

City of Milwaukie



Prepared for:



MILWAUKIE
Dogwood City of the West

Prepared by:



ecology and environment, inc.
Global Environmental Specialists

City of Milwaukie
Clackamas County, Oregon
EMERGENCY OPERATIONS PLAN



February 2012

Prepared for:

City of Milwaukie
10722 SE Main Street
Milwaukie, OR 97222

Prepared by:



ecology and environment, inc.
Global Specialists in the Environment



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

Preface

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

Response to emergency or disaster conditions in order to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of the City of Milwaukie that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City of Milwaukie has formally adopted the principles of the National Incident Management System, including the Incident Command System, and the National Response Framework.

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

THIS PAGE LEFT BLANK INTENTIONALLY

Letter of Promulgation

To all Recipients:

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

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

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

Bill Monahan, City Manager

DATE

THIS PAGE LEFT BLANK INTENTIONALLY

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise noted. A hard copy will be given to the City Records office for proper storage of vital records. Updates will be provided electronically, when available. Recipients will be responsible for updating their copies when they receive changes. The Clackamas County Fire District No. 1 Emergency Manager is ultimately responsible for dissemination of all plan updates.

Date	No. of Hard Copies	Jurisdiction/Agency/Person
	1	City Attorney
	1	City Community Development Department
		City Community Services Department
	1	City Emergency Operations Center
		City Engineering Department
		City Finance Department
		City Human Resources Department
		City Information Systems and Technology (IST) Department
	1	City Manager's Office
	1	City Library
		City Planning Department
	1	City Police Department
	1	City Public Works Department
	1	City Recorder
	1	Clackamas County Emergency Management
	1	Clackamas County Fire District No. 1
	1	Oregon Emergency Management

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	Emergency Manager
Functional Annexes	
FA 1 Emergency Services	City Police Department Clackamas County Fire District No. 1
FA 2 Human Services	Emergency Manager
FA 3 Infrastructure Services	City Public Works Department
FA 4 Recovery Strategy	City Manager’s Office
Support Annexes	
SA A Continuity of Service	Emergency Manager
Incident Annexes	
IA 1 Severe Weather (including Landslides)	City Public Works Department
IA 2 Flood (including Dam Failure)	City Public Works Department
IA 3 Major Fire	Clackamas County Fire District No. 1
IA 4 Earthquake/Seismic Activity	City Public Works Department
IA 5 Volcano/Volcanic Activity	City Public Works Department
IA 6 Hazardous Materials (Accidental Release)	Clackamas County Fire District No. 1
IA 7 Transportation Accident	City Police Department

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

Preface	iii
Letter of Promulgation	v
Plan Administration	vii
Table of Contents	xi
List of Tables and Figures	xvii
Basic Plan	
1 Introduction	1-1
1.1 General	1-1
1.2 Purpose and Scope	1-1
1.2.1 Purpose	1-1
1.2.2 Scope.....	1-2
1.2.3 Plan Organization	1-2
1.2.3.1 Basic Plan.....	1-3
1.2.3.2 Functional Annexes	1-3
1.2.3.3 Incident Annexes	1-7
1.2.4 Plan Activation	1-8
1.3 Relationship to Other Plans	1-8
1.3.1 Federal Plans.....	1-8
1.3.1.1 National Incident Management System	1-8
1.3.1.2 National Response Framework.....	1-9
1.3.2 State Plans	1-9
1.3.2.1 State of Oregon Emergency Management Plan	1-9
1.3.3 County Plans	1-10
1.3.3.1 Clackamas County Emergency Operations Plan	1-10
1.3.4 City Plans.....	1-11
1.3.4.1 Continuity of Operations and Continuity of Government Plans.....	1-11
1.3.4.2 Natural Hazard Mitigation Plan	1-11
1.4 Authorities.....	1-12
1.4.1 Legal Authorities	1-12
1.4.2 Mutual Aid and Intergovernmental Agreements.....	1-13
1.5 Emergency Powers.....	1-13
1.5.1 City of Milwaukie Disaster Declaration Process.....	1-13
1.5.2 Clackamas County Declaration Process.....	1-14

Table of Contents

1.5.3 Lines of Succession 1-14

1.5.4 Request, Allocation, and Distribution of Resources 1-15

1.5.5 Financial Management..... 1-15

1.5.6 Liability Issues 1-15

1.6 Safety of Employees and Family 1-16

2 Situation and Planning Assumptions.....2-1

2.1 Situation 2-1

2.1.1 Community Profile 2-1

2.1.1.1 Geography 2-1

2.1.1.2 Demographics..... 2-2

2.1.1.3 Economy 2-3

2.1.1.4 Education..... 2-3

2.1.1.5 Transportation..... 2-4

2.1.1.6 Community Events..... 2-4

2.1.2 Hazards and Threats 2-4

2.1.2.1 Severe Weather 2-4

2.1.2.2 Flood..... 2-4

2.1.2.3 Major Fire..... 2-5

2.1.2.4 Earthquake/Seismic Activity..... 2-5

2.1.2.5 Volcano/Volcanic Activity 2-5

2.1.2.6 Hazardous Materials (Accidental Release) 2-5

2.1.2.7 Transportation Accidents 2-6

2.1.3 Hazard Analysis 2-6

2.2 Assumptions and Limitations 2-7

3 Roles and Responsibilities.....3-1

3.1 General 3-1

3.2 Emergency Management Organization..... 3-1

3.2.1 Executive Group 3-2

3.2.1.1 Mayor and City Council..... 3-3

3.2.1.2 City Manager 3-3

3.2.1.3 Emergency Manager..... 3-4

3.2.1.4 City Department Heads..... 3-4

3.2.2 Responsibilities of All Departments 3-5

3.2.3 Responsibilities by Function 3-6

3.2.3.1 Transportation..... 3-6

3.2.3.2 Communications 3-7

3.2.3.3 Public Works and Engineering..... 3-7

3.2.3.4 Firefighting 3-8

3.2.3.5 Emergency Management..... 3-8

3.2.3.6 Mass Care, Emergency Assistance, Housing, and Human Services 3-9

3.2.3.7 Logistics Management and Resource Support 3-10

3.2.3.8 Public Health and Emergency Medical Services..... 3-10

3.2.3.9 Search and Rescue 3-11

Table of Contents

3.2.3.10 Oil and Hazardous Materials Response..... 3-12

3.2.3.11 Agriculture and Natural Resources 3-12

3.2.3.12 Energy and Utilities 3-13

3.2.3.13 Law Enforcement Services 3-13

3.2.3.14 Recovery..... 3-14

3.2.3.15 External Affairs 3-14

3.2.3.16 Evacuation and Population Protection 3-15

3.2.3.17 Damage Assessment..... 3-15

3.2.3.18 Legal Services 3-16

3.2.3.19 Volunteer and Donation Management 3-16

3.2.2.20 Coordination with Special Facilities 3-17

3.2.3.21 Other Agency Responsibilities 3-17

3.3 Local and Regional Response Partners..... 3-17

3.3.1 Private Sector 3-17

3.3.2 Nongovernmental Organizations 3-18

3.3.3 Individuals and Households 3-18

3.4 County Response Partners..... 3-19

3.5 State Response Partners..... 3-19

3.6 Federal Response Partners 3-19

3.7 Response Matrix..... 3-19

4 Concept of Operations.....4-1

4.1 General 4-1

4.2 Phases of Emergency Management..... 4-1

4.3 Incident Levels..... 4-2

4.3.1 Level 1 4-2

4.3.2 Level 2 4-2

4.3.3 Level 3 4-3

4.3.4 NIMS Incident Levels 4-3

4.4 Response Priorities..... 4-5

4.5 Incident Management 4-5

4.5.1 Activation 4-5

4.5.2 Initial Actions..... 4-5

4.5.3 Communications, Notification and Warning 4-6

4.5.4 Intelligence Gathering..... 4-7

4.5.5 Resource Management..... 4-7

4.5.6 Vulnerable Populations 4-7

4.5.7 Demobilization 4-8

4.5.8 Transition to Recovery 4-8

4.6 Inter-jurisdictional Coordination 4-8

4.6.1 Municipalities 4-8

4.6.2 Mutual Aid..... 4-9

4.6.3 Special Service Districts 4-9

4.6.4 Private Sector 4-9

4.6.5 County Government..... 4-9

Table of Contents

4.6.6 State Government..... 4-10

4.6.7 Federal Government..... 4-10

5 Command and Control.....5-1

5.1 General 5-1

5.2 On-Scene Incident Management 5-1

5.3 EOC Support to On-Scene Operations 5-1

5.4 Emergency Operations Center 5-2

5.4.1 Emergency Operations Center Activation 5-2

5.2.2 Emergency Operations Center Location 5-3

5.3 Incident Command System..... 5-4

5.3.1 Emergency Operations Center Command Staff..... 5-5

5.3.1.1 Incident Commander 5-5

5.3.1.2 Safety Officer 5-6

5.3.1.3 Public Information Officer..... 5-6

5.3.1.4 Liaison Officer 5-6

5.3.2 Emergency Operations Center General Staff 5-7

5.3.2.1 Operations Section Chief 5-7

5.3.2.2 Planning Section Chief..... 5-8

5.3.2.3 Logistics Section Chief..... 5-8

5.3.2.4 Finance/Administration 5-8

5.3.3 Unified Command 5-9

6 Plan Development, Maintenance and Implementation 6-1

6.1 Plan Review and Maintenance 6-1

6.2 Training Program 6-1

6.3 Exercise Program 6-2

6.4 Event Critique and After Action Reporting 6-3

6.5 Community Outreach and Preparedness Education..... 6-3

A Sample Disaster Declaration Forms A-1

B Incident Command System Forms B-1

C Emergency Operations Center Position Checklists C-1

D References D-1

E Acronyms and Glossary E-1

Functional Annexes

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

Support Annexes

- SA A – Continuity of Service

Incident Annexes

- IA 1 – Severe Weather (including Landslides)
- IA 2 – Flood (including Dam Failure)
- IA 3 – Major Fire
- IA 4 – Earthquake/Seismic Activity
- IA 5 – Volcano/Volcanic Activity
- IA 6 – Hazardous Materials (Accidental Release)
- IA 7 – Transportation Accident

THIS PAGE LEFT BLANK INTENTIONALLY

List of Tables and Figures

Figures

Figure 1-1	City of Milwaukie EOP Plan Organization.....	1-2
Figure 2-1	Map of City of Milwaukie.....	2-2
Figure 2-2	Map of City of Clackamas County	2-2
Figure 4-1	Phases of Emergency Management	4-2
Figure 5-1	Primary EOC Location.....	5-3
Figure 5-2	Alternate EOC Location.....	5-3
Figure 5-3	County EOC Location.....	5-4
Figure 5-4	Example of a Scalable Command Structure for the City ...	5-5
Figure 5-5	Example of Unified Command for the City.....	5-9
Figure C-1	EOC Position Organizational Chart.....	C-4

Tables

Table 1-1	City Functional Annex 1 – Emergency Services.....	1-4
Table 1-2	City Functional Annex 2 – Human Services	1-4
Table 1-3	City Functional Annex 3 – Infrastructure Services.....	1-5
Table 1-4	City Functional Annex 4 – Recovery Strategy	1-5
Table 1-5	City Coordination with County ESFs	1-5
Table 1-6	City Incident Annexes (IAs)	1-8
Table 1-7	Legal Authorities.....	1-12
Table 1-8	City Lines of Succession	1-14
Table 2-1	Clackamas County Hazard Analysis Matrix.....	2-6
Table 3-1	Response Partners by Emergency Support Function.....	3-20
Table 4-1	NIMS Incident Levels	4-3
Table 6-1	Minimum Training Requirements.....	6-2

THIS PAGE LEFT BLANK INTENTIONALLY

Basic Plan

1

Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for the City of Milwaukie'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 the City's departments and personnel when an incident occurs, and it establishes a strategy and operating guidelines that support implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

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

1.2 Purpose and Scope

1.2.1 Purpose

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

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

1. Introduction

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

1.2.2 Scope

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

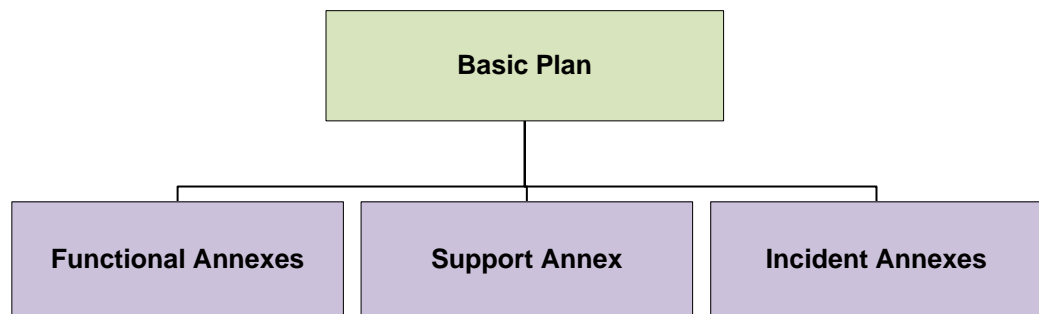
The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, leaders of local volunteer organizations that support emergency operations and others who may participate in emergency response efforts. The general public is also welcome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

1.2.3 Plan Organization

The City EOP is composed of three main elements:

- Basic Plan (with Appendices)
- Functional Annexes (FAs)
- Support Annex (SA)
- Incident Annexes (IAs)

Figure 1-1 City of Milwaukie EOP Plan Organization



1. Introduction**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 (EMO), including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers.
- Describe the context under which the City 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 employees tasked with emergency preparedness and response functions.
- Describe a concept of operations for the City that provides a framework upon which the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- Describe the City's emergency response structure, including activation and operation of the City Emergency Operations Center (EOC) and implementation of ICS.
- Discuss the City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.2.3.2 Functional Annexes

The Basic Plan is supplemented by FAs, SAs and IA). The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways, and resource request procedures for seeking additional support from County agencies are clearly defined in each annex. For the purposes of this EOP, information regarding common management functions performed by the City and supporting agencies and organizations are streamlined into four FAs. The FAs, which supplement the information in the Basic Plan are:

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

1. Introduction

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

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

Table 1-1 City Functional Annex 1 – Emergency Services	
County ESFs	City Function
ESF 2 – Communications	Emergency Communications Systems Alert and Warning
ESF 4 – Firefighting	Fire Services
ESF 5 – Emergency Management	Emergency Management (EOC Operations)
ESF 7 – Logistics Management and Resource Support	Resource Management
ESF 8 – Public Health and Medical Services	Emergency Medical Services
ESF 9 – Search and Rescue	Search and Rescue
ESF 10 – Oil and Hazardous Materials	Hazardous Materials Response
ESF 13 – Public Safety and Security	Law Enforcement
ESF 15 – External Affairs	Emergency Public Information
NOTE: Additional functions included in the Emergency Services Annex may include:	
<ul style="list-style-type: none"> ▪ Evacuation and Population Protection 	

Table 1-2 City Functional Annex 2 – Human Services	
County ESFs	City Function
ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	Mass Care Emergency Assistance Housing Human Services
ESF 8 – Public Health and Medical Services	Public Health Environmental Health
ESF 11 – Agriculture and Natural Resources	Animals in Disaster

1. Introduction

Table 1-2 City Functional Annex 2 – Human Services	
County ESFs	City Function
NOTE: Additional functions included in the Human Services Annex may include:	
<ul style="list-style-type: none"> ■ Volunteer and Donations Management ■ Worker Health and Safety 	

Table 1-3 City Functional Annex 3 – Infrastructure Services	
County ESFs	City Function
ESF 1 – Transportation	Transportation
ESF 3 – Public Works and Engineering	Infrastructure Repair and Restoration
ESF 12 – Energy	Energy and Utilities
NOTE: Additional functions included in the Infrastructure Services Annex include:	
<ul style="list-style-type: none"> ■ Debris Management 	

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

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

Table 1-5 City Coordination with County ESFs															
Key: P – Primary S – Support	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
	City of Milwaukee														
Mayor/City Council					S									S	
City Manager’s Office					S	S	S	S			S			P	P

1. Introduction

	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
Key: P – Primary S – Support															
Community Development Department					S		S							S	
Community Services Department			S		S		S							S	
Engineering Department					S		S							S	
Finance Department					S		P							S	
Human Resources Department					S		S							S	
IST Department		P													
Planning Department					S		S							S	
Police Department	S	S	S		P	S	S	S	P	S	S	S	P	S	S
Public Works Department	P	S	P		S		S			S		P		S	
Clackamas County															
C-COM		P													
Health, Housing and Human Services						S	S	P			P				
Emergency Management					S	S	S				S	S		S	S
Transportation and Development	P	S	S				S			S		S	S	S	
Sheriff’s Office		S					S		S	S			S	S	
Local Special Districts															
Clackamas County Fire District #1	S	S		P	P	S	S	S	P	P				S	
North Clackamas School District 12 and Oregon City School District 62	S					S	S								
Other Agencies and Organizations															
Ambulance Services (AMR)	S							S							
American Red Cross (Oregon Trail Chapter)						P	S								

1. Introduction

Table 1-5 City Coordination with County ESFs

	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
Key: P – Primary S – Support															
ARES/RACES		S													
Community Emergency Response Team (CERT)			S		S				S				S		
Electricity (Portland General Electric)												P			
Garbage (Mel Deines, Waste Management, Deines Brothers, Pearl Deines, Wichita Sanitary, Oak Grove Disposal, Clackamas Garbage)							S								
LOCOM (Dispatch for City)		P													
Medical Facilities including local hospitals and medical clinics						S		S							
Natural Gas (NW Natural Gas)												P			
North Clackamas Chamber of Commerce		S												S	
Oregon Department of Transportation	S														
Phone companies		S													
Propane (AmeriGas)												P			

1.2.3.3 Incident Annexes

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

1. Introduction

Annex	Hazard
IA 1	Severe Weather (including Landslides)
IA 2	Flood (including Dam Failure)
IA 3	Major Fire
IA 4	Earthquake/Seismic Activity
IA 5	Volcano/Volcanic Activity
IA 6	Hazardous Materials (Accidental Release)
IA 7	Transportation Accidents

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

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

1.2.4 Plan Activation

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

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

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

1.3 Relationship to Other Plans

1.3.1 Federal Plans

1.3.1.1 National Incident Management System

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

1. Introduction

1.3.1.2 National Response Framework

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

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

1.3.2 State Plans

1.3.2.1 State of Oregon Emergency Management Plan

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

The Oregon EMP consists of three volumes:

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

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

1. Introduction

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

1.3.3 County Plans

1.3.3.1 Clackamas County Emergency Operations Plan

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

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

1. Introduction

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.

