to the subgrantee. Federal funds for small projects will be disbursed after approval and federal funds for large projects will be disbursed as work is accomplished.

See the State Disaster Recovery Guidebook, Part IV – Programs Which Assist Public Agencies for more detailed information on public assistance.

5.6 Individual Assistance

Individual Assistance programs strive to meet the disaster-related needs of individuals and families while utilizing disaster assistance resources as efficiently as possible. Disaster recovery officials especially strive to avoid duplication of benefits. Efficient use of recovery resources is also aided by providing assistance through a sequence of programs. Those with serious unmet disaster-related needs proceed through each step until all avenues, public and private, have been explored to meet those needs.

5.6.1 Insurance

Claims should be made in accordance with appropriate insurance policies in effect for the peril which caused the disaster. Disaster assistance programs are not a replacement for proper insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as good as that provided by insurance. Also, most natural disasters that affect an individual or family are not widespread enough to result in the implementation of federal disaster assistance programs. Hence, in the vast majority of cases, insurance and voluntary agency assistance are the only avenues for helping families and individuals to recover.
5.6.2 Voluntary Agency Assistance

Many voluntary agencies provide disaster recovery assistance to individuals and families. Like insurance, voluntary agencies should be viewed as having resources which are utilized prior to governmental disaster assistance programs. In cases for which there is a Presidential declaration, access to some voluntary agency assistance may be gained at or through Disaster Recovery Centers (DRCs). Most voluntary agency assistance is intended to meet immediate disaster-related needs such as shelter, food, clothing, health and medical care including counseling and mental health assistance, essential household furnishings, bedding, transportation, and sometimes temporary assistance to rent housing.

5.6.3 Disaster Recovery Centers

Local, State, and Federal entities will:

- If individual assistance is authorized, establish a local disaster recovery assistance center to assist qualified citizens with filing claims for financial or housing assistance;

- If public assistance is authorized, dispatch assessors to develop, in coordination with local representatives, disaster survey reports for public damage and response costs;

- Provide technical assistance and advice regarding recovery and mitigation activities to both citizens and public agencies, as appropriate; and

- Coordinate public information and assistance activities with the EOC Public Information Officer (PIO); and keep local authorities informed of assistance provided to local residents, businesses, and local entities.

- Identify and establish a location for the Disaster Recovery Center.

See the State Disaster Recovery Guidebook, Part II – Programs Which Assist Families and Individuals for more detailed information on individual assessment.

6 Supporting Plans and Procedures

- Clackamas County Emergency Operations Plan
  - ESF 14 – Long-Term Community Recovery
  - Support Annex C – Damage Assessment

- State of Oregon Emergency Operations Plan
  - ESF 14 – Long-Term Community Recovery

- National Response Framework

ESF 14-10
ESF 14. Long-Term Community Recovery

- ESF 14 – Long-Term Community Recovery
  - State of Oregon Disaster Recovery Guidebook

7 Appendices
  - Appendix A Federal Cost Reimbursement Forms
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Appendix A – Federal Cost Reimbursement Forms

The following forms are included in this section:

- Contract Summary Record
- Force Account Equipment Record
- Force Account Labor Record
- Force Account Materials Summary Record
- Rented Equipment Record
- Employee Payroll Data
- Equipment Inventory Form
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FEDERAL EMERGENCY MANAGEMENT AGENCY
EMPLOYEE PAYROLL DATA

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Overtime Rate? 1.5

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ESF 15 – External Affairs

ESF Annex Last Updated: December 2010
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1  Purpose and Scope

ESF 15 outlines policies and responsibilities for emergency public information, including alert and warning messages, risk communications, and information updates. The purpose is to establish and maintain an accessible process to help the City release timely emergency information that is accurate, consistent and easy to understand. Such information includes updates and reports about the City’s response to an emergency or disaster and any recovery efforts that are under way.

2  Policies and Agreements

The following policies and agreements are currently in place:

- None at this time.

3  Situation and Assumptions

3.1 Situation

The City of Lake Oswego is responsible for planning measures that help prevent and manage disasters, as well as preparing for ways to cope with emergencies and disasters when they occur. To minimize harm to people and damage to property, the City coordinates activities in preparedness, response, recovery, and mitigation with local, state, and federal emergency services agencies and organizations.

When an emergency or disaster occurs, the public relies on timely, accurate, credible and coordinated information in order to react appropriately. The City has a responsibility to issue information that achieves the following goals:

- Help prevent loss of life and property
- Warn and inform people in danger about the threat, and tell them what they can do to reduce the risk
- Improve appropriate public response to future emergencies and disasters through education
3.2 Assumptions

- When an emergency or disaster occurs, the public relies on timely, accurate, credible and coordinated information in order to react appropriately.

- An effective emergency information program can reduce loss of life and property damage during an emergency.

- The public and media will expect the timely provision of public information.

- A majority of the public will turn to television, radio and the internet for emergency information.

- During an emergency, public information demand can be overwhelming.

- Disasters can strike without warning, in this situation the public information system may not be able to adequately inform the public about the hazard and protective actions required.

4 Roles and Responsibilities

4.1 Primary Agencies

4.1.1 Public Affairs

- Manage the flow of all internal and external information.

- Serve as the lead/EOC Public Information Officer (PIO).

- Advise on-scene and EOC Command on all public information issues.

- Coordinate timely, consistent information with participating agencies and jurisdictions.

- Provide staff for field PIO and Joint Information Center (JIC), if applicable.

- Develop and utilize a Joint Information System (JIS).

- Prepare and obtain Command approval for all incident information releases sent to media, employees, and city and regional partners.

- Provide public information support for the City Manager, Mayor, and City Council, as directed by the Incident Commander (IC).

- Keep employees and the public updated on incident status.
Promote inter-agency coordination under a Unified Command and actively participate in JIC activities, when activated.

4.1.2 Lake Oswego Emergency Management
The Lake Oswego Emergency Manager or Incident Commander shall:

- Maintain responsibility for all incident-related public information activities.
- Approve all information releases.
- Coordinate public information support for the City Manager, Mayor and City Council.

4.2 Support Agencies

4.2.2 Lake Oswego Communications (LOCOM)

- Operate as one of two Public Safety Answering Points in the county.
- Back-up Clackamas County Communications (CCOM) as the County Warning Point.
- Operate the CodeRED reverse 9-1-1 system for the LOCOM area of responsibility.

4.2.3 Lake Oswego Fire Department

- Participate in on-scene PIO, EOC and JIC activities.
- Assist in disseminating emergency public information.
- Collaborate with PIO staff to develop and disseminate alert and warning messages.

4.2.4 Lake Oswego Police Department

- Participate in on-scene PIO, EOC and JIC activities.
- Assist in disseminating emergency public information.
- Collaborate with PIO staff to develop and disseminate alert and warning messages.

4.2.5 City Manager, Mayor, and Council

- Coordinate preparation for media interviews and press conferences with the IC and PIO.
4.2.6 City Employees and Emergency Workers

- Refer all requests for incident information to the PIO.
- Do not offer personal opinions, conjecture, or off-the-record comments regarding any aspect of the incident or related activities.

4.2.7 Other Agencies

During an emergency which involves the activation of the EOC, or at the discretion of the Emergency Manager or Incident Commander, a PIO shall be appointed to coordinate the dissemination of information about the incident. The PIO may designate additional staff to assist in carrying out the public information tasks described in this section.

When other jurisdictions are affected by the emergency and/or are involved in the city's emergency, the PIO(s) of that (those) jurisdiction(s) shall coordinate the release of information.

In the Portland Urban Area, PIOS will use the Portland Urban Area Regional Emergency Public Information Concept of Operations (ConOps) Plan to conduct and coordinate crisis communications during emergency response and other situations in which multiple organizations need to collaborate to provide timely, useful and accurate information to the public and other stakeholders.

- The plan provides implementing procedures for the operation of a regional joint information system (R-JIS) in the event of a disaster.
- The plan guides all city, county and special district crisis communications within the Portland Urban Area comprised of all local jurisdictions within and including Clackamas, Clark, Columbia, Multnomah and Washington Counties.
- The procedures contained within the plan apply to major disasters that start within the Portland Urban Area as well as disasters that start elsewhere and impact the region to the extent that the coordination of emergency public information is necessary.

Refer to the City of Lake Oswego Public Information Manual - Portland Urban Area Regional Emergency Public Information Concept of Operations Plan

See ESF 5 – Emergency Management for further information on PIO responsibilities

Refer EOC Checklist 18 – Public Information Officer Checklist in Appendix C of the Basic Plan
5 Concept of Operations

5.1 Emergency Levels

LEVEL 1 - An incident that can be handled within the normal organizational capabilities and standard procedures of the responding departments. The EOC would not be generally activated.