1.3.4 City Plans**1.3.4.1 Continuity of Operations and Continuity of Government Plans**

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

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

1.3.4.2 Natural Hazard Mitigation Plan

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

1. Introduction

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

See Chapter 2 for a more detailed hazard analysis.

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 NIMS. Procedures supporting NIMS implementation and training for the City have been developed and formalized by the City EMO.

As approved by the City Manager, the Police Department has been identified as the lead agency in the EMO. A representative from the City Police Department has been given the collateral title of Emergency Manager and has the authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to designees as appropriate.

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

Table 1-7 Legal Authorities	
Federal	
–	<u>Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness</u>
–	<u>Homeland Security Presidential Directive 5: Management of Domestic Incidents</u>
–	<u>Homeland Security Presidential Directive 8: National Preparedness</u>
–	<u>National Incident Management System (NIMS)</u>
–	<u>National Response Framework (NRF)</u>
–	<u>Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006</u>
–	<u>Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.</u>

1. Introduction

Table 1-7 Legal Authorities
State of Oregon
<ul style="list-style-type: none"> – ORS 401. Emergency Management and Services – ORS 402. Emergency Mutual Assistance Agreements – ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System – ORS 404. Search and Rescue – ORS 431. State and Local Administration and Enforcement of Health Laws – ORS 433. Disease and Condition Control; Mass Gatherings; Indoor Air – ORS 476. State Fire Marshal; Protection From Fire Generally – ORS 477. Fire Protection of Forests and Vegetation – State of Oregon Emergency Operations Plan
Clackamas County
<ul style="list-style-type: none"> – Board Order #2008-154, September 2008 – Code Section 6.03 – Resolution 2005-26, February 2005
City of Milwaukie
<ul style="list-style-type: none"> – Ordinance 1864, codified as Milwaukie Municipal Code Chapter 1.15; 1999. Adoption of the Emergency Operations Plan – Resolution 36-2005; 2005. Adoption of the National Incident Management System

1.4.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 401.480 and 401.490) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

See individual FAs for Existing Mutual Aid Agreements.

Copies of these documents can be accessed through the 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 Milwaukie Disaster Declaration Process

The City Manager (or designee), as authorized by the City Code, may declare that a state of emergency exists. This declaration is in effect until the City Manager or

1. Introduction

other authorized person terminates the state of emergency when the emergency, or threat of emergency, no longer exists.

OEM has set forth the following criteria necessary in declaring a local emergency:

- Describe the circumstances impacting an identified area.
- Identify the problems for which assistance is needed.
- Clearly state what has been done locally to respond to the impact and needs.

1.5.2 Clackamas County Declaration Process

Clackamas County Code provides that the Board of County Commissioners (BCC) may declare a state of emergency when they determine that such a state exists. At the earliest practical opportunity, the BCC may adopt a written declaration of emergency and make it a 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 provided that the approval of a majority of the BCC is sought and obtained at the first available opportunity. Upon declaration of emergency, the Chair of the BCC is empowered to assume centralized control of, and have authority over, all departments, divisions, and offices of Clackamas County in order to implement the emergency provisions outlined in Clackamas County Code Chapter 6.03.

1.5.3 Lines of Succession

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

Table 1-8 City Lines of Succession	
Emergency Coordination	Emergency Policy and Governance
Emergency Manager	Mayor
City Manager	City Council in order of succession
Public Works Director	City Manager

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

1. Introduction**1.5.4 Request, Allocation, and Distribution of Resources**

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

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

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Clackamas County Fire District #1 (CCFD1) Fire Chief will assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via the Oregon Emergency Response System. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

1.5.5 Financial Management

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

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Human Resources Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing Federal Emergency Management Agency (FEMA) Public Assistance reimbursement requests. During activation of the City EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance Department.

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

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

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

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

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

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

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

2

Situation and Planning Assumptions

2.1 Situation

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

2.1.1 Community Profile

2.1.1.1 Geography

The City of Milwaukie encompasses an area of 4.8 square miles and is located along the Willamette River in northwestern Clackamas County. It is an incorporated city located on the southern border of Portland, Oregon's largest city. It lies within the Willamette River basin, and it has two major creeks flowing through it—Johnson Creek in the northern part of the city and Kellogg Creek in the southern part. Other tributaries include Mount Scott Creek in the southeastern part of the City; Minthorn Creek in the eastern industrial area, which flows into Mount Scott Creek; and Spring Creek in the western part of the city, which flows into Johnson Creek.

Elevations in the City range from 205 feet near 59th Avenue and Monroe Street to a low of 4 feet on the shores of the Willamette River. The City is characterized by flat or gently hilly topography.

2. Situation and Assumptions

Figure 2-1 Map of City of Milwaukie

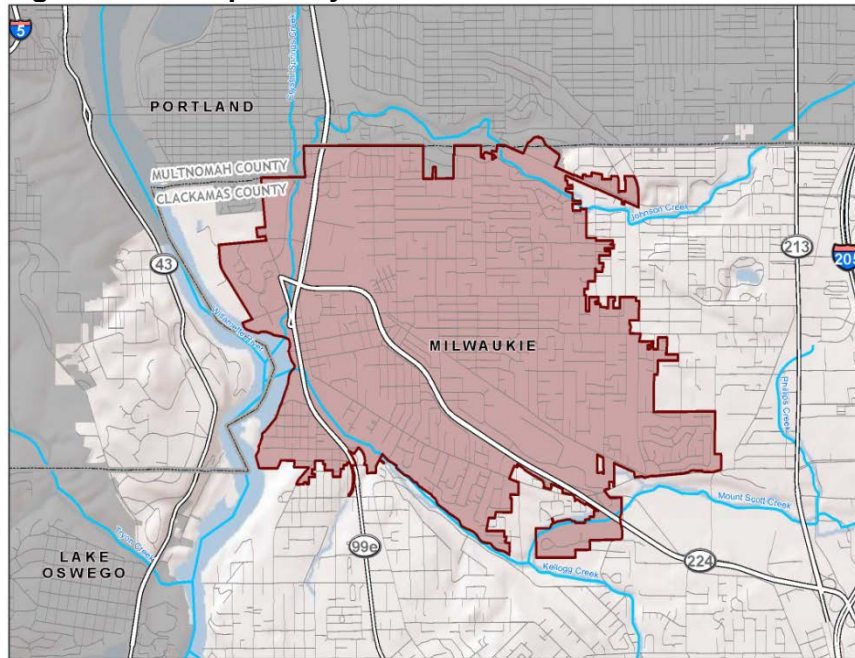
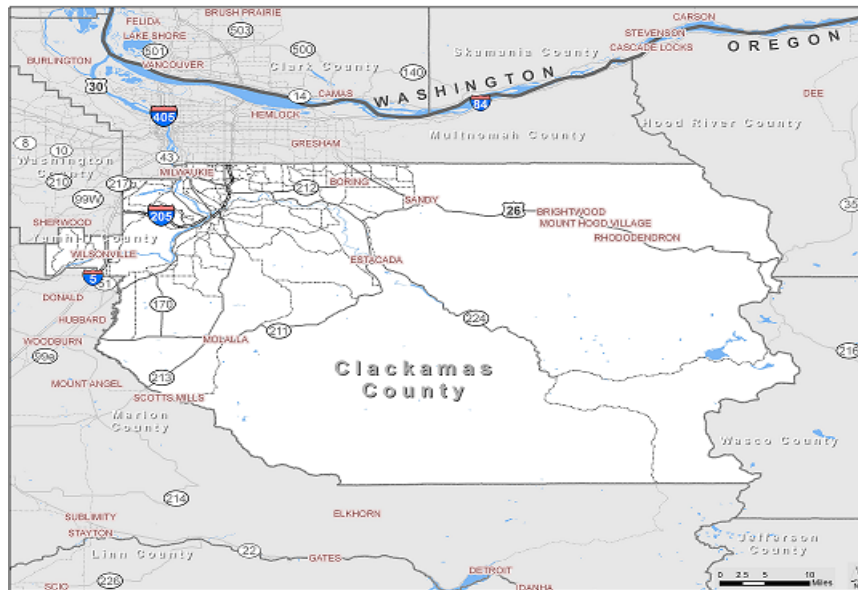


Figure 2-2 Map of City of Clackamas County



2.1.1.2 Demographics

As of 2000, Milwaukie contained 20,490 people, 8,561 households, and 5,282 families. The population density was 4,256.5 people per square mile. There were 8,988 housing units at an average density of 1,867.1 per square mile. The racial makeup of the City was 90.96 percent White, 0.95 percent African American, 0.94 percent Native American, 2.36 percent Asian, 0.25 percent Pacific Islander, 1.60 percent from other races, and 2.94 percent from two or more races. Hispanic or Latino residents of any race made up 3.97 percent of the population.

2. Situation and Assumptions

The City contained 8,561 households, of which 28.3 percent included children under the age of 18, 45.8 were married couples living together, 11.3 percent included a female householder with no husband present, and 38.3 percent were non-families. 30.3 percent of all households contained single residents, and 10.4 percent contained someone living alone who was 65 years of age or older. The average household size was 2.35, and the average family size was 2.93.

Milwaukie's population was spread out, with 22.8 percent under the age of 18, 8.1 percent from 18 to 24, 31.2 percent from 25 to 44, 24.1 percent from 45 to 64, and 13.7 percent who were 65 years of age or older. The median age was 38 years. For every 100 females, there were 93.8 males. For every 100 females age 18 and over, there were 89.6 males.

The median income for a household in Milwaukie was \$43,635, and the median income for a family was \$51,649. Males had a median income of \$36,674 versus \$29,957 for females. The per capita income for the City was \$21,342. About 6.2 percent of families and 7.6 percent of the population were below the poverty line, including 9.4 percent of those under age 18 and 6.6 percent of those age 65 or over.

2.1.1.3 Economy

Currently, the downtown area of the Milwaukie is undergoing a revival in which new apartments and retail space are under construction and a riverfront park is being developed. Existing attractions include a Sunday farmers' market and restaurants, coffee shops, and stores.

Bob's Red Mill is a modern-day gristmill and natural foods company based in the City, while across the street is the headquarters of Dave's Killer Bread, a popular brand of organic whole-grain breads.

Milwaukie is the home of Dark Horse Comics. Dark Horse is known for publishing works such as *Sin City* and the original graphic novel *300*, adapted into a motion picture of the same title released March 9, 2007. The total office space of Dark Horse Comics occupies three of the City's blocks in downtown Milwaukie, sporting numerous display windows visible to transit riders.

2.1.1.4 Education

The City is served by the North Clackamas School District, and most children attend one of ten public elementary schools, two public middle schools, or three public high schools. Since 1996, Milwaukie High School has annually hosted the nationally recognized Living History Day. On this day, thousands of veterans are welcomed into the school to help educate students about past wars, and provide first-hand accounts of military experiences. There is also a private Catholic high school and a private Waldorf school, which serves grades K-12.

The City is home to the Ledding Library, a public library that is part of the Library Information Network of Clackamas County.

2. Situation and Assumptions

2.1.1.5 Transportation

The City is accessible by two State highways—99E (or McLoughlin Blvd.), running north to south in the western part of the City, and Highway 224, running west to east through the central part of the City. Public transportation is provided by TriMet and will include light rail by September 2015. Eleven bus routes pass through the downtown Milwaukie transit center on a daily basis. The City is also bisected by the Union Pacific Railroad main line, which travels northwest to southeast carrying both passengers and freight.

2.1.1.6 Community Events

The City has multiple community events, including a Sunday Farmers' Market, Art a la Carte on the first Friday of the month, an ongoing poetry series, Milwaukie Daze Festival, Umbrella Parade, Tree Lighting, Christmas Ships, and Winter Solstice Bonfire.

2.1.2 Hazards and Threats

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

2.1.2.1 Severe Weather

Severe weather poses a significant risk to life and property in the City by creating conditions that disrupt essential regional systems such as public utilities, telecommunications, and transportation routes. Severe weather storms can produce rain, freezing rain, ice, snow, cold temperatures, and wind.

Ice storms accompanied by high winds can have destructive impacts, especially to trees, power lines, and utility services. Severe ice storms occur more frequently in areas exposed to east winds blowing out of the Columbia River Gorge. Severe freezes, where high temperatures remain below freezing for five or more days, occur every three to five years in the area. Severe or prolonged snow events occur less frequently but have widespread impacts on people and property throughout Clackamas County.

When a strong windstorm strikes a community, it leaves behind a distinctive trail. Trees toppled over on buildings and cars, downed power lines crisscrossing the roads, and widespread power outages are a few of the signs that a windstorm has struck. After such an event, it can take communities days, weeks, or longer to return to normal activities. In addition to costly structural damages, windstorms can cause injury or even death.

2.1.2.2 Flood

The City has one large river and smaller tributaries that are susceptible to annual flooding events. Flooding poses a threat to life and safety and can cause severe damage to public and private property. The primary river, creeks, and tributaries in the City are:

2. Situation and Assumptions

- Willamette River
- Johnson Creek
- Kellogg Creek
- Mount Scott Creek
- Minthorn Creek
- Spring Creek

2.1.2.3 Major Fire

Statistics provided by CCFD1 show that the City had 207 brush and grass fires from 2003 until 2009. Most of these fires occurred along streets and highways, on cared-for plots of land, or in residential back yards. Only 14 fires occurred in open lands or fields, but none of these were large in scale or considered wildfires.

2.1.2.4 Earthquake/Seismic Activity

Social and geological records show that Oregon has a history of seismic events, and earthquakes pose a serious threat to many Oregon communities.. Recent research suggests that the Cascadia Subduction Zone is capable of producing magnitude 9 earthquakes. Furthermore, there is evidence of faults in several areas of the State, including the Portland metropolitan area. It is believed that these faults are capable of generating magnitude 7 earthquakes.

2.1.2.5 Volcano/Volcanic Activity

The primary volcanic threat to lives and property in the City comes from a potential eruption of Mount Hood, which could generate mud and debris flows sweeping down river valleys for tens of miles, as well as ash clouds that could drift downwind to the County from near or distant eruptions.

Any eruption in the Cascades Range could have an effect on Clackamas County, depending on wind direction. Only Mount Hood and Mount St. Helens are known to have had direct effects in the area in the past. However, any eruption in the Cascades that affects regional infrastructure, air traffic, bridges, or Interstates 5 and 84 may have a direct or indirect impact on the City.

2.1.2.6 Hazardous Materials (Accidental Release)

The ever-increasing use of hazardous materials poses a serious threat to life, property, and the environment. These products, which are used in agricultural, industrial, and other modern technologies, are becoming increasingly complex, with many new products being developed and introduced annually. Incidents involving the release of hazardous materials may occur during handling at industrial facilities using such materials or during the transportation of such materials by rail or highway. Southern Pacific Railroad's mainline carries thousands of rail cars of hazardous materials through the County each year. Highway 224 is a main route for through-shipments of hazardous materials. Hazardous materials incidents could include the release of radiological materials

2. Situation and Assumptions

in accidents at fixed sites or during transportation or resulting from an accidental weapon detonation.

2.1.2.7 Transportation Accidents

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

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.

Hazard	Rating Criteria with Weight Factors				Total Score
	History ¹ (WF=2)	Vulnerability ² (WF=5)	Max Threat ³ (WF=10)	Probability ⁴ (WF=7)	
<i>Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)</i>					
Earthquake	4	45	90	49	188
Public Health Emergency	8	45	80	35	168
Winter Storm	10	30	70	49	159
HAZMAT Incident	10	30	60	42	142
Flood	16	20	30	56	122
Wind Storm	14	15	50	42	121
Wildfire	12	25	40	42	119
Landslide & Debris Flow	14	15	20	63	112
Transportation Accident	4	30	40	28	102
Volcano	2	35	50	14	101
Terrorism	2	30	40	21	93
Extreme Heat	2	20	40	14	76
Dam Failure	2	15	40	7	64
Drought	2	10	20	28	60
Civil Disorder	6	15	20	14	55

2. Situation and Assumptions

Table 2-1 Clackamas County Hazard Analysis Matrix					
Hazard	Rating Criteria with Weight Factors				Total Score
	History ¹ (WF=2)	Vulnerability ² (WF=5)	Max Threat ³ (WF=10)	Probability ⁴ (WF=7)	
<i>Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)</i>					
Notes: <ol style="list-style-type: none"> 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 and Limitations

This EOP is based on the following assumptions and limitations:

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

2. Situation and Assumptions

THIS PAGE LEFT BLANK INTENTIONALLY

3

Roles and Responsibilities

3.1 General

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

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

The City conducts all emergency management functions in accordance with NIMS. To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level 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. For the purposes of this plan, the City's emergency management structure will be referred to generally as the City of

3. Roles and Responsibilities

Milwaukie EMO. Under this structure, the assigned Police Department representative would be considered the Emergency Manager, unless otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

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

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

3.2.1 Executive Group

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

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

3. Roles and Responsibilities

3.2.1.1 Mayor and City Council

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

General responsibilities of the Mayor and City Council include:

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

3.2.1.2 City Manager

The City Manager is responsible for continuity of government, overall direction of City emergency operations, and dissemination of public information. Duties associated with this position include:

- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring, through the City Recorder, that plans are in place for the protection and preservation of City records.
- Ensuring, through the IST department, that plans are in place for the emergency backup of computer files, a hot or cold site to resume business, and phone system support.

3. Roles and Responsibilities

3.2.1.3 Emergency Manager

A representative from the Police Department serves as the Emergency Manager for the City (see Chapter 6 for contact information). The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

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

3.2.1.4 City Department Heads

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

3. Roles and Responsibilities

3.2.2 Responsibilities of All Departments

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

All City departments are responsible for.