LEVEL 2 - An incident that has special or unusual characteristics requiring response by more than one City department, or by one department with assistance from other mutual aid agreement responders (Fire District is considered a City department for emergency response purposes). The EOC may be activated.

LEVEL 3 - An incident that requires the coordinated response of all levels of the government to save lives and protect the property of a large portion of the population. EOC shall be activated.

- Until the EOC is opened, the PIO on-scene provides information to the media, with the approval of the IC. Once the EOC is activated, PIO functions are directed from the EOC. The on-scene PIO will continue to provide information regarding response activities.

- The PIO in the EOC will be the Lead PIO. Under the command and management structure of the Incident Command System (ICS), the Lead PIO is part of the Command Staff supporting the Incident Command structure. The PIO works directly for the IC and also coordinates public information support for the City Manager, Mayor, and City Council.

- PIOs working the incident handle all media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident.

- In the event of a major disaster or complex incident involving multiple agencies, the IC may decide to activate a Joint Information Center (JIC). To adequately staff the JIC, the City may call on PIOs from other city departments, surrounding local jurisdictions, state agencies and other trained non-emergency preparedness staff. PIO representatives from each participating jurisdiction, agency, and organization jointly staff the JIC, working as a team to conduct a coordinated, consistent public information program. To assist with this effort, the City will follow guidelines in the Portland Urban Area Regional Emergency Public Information Concept of Operations (ConOps) Plan. This plan is included in the City’s Public Information Manual.
5.2 Information Flow

One of the most important responsibilities of the PIO is to manage the flow of information from the scene of the incident to and among participating agencies and the media. The PIO must be able to disseminate information and track down the information needed. To assist, the PIO should receive a copy of all ICS forms as they are generated during the incident.

5.2.1 Release of Information

In emergencies, the PIO will use the following guidelines in evaluating and releasing information concerning the incident:

- The IC or Emergency Manager must approve all information releases; if a Unified Command is managing the incident, releases will be reviewed and approved by all command participants.

- Accurate information must be provided to various public groups, including citizens, the EOC staff, and the media. Confirmed facts should be released within an hour of the event or as soon as possible given the situation. If facts are sparse, the PIO should consider releasing a conditional statement.

- Information releases should be restricted to approved, specific, and verified facts concerning the event and should include:
  - Nature and extent of incident;
  - Areas of the city that have endured the effects of the emergency or disaster, and areas that may sustain damage in the future;
  - Advice on emergency safety procedures or actions the public should take to protect themselves;
  - Activities that the City or other response agencies have initiated, or plan to initiate, in response to the emergency or disaster;
  - Procedures for reporting emergency conditions to the EOC; and
  - Contact numbers and web addresses for additional information.

- When working with private sector entities, public safety issues will be the responsibility of the public safety agencies; questions about corporate policies or processes will be referred to the private sector spokesperson.
The National Emergency Alert System (EAS) consists of broadcast stations linked together and to government offices to provide emergency alert and warning to the public. All participating television and radio stations rebroadcast the information given to the primary station. Detailed instructions for the activation and use of the Emergency Broadcast System are outlined in the Clackamas County EAS Plan. The Clackamas County EAS Plan can be activated by the City Manager, Emergency Manager, or the Incident Commander.

The PIO will assist in formulating Emergency Alert System (EAS) messages and other communications with the public. The PIO will disseminate these messages with appropriate media representatives.

Information concerning the event should be consistent for all members of the media and presented objectively.

Rumor control is vital during emergency situations.

- Sensitive or critical information must be verified and authorized by the IC before release.
- Inaccurate information published by the media should be corrected immediately.
- Rumors, unconfirmed information, or information from unauthorized or unnamed sources should be responded to.

Examples of information that media representatives often request are provided in the Public Information Manual, Appendix E – Frequently Asked Questions. The PIO should use this manual to prepare for press briefings; help ensure the availability of concise, accurate information; and prevent personnel from being caught off guard.

No information should be released that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety.

No personal opinions, conjecture, or off-the-record comments should be offered.

In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the IC and the Medical Examiner's office.

Confidential information is not to be released. This includes the home phone numbers and addresses of all personnel assigned to the incident, whether paid or volunteer.
■ Information briefings, media releases and all interviews shall be logged and, if possible, tape-recorded. Copies will become part of the final incident documentation package.

■ Whenever possible and appropriate, media briefings shall be scheduled in cooperation with media deadlines.

■ Additional information, checklists and forms to assist this function, can be found in the Public Information Manual.

5.1.2 Field Information and Media Access
The Field Information Officer is the member of the Public Information staff assigned to manage media operations at the incident scene. They work closely with responders at an incident to gather facts, identify responding partners, handle onsite media, establish media staging area, guide VIP tours, and report updates from the field. This position should be filled by someone who can offer expertise in tactical and operations being conducted.

5.2 Joint Information System / Joint Information Center

■ Depending on the extent of an emergency or disaster, dissemination of information to the public may occur through a Joint Information System (JIS) that begins when an emergency occurs and ends when the City’s response is complete.

■ In a major incident involving multiple agencies or jurisdictions, the IC or PIO may establish a JIC. When established, JIC becomes the primary location for facilitating the JIS and providing the news media with a single, reliable source of information.

■ The JIC will be established following guidelines in the Portland Urban Area Regional Emergency Public Information Concept of Operations (ConOps) Plan.

■ Facility and location:
  - A JIC is ideally set up in a central location where PIOs representing participating agencies and jurisdictions can coordinate information released to the media and the public.
  - When selecting a location, it should be remembered that the closer a JIC is to the IC, the greater the possibility of the media interfering with communication activities. There are also times when the IC and staff need to be sheltered from media scrutiny.
  - The location and activation of a JIC should always be coordinated with the IC.
The JIC should be:

- Scalable to accommodate a range of incident complexities;
- Functional along a range of incident intensities, from minor to catastrophic;
- Capable of producing accurate information quickly;
- Capable of facilitating multi-jurisdictional coordination of public information;
- Redundant in terms of:
  - Staffing capabilities (shifts, etc.)
  - Tools (including computing and Internet technology)
  - Facilities

5.3 Media

5.3.1 Media Briefing Facilities

- A media briefing area may be established to provide information to the media during large, long-term incidents.
- The media briefing area should be some distance away from the incident location and separated from the EOC to keep critical activities free from media interference.
- The location and activation of a media briefing area should always be coordinated with the IC.
- Guidance on conducting a news conference can be found in the City’s Public Information Manual, Appendix H – News Conference Guidance.

5.3.2 Media Access

- The PIO will allow escorted media access to the EOC only under limited, controlled circumstances and only with the prior approval of the IC. Before being admitted to the EOC, media representatives shall display appropriate identification and shall be escorted by a member of the Public Information staff at all times.
- In cooperation with on-scene personnel, media representatives may be allowed restricted access to the scene. Safety of media personnel, any
impact on response activities, and victim concerns should all be considered before access is granted. A member of the Public Information staff must escort any media elements that have been given access.

- If it is not safe or practical to admit all media representatives to the scene, a media pool may be created, whereby media representatives designate a restricted number of reporters and, usually, one camera crew to represent all media interests.

- If even this limited, controlled access is not practical, video footage of response vehicles and support activities can often satisfy the media’s need for video footage.

- Response personnel should be protected from unwanted media intrusion. If media disruption interferes with off-shift personnel rest, security perimeters may need to be established. Media interviews with response personnel should be cleared through the Operations Section Chief and the IC. A member of the Public Information staff should accompany members of the press at the scene at all times. Response personnel should be instructed to refer all requests for information to the PIO.

- Victims and their families should have access to public officials without having to face the media. Care should be taken to provide a secure entrance to public facilities or a meeting room located away from press activity.

- When an incident takes place on private property, access will be coordinated with the owners of the site, if possible.

- If the situation should get out of control, law enforcement officials have the authority to arrest and remove members of the press (and any other unauthorized persons) who are interfering with the safe management of the incident or whose actions represent a threat to the safety of themselves, responders, or the public.