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the City Manager and Emergency Manager.
- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with Standard Operating Procedures (SOPs).
- Identifying critical functions and developing procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Dedicating staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting SOPs and annexes.

3. Roles and Responsibilities

3.2.3 Responsibilities by Function

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

3.2.3.1 Transportation

City Public Works Department

Transportation responsibilities include:

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

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

3. Roles and Responsibilities

3.2.3.2 Communications

City Police Department, Lake Oswego Communications Center (LOCOM), IST Department, and City PIO.

Alert and Warning

Alert and warning responsibilities include:

- Disseminating emergency public information, as requested.
- Receiving and disseminating warning information to the public and key County and City officials.

Communication Systems

Communication responsibilities include:

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

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

3.2.3.3 Public Works and Engineering

City Public Works Department

Public works and engineering responsibilities include:

- Barricading hazardous areas.
- Performing priority restoration of streets and bridges.
- Protecting and restoration waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, the wastewater treatment system, water and storm lines, and other public works facilities.
- Removing debris.
- Assessing damage to City-owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.

3. Roles and Responsibilities

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

3.2.3.4 Firefighting

CCFDI

Fire service responsibilities include:

- Providing fire prevention and suppression, emergency medical aid, prevention, and inspection in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Hazardous materials spills containment, planning, and coordination.
- Inspecting shelters for fire hazards.

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

3.2.3.5 Emergency Management

Emergency Operations Center

Emergency Manager

EOC responsibilities include:

- Directing and controlling local operating forces.
- Maintaining contact with neighboring jurisdictions and the County EOC.
- Maintaining the EOC in an operating mode at all times or ensuring the ability to convert EOC space into an operating condition.
- Assigning representatives (by title) to report to the EOC and developing procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

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

3. Roles and Responsibilities

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

City Community Emergency Response Team (CERT) Program, County Health, Housing and Human Services, and American Red Cross

The City CERT program has predetermined several shelters to be run by CERT volunteers within the City. The City will initially turn to the CERT Coordinator to open and run the shelters. Once those resources have been exhausted, the City will rely on the support of the County to provide shelter and mass care services. The County Health Department, with support from the Oregon Trail Chapter of the American Red Cross, is responsible for ensuring that the mass care needs of the affected population are met, such as sheltering, providing food, providing first aid, and reuniting families. 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.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with volunteer agencies.
- Identifying emergency feeding sites (coordinating with the American Red Cross and Salvation Army).
- Identifying sources of clothing for disaster victims (may coordinate with the Salvation Army or other disaster relief organizations).
- Securing sources of emergency food supplies (with the American Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the City or County, local volunteers, or organized disaster relief agencies such as the American Red Cross.

3. Roles and Responsibilities

- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

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

3.2.3.7 Logistics Management and Resource Support

City Finance Department and Human Resource Department

Logistics management and resource support responsibilities include:

- Establishing procedures for employing temporary personnel for disaster operations.
- 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.

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

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

County Health, Housing and Human Services

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

Public health responsibilities include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations, including making provisions for the access and functional needs population.

3. Roles and Responsibilities

- Coordinating with the Medical Examiner and Funeral Directors to provide identification and disposition of the dead.
- Coordinating mass vaccination chemoprophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

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

Emergency Medical Services

CCFD1 and American Medical Response

Emergency medical service responsibilities include:

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

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

3.2.3.9 Search and Rescue

County Sheriff's Office

Search and rescue responsibilities include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.

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

3. Roles and Responsibilities

3.2.3.10 Oil and Hazardous Materials Response

CCFD1 and Hazardous Materials Region 3 Team

Hazardous Materials Response

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.
- Providing protective actions.
- Conducting environmental short- and long-term cleanup.

Radiological Protection

Radiological protection responsibilities include:

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

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

3.2.3.11 Agriculture and Natural Resources

County Health, Housing and Human Services, County Emergency Management and Clackamas County Oregon State University Extension Office

Agriculture- and natural resources–related responsibilities include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.

3. Roles and Responsibilities

- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Protecting the safety and well-being of household pets.

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

3.2.3.12 Energy and Utilities

Private Utilities and City Public Works Department

Energy and utilities–related responsibilities include:

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

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

3.2.3.13 Law Enforcement Services

City Police Department

Law enforcement responsibilities include:

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

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

3. Roles and Responsibilities

3.2.3.14 Recovery

City Administration and City Council

Recovery-related responsibilities include:

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

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

3.2.3.15 External Affairs

Public Affairs Coordinator

External affairs responsibilities include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Arranging for media representatives to receive regular briefings on the City's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of Spanish-only-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.

3. Roles and Responsibilities

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

3.2.3.16 Evacuation and Population Protection

City Police Department

Evacuation and population protection responsibilities include:

- Defining responsibilities of City departments and private sector groups.
- Identifying high hazard areas and corresponding number of potential evacuees.
- Coordinating evacuation planning, including:
 - Movement control
 - Health and medical requirements
 - Transportation needs
 - Emergency public information materials
 - Shelter and reception location.
- Developing procedures for sheltering in place.

See FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

City Building Department, City Finance Department, City Engineering Department, and City Public Works Department

Damage assessment responsibilities include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Compiling estimates of damage for use by City officials in requesting disaster assistance.

3. Roles and Responsibilities

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

See FA 4 – Recovery Strategy for more details.

3.2.3.18 Legal Services

City Attorney

Legal service responsibilities include:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - Implement wage, price, and rent controls
 - Establish rationing of critical resources
 - Establish curfews
 - Restrict or deny access
 - Specify routes of egress
 - Limit or restrict use of water or other utilities
 - Remove debris from publicly or privately owned property.
- Reviewing and advising City officials regarding possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.
- Preparing and recommending local legislation to implement the emergency powers required during an emergency.
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

3.2.3.19 Volunteer and Donation Management

City Community Services Department

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. Roles and Responsibilities

3.2.2.20 Coordination with Special Facilities

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

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

3.2.3.21 Other Agency Responsibilities

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

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

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

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from, incidents that impact private sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.

3. Roles and Responsibilities

- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management, and public awareness during response and throughout the recovery process.

3.3.2 Nongovernmental Organizations

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

The roles of NGOs in an emergency may include:

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

3.3.3 Individuals and Households

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

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

3. Roles and Responsibilities

3.4 County Response Partners

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

See the County EOP for details regarding the County's emergency management organization and the roles and responsibilities of County departments.

3.5 State Response Partners

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

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

See the State of Oregon EOP for details on the State's EMO and detailed roles and responsibilities of State departments.

3.6 Federal Response Partners

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

See the NRF for details regarding the Federal government's EMO and the roles and responsibilities of Federal departments.

3.7 Response Matrix

Table 3-1 provides a matrix, by ESF, 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

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 1 Transportation	<ul style="list-style-type: none"> ■ Aviation/airspace management and control ■ Transportation safety ■ Restoration and recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment 	City Public Works Department City Police Department TriMet, North Clackamas School Bus Lines	Department of Transportation and Development	Oregon Department of Transportation	Department of Transportation
ESF 2 Communications	<ul style="list-style-type: none"> ■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure 	City Police Department LOCOM IST Department City Public Affairs Coordinator ARES (Ham Radio Operators)	Emergency Management CCOM Sheriff’s Office CARES	Oregon Emergency Management Public Utility Commission	Department of Homeland Security (National Protection and Programs/ Cybersecurity and Communications/ National Communications System), Department of Homeland Security (Federal Emergency Management Agency)
ESF 3 Public Works & Engineering	<ul style="list-style-type: none"> ■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for life-saving and life-sustaining services 	City Public Works GIS	Department of Transportation and Development	Oregon Department of Transportation	Department of Defense (U.S. Army Corps of Engineers) Department of Homeland Security (FEMA)
ESF 4 Firefighting	<ul style="list-style-type: none"> ■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations 	CCFD1	Emergency Management Fire Defense Board	Oregon Department of Forestry Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 5 Emergency Management	<ul style="list-style-type: none"> ■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management 	City Emergency Manager City Finance Department	Emergency Management	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	<ul style="list-style-type: none"> ■ Mass care ■ Emergency assistance ■ Disaster housing ■ Human services 	City Community Services Department CERT	Health, Housing and Human Services	Oregon Department of Human Services Oregon Health Authority	Department of Homeland Security (FEMA)
ESF 7 Logistics Management & Resource Support	<ul style="list-style-type: none"> ■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.) 	Finance Department Human Resource Department	Emergency Management	Oregon Emergency Management Oregon Department of Administrative Services	General Services Administration Department of Homeland Security (FEMA)
ESF 8 Public Health & Medical Services	<ul style="list-style-type: none"> ■ Public health ■ Medical services ■ Behavioral health services ■ Mass fatality management 	City Emergency Manager (coordinate with Health Dept.)	Health, Housing and Human Services Local Hospitals EMS	Oregon Department of Human Services (Public Health Division)	Department of Health and Human Services
ESF 9 Search & Rescue	<ul style="list-style-type: none"> ■ Life-saving assistance ■ Search and rescue operations 	City Police Department, County Sheriff's Office Search and Rescue CERT	Sheriff's Office Fire Defense Board	Oregon Emergency Management Office of the State Fire Marshal	Department of Homeland Security (FEMA, U.S. Coast Guard) Department of the Interior (National Park Service) Department of Defense

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 10 Oil & Hazardous Materials	<ul style="list-style-type: none"> ■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup 	CCFD1	Emergency Management Fire Department	Oregon Department of Environmental Quality Office of the State Fire Marshal	Environmental Protection Agency Department of Homeland Security (U.S. Coast Guard)
ESF 11 Agriculture & Natural Resources	<ul style="list-style-type: none"> ■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets 	Community Services	Emergency Management Health, Housing and Human Services Dog Services (DTD) County OSU Extension	Oregon Department of Agriculture	Department of Agriculture Department of Interior
ESF 12 Energy	<ul style="list-style-type: none"> ■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast 	City Public Works Department Local Utilities	Emergency Management	Oregon Department of Energy Public Utility Commission	Department of Energy
ESF 13 Public Safety & Security	<ul style="list-style-type: none"> ■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control 	City Police Department	Sheriff's Office	Oregon Department of Justice Oregon State Police Oregon Department of Administrative Services	Department of Justice

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
<p>ESF 14 Long-Term Community Recovery</p>	<ul style="list-style-type: none"> ■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation 	<p>City Manager’s Office</p>	<p>Emergency Management Health, Housing and Human Services</p>	<p>Oregon Business Development Department Oregon Emergency Management Governor’s Recovery Planning Cell (Governors Recovery Cabinet)</p>	<p>Department of Agriculture Department of Homeland Security Department of Housing and Urban Development Small Business Administration</p>
<p>ESF 15 External Affairs</p>	<ul style="list-style-type: none"> ■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs 	<p>City Manager’s Office</p>	<p>Public and Government Affairs</p>	<p>Governor’s Office Oregon Emergency Management</p>	<p>Department of Homeland Security (FEMA)</p>

THIS PAGE LEFT BLANK INTENTIONALLY

4

Concept of Operations

4.1 General

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

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

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

4.2 Phases of Emergency Management

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

4. Concept of Operations

Figure 4-1 Phases of Emergency Management

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

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

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

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

4.3 Incident Levels

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

4.3.1 Level 1

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

4.3.2 Level 2

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

4. Concept of Operations

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

4.3.3 Level 3

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

4.3.4 NIMS Incident Levels

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

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

4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all of the Command and general Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ■ This type of incident extends beyond the capabilities of local control and is expected to include 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 written delegation of authority.
Type 1	<ul style="list-style-type: none"> ■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and general staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000 (guidelines only). ■ Branches need to be established. ■ The agency administrator will hold briefings and will ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4. Concept of Operations

4.4 Response Priorities

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

4.5 Incident Management

4.5.1 Activation

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

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

4.5.2 Initial Actions

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

- Alert threatened populations and initiate evacuation as necessary.
See FA 1 – Emergency Services for more details.

4. Concept of Operations

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

4.5.3 Communications, Notification and Warning

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

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

A public warning and broadcast system has been established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Public Affairs Coordinator, with the assistance of 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. FA 1 – Emergency Services provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each individual agency. External partners can be activated and coordinated through the City EOC.

4. Concept of Operations

Plain language will be used during a multi-jurisdictional emergency response occurring in the City and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology enables area commanders, State and local EOC personnel, Federal operational coordinators, and responders to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other.

4.5.4 Intelligence Gathering

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 provide 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 by the private sector and the public.

4.5.5 Resource Management

Resource management during an emergency is normally performed at the Incident Command Post under ICS. In a major emergency or disaster, management of resources deployed to any single incident is necessary at both the Incident Command Post and the EOC. At the EOC and under the direction of the Public Works Director, a Resource Management Team may be assembled consisting of at least one representative from the Police Department, Fire District, and Public Works Department, with support from the Finance Department and Human Resources Department.

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

4.5.6 Vulnerable Populations

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation or functional needs. Also referred to

4. Concept of Operations

as Special Needs Populations and Access and Functional Needs Populations, Vulnerable Populations are those members of a community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after they have exhausted their usual resources and support network.

See FA 2 – Human Services for additional information on Vulnerable Populations.

4.5.7 Demobilization

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

The City Manager, with advice from the Emergency Manager, will determine when a State of Emergency no longer exists and will request restoration of normal City functions from the City Mayor, or designee. Operations can then be terminated.

4.5.8 Transition to Recovery

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

See FA 4 – Recovery Strategy for more details.

4.6 Inter-jurisdictional Coordination

4.6.1 Municipalities

The City is responsible for the direction and control of its local resources during emergencies, including requesting additional resources from mutual aid resources. For resources not covered under mutual aid, requests shall be directed to County

4. Concept of Operations

Emergency Management, including any requests for a State Declaration of Emergency or presidential disaster declaration.

4.6.2 Mutual Aid

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

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

4.6.3 Special Service Districts

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

4.6.4 Private Sector

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

4.6.5 County Government

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

4. Concept of Operations**4.6.6 State Government**

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

4.6.7 Federal Government

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

5

Command and Control

5.1 General

Ultimate responsibility for command and control of City departments and resources lies with the elected City Council. Direction and control of City emergency operations will be conducted via ICS and the Multi-Agency Coordination System. The City EMO is responsible 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 under the direction of the Emergency Manager and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

5.2 On-Scene Incident Management

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

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

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

5.3 EOC Support to On-Scene Operations

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

5. Command and Control

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

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

5.4 Emergency Operations Center

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

5.4.1 Emergency Operations Center Activation

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

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

5. Command and Control

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

5.2.2 Emergency Operations Center Location

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

Milwaukie Public Safety Building
 3200 SE Harrison
 Milwaukie, OR 97222

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

Milwaukie City Hall
 10722 SE Main
 Milwaukie, OR 97222

Figure 5-1 Primary EOC Location



Figure 5-2 Alternate EOC Location

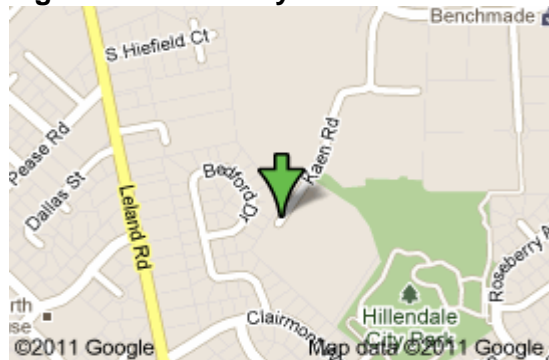


5. Command and Control

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

2200 Kaen Road
Oregon City, OR 97045

Figure 5-3 County EOC Location

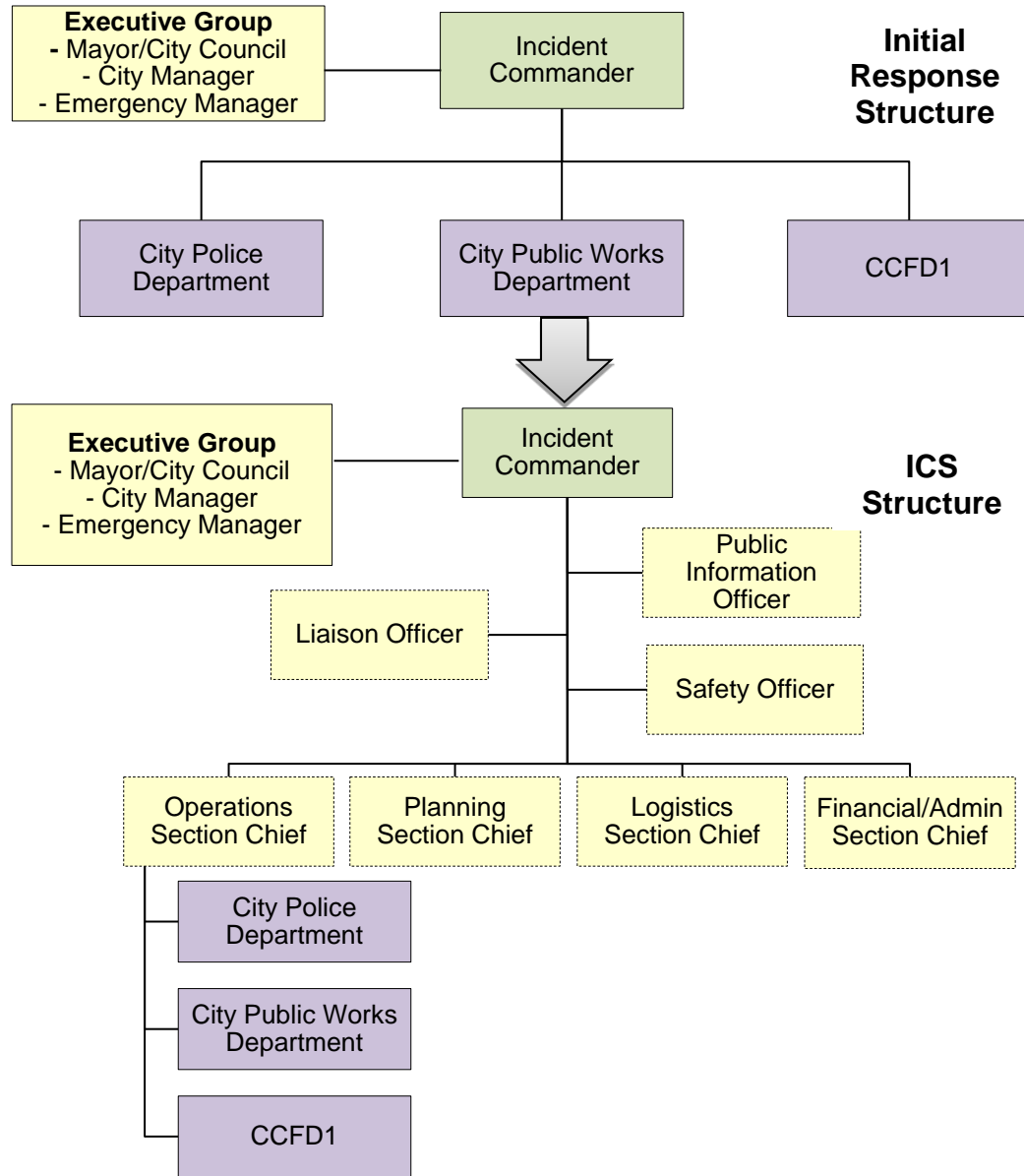


5.3 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration. The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions. The City has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this EOP; however, this document is not an EOC manual. A transitional ICS organizational chart for the City is presented in Figure 5-4.