5.4 Training Recommendations for PIOs

During an emergency or disaster, PIOs must be able to assemble information quickly, organize it, and use it to develop effective messages for release to the public. They must understand the ICS and how they work together to coordinate information for the public through a JIS and JIC. To ensure that PIOs possess the needed skills and background to perform these critical duties, the City recommends that all PIOs complete the following training in order to qualify for JIC duty:
6 Supporting Plans and Procedures
The following plans and procedures are currently in place:

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

- State of Oregon Emergency Operations Plan
  - ESF 15 – External Affairs

- National Response Framework
  - ESF 15 – External Affairs

7 Appendices
All Appendices referred to in this plan are under a separate cover - City of Lake Oswego Public Information Manual.
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SA A. Evacuation

SA A Tasked Agencies

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1 Purpose and Scope

Support Annex A (SA A) establishes the framework for the City of Lake Oswego (City) to plan and conduct evacuation of individuals from at-risk hazard areas to a safe location during medium-to-large scale evacuations.

Small-scale evacuations, such as those occurring during local fires, at crime scenes or due to a localized hazardous materials spill will be managed by local fire or law enforcement responders, typically without activation of the City EOC or this plan.

2 Policies and Authorities

- The designated On-Scene Incident Command or EOC Command both have authority to order evacuation after determining that shelter-in-place or other protective actions will not adequately ensure the safety and welfare of the at-risk population.

- Evacuation operations in the City are guided by Lake Oswego Municipal Code 12.20.830.

- ORS 401.309 authorizes the City to order mandatory evacuation only after an Emergency Declaration has been declared and only when necessary for the public safety.

- Pets Evacuation and Transportation Standards Act of 2006 requires state and local to include evacuation, transport, and care of household pets and service animals in their disaster or emergency plan. The City will coordinate animal evacuation and shelter needs with the County.

- 2007 HB 2371 requires operators of care facilities to develop plans and train employees to evacuate clients/residents to a place of safety when conditions of imminent danger require relocation.

3 Situation and Assumptions

- Most evacuations are limited to a defined geographic area and coordinated by law enforcement and/or fire responders at the scene.

SA A-1
Most instances that would require a medium-to-large scale evacuation will have some warning and therefore some pre-event activities accomplished which may include establishing an Evacuation Planning Team, activating the Joint Information Center, and using pre-developed evacuation plans for a limited number of high or frequent at-risk areas.

Shelter-in-place may be a better alternative for some types of emergencies, as mass evacuations pose inherent risks, especially in moving the medically fragile. Decisions to evacuate or shelter-in-place will be based on situational analysis, with factors including the type and duration of threats, roadway conditions, health and safety issues and sheltering capacity.

The City has primary responsibility to plan and conduct evacuations that occur in its municipal boundaries.

If requested, Clackamas County Emergency Management can assist the City with evacuation planning and coordination.

On-Scene Command decides whether shelter-in-place or evacuation is the most appropriate protective measure, and ensures appropriate implementing actions are taken.

If decontamination is needed, evacuees (including pets and service animals) will be decontaminated prior to being transported from the incident area.

Evacuations present special challenges because of the time limitations that may exist for planning and implementation; significant interdependencies among affected jurisdictions; transportation difficulties; functional needs considerations and other variables.

On-Scene Command decides whether shelter-in-place or evacuation is the most appropriate protective measure, and ensures appropriate implementing actions are taken.

The City will activate the EOC as needed to support planning and coordination for a major evacuation involving large numbers of people and/or a large geographic area.

Evacuation operations include:

- Safe movement of people and pets/service animals from the at-risk area.
- Shelter and mass care for evacuees.
- Security of evacuated areas.
Return of evacuees when it is safe to do so.

- Responders, residents, animals and/or equipment may need to be decontaminated in incidents involving hazardous materials.
- If given advance warning, residents will frequently leave the at-risk area (self-evacuate) before told to do so; other residents may refuse to evacuate when instructed to do so.
- The City may order mandatory evacuation if it is authorized as an emergency measure by an Emergency Declaration.
- Residents may refuse or delay evacuation unless they can take their pets with them.
- On-Scene Command may need additional resources for safe evacuation, transport and shelter people with access and functional needs (e.g. children; the elderly; individuals with physical impairments, disabilities or other medical conditions; homeless or transient populations; and individuals with limited English proficiency).
- Operators of licensed care and congregate facilities (e.g. hospitals, child care center, nursing and group homes, schools) and detention facilities are responsible for implementing their plans for evacuating clients/residents in an emergency and relocating them to alternate facilities.
- All participating agencies will need to closely coordinate and cooperate during an evacuation that crosses jurisdictional boundaries to ensure evacuee safety and welfare are not compromised.

4 Roles and Responsibilities

All agencies tasked under this annex will develop and maintain written internal operating plans and implementing procedures, and will train employees in their use.

4.1 Primary Agencies

4.1.1 On-Scene Incident Command

On-Scene Incident Command may be set up by either Lake Oswego Fire or Lake Oswego Police.

- Coordinate evacuation planning with City EOC and American Red Cross officials.
- Designate boundaries of evacuation area.
■ Request City authority if evacuation is mandatory.
■ Designate evacuee destination(s).
■ Establish and operate evacuation routes.
■ Develop evacuation instructions for residents.
■ Develop and implement evacuation notification plan.
■ Ensure evacuation plans include people with access and functional needs, pets and service animals.
■ Ensure evacuee safety and welfare (unless responsibility has been transferred).
■ Secure the evacuated area and establish criteria/procedures for re-entry.

4.2.2 Emergency Manager
■ Assist On-Scene Command.
■ Activate EOC.

4.1.3 City Emergency Operations Center
■ Identify On-Scene Incident Commander for the evacuation.
■ Coordinate planning and support for evacuations that occur in unincorporated areas.
■ Provide planning support and coordinate activities for evacuations affecting neighboring jurisdictions.
■ Respond to requests for evacuation assistance from On-Scene Command.
■ Coordinate resource requests and public information activities.
■ Coordinate with the American Red Cross to provide shelter.
■ Ensure pet shelter is established.
■ Activate hazard evacuation pre-planning team if time permits.
■ Initiate re-entry into evacuated areas.

4.1.4 Police Department
The Lake Oswego Police Department has the primary responsibility for planning, coordinating and conducting evacuations.
4.1.5 Fire Department
The Lake Oswego Fire Department has the primary responsibility for planning, coordinating and conducting evacuations in hazardous materials environment requiring specialized protective equipment.

- Assist law enforcement in planning and conducting evacuation.
- Conduct decontamination operations if required.
- Provide Emergency Medical Service (EMS) at evacuation staging areas and along evacuation routes.

4.2.6 Public Works Department

- Coordinate evacuation routes, detour options and enroute resource requirements with stakeholder transportation agencies.
- Assist law enforcement to establish at-risk area perimeter.
- Provide signs, barricades, personnel and equipment along evacuation routes and at designated replenishment stations.
- Assist in finding transportation for evacuees with pets or service animals.

4.3.8 American Red Cross

- Provide a Red Cross liaison to the EOC to coordinate shelter and mass care services.
- Provide interim assistance to evacuees at gathering points and evacuation routes.
- Coordinate transfer of responsibility for evacuee safety and welfare with On-Scene Command, cities, service agencies, shelter operators.
5 Concept of Operations

5.1 General

■ In accordance with the County EOP and this Support Annex, the Emergency Manager, with support from the Fire and Police Departments, is the primary agency responsible for coordinating evacuation and population protection activities. Standard Operating Procedures (SOPs) developed by the primary agency and supporting agencies provide the framework for carrying out those activities.

■ Requests for assistance will be generated one of two ways. The request will be forwarded to the County Emergency Operations Center (EOC), or will be made in accordance with established Mutual Aid Agreements.

5.2 Notifications

■ The Emergency Manager will notify the primary and supporting agencies of City EOC activation and 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 Access and Functional Needs Populations

Provision of evacuation-related services in the City will be conducted to take into account populations with access and functional needs.

6 Direction and Control

The City will activate their own resources and EOC for an evacuation of their communities based on the local situation. In most cases, evacuations will require the activation of the County EOC to support the movement of evacuees due to limited local resources.

The County has jurisdictional authority and primary incident management responsibility for health emergencies countywide. If the incident impacts both the unincorporated and an incorporated area, the county and the impacted city share responsibility. The County will respond to City requests for assistance, manage critical resources, and coordinate with outside agencies, adjoining counties, and the state Office of Emergency Management.

8 Supporting Plans and Procedures

The following plans and procedures are currently in place:
City of Lake Oswego Emergency Operations Plan

- ESF 1 – Transportation
- ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
- ESF 15 – External Affairs

9 Appendices

None at this time.
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Incident Annexes
IA 1 – Earthquake
1 Purpose

The objective during an earthquake emergency is to establish and carry out operations based on priorities. This approach will be required because of widespread destruction and the associated needs for emergency assistance. The responsibility of all City departments extends to the final conclusion of the emergency.

Meeting the priorities and responsibilities of the City without injury and further property and environmental damage requires deliberate thought, extreme caution and attention to guidelines, priorities and procedures.

It shall be the responsibility of all command personnel to insure that all individuals under their command understand and comply with this procedure.

2 Policies and Agreements

Incident Annex (IA) 1 is issued in accordance with provisions of Oregon Civil Defense Act of 1949, Chapter 401 of the Oregon Revised Statutes as amended, and by Lake Oswego Code 12.800. These laws and statutes direct the City to develop plans for control of operations at natural emergencies. Through mutual aid agreements, the Lake Oswego Fire Department will also apply this plan in the three fire districts it serves: Riverdale R.F.P.D., Lake Grove R.F.P.D. and Alto Park. This service is authorized in the City/Fire District Contract under "Related Services".

This IA covers all aspects of an earthquake including disruption of utilities, fire, rescue and hazardous materials release or spill, emergency housing, dam and lake action.

The IA has been developed to be consistent with Clackamas County Emergency Operation Plan. It describes the typical roles and responsibilities of all responders. It identifies who will be in charge of an incident. It provides guidelines for coordinating local, county, state, federal and volunteer response.

The City of Lake Oswego shall assume the lead role during the emergency phase of an earthquake. County, state and federal agencies shall provide materials and technical support. State, county or federal agencies may assume the lead role for directing clean up and rebuilding phases of the emergency. In case of hazardous materials spill or release, private industry is legally responsible for clean up. For further details involving hazardous material refer to ESF 10 – Oil and Hazardous Materials.

2.1 Disclaimers

- This plan is a description of the City of Lake Oswego's system for dealing with earthquake emergencies. It is an operational guideline to be used during an emergency.
Governmental entities while complying with the provision of this plan shall not be liable for death, injury or loss of property except in cases of willful misconduct, gross negligence or bad faith.

3 Situation and Assumptions

3.1 Situation
Earthquake incidents will be massive in scale giving all levels of government and the emergency command structure a true test. Since earthquake damage will be widespread, the emergency operation center (EOC) will be activated at the County level. Local incident command will also be in operation with numerous technical advisors being required at both the EOC and at the incident command center. The earthquake incident falls under the guidelines of the basic plan and the City's emergency organization.

3.2 Assumptions
- The destruction will be widespread and massive.
- The City will have to stand on its own for at least 72 hours. Outside help may not be available due to roads, bridges, mobilization time and the possible delay due to prioritizing of aid.
- The earthquake may trigger other natural disasters such as floods, landslides and wave action in the lake somewhat like tidal waves. Any event greater than 6.5 may trigger fault movement in the many local faults resulting in localized earthquakes up to 6.0 on the Richter scale.
- The earthquake will disrupt services including telephone, electrical power, water, fire fighting water, sewer and natural gas.
- There may be no transportation available for public use due to road and bridge conditions as well as the lack of gasoline or diesel fuel.
- There is a possibility of an epidemiological emergency due to broken sewer and water lines.
- There may be a transportation or industrial emergency brought about by the release of hazardous chemicals.
- Emergency services, police, fire and maintenance services may be available on a marginal basis due to roads, bridges being damaged and communication being out or marginal.
- During the aftermath or recovery stage, there may be civil emergencies due to rioting, looting and demonstrations.
There is a possibility an earthquake could occur during another emergency such as snow storm, flood, etc.

4 Roles and Responsibilities

4.1 Lake Oswego Fire Department
- Incident command.
- Fire operations and extinguishment.
- Search and rescue immediate danger zone.
- Identification of hazardous chemical spills.
- Emergency medical.
- Assist in notifying public.
- Call for technical assistance as needed (example "Haz Mat 9").
- Provide mutual aid if equipment and staffing are available.
- Request mutual aid if needed.
- Pre-incident public education.

4.2 Lake Oswego Police Department
- Incident command.
- Traffic control.
- Crowd control.
- Evacuation and public notification.
- Attempt to identify hazardous materials if first on scene.
- Search and rescue out of danger area.
- Aid in providing emergency shelter.
- Security.
- Temporary Morgue.

4.3 Lake Oswego Public Works Department
- Incident command.
Control of water main leaks.

Control of sewer main leaks.

Work with gas company to control gas main leaks.

Provide and operate heavy equipment as needed to:
  ● Perform rescue operations.
  ● Open roads.
  ● Repair utilities.

4.4 Lake Oswego Emergency Management

Activation of City EOC.

Coordination of resources.

5 Concept of Operations

5.1 Phase One – Immediate Actions

Immediately after earth movement stops, contact by radio or telephone all facilities under individual’s control to check damage.

If safe, immediately remove all fire equipment, including all engines and aerial apparatus from station. Equipment and personnel are not to reenter building until inspected and approved for temporary occupancy by Building Safety Response Team.

Immediately remove City vehicles from under City Hall if safe to do so.

If safe, immediately remove all Public Works equipment from shops and garages if safe. If after hours or weekend, buildings are not to be entered until inspected by Building Safety Response Team.

Immediately order all personnel out of damaged and structurally unsafe buildings because of “after shocks.”

Establish EOC at City Hall or alternate location if City Hall is unsafe to occupy.

Establish incident command to coordinate city wide fire and rescue operations.

City Manager to declare emergency in writing and notify Clackamas County Communications (CCOM) of possible county declaration of
emergency and the associated request for additional aid. (valid only 36 hours without Council action)

5.2 Phase 2 – Short-Term Response

■ Commence recall of all off duty personnel to order them to duty stations.

■ Police Department to send liaison to EOC in radio equipped vehicle.

■ Public Works to send liaison to EOC with radio equipped vehicle who has knowledge of sewer and water systems.

■ Police patrols to immediately start checking streets to verify if passable, starting with major streets, then collectors and finally residential. This priority is to remain in place unless directed otherwise by the incident commander.

■ Street clearing and debris removal to start with main streets, collectors and finally residential streets unless directed otherwise by the Incident Commander.

■ Determine communication capability including phones, cellular phones and radios. Start distribution of hand-held radios by frequency as needed.

■ Declaration of major emergency made verbally by radio to CCOM followed by written declaration.

■ City Manager to appoint someone, preferably Building Inspector or Plans Examiner, to start building survey for emergency shelter. Buildings are not to be occupied until checked by Building Structural Safety Response Team.

■ Police establish security to prevent or control looting.

■ Appoint liaison from Lake Oswego to Clackamas County EOC (as required by basic emergency plan).

5.3 Phase 3 – Long-Term Response

This section of the plan is to provide direction for ongoing mitigation and recovery operations. It is assumed that Lake Oswego EOC is in operation as well as Clackamas County EOC. One or more incident command centers have been established depending on condition of the roads within the city and fire districts. Conditions may be such that four separate incident commands may be required. The assumption that if needed a fire station or other city facility will be used by the IC in each quadrant of the city.
5.3.1 Disaster Management

- Due to probable overload of our communication system and ability to respond to requests for help, the City must prioritize calls in the following order:
  1. Fires with trapped victims
  2. Fires with probability of spread
  3. Trapped victims
  4. Medical aid life threatening
  5. Medical aid critical
  6. Police office call for help
  7. Large fires no spread potential
  8. Small fires no spread potential
  9. Report of robbery or looting in progress
  10. Major utility emergency, broken gas main, water or sewer system break
  11. Medical aid minor injury
  12. General requests for assistance

- If needed, the EOC should be moved to safe location and set up for extended operation.

- Items to consider in locating Emergency Operations Center and incident command for extended operation:
  1. Structural integrity
  2. Sanitation facilities including showers
  3. Cooking facilities
  4. Emergency power
  5. Accessibility and/or security if needed.

- Incident command should be located in safe area and set up for extended operation.

- Centralize command and discontinue satellite incident command as road conditions permit.
Establish secure communication link to all emergency operations including Clackamas County and mutual aid jurisdictions.

Coordinate efforts and skills of volunteers and civic groups.

5.3.2 Damage Assessment

Formulate a comprehensive picture of damages, needs, resource shortage, casualties and status of utilities, hospitals and dams (Scoggins Dam Flooding Rivergrove). Refer to IA 2 – Flood (including Dam Failure).

Using damage assessment information, commence building structural safety inspections for emergency services and housing.

Building structural safety teams shall keep records on damage and field estimates of damage.