5. Command and Control

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



5.3.1 Emergency Operations Center 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 IAP.
- Coordinating activities supporting the incident or event.
- Approving release of information through the PIO.

5. Command and Control

- Performing the duties of the following command staff if no one is assigned to the position:
 - Safety Officer
 - PIO
 - Liaison Officer.

5.3.1.2 Safety Officer

The Safety Officer position generally applies to incident scenes and is 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 (may be necessary for EOC as well).
- Preparing and implementing a site Health and Safety Plan and updating the IC regarding safety issues or concerns, as necessary (may be necessary for EOC as well).
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary for EOC as well).

5.3.1.3 Public Information Officer

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

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

5.3.1.4 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that

5. Command and Control

has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the American Red Cross. Responsibilities typically associated with a liaison role include:

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

The annexes attached to this plan contain general guidelines for the City's 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 Emergency Operations Center General Staff

5.3.2.1 Operations Section Chief

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

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

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

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

5. Command and Control

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

5.3.2.2 Planning Section Chief

The Planning Section is responsible for forecasting the 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.
- Maintaining resource status.

5.3.2.3 Logistics Section Chief

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

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

5.3.2.4 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:

5. Command and Control

Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

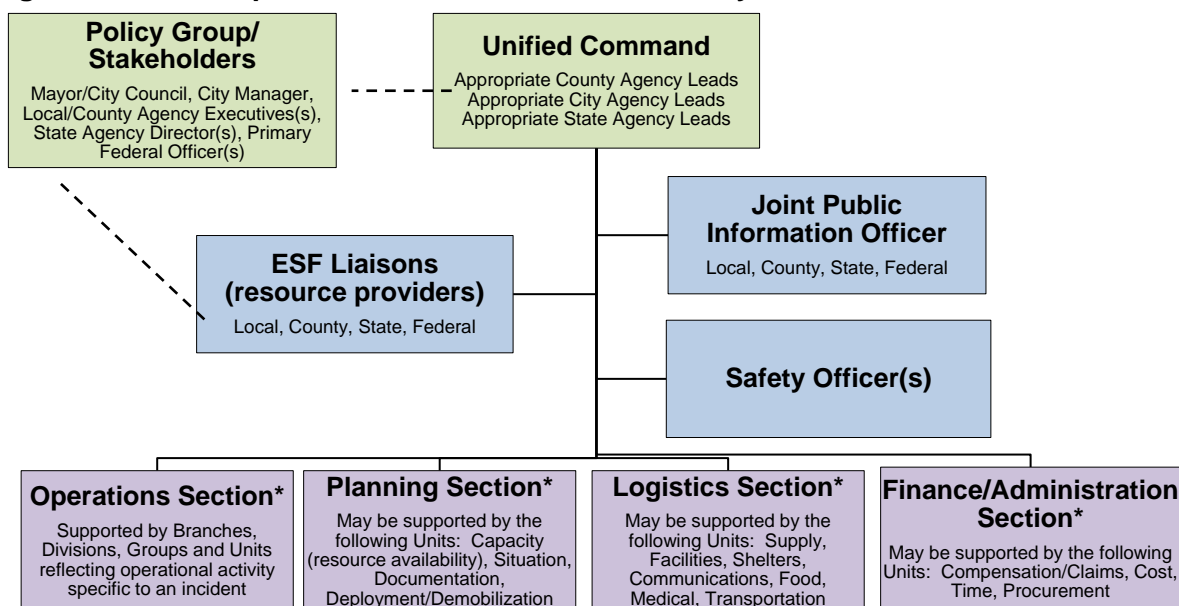
- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

5.3.3 Unified Command

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

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

Figure 5-5 Example of Unified Command for the City



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

THIS PAGE LEFT BLANK INTENTIONALLY

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 City of Milwaukie 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.
- 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:

David Rash, Emergency Manager
Milwaukie Police Department
3200 SE Harrison
Milwaukie, OR 97222

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
- Support/volunteer personnel at all levels.

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

Table 6-1 Minimum Training Requirements

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

6.3 Exercise Program

The City will conduct exercises every two years 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 procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <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. Plan Development, Maintenance and Implementation

6.4 Event Critique and After Action Reporting

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

Similarly, reviews and After Action Reports will be facilitated after an actual disaster that will document activities 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 www.ci.milwaukie.or.us/police/disaster-preparedness.

6. Plan Development, Maintenance and Implementation

THIS PAGE LEFT BLANK INTENTIONALLY

A

Sample Disaster Declaration Forms

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A. Declaration of State of Emergency

DECLARATION OF STATE OF EMERGENCY

To: _____,
Clackamas County Office of Emergency Management

From: _____,
City of Milwaukie, Oregon

At _____ (time) on _____ (date),

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

The current situation and conditions are:

The geographic boundaries of the emergency are:

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

Signed: _____

Title: _____ Date & Time: _____

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

Appendix A. Declaration of State of Emergency

THIS PAGE LEFT BLANK INTENTIONALLY

B

Incident Command System Forms

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B. Incident Command System Forms

Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

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

THIS PAGE LEFT BLANK INTENTIONALLY

INCIDENT BRIEFING (ICS 201)

1. Incident Name:

2. Incident Number:

3. Date/Time Initiated:

Date: _____ Time: _____

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

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

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

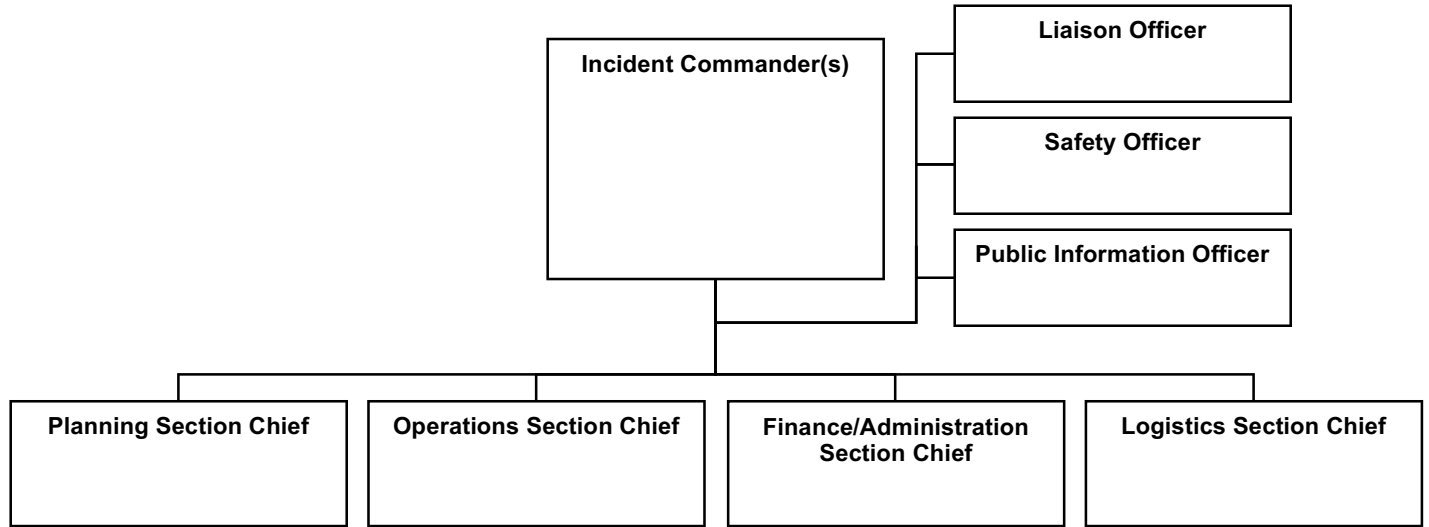
ICS 201, Page 1

Date/Time: _____

INCIDENT BRIEFING (ICS 201)

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

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



6. Prepared by: Name: _____	Position/Title: _____	Signature: _____
ICS 201, Page 3	Date/Time: _____	

INCIDENT BRIEFING (ICS 201)

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

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	

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

ICS 201, Page 4 Date/Time: _____

ICS 201 Incident Briefing

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Initiated <ul style="list-style-type: none"> • Date, Time 	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.
5	Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	Current and Planned Objectives	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	Current and Planned Actions, Strategies, and Tactics <ul style="list-style-type: none"> • Time • Actions 	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	Current Organization (fill in additional organization as appropriate) <ul style="list-style-type: none"> • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief 	<ul style="list-style-type: none"> • Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	Resource Summary	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	<ul style="list-style-type: none"> • Resource 	Enter the number and appropriate category, kind, or type of resource ordered.
	<ul style="list-style-type: none"> • Resource Identifier 	Enter the relevant agency designator and/or resource designator (if any).
	<ul style="list-style-type: none"> • Date/Time Ordered 	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	<ul style="list-style-type: none"> • ETA 	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	<ul style="list-style-type: none"> • Arrived 	Enter an "X" or a checkmark upon arrival to the incident.
	<ul style="list-style-type: none"> • Notes (location/assignment/status) 	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

INCIDENT OBJECTIVES (ICS 202)

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

ICS 202 Incident Objectives

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident. If needed, an incident number can be added.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Objective(s)	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: <u>S</u>pecific – Is the wording precise and unambiguous? <u>M</u>easurable – How will achievements be measured? <u>A</u>ction-oriented – Is an action verb used to describe expected accomplishments? <u>R</u>ealistic – Is the outcome achievable with given available resources? <u>T</u>ime-sensitive – What is the timeframe?
4	Operational Period Command Emphasis	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	<p>Incident Action Plan (the items checked below are included in this Incident Action Plan):</p> <p><input type="checkbox"/> ICS 202</p> <p><input type="checkbox"/> ICS 203</p> <p><input type="checkbox"/> ICS 204</p> <p><input type="checkbox"/> ICS 205</p> <p><input type="checkbox"/> ICS 205A</p> <p><input type="checkbox"/> ICS 206</p> <p><input type="checkbox"/> ICS 207</p> <p><input type="checkbox"/> ICS 208</p> <p><input type="checkbox"/> Map/Chart</p> <p><input type="checkbox"/> Weather Forecast/ Tides/Currents</p> <p><u>Other Attachments:</u></p>	<p>Check appropriate forms and list other relevant documents that are included in the IAP.</p> <p><input type="checkbox"/> ICS 202 – Incident Objectives</p> <p><input type="checkbox"/> ICS 203 – Organization Assignment List</p> <p><input type="checkbox"/> ICS 204 – Assignment List</p> <p><input type="checkbox"/> ICS 205 – Incident Radio Communications Plan</p> <p><input type="checkbox"/> ICS 205A – Communications List</p> <p><input type="checkbox"/> ICS 206 – Medical Plan</p> <p><input type="checkbox"/> ICS 207 – Incident Organization Chart</p> <p><input type="checkbox"/> ICS 208 – Safety Message/Plan</p>
7	<p>Prepared by</p> <ul style="list-style-type: none"> • Name • Position/Title • Signature 	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>
8	<p>Approved by Incident Commander</p> <ul style="list-style-type: none"> • Name • Signature • Date/Time 	<p>In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.</p>

THIS PAGE LEFT BLANK INTENTIONALLY

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 203	IAP Page _____	Date/Time: _____	

ICS 203

Organization Assignment List

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none">• Date and Time From• Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Incident Commander(s) and Command Staff <ul style="list-style-type: none">• IC/UCs• Deputy• Safety Officer• Public Information Officer• Liaison Officer	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	Agency/Organization Representatives <ul style="list-style-type: none">• Agency/Organization• Name	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	Planning Section <ul style="list-style-type: none">• Chief• Deputy• Resources Unit• Situation Unit• Documentation Unit• Demobilization Unit• Technical Specialists	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
6	<p>Logistics Section</p> <ul style="list-style-type: none"> • Chief • Deputy <p>Support Branch</p> <ul style="list-style-type: none"> • Director • Supply Unit • Facilities Unit • Ground Support Unit <p>Service Branch</p> <ul style="list-style-type: none"> • Director • Communications Unit • Medical Unit • Food Unit 	<p>Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
7	<p>Operations Section</p> <ul style="list-style-type: none"> • Chief • Deputy • Staging Area <p>Branch</p> <ul style="list-style-type: none"> • Branch Director • Deputy • Division/Group <p>Air Operations Branch</p> <ul style="list-style-type: none"> • Air Operations Branch Director 	<p>Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column.</p> <p>Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
8	<p>Finance/Administration Section</p> <ul style="list-style-type: none"> • Chief • Deputy • Time Unit • Procurement Unit • Compensation/Claims Unit • Cost Unit 	<p>Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
9	<p>Prepared by</p> <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>

THIS PAGE LEFT BLANK INTENTIONALLY

ASSIGNMENT LIST (ICS 204)

1. Incident Name: _____		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Branch: _____ Division: _____ Group: _____ Staging Area: _____
4. Operations Personnel: Name _____ Contact Number(s) _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____				
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	
Resource Identifier	Leader			
6. Work Assignments: 				
7. Special Instructions: 				
8. Communications (radio and/or phone contact numbers needed for this assignment): Name/Function _____ Primary Contact: indicate cell, pager, or radio (frequency/system/channel) _____ _____/_____ _____/_____ _____/_____ _____/_____				
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____				
ICS 204	IAP Page _____	Date/Time: _____		

ICS 204 Assignment List

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Branch Division Group Staging Area	This block is for use in a large IAP for reference only. Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	Operations Personnel <ul style="list-style-type: none"> • Name, Contact Number(s) <ul style="list-style-type: none"> – Operations Section Chief – Branch Director – Division/Group Supervisor 	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	Resources Assigned	Enter the following information about the resources assigned to the Division or Group for this period:
	<ul style="list-style-type: none"> • Resource Identifier 	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	<ul style="list-style-type: none"> • Leader 	Enter resource leader's name.
	<ul style="list-style-type: none"> • # of Persons 	Enter total number of persons for the resource assigned, including the leader.
	<ul style="list-style-type: none"> • Contact (e.g., phone, pager, radio frequency, etc.) 	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
5 (continued)	<ul style="list-style-type: none"> • Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information 	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.

Block Number	Block Title	Instructions
6	Work Assignments	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	Special Instructions	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	Communications (radio and/or phone contact numbers needed for this assignment) <ul style="list-style-type: none"> • Name/Function • Primary Contact: indicate cell, pager, or radio (frequency/system/channel) 	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

THIS PAGE LEFT BLANK INTENTIONALLY

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name: _____		2. Date/Time Prepared: Date: _____ Time: _____		3. Operational Period: Date From: _____ Time From: _____ Date To: _____ Time To: _____							
4. Basic Radio Channel Use:											
Zone Grp. #	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks	
5. Special Instructions: 											
6. Prepared by (Communications Unit Leader): Name: _____ Date/Time: _____ Signature: _____											
ICS 205				IAP Page _____							

ICS 205 Incident Radio Communications Plan

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date/Time Prepared	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	Basic Radio Channel Use	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.