Commence a comprehensive field study of damage to city utilities, water, sewer, bridges, roads and gas mains.

All damage assessments to be routed to EOC and IC as soon as possible.

The information directed to command by a field study will provide information to refine damage assessments, complete safety inspections and possible demolition for safety.

Use damage assessment to identify areas for search and rescue and to establish priority of resource allocation and incident management.

5.3.3 Communications

See ESF 2 – Communications.

5.3.4 Debris Management

Debris clearing to proceed based on the following priorities:

- Major arteries: Highway 43, Country Club Road, South Shore Road, etc.

- Collector streets: Kingsgate, Westview, Upper, etc.

- Residential streets: Doris, Diane, Lower, etc.

- Establish at least one way traffic on all roads before completing final removal.

Volunteer labor and equipment can be used in road clearing Consider using debris to construct temporary bridge approaches and detours.
5.3.5  Search and Rescue

- These actions include locating and removal of trapped and injured persons from landslides, building failures and structural collapse and transportation to medical aid or casualty collection point.

- Search dogs will be a very valuable tool in this process. They are available in limited numbers locally by contacting the Clackamas County Sheriff’s Office.

- All visibly damaged structures must be secured by shoring before committing personnel to interior search.

- Once an interior search is underway and a situation that creates eminent danger is encountered, personnel are to be removed until shoring is provided.

- Remember search and rescue means exactly that. Safety and health of responders should be a primary concern.

- Once a structure has been searched, mark with paint as to the outcome of the search. Do not use ribbon or other removable markings. People with loved ones missing may remove markings in hopes other teams will continue searching.

- A standardized marking system must be used to indicate results of search. In order for marking to be standard region-wide. It is recommended that standard marking as published by FEMA should be used.

6  Direction and Control

See Section 5 of the Basic Plan.

7  Supporting Plans and Procedures.

None at this time.

8  Appendices

- Appendix A  Earthquake Incident Checklist
Appendix A Earthquake Incident Checklist

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 Police Department and the Fire Department. After 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 Department. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Public Works Department may be expected to assume the role of lead department in the ICS/Operations section for the City’s earthquake response. The Public Works Department efforts in this response and early recovery phase of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

### Earthquake/Seismic Activity Checklist

<table>
<thead>
<tr>
<th>Phase of Activity</th>
<th>Action Items</th>
<th>Supplemental Information</th>
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<tbody>
<tr>
<td><strong>PRE-INCIDENT PHASE</strong></td>
<td>❑ 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.</td>
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<td></td>
<td>❑ Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.</td>
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<td>❑ Conduct pre-incident planning for sheltering and evacuation related to earthquakes.</td>
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<td>- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.</td>
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<tr>
<td></td>
<td>- Prepare radio messaging to be used by local radio stations for emergency broadcast.</td>
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<td>❑ Have personnel participate in necessary training and exercises, as needed.</td>
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<td>❑ Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.</td>
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<td>❑ Ensure that emergency contact lists are updated, and establish a pre-event duty roster allowing for 24/7 operational support for the County and City EOCs.</td>
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<td>❑ Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.</td>
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<td>❑ Inform Emergency Manager of any major developments that could adversely affect response operations (e.g. personnel shortages, loss of firefighting equipment, etc.).</td>
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<td></td>
<td>❑ Work with planning department and local planning commissions to establish appropriate infrastructure protection measures in landslide-prone areas.</td>
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</table>
# Earthquake/Seismic Activity Checklist

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<tr>
<th>Phase of Activity</th>
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<td>-</td>
<td>Implement seismic inspection procedures on a regular basis and incorporate improvements to structures, while also updating appropriate mitigation plans.</td>
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<td>Provide public safety information and educational programs regarding emergency preparedness and response.</td>
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<td>Activate the EOP when earthquake and/or seismic incidents pose threats.</td>
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<td>Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The City and/or the County EOC may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.</td>
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<td>Estimate emergency staffing levels and request personnel support.</td>
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<td>Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, also being cognizant of aftershocks.</td>
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<td>Develop work assignments for ICS positions (recurring).</td>
<td>ICS Form 203: Organization Assignment List</td>
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<td>Notify supporting agencies.</td>
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<td>-</td>
<td>Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.</td>
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<td>Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.</td>
<td>ICS Form 209: Incident Status Summary.</td>
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<td>Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.</td>
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<td>Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</td>
<td>ICS Form 201: Incident Briefing</td>
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<td>Dedicate time during each shift to preparing for shift change briefings.</td>
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<td>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.</td>
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<td>Ensure that all required notifications have been completed. Consider other local, regional, tribal, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.</td>
<td>Established emergency contact lists maintained at the EOC</td>
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<td>-</td>
<td>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.</td>
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<td>Implement local plans and procedures for earthquake operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs</td>
<td>Local, agency, and facility-specific Standard Operating Procedures</td>
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</table>

**RESPONSE PHASE**
<table>
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<tr>
<th>Phase of Activity</th>
<th>Action Items</th>
<th>Supplemental Information</th>
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<tr>
<td></td>
<td>Conduct and obtain current damage reports and determine the affected area (<em>recurring</em>).</td>
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<td>Determine the need to conduct evacuations and sheltering activities (<em>recurring</em>). Evacuation activities will be coordinated among County ESF-1 (Transportation), ESF-5 (Emergency Management), ESF-6 (Mass Care, Housing, and Human Services), and ESF-15 (Public Information and External Affairs).</td>
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<td>Determine the need for additional resources and request as necessary through appropriate channels (<em>recurring</em>).</td>
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<td>Submit a request for emergency/disaster declaration, as applicable.</td>
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<td>Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.</td>
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<td>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.</td>
<td><em>ICS Resource Tracking Forms</em></td>
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<td>Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.</td>
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<td>Establish a JIC and designate a lead PIO for the jurisdiction.</td>
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<td>Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<em>recurring</em>).</td>
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<td>- Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC, Emergency Manager, and lead PIO prior to dissemination to the public.</td>
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<td>Record all incoming and outgoing messages (<em>recurring</em>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.</td>
<td><em>EOC Planning Section job action guide</em></td>
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<td>Develop and deliver situation reports (<em>recurring</em>). At regular intervals, the IC/EOC Manager and staff will assemble a situation report.</td>
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<td>Develop and update the IAP (<em>recurring</em>). 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.</td>
<td><em>ICS Form 202: Incident Objectives</em></td>
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<td>Implement objectives and tasks outlined in the IAP (<em>recurring</em>).</td>
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<td>Coordinate with private sector partners, as needed.</td>
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<td>Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.</td>
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<tr>
<td>Phase of Activity</td>
<td>Action Items</td>
<td>Supplemental Information</td>
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<tr>
<td>RECOVERY/DEMOBILIZATION PHASE</td>
<td><img src="#" alt="List of action items for recovery/demobilization phase" /></td>
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<td>Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.</td>
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<td>Once the threat the public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.</td>
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<td>Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.</td>
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<td>Release mutual aid resources as soon as possible.</td>
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<td>Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.</td>
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<td>Deactivate/demobilize EOCs, AOCs, and command posts.</td>
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<td>Correct response deficiencies reflected in the Improvement Plan.</td>
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<td></td>
<td>Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.</td>
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<td></td>
<td>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>)</td>
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</tbody>
</table>
IA 2 – Flood (including Dam Failure)
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## Flood Incident Checklist

<table>
<thead>
<tr>
<th>Phase of Activity</th>
<th>Action Items</th>
<th>Supplemental Information</th>
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<tbody>
<tr>
<td><strong>PRE-INCIDENT PHASE</strong></td>
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<tr>
<td></td>
<td>☐ Arrange for personnel to participate in necessary training and develop exercises relative to flood events.</td>
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<td>☐ Coordinate the City preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.</td>
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<td></td>
<td>☐ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.</td>
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<tr>
<td></td>
<td>☐ Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).</td>
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<tr>
<td></td>
<td>☐ Annually review and update the EOP and SOPs, as needed.</td>
<td>City EOP, Annexes, and agency-specific SOPs</td>
</tr>
<tr>
<td></td>
<td>☐ Review flood prone areas.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.</td>
<td>Stafford Act, FEMA guidance, and Oregon EMP</td>
</tr>
<tr>
<td></td>
<td>☐ Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.</td>
<td>ESF 2/ESF 7 of the City EOC</td>
</tr>
<tr>
<td></td>
<td>☐ Identify and review local contractor lists to see who may provide support specific to flood response.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Review, revise, and, where necessary, establish mutual aid agreements with other City agencies and private contractors relative to multiple agency response to floods.</td>
<td></td>
</tr>
<tr>
<td><strong>RESPONSE PHASE</strong></td>
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<tr>
<td></td>
<td>☐ The City Manager or Emergency Manager will provide overall guidance for the deployment of resources.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Activate mutual aid agreements.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ 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.</td>
<td>City Basic Plan, agency and company-specific plans</td>
</tr>
<tr>
<td></td>
<td>☐ Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</td>
<td>SOPs and command structure for City EOC</td>
</tr>
<tr>
<td></td>
<td>☐ Submit request for disaster/emergency declaration, as applicable.</td>
<td>City Basic Plan</td>
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</table>
## Flood Incident Checklist

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<tr>
<th>Phase of Activity</th>
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<tbody>
<tr>
<td>Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the City EOC, as the situation requires.</td>
<td></td>
<td>SA A of the City EOP</td>
</tr>
<tr>
<td>Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.</td>
<td></td>
<td>ESF 9 of the City EOP</td>
</tr>
<tr>
<td>Request the American Red Cross to activate sheltering plans and open/staff shelters, if needed.</td>
<td></td>
<td>American Red Cross Shelter Plans</td>
</tr>
<tr>
<td>Establish a JIC. Formulate emergency public information messages and media responses using “one voice, one message” concepts.</td>
<td></td>
<td>ESF 15 of the City EOP</td>
</tr>
<tr>
<td>Record all EOC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. These should be documented in EOC logbooks.</td>
<td></td>
<td>Existing ICS and EOC forms</td>
</tr>
<tr>
<td>Begin damage assessments in coordination with the Public Works Department and County/local government.</td>
<td></td>
<td>ESF 14 of the City EOP</td>
</tr>
<tr>
<td>Assist with in coordinating Public Works activities, such as debris removal from: [Storm Drains] [Bridge viaducts] [Main arterial routes] [Public rights-of-way] [Dams (via established liaisons at the City EOC)] [Other structures, as needed]</td>
<td></td>
<td>ESF 3 of the City EOP</td>
</tr>
<tr>
<td>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).</td>
<td></td>
<td>Existing contact lists at EOC</td>
</tr>
<tr>
<td>Coordinate with City Police Departments, County Sheriff’s Office, and other local police departments to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).</td>
<td></td>
<td>ESF 13 of the City EOP</td>
</tr>
<tr>
<td>Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.</td>
<td></td>
<td></td>
</tr>
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</table>
## Flood Incident Checklist

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<tr>
<td>RECOVERY PHASE</td>
<td>□ 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.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Deactivate/demobilize the City EOC. Deactivate mutual aid resources as soon as possible.</td>
<td>ESF 5 of the City EOP</td>
</tr>
<tr>
<td></td>
<td>□ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.</td>
<td>Agency-specific recovery plans</td>
</tr>
<tr>
<td></td>
<td>□ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ 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>).</td>
<td></td>
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</tbody>
</table>
IA 2. Flood (including Dam Failure)

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IA 3 – Severe Weather (including Landslides)
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1 Purpose

Incident Annex (IA) 3 describes how the City of Lake Oswego's emergency operations system will operate during emergencies involving severe storm conditions within the City and contract districts.

This plan is designed to meet Clackamas County, State and Federal government emergency plans. The plan describes the roles and responsibilities of all local responders within the City of Lake Oswego. It identifies who will be in charge of an incident. It provides guidelines for coordinating emergency services. It also describes how Lake Oswego will coordinate with:

- Adjacent jurisdictions
- Mutual aid some areas
- State agencies
- Federal agencies
- Industry (snow removal)

2 Policies and Agreements

IA 3 is a description of the City's system of dealing with severe weather emergencies within our jurisdictional boundaries. It is an operational guideline to be used during weather emergencies.

Nothing in this Annex establishes mandatory standards or requirements. Tasks and activities will be accomplished to the extent that finances, programs, resources and staffing available, as determined by the City Council. There shall be no liability for failure to accomplish specific tasks and activities, and the decision to allocate resources for implementation of this plan shall be a discretionary budgeting decision within the meaning of ORS 477.

3 Situation and Assumptions

Winter storms are among the most common weather incidents impacting the City and often involve heavy accumulations of snow and ice that make travel dangerous or impossible, disrupt transportation of goods and services, damage trees and power lines, and cause widespread power outages. Dangerous road conditions make emergency response more difficult and complicate the evacuation of people from areas at risk and the delivery of personnel, equipment and supplies to damaged areas.
4 Roles and Responsibilities

4.1 Lake Oswego Public Works Department
- Incident command.
- Snow removal.
- Trees and/or earth removal (roads).
- Sanding operations.
- Emergency power to strategic facilities.
- Emergency water and sewer repairs (landslides).
- Emergency pumping operations (storm water).
- Provide stop or other traffic sign when electrical power is out.

4.2 Lake Oswego Police Department
- Incident command.
- Traffic control.
- Security.
- Crowd control.
- Evacuation and public information.
- Search and rescue.
- Possible emergency transportation.

4.3 Lake Oswego Fire Department
- Incident command.
- Fire operations.
- Search and rescue.
- Dive Operations.
- Assist other departments in securing emergency shelter.
- Emergency medical aid.
- Hazardous chemicals if involved in any way.
IA 3. Severe Weather (including Landslides)

- Assist in notifying the public.
- Provide mutual aid if staffing and equipment are available.

4.4 Lake Oswego Emergency Management

- Activate the City EOC.
- Provide resource coordination.

5 Concept of Operations

A major weather emergency may require notification of Lake Oswego Emergency Management, implementation of the Emergency Operations Plan (EOP) and may require activation of the EOC. All weather incidents are managed according to the National Incident Management System (NIMS)/Incident Command System (ICS).

Effective response to weather emergencies requires:

- Careful monitoring of weather conditions and forecasts.
- Ongoing assessment of the weather’s impact on the City and determination of the areas at greatest risk.
- Close cooperation with the County, adjoining jurisdictions and private utility providers.
- Regular contact with the National Weather Service (NWS) and other weather-related monitoring agencies.

6 Direction and Control

See Section 5 of the Basic Plan.

7 Supporting Plans and Procedures

None at this time.

8 Appendices

- Appendix A Severe Weather Incident Checklist
# Appendix A  Severe Weather Incident Checklist

## Severe Weather Incident Checklist

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<tr>
<td><strong>PRE-INcIDENT PHASE</strong></td>
<td>□ Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the City EOP and supporting procedures/plans.</td>
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<tr>
<td></td>
<td>□ Monitor weather and flood reports.</td>
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<td>□ Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.</td>
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<td></td>
<td>□ Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.</td>
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<td>□ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.</td>
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<tr>
<td></td>
<td>□ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.</td>
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<td></td>
<td>□ Have personnel participate in necessary training and exercises, as determined by City Emergency Management in coordination with lead agencies and coordinators.</td>
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<td></td>
<td>□ Participate in City and County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.</td>
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<td></td>
<td>□ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.</td>
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<td></td>
<td>□ Ensure that landslide and flood response equipment and personnel inventories are current for the City. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.</td>
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<td>□ Inform City and County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).</td>
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<td>□ Work with the count planning department for establishment of appropriate infrastructure protection measures in landslide/flood-prone areas.</td>
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<td>□ Provide public safety information and educational programs regarding emergency preparedness and response.</td>
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<td>RESPONSE PHASE</td>
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<td></td>
<td>□ Activate the City EOP when severe weather and/or landslides incidents pose threats to the city.</td>
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<td>□ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.</td>
<td>ESF 5 of the City EOP</td>
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<td></td>
<td>□ Estimate emergency staffing levels and request personnel support.</td>
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<td>□ Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.</td>
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<td>□ Develop work assignments for ICS positions (recurring).</td>
<td>ICS Form 203: Organization Assignment List</td>
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<td>□ Notify supporting agencies as well as the Mayor and City Council.</td>
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<td></td>
<td>□ Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.</td>
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<td></td>
<td>□ Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the City.</td>
<td>ICS Form 209: Incident Status Summary</td>
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<td>□ Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.</td>
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<td>□ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</td>
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<td>□ Dedicate time during each shift to preparing for shift change briefings.</td>
<td>ICS Form 201: Incident Briefing</td>
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<td>□ Confirm or establish communications links among local and County EOCs and other AOCs. Confirm operable phone numbers and verify functionality of alternate communications resources.</td>
<td>ESF 2 of the City EOP</td>
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<tr>
<td></td>
<td>□ Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.</td>
<td>Established emergency contact lists maintained at the EOC</td>
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<td>□ 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.</td>
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<td></td>
<td>□ Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.</td>
<td>Local, agency, and facility-specific SOPs</td>
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<td></td>
<td>□ Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).</td>
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<td></td>
<td>□ Determine the need to conduct evacuations and sheltering activities (recurring).</td>
<td>SA A of the City EOP</td>
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<tr>
<td></td>
<td>□ Determine the need for additional resources, and request as necessary through appropriate channels (recurring).</td>
<td>ESF 7 of the City EOP</td>
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<tr>
<td></td>
<td>□ Submit a request for an emergency/disaster declaration, as applicable.</td>
<td>Section 1 of the City EOP</td>
</tr>
<tr>
<td></td>
<td>□ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.</td>
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<tr>
<td></td>
<td>□ 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.</td>
<td>ICS Resource Tracking Forms; ESF 7 of the City EOP</td>
</tr>
<tr>
<td></td>
<td>□ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.</td>
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</tr>
<tr>
<td></td>
<td>□ Establish a JIC and designate a lead PIO for the City.</td>
<td>ESF 15 of the City EOP</td>
</tr>
<tr>
<td></td>
<td>□ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ 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.</td>
<td>FA 1 of the City EOP</td>
</tr>
<tr>
<td></td>
<td>□ Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.</td>
<td>EOC Planning Section job action guide</td>
</tr>
<tr>
<td></td>
<td>□ Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.</td>
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### Severe Weather Incident Checklist