Block Number	Block Title	Instructions
4 (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
5	Special Instructions	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
6	Prepared by (Communications Unit Leader) <ul style="list-style-type: none"> • Name • Signature • Date/Time 	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

THIS PAGE LEFT BLANK INTENTIONALLY

ICS 205A Communications List

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Basic Local Communications Information	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	<ul style="list-style-type: none"> • Incident Assigned Position 	Enter the ICS organizational assignment.
	<ul style="list-style-type: none"> • Name 	Enter the name of the assigned person.
	<ul style="list-style-type: none"> • Method(s) of Contact (phone, pager, cell, etc.) 	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

MEDICAL PLAN (ICS 206)

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

3. Medical Aid Stations:			
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No

4. Transportation (indicate air or ground):			
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS

5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

6. Special Medical Emergency Procedures:
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

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

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

ICS 206	IAP Page _____	Date/Time: _____
---------	----------------	------------------

ICS 206 Medical Plan

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Medical Aid Stations	Enter the following information on the incident medical aid station(s):
	<ul style="list-style-type: none"> • Name 	Enter name of the medical aid station.
	<ul style="list-style-type: none"> • Location 	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	<ul style="list-style-type: none"> • Contact Number(s)/Frequency 	Enter the contact number(s) and frequency for the medical aid station(s).
	<ul style="list-style-type: none"> • Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No 	Indicate (yes or no) if paramedics are at the site indicated.
4	Transportation (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	<ul style="list-style-type: none"> • Ambulance Service 	Enter name of ambulance service.
	<ul style="list-style-type: none"> • Location 	Enter the location of the ambulance service.
	<ul style="list-style-type: none"> • Contact Number(s)/Frequency 	Enter the contact number(s) and frequency for the ambulance service.
	<ul style="list-style-type: none"> • Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS 	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	Hospitals	Enter the following information for hospital(s) that could serve this incident:
	<ul style="list-style-type: none"> Hospital Name 	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	<ul style="list-style-type: none"> Address, Latitude & Longitude if Helipad 	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	<ul style="list-style-type: none"> Contact Number(s)/ Frequency 	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	<ul style="list-style-type: none"> Travel Time <ul style="list-style-type: none"> Air Ground 	Enter the travel time by air and ground from the incident to the hospital.
	<ul style="list-style-type: none"> Trauma Center <input type="checkbox"/> Yes Level: _____ 	Indicate yes and the trauma level if the hospital has a trauma center.
	<ul style="list-style-type: none"> Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No 	Indicate (yes or no) if the hospital has a burn center.
	<ul style="list-style-type: none"> Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No 	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	Special Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	Prepared by (Medical Unit Leader) <ul style="list-style-type: none"> Name Signature 	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	Approved by (Safety Officer) <ul style="list-style-type: none"> Name Signature Date/Time 	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

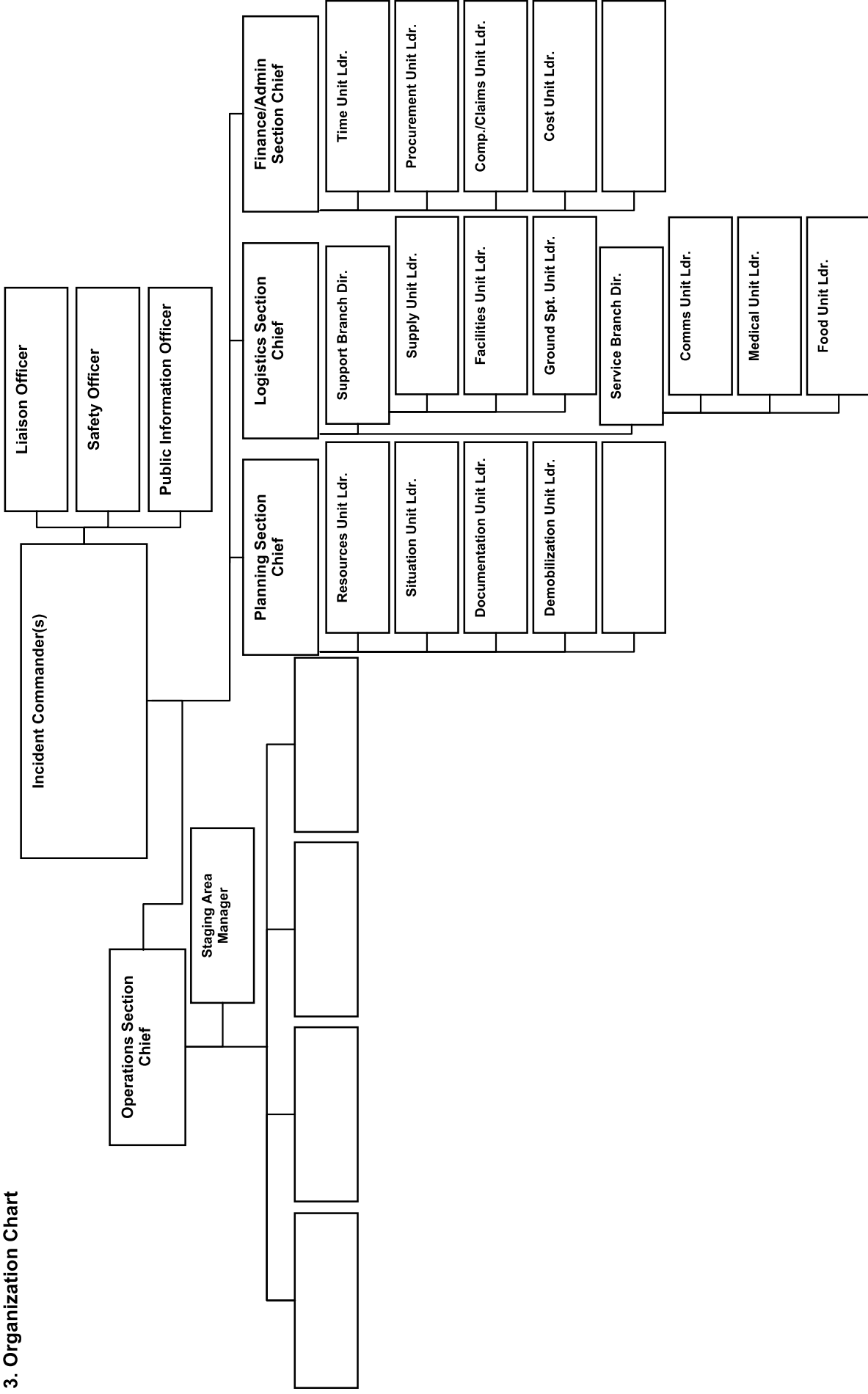
THIS PAGE LEFT BLANK INTENTIONALLY

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name: _____

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

3. Organization Chart



ICS 207 IAP Page _____

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

Signature: _____ Date/Time: _____

ICS 207 Incident Organization Chart

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

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

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

Notes:

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

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

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:	
4. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located At: _____	
5. Prepared by: Name: _____ Position/Title: _____ Signature: _____	
ICS 208	IAP Page _____ Date/Time: _____

ICS 208 Safety Message/Plan

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>	Check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter where the approved Site Safety Plan(s) is located.
5	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT STATUS SUMMARY (ICS 209)

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

Approval & Routing Information

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

Incident Location Information

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

Incident Summary

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

INCIDENT STATUS SUMMARY (ICS 209)

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

Additional Incident Decision Support Information

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

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

INCIDENT STATUS SUMMARY (ICS 209)

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

Additional Incident Decision Support Information (continued)

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

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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

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

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

41. Planned Actions for Next Operational Period:

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

43. Anticipated Incident Management Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

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

ICS 209, Page 3 of ____	* Required when applicable.
-------------------------	-----------------------------

ICS 209 Incident Status Summary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Notes:

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

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

Block Number	Block Title	Instructions
2	Incident Number	<ul style="list-style-type: none"> • Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline. • Examples include: <ul style="list-style-type: none"> ○ A computer-aided dispatch (CAD) number. ○ An accounting number. ○ A county number. ○ A disaster declaration number. ○ A combination of the State, unit/agency ID, and a dispatch system number. ○ A mission number. ○ Any other unique number assigned to the incident and derived by means other than those above. • Make sure the number entered is correct. • Do not use the same incident number for two different incidents in the same calendar year. • Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.
*3	Report Version (check one box on left)	<p>REQUIRED BLOCK.</p> <ul style="list-style-type: none"> • This indicates the current version of the ICS 209 form being submitted. • If only one ICS 209 will be submitted, check BOTH “Initial” and “Final” (or check only “Final”).
	<input type="checkbox"/> Initial	Check “Initial” if this is the first ICS 209 for this incident.
	<input type="checkbox"/> Update	Check “Update” if this is a subsequent report for the same incident. These can be submitted at various time intervals (see “Reporting Requirements” above).
	<input type="checkbox"/> Final	<ul style="list-style-type: none"> • Check “Final” if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction). • Incidents may also be marked as “Final” if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).
Report # (if used)	Use this optional field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.	
*4	Incident Commander(s) & Agency or Organization	<p>REQUIRED BLOCK.</p> <ul style="list-style-type: none"> • Enter both the first and last name of the Incident Commander. • If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example: L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD, C. Taylor – St. Paul PD, Y. Martin – St. Paul FD, S. McIntyre – U.S. Army Corps, J. Hartl – NTSB
5	Incident Management Organization	Indicate the incident management organization for the incident, which may be a Type 1, 2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT, etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.

Block Number	Block Title	Instructions
*6	Incident Start Date/Time	REQUIRED. This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
7	Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”)	<ul style="list-style-type: none"> • Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.). • Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47). • Indicate that the size is an estimate, if a more specific figure is not available. • Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives. • If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47). • The incident may be one part of a much larger event (refer to introductory instructions under “Preparation”). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.
8	Percent (%) Contained or Completed (circle one)	<ul style="list-style-type: none"> • Enter the percent that this incident is completed or contained (e.g., 50%), with a % label. • For example, a spill may be 65% contained, or flood response objectives may be 50% met.
*9	Incident Definition	REQUIRED BLOCK. Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as “tornado,” “wildfire,” “bridge collapse,” “civil unrest,” “parade,” “vehicle fire,” “mass casualty,” etc.
10	Incident Complexity Level	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	For Time Period	REQUIRED BLOCK. <ul style="list-style-type: none"> • Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started. • The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	<ul style="list-style-type: none"> • Enter the start date (month/day/year). • Enter the start time (using the 24-hour clock).
	To Date/Time	<ul style="list-style-type: none"> • Enter the end date (month/day/year). • Enter the end time (using the 24-hour clock).

Block Number	Block Title	Instructions
APPROVAL & ROUTING INFORMATION		
*12	Prepared By	REQUIRED BLOCK. When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	Date/Time Submitted	REQUIRED. Enter the submission date (month/day/year) and time (using the 24-hour clock).
	Time Zone	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	Approved By	REQUIRED. When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person approving the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
*15	Primary Location, Organization, or Agency Sent To	REQUIRED BLOCK. Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.
INCIDENT LOCATION INFORMATION		
<ul style="list-style-type: none"> • Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems. • As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident. • Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information. • Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is. 		
*16	State	REQUIRED BLOCK WHEN APPLICABLE. <ul style="list-style-type: none"> • Enter the State where the incident originated. • If other States or jurisdictions are involved, enter them in Block 25 or Block 44.
*17	County / Parish / Borough	REQUIRED BLOCK WHEN APPLICABLE. <ul style="list-style-type: none"> • Enter the county, parish, or borough where the incident originated. • If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.

Block Number	Block Title	Instructions
*18	City	<p>REQUIRED BLOCK WHEN APPLICABLE.</p> <ul style="list-style-type: none"> • Enter the city where the incident originated. • If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.
19	Unit or Other	<p>Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.</p>
*20	Incident Jurisdiction	<p>REQUIRED BLOCK WHEN APPLICABLE.</p> <p>Enter the jurisdiction where the incident originated (the entry may be general, such as Federal, city, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).</p>
21	Incident Location Ownership (if different than jurisdiction)	<ul style="list-style-type: none"> • When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction. • This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.
22	22. Longitude (indicate format): Latitude (indicate format):	<ul style="list-style-type: none"> • Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident. • Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as “33 degrees, 45 minutes, 01 seconds.”
23	US National Grid Reference	<ul style="list-style-type: none"> • Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data.
24	Legal Description (township, section, range)	<ul style="list-style-type: none"> • Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).
*25	Short Location or Area Description (list all affected areas or a reference point)	<p>REQUIRED BLOCK.</p> <ul style="list-style-type: none"> • List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., “the southern third of Florida,” “in ocean 20 miles west of Catalina Island, CA,” or “within a 5 mile radius of Walden, CO”). • This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map. • Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).
26	UTM Coordinates	<p>Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.</p>

Block Number	Block Title	Instructions
27	<p>Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels)</p>	<ul style="list-style-type: none"> • Indicate whether and how geospatial data is included or attached. • Utilize common and open geospatial data standards. • WARNING: Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. • NOTE: Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline). • NOTE: Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc. • NOTE: Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests. • NOTE: Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.
INCIDENT SUMMARY		
*28	<p>Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.)</p>	<p>REQUIRED BLOCK.</p> <ul style="list-style-type: none"> • Describe significant events that occurred during the period being reported in Block 6. Examples include: <ul style="list-style-type: none"> ○ Road closures. ○ Evacuations. ○ Progress made and accomplishments. ○ Incident command transitions. ○ Repopulation of formerly evacuated areas and specifics. ○ Containment. • Refer to other blocks in the ICS 209 when relevant for additional information (e.g., “Details on evacuations may be found in Block 33”), or in Remarks, Block 47. • Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered. • This block may be used for a single-paragraph synopsis of overall incident status.
29	<p>Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.)</p>	<ul style="list-style-type: none"> • When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. • Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
30	Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	<ul style="list-style-type: none"> • Include a short summary of damage or use/access restrictions/limitations caused by the incident for the reporting period, and cumulatively. • Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed. • Include any critical infrastructure or key resources damaged/destroyed/impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts. • Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.
	A. Structural Summary	Complete this table as needed based on the definitions for 30B–F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summaries may also include impact to Shoreline and Wildlife, etc.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)		
*31	Public Status Summary	<ul style="list-style-type: none"> • This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below. • Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33). • Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances. • NOTE: <i>Do not estimate any fatality information.</i> • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) <i>even if they are related to the incident.</i> <ul style="list-style-type: none"> ○ Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. ○ For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33. • NOTE: <u>When providing an estimated value, denote in parenthesis: "est."</u> <p><u>Handling Sensitive Information</u></p> <ul style="list-style-type: none"> • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> • Enter the total number of individuals impacted in each category for the entire duration of the incident. • This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	<ul style="list-style-type: none"> • For lines 31D–M below, enter the number of civilians affected for each category. • Indicate if numbers are estimates, for those blocks where this is an option. • Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	<ul style="list-style-type: none"> • Enter the number of <i>confirmed</i> civilian/public fatalities. • See information in introductory instructions (“Distribution”) and in Block 31 instructions regarding sensitive handling of fatality information.
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).

Block Number	Block Title	Instructions
*31 (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
*32	Responder Status Summary	<ul style="list-style-type: none"> • This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. • Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. • Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. • NOTE: <i>Do not estimate any fatality information or responder status information.</i> • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. <p>Handling Sensitive Information</p> <ul style="list-style-type: none"> • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

Block Number	Block Title	Instructions
*32 (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> Enter the total number of individuals impacted in each category for the <i>entire duration</i> of the incident. This is a <i>cumulative</i> total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	<ul style="list-style-type: none"> For lines 32D–M below, enter the number of responders relevant for each category. Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	<ul style="list-style-type: none"> Enter the number of <i>confirmed</i> responder fatalities. See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	<ul style="list-style-type: none"> Enter the number of incident responders with serious injuries or illnesses due to the incident. <i>For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment, but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.</i>
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	Life, Safety, and Health Status/Threat Remarks	<ul style="list-style-type: none"> Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).

Block Number	Block Title	Instructions
*34	Life, Safety, and Health Threat Management	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications In Progress	<ul style="list-style-type: none"> • Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident. • These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system. • Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to ZIP codes 50201, 50014, 50010, 50011,” or “notified all residents within a 5-mile radius of Gatlinburg”).
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.

Block Number	Block Title	Instructions
35	Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern)	<ul style="list-style-type: none"> • Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant. • Include current and/or predicted weather factors, and the timeframe for predictions. • Include relevant factors such as: <ul style="list-style-type: none"> ○ Wind speed (label units, such as mph). ○ Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., “from NNW,” “from E,” or “from SW”). ○ Temperature (label units, such as F). ○ Relative humidity (label %). ○ Watches. ○ Warnings. ○ Tides. ○ Currents. • Any other weather information relative to the incident, such as flooding, hurricanes, etc.
36	Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes 12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours	<ul style="list-style-type: none"> • Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes. • Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes. • Include an estimate of the acreage or area that will likely be affected. • If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.
37	Strategic Objectives (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

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

Block Number	Block Title	Instructions
39	<p>Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:</p> <p>12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours</p>	<ul style="list-style-type: none"> • List the specific critical resources and numbers needed, in order of priority. <i>Be specific as to the need.</i> • Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support. • If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels. • Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a “heads up” for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed. • More than one resource need may be listed for each timeframe. For example, a list could include: <ul style="list-style-type: none"> ○ <u>24 hrs</u>: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams ○ <u>48 hrs</u>: Mobile Communications Unit (Law/Fire) ○ <u>After 72 hrs</u>: 1 Type 2 Incident Management Team • Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid. <ul style="list-style-type: none"> ○ Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42. ○ Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, “Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out”). • Do not use this block for noncritical resources.
40	<p>Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</p> <p>1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results.</p> <p>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</p>	<ul style="list-style-type: none"> • Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan. • Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints. • Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion. • Explain major problems and concerns as indicated.

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

Block Number	Block Title	Instructions
47	Remarks (or continuation of any blocks above – list block number in notation)	<ul style="list-style-type: none"> • Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed. • List the block number for any information continued from a previous block. • Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc. • For Complexes that include multiple incidents, list all sub-incidents included in the Complex. • List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: <ul style="list-style-type: none"> ○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or ○ By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE). • Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping). • This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address). • Attach additional pages if it is necessary to include additional comments in the Remarks section.

INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)

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

For summarizing:

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

Block Number	Block Title	Instructions
48	Agency or Organization	<ul style="list-style-type: none"> • List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc. • List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information. • Agencies or organizations may be listed individually or in groups. • When resources are grouped together, individual agencies or organizations may be listed below in Block 53. • Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified. <ul style="list-style-type: none"> ○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. ○ For example: <ul style="list-style-type: none"> ▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). ▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel). • Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.
49	Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	<ul style="list-style-type: none"> • List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information. <ul style="list-style-type: none"> ○ Examples: Type 1 Fire Engines, Type 4 Helicopters • Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. <ul style="list-style-type: none"> ○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. ○ For example: <ul style="list-style-type: none"> ▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). ▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel). • NOTE: One option is to group similar resources together when it is sensible to do so for the summary. <ul style="list-style-type: none"> ○ For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each. • NOTE: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.
50	Additional Personnel not assigned to a resource	List the number of <i>additional</i> individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	Total Personnel (includes those associated with resources – e.g., aircraft or engines – <i>and</i> individual overhead)	<ul style="list-style-type: none"> • Enter the total personnel for each agency, organization, or grouping in the Total Personnel column. • WARNING: Do not simply add the numbers across! • The number of Total Personnel for each row should include <u>both</u>: <ul style="list-style-type: none"> ○ The total number of personnel assigned to each of the resources listed in Block 49, and ○ The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.

Block Number	Block Title	Instructions
52	Total Resources	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of <i>resources</i> in Block 49, as personnel totals will be counted under Block 51.
53	Additional Cooperating and Assisting Organizations Not Listed Above	<ul style="list-style-type: none"> • List all agencies and organizations that are not directly involved in the incident, but are providing support. • Examples may include ambulance services, Red Cross, DHS, utility companies, etc. • Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

THIS PAGE LEFT BLANK INTENTIONALLY

ICS 210 Resource Status Change

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Resource Number	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	New Status (Available, Assigned, Out of Service)	Indicate the current status of the resource: <ul style="list-style-type: none"> • Available – Indicates resource is available for incident use immediately. • Assigned – Indicates resource is checked in and assigned a work task on the incident. • Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., “O/S – Mech” (for mechanical issues), “O/S – Rest” (for off shift), or “O/S – Pers” (for personnel issues).
5	From (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Western Camp).
6	To (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	Time and Date of Change	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	Comments	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

ICS 211 Incident Check-In List

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

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

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

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

Notes:

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

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

Block Number	Block Title	Instructions
	Check-In Information	Self explanatory.
5	List single resource personnel (overhead) by agency and name, OR list resources by the following format <ul style="list-style-type: none"> • State • Agency • Category • Kind • Type • Resource Name or Identifier • ST or TF 	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	Use this section to list the home State for the resource.	
	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).	
	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.	
	Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.	
	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.	
	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.	
	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.	
6	Order Request #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	Date/Time Check-In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	Leader's Name	<ul style="list-style-type: none"> • For equipment, enter the operator's name. • Enter the Strike Team or Task Force leader's name. • Leave blank for single resource personnel (overhead).
9	Total Number of Personnel	Enter total number of personnel associated with the resource. Include leaders.
10	Incident Contact Information	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	Home Unit or Agency	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	Departure Point, Date and Time	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	Method of Travel	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	Incident Assignment	Enter the incident assignment at time of dispatch.
15	Other Qualifications	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

Block Number	Block Title	Instructions
16	Data Provided to Resources Unit	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

GENERAL MESSAGE (ICS 213)

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

ICS 213 General Message

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name (Optional)	Enter the name assigned to the incident. This block is optional.
2	To (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	From (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	Subject	Enter the subject of the message.
5	Date	Enter the date (month/day/year) of the message.
6	Time	Enter the time (using the 24-hour clock) of the message.
7	Message	Enter the content of the message. Try to be as concise as possible.
8	Approved by <ul style="list-style-type: none"> • Name • Signature • Position/Title 	Enter the name, signature, and ICS position/title of the person approving the message.
9	Reply	The intended recipient will enter a reply to the message and return it to the originator.
10	Replied by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

ICS 214 Activity Log

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Name	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	ICS Position	Enter the name and ICS position of the individual in charge of the Unit.
5	Home Agency (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	Resources Assigned	Enter the following information for resources assigned:
	<ul style="list-style-type: none"> • 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.
	<ul style="list-style-type: none"> • ICS Position 	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	<ul style="list-style-type: none"> • Home Agency (and Unit) 	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	Activity Log <ul style="list-style-type: none"> • Date/Time • Notable Activities 	<ul style="list-style-type: none"> • Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

THIS PAGE LEFT BLANK INTENTIONALLY

ICS 215 Operational Planning Worksheet

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Branch	Enter the Branch of the work assignment for the resources.
4	Division, Group, or Other	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	Work Assignment & Special Instructions	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	Resources	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	Overhead Position(s)	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	Special Equipment & Supplies	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	Reporting Location	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	Requested Arrival Time	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	Total Resources Required	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	Total Resources Have on Hand	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	Total Resources Need To Order	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

THIS PAGE LEFT BLANK INTENTIONALLY

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:		2. Incident Number:	
3. Date/Time Prepared: Date: _____ Time: _____		4. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
5. Incident Area	6. Hazards/Risks	7. Mitigations	
8. Prepared by (Safety Officer): Name: _____ Signature: _____			
Prepared by (Operations Section Chief): Name: _____ Signature: _____			
ICS 215A		Date/Time: _____	

ICS 215A Incident Action Plan Safety Analysis

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Prepared	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	Incident Area	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	Hazards/Risks	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	Mitigations	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	Prepared by (Safety Officer and Operations Section Chief) <ul style="list-style-type: none"> • Name • Signature • Date/Time 	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.

ICS 218 Support Vehicle/Equipment Inventory

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

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

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

Notes:

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

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

Block Number	Block Title	Instructions
5 (continued)	Incident Start Date and Time	Indicate start date (month/day/year) and time (using the 24-hour clock) for driver or for equipment as may be relevant.
	Incident Release Date and Time	Enter the date (month/day/year) and time (using the 24-hour clock) the vehicle or equipment is released from the incident.
6	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature 	Enter the name, ICS position/title, and signature of the person preparing the form.

THIS PAGE LEFT BLANK INTENTIONALLY

ICS 219

Resource Status Card (T-Card)

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

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

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

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

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

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

Acronyms. Abbreviations utilized on the cards are listed below:

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

ICS 219-1: Header Card

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

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #
<i>Front</i>			
Date/Time Checked In:			
Leader Name:			
Primary Contact Information:			
Crew/Team ID #(s) or Name(s):			
Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No		Total Weight:	
Method of Travel to Incident: <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other			
Home Base:			
Departure Point:			
ETD:		ETA:	
Transportation Needs at Incident: <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other			
Date/Time Ordered:			
Remarks:			
Prepared by:			
Date/Time:			
ICS 219-2 CREW/TEAM (GREEN)			

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #
<i>Back</i>			
Incident Location:		Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Prepared by:			
Date/Time:			
ICS 219-2 CREW/TEAM (GREEN)			

ICS 219-2: Crew/Team Card

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

Block Title	Instructions
Transportation Needs at Incident <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew/team.
BACK OF FORM	
Incident Location	Enter the location of the crew/team.
Time	Enter the time (24-hour clock) the crew/team reported to this location.
Status <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the crew/team's current status: <ul style="list-style-type: none"> • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew/team's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ICS 219-3: Engine Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for the resource(s).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none">• Assigned – Assigned to the incident• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft• O/S Pers – Out-of-service for personnel reasons• Available – Available to be assigned to the incident• O/S Mech – Out-of-service for mechanical reasons• ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.

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

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

Front

Date/Time Checked In:

Pilot Name:

Home Base:

Departure Point:

ETD:

ETA:

Destination Point:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

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

Back

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

ICS 219-4: Helicopter Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	Name:	Position/Title:
-----------------	--------------	------------------------

Front

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

Prepared by:
Date/Time:

ICS 219-5 PERSONNEL (WHITE CARD)

ST/Unit:	Name:	Position/Title:
-----------------	--------------	------------------------

Back

Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	
Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
Notes:	

Prepared by:
Date/Time:

ICS 219-5 PERSONNEL (WHITE CARD)

ICS 219-5: Personnel Card

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

Block Title	Instructions
<p>Status</p> <p><input type="checkbox"/> Assigned</p> <p><input type="checkbox"/> O/S Rest</p> <p><input type="checkbox"/> O/S Pers</p> <p><input type="checkbox"/> Available</p> <p><input type="checkbox"/> O/S Mech</p> <p><input type="checkbox"/> ETR: _____</p>	<p>Enter the crew's current status:</p> <ul style="list-style-type: none"> • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
<p>Notes</p>	<p>Enter any additional information pertaining to the crew's current location or status.</p>
<p>Prepared by Date/Time</p>	<p>Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).</p>

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

Front

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

Remarks:

Prepared by:
Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

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

Back

Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Incident Location:	Time:
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Prepared by:
Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

ICS 219-6: Fixed-Wing Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Manufacturer	Enter the manufacturer of the aircraft.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Front				
Date/Time Checked In:				
Leader Name:				
Primary Contact Information:				
Resource ID #(s) or Name(s):				
Home Base:				
Departure Point:				
ETD:		ETA:		
Date/Time Ordered:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-7 EQUIPMENT (YELLOW)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Back				
Incident Location:		Time:		
Status:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:		Time:		
Status:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:		Time:		
Status:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:		Time:		
Status:				
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-7 EQUIPMENT (YELLOW)				

ICS 219-6: Fixed-Wing Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Manufacturer	Enter the manufacturer of the aircraft.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

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

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

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

Home Base:

Departure Point:

ETD:

ETA:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-8 MISCELLANEOUS
EQUIPMENT/TASK FORCE (TAN)

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

Back

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Incident Location:

Time:

Status:

Assigned O/S Rest O/S Pers

Available O/S Mech ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-8 MISCELLANEOUS
EQUIPMENT/TASK FORCE (TAN)

ICS 219-8: Miscellaneous Equipment/Task Force Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available work day that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number or name for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none">• Assigned – Assigned to the incident• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft• O/S Pers – Out-of-service for personnel reasons• Available – Available to be assigned to the incident• O/S Mech – Out-of-service for mechanical reasons• ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.

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

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
<i>Front</i>				
Date/Time Checked In:				
Leader Name:				
Primary Contact Information:				
Resource ID #(s) or Name(s):				
Home Base:				
Departure Point:				
ETD:		ETA:		
Date/Time Ordered:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-10 GENERIC (LIGHT PURPLE)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
<i>Back</i>				
Incident Location:		Time:		
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:		Time:		
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Incident Location:		Time:		
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-10 GENERIC (LIGHT PURPLE)				

ICS 219-10: Generic Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none">• Assigned – Assigned to the incident• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft• O/S Pers – Out-of-service for personnel reasons• Available – Available to be assigned to the incident• O/S Mech – Out-of-service for mechanical reasons• ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.

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

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Sunrise: _____	Sunset: _____		
4. Remarks (safety notes, hazards, air operations special equipment, etc.):						
5. Ready Alert Aircraft: Medivac: _____ New Incident: _____						
8. Frequencies:						
		AM	FM			
7. Personnel:	Name:	Air Tactical Group Supervisor Aircraft:				
Air Operations Branch Director	Phone Number:	Air Tactical Group Supervisor Aircraft:				
Air Support Group Supervisor		Other Fixed-Wing Aircraft:				
Air Tactical Group Supervisor						
Helicopter Coordinator						
Helibase Manager						
10. Helicopters (use additional sheets as necessary):						
FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks
11. Prepared by: Name: _____ Position/Title: _____ Signature: _____						
ICS 220, Page 1						

ICS 220 Air Operations Summary

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Sunrise/Sunset	Enter the sunrise and sunset times.
4	Remarks (safety notes, hazards, air operations special equipment, etc.)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
5	Ready Alert Aircraft <ul style="list-style-type: none"> • Medivac • New Incident 	Identify ready alert aircraft that will be used as Medivac for incident assigned personnel and indicate on the Medical Plan (ICS 206). Identify aircraft to be used for new incidents within the area or new incident(s) within an incident.
6	Temporary Flight Restriction Number <ul style="list-style-type: none"> • Altitude • Center Point 	Enter Temporary Flight Restriction Number, altitude (from the center point), and center point (latitude and longitude). This number is provided by the Federal Aviation Administration (FAA) or is the order request number for the Temporary Flight Restriction.
7	Personnel <ul style="list-style-type: none"> • Name • Phone Number 	Enter the name and phone number of the individuals in Air Operations.
	Air Operations Branch Director	
	Air Support Group Supervisor	
	Air Tactical Group Supervisor	
	Helicopter Coordinator	
	Helibase Manager	

Block Number	Block Title	Instructions
8	Frequencies <ul style="list-style-type: none"> • AM • FM 	Enter primary air/air, air/ground (if applicable), command, deck coordinator, take-off and landing coordinator, and other radio frequencies to be used during the incident.
	Air/Air Fixed-Wing	
	Air/Air Rotary-Wing – Flight Following	Flight following is typically done by Air Operations.
	Air/Ground	
	Command	
	Deck Coordinator	
	Take-Off & Landing Coordinator	
	Air Guard	
9	Fixed-Wing (category/kind/type, make/model, N#, base)	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident.
	Air Tactical Group Supervisor Aircraft	
	Other Fixed-Wing Aircraft	
10	Helicopters	Enter the following information about the helicopter resources allocated to the incident.
	FAA N#	Enter the FAA N#.
	Category/Kind/Type	Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance.
	Make/Model	Enter the make and model of the helicopter.
	Base	Enter the base where the helicopter is located.
	Available	Enter the time the aircraft is available.
	Start	Enter the time the aircraft becomes operational.
	Remarks	
11	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
12	Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, Medivac, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used. Mission assignments may be listed by priority.
	Category/Kind/Type and Function	
	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	
	Mission Start	
	Fly From	Enter the incident location or air base the aircraft is flying from.
	Fly To	Enter the incident location or air base the aircraft is flying to.

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name: _____		2. Incident Number: _____		
3. Planned Release Date/Time: Date: _____ Time: _____	4. Resource or Personnel Released: _____		5. Order Request Number: _____	
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).				
LOGISTICS SECTION				
	Unit/Manager	Remarks	Name	Signature
<input type="checkbox"/>	Supply Unit			
<input type="checkbox"/>	Communications Unit			
<input type="checkbox"/>	Facilities Unit			
<input type="checkbox"/>	Ground Support Unit			
<input type="checkbox"/>	Security Manager			
<input type="checkbox"/>				
FINANCE/ADMINISTRATION SECTION				
	Unit/Leader	Remarks	Name	Signature
<input type="checkbox"/>	Time Unit			
<input type="checkbox"/>				
<input type="checkbox"/>				
OTHER SECTION/STAFF				
	Unit/Other	Remarks	Name	Signature
<input type="checkbox"/>				
<input type="checkbox"/>				
PLANNING SECTION				
	Unit/Leader	Remarks	Name	Signature
<input type="checkbox"/>				
<input type="checkbox"/>	Documentation Leader			
<input type="checkbox"/>	Demobilization Leader			
7. Remarks: _____				
8. Travel Information:				
Estimated Time of Departure: _____		Room Overnight: <input type="checkbox"/> Yes <input type="checkbox"/> No		
Destination: _____		Actual Release Date/Time: _____		
Travel Method: _____		Estimated Time of Arrival: _____		
Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No		Contact Information While Traveling: _____		
Number: _____		Area/Agency/Region Notified: _____		
9. Reassignment Information: <input type="checkbox"/> Yes <input type="checkbox"/> No				
Incident Name: _____		Incident Number: _____		
Location: _____		Order Request Number: _____		
10. Prepared by: Name: _____ Position/Title: _____ Signature: _____				
ICS 221		Date/Time: _____		

ICS 221 Demobilization Check-Out

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Planned Release Date/Time	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	Resource or Personnel Released	Enter name of the individual or resource being released.
5	Order Request Number	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	Resource or Personnel You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). <ul style="list-style-type: none"> • Unit/Leader/Manager/Other • Remarks • Name • Signature 	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	Logistics Section <input type="checkbox"/> Supply Unit <input type="checkbox"/> Communications Unit <input type="checkbox"/> Facilities Unit <input type="checkbox"/> Ground Support Unit <input type="checkbox"/> Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

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

Block Number	Block Title	Instructions
10	Prepared by <ul style="list-style-type: none">• Name• Position/Title• Signature• Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (using the 24-hour clock).

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT						
1. Name:		2. Incident Name:		3. Incident Number:		
4. Home Unit Name and Address:			5. Incident Agency and Address:			
6. Position Held on Incident:		7. Date(s) of Assignment: From: To:		8. Incident Complexity Level: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5		
9. Incident Definition:						
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
11. Knowledge of the Job/ Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	<input type="checkbox"/>	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	<input type="checkbox"/>	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	<input type="checkbox"/>	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.
12. Ability To Obtain Performance/Results: Quality, quantity, timeliness, and impact of work.	<input type="checkbox"/>	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	<input type="checkbox"/>	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness.	<input type="checkbox"/>	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement.
13. Planning/ Preparedness: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	<input type="checkbox"/>	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	<input type="checkbox"/>	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	<input type="checkbox"/>	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.
14. Using Resources: Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	<input type="checkbox"/>	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	<input type="checkbox"/>	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost conscious, sought ways to cut waste.	<input type="checkbox"/>	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.
15. Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	<input type="checkbox"/>	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations.	<input type="checkbox"/>	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities.	<input type="checkbox"/>	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.
16. Communication Skills: Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	<input type="checkbox"/>	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread.	<input type="checkbox"/>	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously.	<input type="checkbox"/>	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives.

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

1. Name:		2. Incident Name:			3. Incident Number:	
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
17. Ability To Work on a Team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	<input type="checkbox"/>	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	<input type="checkbox"/>	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	<input type="checkbox"/>	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.
18. Consideration for Personnel/Team Welfare: Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	<input type="checkbox"/>	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
19. Directing Others: Ability to influence or direct others in accomplishing tasks or missions.	<input type="checkbox"/>	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	<input type="checkbox"/>	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	<input type="checkbox"/>	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations.
20. Judgment/Decisions Under Stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	<input type="checkbox"/>	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.	<input type="checkbox"/>	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information.	<input type="checkbox"/>	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.
21. Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	<input type="checkbox"/>	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	<input type="checkbox"/>	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	<input type="checkbox"/>	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking.
22. Physical Ability for the Job: Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	<input type="checkbox"/>	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	<input type="checkbox"/>	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	<input type="checkbox"/>	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being.
23. Adherence to Safety: Ability to invest in the IMT's future by caring for the safety of self and others.	<input type="checkbox"/>	Failed to adequately identify and protect personnel from safety hazards.	<input type="checkbox"/>	Ensured that safe operating procedures were followed.	<input type="checkbox"/>	Demonstrated a significant commitment toward safety of personnel.
24. Remarks:						
25. Rated Individual (This rating has been discussed with me):						
Signature: _____			Date/Time: _____			
26. Rated by: Name: _____			Signature: _____			
Home Unit: _____			Position Held on This Incident: _____			
ICS 225			Date/Time: _____			

ICS 225 Incident Personnel Performance Rating

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Name	Enter the name of the individual being rated.
2	Incident Name	Enter the name assigned to the incident.
3	Incident Number	Enter the number assigned to the incident.
4	Home Unit Address	Enter the physical address of the home unit for the individual being rated.
5	Incident Agency and Address	Enter the name and address of the authority having jurisdiction for the incident.
6	Position Held on Incident	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	Date(s) of Assignment <ul style="list-style-type: none"> • From • To 	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	Incident Complexity Level <ul style="list-style-type: none"> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 	Indicate the level of complexity for the incident.
9	Incident Definition	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	Evaluation	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.