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<td>NaN</td>
<td>Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.</td>
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<tr>
<td>NaN</td>
<td>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.</td>
<td><em>ICS Form 202: Incident Objectives</em></td>
</tr>
<tr>
<td>NaN</td>
<td>Implement objectives and tasks outlined in the IAP (recurring).</td>
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<tr>
<td>NaN</td>
<td>Coordinate with private sector partners as needed.</td>
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<tr>
<td>NaN</td>
<td>Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.</td>
<td></td>
</tr>
<tr>
<td>RECOVERY/DEMobilization Phase</td>
<td>Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.</td>
<td></td>
</tr>
<tr>
<td>NaN</td>
<td>Once the threat to public safety is eliminated, conduct cleanup and recovery operations.</td>
<td></td>
</tr>
<tr>
<td>NaN</td>
<td>Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.</td>
<td><em>ESF 14 of the City EOP</em></td>
</tr>
<tr>
<td>NaN</td>
<td>Release mutual aid resources as soon as possible.</td>
<td></td>
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<tr>
<td>NaN</td>
<td>Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.</td>
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<tr>
<td>NaN</td>
<td>Deactivate/demobilize the EOCs, AOCs, and command posts.</td>
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<td>Correct response deficiencies reflected in the Improvement Plan.</td>
<td></td>
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<td>Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.</td>
<td></td>
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<tr>
<td>NaN</td>
<td>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>)</td>
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IA 4 – Volcano
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## Volcano/Volcanic Activity Incident Checklist

| Phase of Activity | Action Items                                                                                                                                                                                                 | Supplemental Information                                                                 |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---|
| PRE-INCIDENT PHASE | ☐ Arrange for personnel to participate in necessary training and develop exercises relative to volcanic events.                                                                                              |                                                                                         |    |
|                   | ☐ Provide information and training on volcano-hazard response to emergency workers and the public.                                                                                                         |                                                                                         |    |
|                   |  ▪ Implement a public outreach program on volcano hazards.                                                                                                                                                  |                                                                                         |    |
|                   |  ▪ Review public education and awareness requirements.                                                                                                                                                      |                                                                                         |    |
|                   | ☐ Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.                                                               |                                                                                         |    |
|                   | ☐ Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.                                                                        |                                                                                         |    |
|                   | ☐ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.                                                                                                                 | Stafford Act, FEMA guidance, and Oregon EMP                                             |    |
|                   | ☐ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).                                      |                                                                                         |    |
| RESPONSE PHASE    | ☐ Activate the City EOC and establish Incident Command or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included. | ESF 5 of the City EOP, agency and company-specific plans                                |    |
|                   | ☐ Activate and implement the City EOP.                                                                                                                                                                       |                                                                                         |    |
|                   | ☐ Notify supporting agencies.                                                                                                                                                                              | ESF 2 of the City EOP                                                                   |    |
|                   |  ▪ Identify local, regional, and State agencies that may be able to mobilize resources and staff to the City EOC for support                                                                               |                                                                                         |    |
|                   | ☐ Provide local warnings and information and activate appropriate warning/alert systems.                                                                                                                      | ESF 15 of the City EOP                                                                 |    |
|                   | ☐ Support a Regional Coordination Center, if necessary.                                                                                                                                                      |                                                                                         |    |
|                   | ☐ Establish a JIC.                                                                                                                                                                                           |                                                                                         |    |
|                   |  ▪ Provide a PIO for the JIC.                                                                                                                                                                              |                                                                                         |    |
|                   |  ▪ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).                                                                         |                                                                                         |    |
|                   | ☐ Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, County, State, and/or                                                                             |                                                                                         |    |
### Volcano/Volcanic Activity Incident Checklist

<table>
<thead>
<tr>
<th>Phase of Activity</th>
<th>Action Items</th>
<th>Supplemental Information</th>
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</thead>
<tbody>
<tr>
<td>Federal resources. If applicable, submit request for local disaster/emergency declaration following established County procedures.</td>
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<tr>
<td>☐ Estimate emergency staffing levels and request personnel support.</td>
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<td>☐ Develop work assignments for ICS positions (<em>recurring</em>).</td>
<td>ICS Form 203- Organization Assignment List</td>
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<td>☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</td>
<td>ICS Form 209- Incident Status Summary</td>
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<td>□ Dedicate time during each shift to prepare for shift change briefings.</td>
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<td>☐ Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, and State ECC; confirm operable phone numbers and backup communication links.</td>
<td></td>
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<td>☐ 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.</td>
<td>ICS Form 201- Incident Briefing</td>
<td></td>
</tr>
<tr>
<td>☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.</td>
<td>Established emergency contact lists maintained at the City EOC</td>
<td></td>
</tr>
<tr>
<td>☐ Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (<em>recurring</em>).</td>
<td></td>
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</tr>
<tr>
<td>☐ Determine need to conduct evacuations and sheltering activities (<em>recurring</em>). Request that the American Red Cross activate and implement local sheltering plans.</td>
<td>ESF 6 Annex of the City EOP and American Red Cross Shelter Plans</td>
<td></td>
</tr>
<tr>
<td>☐ Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the City and/or County EOCs, as the situation requires. The following emergency functions may provide lead roles during various phases of evacuation:</td>
<td>SA A of the City EOP</td>
<td></td>
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<tr>
<td>□ ESF 1 - Transportation</td>
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<tr>
<td>□ ESF 2 - Emergency Telecommunications and Warning</td>
<td></td>
<td></td>
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<tr>
<td>□ ESF 13 - Public Safety and Security</td>
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<tr>
<td>□ ESF 15 - Emergency Public Information</td>
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<tr>
<td>☐ Determine the need for additional resources and request as necessary through the City EOC (<em>recurring</em>).</td>
<td>ESF 7 of the City EOP</td>
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</table>
### Volcano/Volcanic Activity Incident Checklist

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<td></td>
<td>✗ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.</td>
<td>ESF 7 of the City EOP</td>
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<tr>
<td></td>
<td>✗ 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.</td>
<td>ICS Resource Tracking forms and EOC forms</td>
</tr>
<tr>
<td></td>
<td>✗ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.</td>
<td>Existing EOC forms/templates</td>
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<td></td>
<td>✗ Record all EOC activity and completion of individual personnel tasks (<em>recurring</em>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.</td>
<td>EOC Planning Section job action guide</td>
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<tr>
<td></td>
<td>✗ Record all incoming and outgoing messages (<em>recurring</em>). All messages, and the names of those sending/receiving, them should be documented as part of the EOC log.</td>
<td>ICS Form 202 – Incident Objectives</td>
</tr>
<tr>
<td></td>
<td>✗ Produce situation reports (<em>recurring</em>). At regular periodic intervals, the EOC Director and staff will assemble a situation report.</td>
<td>Agency-specific recovery</td>
</tr>
<tr>
<td></td>
<td>✗ Develop an Incident Action Plan (IAP) (<em>recurring</em>). 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.</td>
<td></td>
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<tr>
<td></td>
<td>✗ Implement elements of the IAP (<em>recurring</em>).</td>
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<td></td>
<td>✗ Coordinate with private sector partners as needed.</td>
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<td></td>
<td>✗ 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.</td>
<td></td>
</tr>
<tr>
<td>RECOVERY/DEMOBILIZATION PHASE</td>
<td>✗ 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.</td>
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<td></td>
<td>✗ Release mutual aid resources as soon as possible.</td>
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<tr>
<td></td>
<td>✗ Monitor secondary hazards associated with volcano eruption and/or significant activity (e.g. landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, and air quality issues) and maintain on-call personnel to support potential response to these types of hazards.</td>
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### Volcano/Volcanic Activity Incident Checklist

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<td>❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.</td>
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<td></td>
<td>❑ Correct response deficiencies reflected in the Improvement Plan.</td>
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<tr>
<td></td>
<td>❑ 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>)</td>
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</table>
Background Information

This annex can be applied to incidents involving Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) materials.

Law enforcement agencies will normally take the lead role in crisis management. The City Police department has the lead role in terrorism crisis management within the City and the County Sheriff’s Office elsewhere in the county. The lead agencies for the State and Federal government are Oregon State Police and the Federal Bureau of Investigations.

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. The Oregon Office of Emergency Management and Federal Emergency Management Agency (FEMA) are the State and Federal consequence management leads.

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<tr>
<td>PRE-INCIDENT PHASE</td>
<td>Continue to maintain and revise, as needed, the appropriate emergency response plans relating to Terrorism response, including the City EOP and annexes.</td>
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<td></td>
<td>Have personnel participate in necessary training and exercises, as determined by City Emergency Management.</td>
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<td></td>
<td>Participate in City, County, regional, State, and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.</td>
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<td></td>
<td>Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC. Include appropriate regional, State, and Federal emergency contacts for terrorism response.</td>
<td>Existing emergency contact lists</td>
</tr>
<tr>
<td></td>
<td>Ensure that terrorism response equipment and personnel inventories for the City and for 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.</td>
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<td></td>
<td>Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).</td>
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<td></td>
<td>Provide public safety information and educational programs for terrorism emergency preparedness and response.</td>
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<tr>
<td>Phase of Activity</td>
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<tr>
<td>SURVEILLANCE PHASE (BIO ONLY)</td>
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<tr>
<td>❑</td>
<td>Activate Incident/Unified Command upon recommendation from the City Police Department. Unified Command may consist of County, regional, State, and Federal crisis management and consequence management agencies.</td>
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<tr>
<td>❑</td>
<td>Mobilize appropriate emergency personnel and first responders. When 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.</td>
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<tr>
<td>❑</td>
<td>Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.</td>
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<tr>
<td>❑</td>
<td>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.</td>
<td>ICS Form 209: Incident Status Summary</td>
</tr>
<tr>
<td>❑</td>
<td>Activate public notification procedures. Contact agency and partner emergency personnel to ensure that they are aware of the incident status and are available and staffed to respond.</td>
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<tr>
<td>❑</td>
<td>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.</td>
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<tr>
<td>❑</td>
<td>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?</td>
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<tr>
<td>❑</td>
<td>Draft an Incident Action Plan (IAP). Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.</td>
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<tr>
<td>❑</td>
<td>Maintain communication between field response crews, local/County EOCs, Regional EOC, and State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.</td>
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<td>❑</td>
<td>Gather additional information. Include photographs and video recording.</td>
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<td>❑</td>
<td>Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.</td>
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<td>❑</td>
<td>Determine if any advisories should be issued to the public.</td>
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<td>RESPONSE PHASE</td>
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<td>q 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.</td>
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<tr>
<td></td>
<td>▪ Be cognizant of any secondary devices that may be on site.</td>
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<td></td>
<td>▪ Be cognizant that CBRNE agents may be present.</td>
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<td></td>
<td>q Investigate the crime scene and collect vital evidence.</td>
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<td>q Activate the City EOP.</td>
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<tr>
<td></td>
<td>q Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During terrorism incidents, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.</td>
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<td></td>
<td>q Estimate emergency staffing levels and request personnel support.</td>
<td></td>
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<tr>
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<td>q Develop work assignments for ICS positions <em>(recurring)</em>.</td>
<td>ICS Form 203: Organization Assignment List</td>
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<td></td>
<td>▪ Establish an ICP near the incident location. The ICP should be located uphill and upwind of the incident location.</td>
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<td>q Notify supporting agencies (dependent on the type of incident) and the City Council.</td>
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<td></td>
<td>▪ Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.</td>
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<td></td>
<td>q Determine the type, scope, and extent of the Terrorism incident <em>(recurring)</em>. Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.</td>
<td>ICS Form 209: Incident Status Summary</td>
</tr>
<tr>
<td></td>
<td>▪ Notify the regional HazMat team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, Federal agencies (including FBI), and ESF leads/coordinators of any situational changes.</td>
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<td>▪ Verify that the hazard perimeter and hazard zone security have been established.</td>
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<td>▪ 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.</td>
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<td>▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.</td>
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## Terrorism Incident Checklist

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<td>Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.</td>
<td>ESF 2 of the City EOP</td>
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<td>Disseminate appropriate warnings to the public.</td>
<td>ESF 2 of the City EOP</td>
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<td>Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</td>
<td>ICS Form 201: Incident Briefing</td>
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<td>- Dedicate time during each shift to preparing for shift change briefings.</td>
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<td>Confirm or establish communications links among primary and support agencies, the City EOC, the County EOC, and State ECC. Confirm operable phone numbers and backup communication links.</td>
<td>ESF 2 of the City EOP</td>
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<td>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.</td>
<td>Established emergency contact lists maintained at the EOC</td>
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<td>- Notification to the Oregon State Police and the FBI is required for all terrorism incidents.</td>
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<td>- If an incident occurs on State highways, ensure that the Oregon Department of Transportation has been notified.</td>
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<tr>
<td></td>
<td>- 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.</td>
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<td></td>
<td>- If agricultural areas and livestock are potentially exposed, contact local Extension Services (OSU), County Health Department, ODA, and the State Veterinarian, as applicable to situation.</td>
<td>ESF 11 of the City EOP</td>
</tr>
<tr>
<td></td>
<td>Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.</td>
<td>County Terrorism Response Plan</td>
</tr>
<tr>
<td></td>
<td>Implement local plans and procedures for terrorism operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.</td>
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<td></td>
<td>Obtain current and forecasted weather to project potential HazMat vapor plumes (recurring).</td>
<td>ESF 10 of the City EOP</td>
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<td></td>
<td>- Note: Vapor plume modeling support may be obtained through regional HazMat teams and/or through State, and/or Federal environmental protection agencies.</td>
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<td>Determine the need to implement evacuations and sheltering activities <em>(recurring)</em>. A determination of the use of shelter-in-place for surrounding residences and public facilities should be made.</td>
<td>SA A of the City EOP</td>
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<td></td>
<td>▪ Note: Refer to the USDOT Emergency Response Guidebook for determining the appropriate evacuation distance from the source.</td>
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<td>Determine the need for and activate emergency medical services <em>(recurring)</em>.</td>
<td>ESF 8 of the City EOP</td>
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<td>Determine the need for additional resources and request as necessary through appropriate channels <em>(recurring)</em>.</td>
<td>ESF 7 of the City EOP</td>
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<td>Submit a request for emergency/disaster declaration, as applicable.</td>
<td>Section 1 of the City EOP</td>
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<td>Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.</td>
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<td>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.</td>
<td>ICS Resource Tracking Forms</td>
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<td>Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders.</td>
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<td>Establish a JIC.</td>
<td>ESF 15 of the City EOP</td>
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<td>Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts <em>(recurring)</em>.</td>
<td>ESF 15 of the City EOP</td>
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<td>▪ Public information will be reviewed and approved for release by the IC and lead PIO before dissemination to the public and/or media partners.</td>
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<td>Record all EOC activity and completion of individual personnel tasks <em>(recurring)</em>. All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.</td>
<td>EOC Planning Section job action guide</td>
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<td>Record all incoming and outgoing messages <em>(recurring)</em>. All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.</td>
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<td>Develop and deliver situation reports <em>(recurring)</em>. At regular intervals, the EOC Director and staff will assemble a situation report.</td>
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| **Development Phase** | - Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.  
- Implement objectives and tasks outlined in the IAP (*recurring*).  
- Coordinate with private sector partners, as needed.  
- Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the IC and/or Safety Officer. | *ICS Form 202: Incident Objectives* |
| **Recovery/ Demobilization Phase** | - Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.  
- As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City, the responsible party (if known), and the Oregon DEQ. Support from the EPA may be necessary.  
- Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.  
- Release mutual aid resources as soon as possible.  
- Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.  
- Deactivate/demobilize the EOC.  
- Correct response deficiencies reflected in the Improvement Plan.  
- Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.  
- Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov) | |