Block Number	Block Title	Instructions
	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
10	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11	Knowledge of the Job/ Professional Competence:	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)
12	Ability To Obtain Performance/Results:	Quality, quantity, timeliness, and impact of work.
13	Planning/Preparedness:	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	Using Resources:	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	Adaptability/Attitude:	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	Communication Skills:	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	Ability To Work on a Team:	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	Consideration for Personnel/Team Welfare:	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	Directing Others:	Ability to influence or direct others in accomplishing tasks or missions.
20	Judgment/Decisions Under Stress:	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	Initiative	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	Physical Ability for the Job:	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	Adherence to Safety:	Ability to invest in the IMT's future by caring for the safety of self and others.
24	Remarks	Enter specific information on why the individual received performance levels.
25	Rated Individual (This rating has been discussed with me) <ul style="list-style-type: none"> • Signature • Date/Time 	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	Rated by <ul style="list-style-type: none"> • Name • Signature • Home Unit • Position Held on This Incident • Date/Time 	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.

C

Emergency Operations Center Position Checklists

THIS PAGE LEFT BLANK INTENTIONALLY

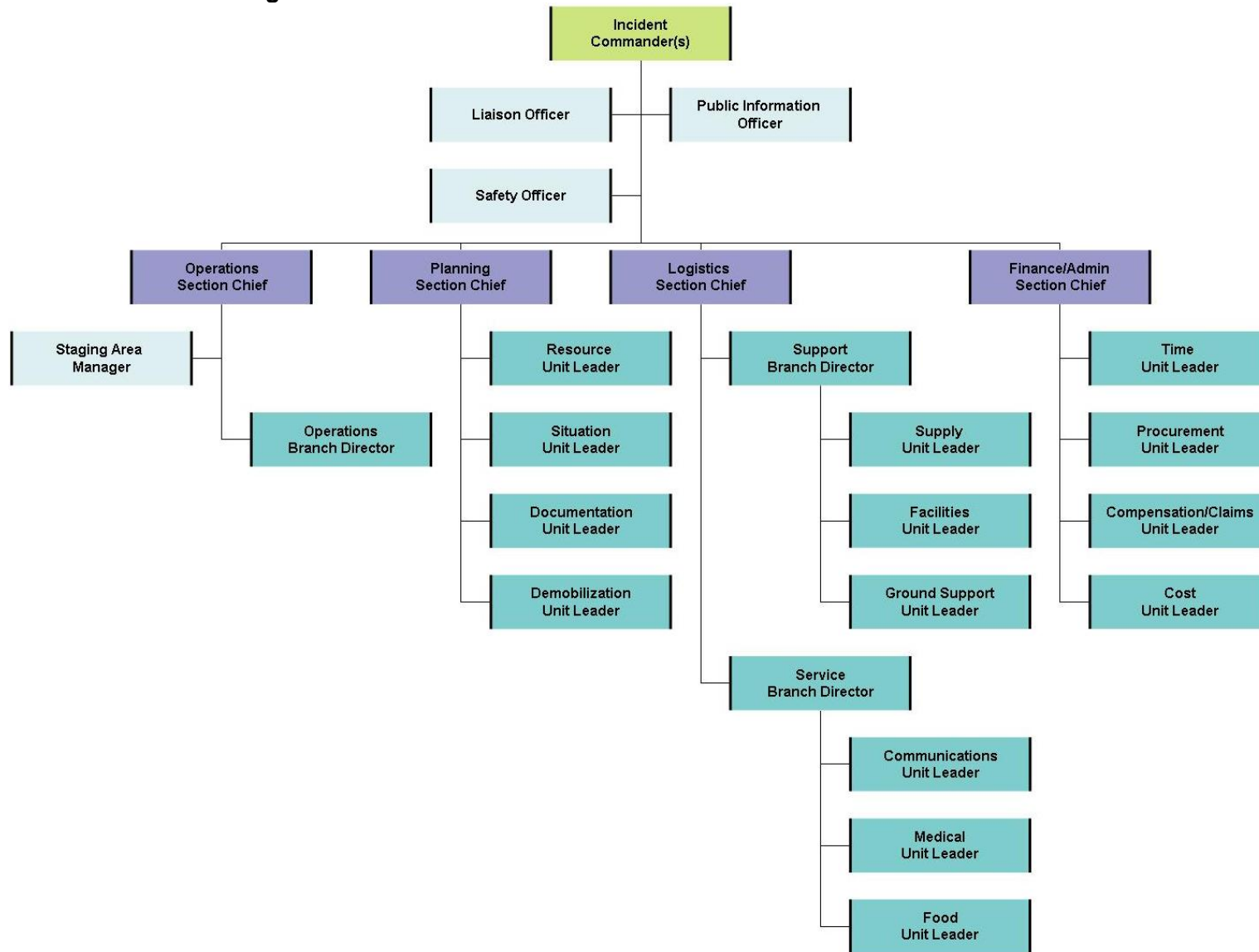
Appendix C. Emergency Operations Center Position Checklists**Index of EOC Position Checklists**

The following checklists are included in this appendix.

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

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



Communication Unit Leader Position Checklist

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



Task

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

2. Organize and staff Unit as appropriate:

- Assign Communications Center Manager and Lead Incident Dispatcher.
- Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.

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

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

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

6. Prepare and implement Incident Communications Plan (ICS Form 205):

- Obtain current organizational chart.
- Determine most hazardous tactical activity; ensure adequate communications.
- Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
- Determine Command communications needs.
- Determine support communications needs.
- Establish and post any specific procedures for use of Incident Command Post communications equipment.

Communication Unit Leader Position Checklist

7. Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:
- Determine specific organizational elements to be assigned telephones.
 - Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.
 - Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
 - **Do not publicize OUTGOING call lines.**

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

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

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

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

11. Document malfunctioning communications equipment, facilitate repair.

12. Establish and maintain communications equipment accountability system.

13. Provide technical information, as required, on:

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

Communication Unit Leader Position Checklist

14. Estimate Unit needs for expected operations; order relief personnel.

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

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

THIS PAGE LEFT BLANK INTENTIONALLY

Compensation/Claims Unit Leader Position Checklist

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



Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine accidents/injuries to date.
- Determine status of investigations.

2. Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.

3. Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.

4. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

5. Ensure that volunteer personnel have been appropriately registered.

6. Ensure written authority for persons requiring medical treatment.

7. Ensure correct billing forms for transmittal to doctor and/or hospital.

8. Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.

9. Coordinate with Safety Officer to:

- Provide liaison with Occupational Safety and Health Administration (OSHA).
- Provide analysis of injuries.
- Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.

10. Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.

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

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

Compensation/Claims Unit Leader Position Checklist

Claims Specialist:

1. Work closely with Operations and Planning for information from the field.

2. Some agencies/Units have "Claims Teams" who are trained to do claims investigation and documentation for large incidents.

3. Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often be a help coordinate and obtain information from other agencies or private entities).

4. "Damage assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.

Compensation for Injury Specialist:

1. Determine accidents/injuries to date.

2. Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.

3. Work with Safety Officer to determine trends of accidents and provide analysis of injuries.

4. Work with local agency representatives to find treatment options for injuries.

5. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

6. Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.

7. Keep informed and report on status of hospitalized personnel.

8. Maintain log of all injuries occurring on incident.

9. Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).

Cost Unit Leader Position Checklist

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



Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine reporting time-lines.
- Determine standard and special reports required.
- Determine desired report format.

2. Obtain and record all cost data:

- Agency Equipment costs.
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

3. Identify in reports all equipment/personnel requiring payment.

4. Prepare incident cost summaries by operational period, or as directed by the Finance/Administration Section Chief.

5. If cost share agreement is done, determine what costs need to be tracked. They may be different than total incident costs.

6. Prepare resources use cost estimates for Planning:

- Make sure estimates are updated with actual costs as they become available.
- Make sure information is provided to Planning according to Planning's schedule.

Cost Unit Leader Position Checklist

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

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

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

9. Ensure that all cost documents are accurately prepared.

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

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

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

Demobilization Unit Leader Position Checklist

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



Task

1. Obtain briefing from Planning Section Chief:

- Determine objectives, priorities and constraints on demobilization.

2. Review incident resource records to determine scope of demobilization effort:

- Resource tracking system.
- Check-in forms.
- Master resource list.

3. Meet with agency representatives to determine:

- Agencies not requiring formal demobilization.
- Personnel rest and safety needs.
- Coordination procedures with cooperating-assisting agencies.

4. Assess the current and projected resource needs of the Operations Section.

5. Obtain identification of surplus resources and probable release times.

6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).

7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.

8. Determine de-briefing requirements.

9. Establish communications links with off-incident organizations and facilities.

Demobilization Unit Leader Position Checklist

10. Prepare Demobilization Plan (ICS Form 221):

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

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

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

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

Demobilization Unit Leader Position Checklist

14. Assist in the coordination of the Demobilization Plan (ICS Form 221).

15. Provide briefing to relief on current activities and unusual events.

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

17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

THIS PAGE LEFT BLANK INTENTIONALLY

Documentation Unit Leader Position Checklist

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



Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish work area:

- Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.

4. Establish and organize incident files.

5. Establish duplication services, and respond to requests.

6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.

7. Retain and file duplicate copies of official forms and reports.

8. Accept and file reports and forms submitted by incident personnel.

9. Check the accuracy and completeness of records submitted for files.

10. Ensure that legal restrictions on public and exempt records are observed.

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

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

13. Give completed incident files to Planning Section Chief.

THIS PAGE LEFT BLANK INTENTIONALLY

Facilities Unit Leader Position Checklist

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



Task



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

- Expected duration and scope of the incident.
- Facilities already activated.
- Anticipated facility needs.



2. Obtain a copy of the Incident Action Plan (IAP) and determine:

- Location of Incident Command Post.
- Staging Areas.
- Incident Base.
- Supply/Receiving/Distribution Centers.
- Information/Media Briefing Center.
- Other incident facilities.



3. Determine requirements for each facility to be established:

- Sanitation.
- Sleeping.
- Feeding.
- Supply area.
- Medical support.
- Communications needs.
- Security needs.
- Lighting.

Facilities Unit Leader Position Checklist

4. In cooperation with other incident staff, determine the following requirements for each facility:

- Needed space.
- Specific location.
- Access.
- Parking.
- Security.
- Safety.

5. Plan facility layouts in accordance with above requirements.

6. Coordinate negotiation for rental office or storage space:

- < 60 days - Coordinate with Procurement Unit.
- > 60 days - Coordinate with Procurement Unit, agency Facilities Manager, and agency Finance Department.

7. Video or photograph rental office or storage space prior to taking occupancy.

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

Finance/Administration Section Chief Position Checklist

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



Task



1. Obtain briefing from Incident Commander:

- Incident objectives.
- Participating/coordinating agencies.
- Anticipated duration/complexity of incident.
- Determine any political considerations.
- Obtain the names of any agency contacts the Incident Commander knows about.
- Possibility of cost sharing.
- Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.



2. Obtain briefing from agency administrator:

- Determine level of fiscal process required.
- Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
- Assess potential for legal claims arising out of incident activities.
- Identify applicable financial guidelines and policies, constraints and limitations.

Finance/Administration Section Chief Position Checklist

3. Obtain briefing from agency Finance/Administration representative:

- Identify financial requirements for planned and expected operations.
- Determine agreements are in place for land use, facilities, equipment, and utilities.
- Confirm/establish procurement guidelines.
- Determine procedure for establishing charge codes.
- Important local contacts.
- Agency/local guidelines, processes.
- Copies of all incident-related agreements, activated or not.
- Determine potential for rental or contract services.
- Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative?
- Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
- Ensure that proper tax documentation is completed.
- Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.

4. Ensure all Sections and the Supply Unit are aware of charge code.

5. Attend Planning Meeting:

- Provide financial and cost-analysis input.
- Provide financial summary on labor, materials, and services.
- Prepare forecasts on costs to complete operations.
- Provide cost benefit analysis, as requested.
- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

Finance/Administration Section Chief Position Checklist

Sample Planning Meeting Agenda

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



6. Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
- Arrival and demobilization of personnel and equipment – Planning Section.
- Daily incident status – Planning Section.
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
- Status of supplies – Supply Unit Leader and Procurement Unit Leader.
- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered? – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader.

Finance/Administration Section Chief Position Checklist

- 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
- 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
 - Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
 - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
- 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
 - Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- 12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- 13. Assist Logistics in resource procurement:
 - Identify vendors for which open purchase orders or contracts must be established.
 - Negotiate ad hoc contracts.
- 14. Ensure coordination between Finance/Administration and other Command and General Staff.
- 15. Coordinate Finance/Administration demobilization.
- 16. Provide briefing to relief on current activities and unusual events.

Finance/Administration Section Chief Position Checklist

17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).

18. Submit all Section documentation to Documentation Unit.

THIS PAGE LEFT BLANK INTENTIONALLY

Food Unit Leader Position Checklist

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



Task

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

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

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

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

4. Determine location of working assignment.

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

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

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

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

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

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

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

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

THIS PAGE LEFT BLANK INTENTIONALLY

Ground Support Unit Leader Position Checklist

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



Task

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

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

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

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

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

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

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

8. Maintain inventory of support and transportation vehicles.

Ground Support Unit Leader Position Checklist

9. Provide transportation services:

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

10. Implement Transportation Plan:

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

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

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

Incident Commander Position Checklist

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



Task

1. Ensure welfare and safety of incident personnel.

2. Supervise Command and General Staff.

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

4. Assess incident situation:

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

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

6. Authorize protective action statements, as necessary.

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

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

8. Brief staff:

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

9. Determine information needs and inform staff of requirements.

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

Incident Commander Position Checklist

11. Establish parameters for resource requests and releases:

- Review requests for critical resources.
- Confirm who has ordering authority within the organization.
- Confirm those orders that require Command authorization.

12. Authorize release of information to the media:

- If operating within a Unified Command, ensure all Incident Commanders approve release.

13. Establish level of planning to be accomplished:

- Written Incident Action Plan (IAP).
- Contingency planning.
- Formal Planning Meeting.

14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

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

Incident Commander Position Checklist

15. Approve and authorize implementation of the IAP:

- Review IAP for completeness and accuracy.
- Verify that objectives are incorporated and prioritized.
- Sign ICS Form 202.

16. Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel.
- Approve necessary changes to strategic goals and IAP.
- Ensure that Liaison Officer is making periodic contact with participating agencies.

17. Work with agency staff to declare state of emergency according to agency protocol.

18. Keep agency administrator informed on incident-related problems and progress.

THIS PAGE LEFT BLANK INTENTIONALLY

Liaison Officer Position Checklist

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



Task

1. Obtain briefing from Incident Commander:

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

2. Obtain cooperating and assisting agency information, including:

- Contact person(s).
- Radio frequencies.
- Phone numbers.
- Cooperative agreements.
- Resource type.
- Number of personnel.
- Condition of personnel and equipment.
- Agency constraints/limitations.

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

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

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

6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

Liaison Officer Position Checklist

7. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:

- Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).

8. Participate in Planning Meetings:

Sample Planning Meeting Agenda

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

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

Logistics Section Chief Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Branch Director or Unit Leader.



Task

1. Obtain briefing from Incident Commander:

- Review situation and resource status for number of personnel assigned to incident.
- Review current organization.
- Determine which incident facilities have been/should be activated.

2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.

3. Confirm resource ordering process.

4. Assess adequacy of current Incident Communications Plan (ICS Form 205).

5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.

6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:

- Provide summary of emergency situation.
- Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

7. Notify Resources Unit of other Units activated, including names and location of assigned personnel.

Logistics Section Chief Position Checklist

8. Attend Planning Meetings:

Sample Planning Meeting Agenda

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

9. Participate in preparation of Incident Action Plan (IAP):

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
- Ensure Incident Communications Plan (ICS Form 205) is prepared.
- Ensure Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of Transportation Plan.

10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

11. Research availability of additional resources.

12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.

13. Ensure coordination between Logistics and other Command and General Staff.

14. Ensure general welfare and safety of Section personnel.

Logistics Section Chief Position Checklist

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

16. Ensure that all personnel observe established level of operational security.

17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).

18. Submit all Section documentation to Documentation Unit.

THIS PAGE LEFT BLANK INTENTIONALLY

Medical Unit Leader Position Checklist

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



Task

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

- Obtain information on any injuries that occurred during initial response operations.
- Name and location of Safety Officer.

2. Determine level of emergency medical activities performed prior to activation of Medical Unit:

- Number and location of aid stations.
- Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
- Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
- Medical supplies needed.

3. Respond to requests for medical treatment and transportation.

4. Request/supervise ambulance support. Order through established Incident chain of command.

5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section.** Plan should include:

- Medical Assembly Area.
- Triage Area.
- Ambulance Traffic Route.
- Landing Zone for Life flight (incident and hospital).
- Aid Station Location(s).
- Hazard specific information (HAZMAT treatment, etc.).
- Closest hospitals.
- Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

Medical Unit Leader Position Checklist

- 6. Obtain Safety Officer approval for Medical Plan.
- 7. Coordinate Medical Plan with local hospitals.
- 8. Respond to requests for medical aid.
- 9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.
- 10. Respond to requests for medical supplies.
- 11. Prepare medical reports; provide copies to Documentation Unit.
- 12. Submit reports as directed; provide copies to Documentation Unit Leader.
- 13. Provide briefing to relief on current activities and unusual circumstances.
- 14. Document all activity on Unit Log (ICS Form 214).

Operations Branch Director Position Checklist

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



Task

1. Obtain briefing from Operations Section Chief or Incident Commander:

- Determine resources assigned to the Branch, current location, and activities.
- Review assignments for Divisions and/or Groups within Branch and modify based on effectiveness of current operations.
- If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander.
- Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.

2. Attend Operations Briefing.

3. Develop tactical assignments, with subordinates, for Branch control operations.

4. Assign specific work tasks to Division/Group Supervisors.

5. Resolve logistical problems reported by subordinates:

- Monitor radio transmissions and cell phone use to assess communications needs.
- Ensure resources receive adequate food, liquids, and rehabilitation.
- Request additional resources through approved ordering channels.

6. Report to Operations Section Chief whenever:

- Incident Action Plan (IAP) is to be modified.
- Additional resources are needed.
- Surplus resources are available.
- Hazardous situations or significant events occur.

7. Coordinate activities with other Branch Directors.

Operations Branch Director Position Checklist

8. Attend Planning Meetings at the request of the Operations Section Chief.

9. Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.

10. Ensure Branch fiscal record-keeping.

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

Operations Section Chief Position Checklist

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



Task

1. Obtain briefing from Incident Commander:

- Determine incident objectives and recommended strategies.
- Determine status of current tactical assignments.
- Identify current organization, location of resources, and assignments.
- Confirm resource ordering process.
- Determine location of current Staging Areas and resources assigned there.

2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.

3. Establish operational period.

4. Establish and demobilize Staging Areas.

5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):

- Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
- Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

6. Develop and manage tactical operations to meet incident objectives.

Operations Section Chief Position Checklist

7. Assess life safety:

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

8. Evaluate situation and provide update to Planning Section:

- Location, status, and assignment of resources.
- Effectiveness of tactics.
- Desired contingency plans.

9. Determine need and request additional resources.

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

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

12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:

- Identify assignments by Division or Group.
- Identify specific tactical assignments.
- Identify resources needed to accomplish assignments.

Operations Section Chief Position Checklist

13. Ensure coordination of the Operations Section with other Command and General Staff:

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

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

15. Attend Planning Meetings:

Sample Planning Meeting Agenda

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

16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.

THIS PAGE LEFT BLANK INTENTIONALLY

Planning Section Chief Position Checklist

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



Task

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

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

3. Establish and maintain resource tracking system.

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

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

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

7. Obtain/develop incident maps.

8. Establish information requirements and reporting schedules for ICP and field staff.

Planning Section Chief Position Checklist

9. Prepare contingency plans:

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

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

11. Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

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

12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

Planning Section Chief Position Checklist

- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

13. Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.

14. Coordinate preparation of the Safety Message with Safety Officer.

15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.

16. Instruct Planning Section Units in distribution of incident information.

17. Provide periodic predictions on incident potential.

18. Establish a weather data collection system, when necessary.

19. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

20. Ensure Section has adequate coverage and relief.

21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.

22. Ensure preparation of demobilization plan, if appropriate.

23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.

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

25. Ensure that all staff observe established level of operational security.

26. Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).

27. Submit all Section documentation to Documentation Unit.

THIS PAGE LEFT BLANK INTENTIONALLY

Procurement Unit Leader Position Checklist

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



Task



1. Obtain briefing from Finance/Administration Section Chief:

- Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.
- Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.
- Determine status of bid process.
- Determine current vendor list.
- Determine current blanket Purchase Order (PO) list.
- Determine time-lines established for reporting cost information.



2. Contact Supply Unit on incident needs and any special procedures or requirements.



3. Prepare and sign offers for rental, as necessary.



4. Develop Incident Procurement Plan. This plan should address/include:

- Spending caps.
- Necessary Forms.
- Identify who has purchasing authority.
- Process for obtaining approval to exceed caps.
- Coordination process with Supply Unit.
- Supply of emergency purchase orders.

Procurement Unit Leader Position Checklist

- 5. Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.
- 6. Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.
- 7. Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).
- 8. Establish contact with supply vendors, as needed.
- 9. Determine whether additional vendor-service agreements will be necessary.
- 10. Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- 11. Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.
- 12. Verify all invoices.
- 13. It is imperative that all contractors are accounted for and their time documented:
 - Coordinate with all Sections.
 - It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used.
 - Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.
- 14. Complete final processing and send documents for payment.
- 15. Maintain final incident receiving documents:
 - Obtain copies of all vendor invoices.
 - Verify that all equipment time records are complete.
 - Maintain comprehensive audit trail for all procurement documents.
 - Check completeness of all data entries on vendor invoices.
 - Compare invoices against procurement documents.
 - Assure that only authorized personnel initiate orders.

Procurement Unit Leader Position Checklist

16. Provide briefing to relief on current activities and unusual events.

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

THIS PAGE LEFT BLANK INTENTIONALLY

Public Information Officer Position Checklist

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



Task

1. Obtain briefing from Incident Commander:

- Determine current status of Incident (ICS Form 209 or equivalent).
- Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
- Determine point of contact for media (scene or Command Post).
- Determine current media presence.

2. Participate in Administrative Officer's briefing:

- Determine constraints on information process.
- Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.

3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.

4. Coordinate the development of door-to-door protective action statements with Operations.

5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

Public Information Officer Position Checklist

- 6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
 - Joint Information Center (JIC).
 - Field (scene) Information.
 - Internal Information.
- 7. Establish contact with local and national media representatives, as appropriate.
- 8. Establish location of Information Center for media and public away from Command Post.
- 9. Establish schedule for news briefings.
- 10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.
- 11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
- 12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.
- 13. Obtain approval for information release from Incident Commander:
 - Confirm details to ensure no conflicting information is released.
 - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.
- 14. Release news to media, and post information in Command Post and other appropriate locations.
- 15. Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media.

Public Information Officer Position Checklist

16. Update off-incident agency personnel on a regular basis:

- Utilize electronic mail for agency updates.
- Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
- Provide standard statement which can be given to general requests for information.

17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:

- Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

18. Attend Planning Meetings:

Sample Planning Meeting Agenda

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

19. Respond to special requests for information.

20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

21. Confirm the process for the release of information concerning incident-related injuries or deaths.

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

THIS PAGE LEFT BLANK INTENTIONALLY

Resources Unit Leader Position Checklist

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



Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish check-in function at incident locations (ICS Form 211).

4. Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.

5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:

- Review ICS Form 201 for resource information.
- Review Check-In List (ICS Form 211).
- Confirm resources assigned to Staging.
- Confirm resources assigned to tactical Operations organization.
- Confirm resources assigned to other Command and General Staff functions.

6. Establish and maintain resource tracking system.

7. Maintain master roster of all resources at the incident:

- Total number of personnel assigned to the incident.
- Total number of resources assigned to each Section and/or Unit.
- Total number of specific equipment/apparatus types.

Resources Unit Leader Position Checklist

8. Assist in preparation of the Incident Action Plan (IAP):

- Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).
- Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
- Prepare Organization Assignment List (ICS Form 203).
- Prepare Division/Group Assignment Sheets (ICS Form 204).

9. Participate in Planning Meetings, as assigned.

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

11. Assist in identification of additional and special resources:

- Other disciplines.
- Technical Specialists.
- Resources needed to implement contingency plans.

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

Safety Officer Position Checklist

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



Task

1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.

2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.

3. Staff and organize function, as appropriate:

- In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
- Multiple high-risk operations may require an Assistant Safety Officer at each site.
- Request additional staff through incident chain of command.

4. Identify potentially unsafe acts.

5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.

6. Ensure adequate sanitation and safety in food preparation.

7. Debrief Assistant Safety Officers prior to Planning Meetings.

8. Prepare Incident Action Plan Safety and Risk Analysis (USDA ICS Form 215A).

9. Participate in Planning and Tactics Meetings:

- Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
- Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

10. Attend Planning meetings:

Safety Officer Position Checklist

Sample Planning Meeting Agenda

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

11. Participate in the development of Incident Action Plan (IAP):

- Review and approve Medical Plan (ICS Form 206).
- Provide Safety Message (ICS Form 202) and/or approved document.
- Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section.

12. Investigate accidents that have occurred within incident areas:

- Ensure accident scene is preserved for investigation.
- Ensure accident is properly documented.
- Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).
- Prepare accident report as per agency policy, procedures, and direction.
- Recommend corrective actions to Incident Commander and agency.

13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

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

Service Branch Director Position Checklist

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



Task

1. Obtain briefing from Logistics Section Chief:

- Determine number of personnel to be fed.
- Determine communications systems in use.
- Determine medical support needs of the incident.
- Confirm personnel already requested for Branch.

2. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:

- Provide summary of emergency situation.
- Provide summary of the communications, food, and medical needs of the incident.

3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).

4. Ensure that incident personnel receive adequate food and water.

5. Coordinate with Operations to ensure adequate medical support to incident personnel.

6. Participate in organizational meetings of Logistics Section personnel.

7. Coordinate activities of Branch Units.

8. Keep Logistics Section Chief apprised of Branch Activities.

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

THIS PAGE LEFT BLANK INTENTIONALLY

Situation Unit Leader Position Checklist

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



Task

1. Obtain briefing from Planning Section Chief.

- Review ICS Form 201 for incident status.
- Determine incident objectives and strategy.
- Determine necessary contingency plans.
- Identify reporting requirements and schedules-both internal and external to the incident.

2. Organize and staff Unit, as appropriate:

- Assign Field Observers.
- Request Technical Specialists, as needed.

3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):

- Brief Technical Specialists on current incident status.
- Assign analysis tasks.
- Notify staff of time lines and format requirements.
- Monitor progress.

Situation Unit Leader Position Checklist

4. Compile, maintain and display incident status information for Incident Command Post (ICP) staff:

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

5. Provide photographic services and maps:

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

6. Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.

Situation Unit Leader Position Checklist

- 8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.
- 9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:
 - Provide copies to Command and General Staff.
 - Forward to agency administrator and to other entities, as directed.
- 10. Participate in Planning Meetings, as required.
- 11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.
- 12. Provide briefing to relief on current and unusual situations.
- 13. Document all activity on Unit Log (ICS Form 214).

THIS PAGE LEFT BLANK INTENTIONALLY

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).

THIS PAGE LEFT BLANK INTENTIONALLY

Supply Unit Leader Position Checklist

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



Task

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

- Determine charge code for incident.
- Confirm ordering process.
- Assess need for 24-hour staffing.
- Determine scope of supply process.

2. Organize and staff Unit, as appropriate:

- Consider need for "lead agency" representation in ordering process.
- Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).

3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:

- Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
- Confirm process for coordinating contract related activities with the Procurement Unit.
- Confirm process for emergency purchase orders with Finance Section.

4. Determine type and amount of supplies and equipment on hand and en route:

- Contact Resources Unit to determine resources on order.

Supply Unit Leader Position Checklist

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

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

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

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

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

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

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

12. Maintain inventory of supplies and equipment.

13. Service re-usable equipment.

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

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

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

Support Branch Director Position Checklist

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



Task

1. Obtain briefing from Logistics Section Chief:

- Determine facilities activated in support of the incident.
- Determine ground support and transportation needs.
- Determine resource ordering process.
- Confirm personnel already requested for Branch.

2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.

3. Confirm facilities in use and determine the potential for additional facilities.

4. Determine need for fuel delivery and vehicle support.

5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.

6. Staff Branch appropriately.

7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:

- Provide summary of emergency situation.
- Provide summary of the facility, supply, and ground support needs of the incident.

8. Participate in organizational meetings of Logistics Section personnel.

9. Coordinate activities of Branch Units.

10. Keep Logistics Section Chief apprised of Branch Activities.

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

THIS PAGE LEFT BLANK INTENTIONALLY

Time Unit Leader Position Checklist

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



Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine incident requirements for time recording.
- Determine required time-lines for reports.
- Determine location of timekeeping activity.
- Determine number of personnel and rental equipment for which time will be kept.

2. Organize and staff Unit, as appropriate.

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

4. Establish contact with appropriate agency personnel representatives:

- Determine time-keeping constraints of individual agencies.
- Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.

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

6. Establish files for time records, as appropriate.

7. Provide for records security.

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

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

10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

Time Unit Leader Position Checklist

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

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

D

References

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix D. References

Federal

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2010.
(http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf)
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1998.
(<http://www.fema.gov/plan/prevent/damfailure/fema64.shtm>)
- Homeland Security Presidential Directive 5: Management of Domestic Incidents, 2003.
(http://www.dhs.gov/xabout/laws/gc_1214592333605.shtm)
- National Incident Management System, 2008.
(http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf)
- National Response Framework, 2008.
(<http://www.fema.gov/emergency/nrf/>)
- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973. (<http://www.fdic.gov/regulations/laws/rules/6500-3600.html>)
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.
(<http://www.fema.gov/about/stafact.shtm>)
- The Code of Federal Regulations (CFR), Title 44, Part 206.
(<http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=58d3c66822cc6df274ab5bb11faa77ff&rgn=div5&view=text&node=44:1.0.1.4.57&idno=44>)

State

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. 2011.
(http://www.oregon.gov/OSP/SFM/Oregon_Mob_Plan.shtml)
- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2010.
(http://www.oregon.gov/OMD/OEM/docs/library/decl_guide_Nov_2010.pdf?ga=t)
- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080. (<http://www.leg.state.or.us/ors/>)

County

- Clackamas County Emergency Operations Plan, 2011
- Memoranda of Agreement / Understanding

Other

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

E

Acronyms and Glossary

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix E. Acronyms and Glossary

Acronyms

ADA	Americans with Disabilities Act
AMR	American Medical Response
ARES	Amateur Radio Emergency Services
BCC	Board of County Commissioners
CCFD1	Clackamas County Fire District #1
C-COM	Clackamas County Communications
CERT	Citizen Emergency Response Team
City	City of Milwaukie
COG	Continuity of Government
COOP	Continuity of Operations
County	Clackamas County
DRC	Disastr Resource Center
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IDA	initial damage assessment
IST	Information Systems and Technology
JIC	Joint Information Center
LEDS	Law Enforcement Data System

Appendix E. Acronyms and Glossary

LOCOM	Lake Oswego Communications Center
NGO	Nongovernmental Organization
NHMP	Natural Hazards Mitigation Plan
NIMS	National Incident Management System
NOAA	North American Atmospheric and Oceanic Administration
NRF	National Response Framework
NSS	National Shelter System
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
ORS	Oregon Revised Statutes
OSP	Oregon State Police
OSU	Oregon State University
PAC	Public Assistance Coordinator
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
SA	Support Annex
SOP	Standard Operating Procedure
State	State of Oregon (governing body)
UC	Unified Command
VA	Veterans Administration

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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

Appendix E. Acronyms and Glossary

medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

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

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

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

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

Appendix E. Acronyms and Glossary

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

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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,

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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.

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

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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

Appendix E. Acronyms and Glossary

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/nimscast/index.jsp>

THIS PAGE LEFT BLANK INTENTIONALLY

Functional Annexes

1

FA 1 – Emergency Services

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Purpose and Scope FA 1-1**
- 2 Policies and Agreements FA 1-1**
- 3 Situation and Assumptions FA 1-2**
 - 3.1 Situation FA 1-2
 - 3.2 Assumptions FA 1-2
- 4 Roles and Responsibilities FA 1-4**
 - 4.1 Incident Commander..... FA 1-4
 - 4.2 Clackamas County Fire District #1 FA 1-4
 - 4.3 Police Chief FA 1-4
 - 4.4 Public Works Director..... FA 1-5
 - 4.5 Community Development Director/Building Official..... FA 1-5
 - 4.6 Finance Director FA 1-6
 - 4.7 Other City Departments FA 1-6
 - 4.8 Other Organizations FA 1-6
- 5 Concept of Operations FA 1-6**
 - 5.1 Emergency Management Organization..... FA 1-6
 - 5.2 Emergency Operations Center..... FA 1-7
 - 5.2.1 Facilities and Equipment FA 1-7
 - 5.2.2 Emergency Operations Center Activation..... FA 1-8
 - 5.2.3 Emergency Operations Center Activation Triggering Mechanism..... FA 1-8
 - 5.2.4 Emergency Operations Center Access..... FA 1-8
 - 5.2.5 Emergency Operations Center Staffing Pattern..... FA 1-9
 - 5.2.6 De-Activation Guidelines FA 1-9
- 6 Emergency Services Functions..... FA 1-9**
 - 6.1 Communications FA 1-9
 - 6.1.1 Emergency Communications Systems FA 1-9
 - 6.1.2 Alert and Warning..... FA 1-10
 - 6.2 Fire Services FA 1-11
 - 6.3 Resource Management..... FA 1-11
 - 6.3.1 General Guidelines..... FA 1-12
 - 6.3.2 Emergency Fiscal Management FA 1-12
 - 6.4 Emergency Medical Services FA 1-13
 - 6.5 Search and Rescue..... FA 1-13
 - 6.6 Hazardous Materials Response FA 1-13
 - 6.7 Law Enforcement Services FA 1-13

FA 1. Emergency Services

6.8 Emergency Public Information FA 1-14

6.8.1 Information Flow FA 1-14

6.8.2 Joint Information System FA 1-14

6.8.3 Media Briefing Facilities..... FA 1-15

6.8.4 Media Access to the Scene FA 1-15

6.8.5 Community Assistance FA 1-16

6.9 Evacuation and Population Protection FA 1-16

6.9.1 Identification of Need..... FA 1-16

6.9.2 Determination of Time Needed for Evacuation..... FA 1-16

6.9.3 Shelter-in-Place FA 1-17

7 Supporting Documents FA 1-17

8 Appendices FA 1-18

Appendix A Emergency Operations Center Operations FA 1-19

Appendix A-1 Incident Briefing Agenda..... FA 1-21

Appendix A-2 Situation Report Form..... FA 1-25

Appendix B Emergency Public Information Materials FA 1-27

Appendix B-1 Emergency Alert System Templates..... FA 1-29

Appendix B-2 Guidelines for Release of Information to the
Media..... FA 1-31

Appendix B-3 Sample Media Statement Format FA 1-33

Appendix C Evacuation FA 1-35

Appendix C-1 Evacuation Order..... FA 1-37

Appendix C-2 Evacuation Routes..... FA 1-39

Appendix C-3 Evacuation Checklist FA 1-41

Appendix C-4 Evacuation Traffic Policy FA 1-43

FA 1. Emergency Services

FA 1 Tasked Agencies	
Primary Agencies	City Police Department Clackamas County Fire District No. 1 (CCFD1) City Public Work Department
Supporting Agencies	Clackamas County Emergency Management Clackamas County Health, Housing and Human Services Clackamas County Sheriff’s Office Clackamas County Transportation and Development Local Hospitals: Milwaukie Providence Hospital Ambulance Services: American Medical Response (AMR) Dispatch: Lake Oswego Communications Center (LOCOM)

1 Purpose and Scope

The Emergency Services Functional Annex (FA) outlines the basic City of Milwaukie (City) emergency services necessary to respond to a disaster.

This annex covers the following functions:

- Emergency Communications
- Alert and Warning
- Firefighting
- Emergency Management (Emergency Operations Center [EOC] Operations)
- Resource Management
- Search and Rescue
- Hazardous Materials Response
- Public Safety and Security
- External Affairs
- Evacuation and Population Protection

Emergency services information that is specific to a unique hazard (e.g., hazardous materials releases, terrorism, flood response, etc.) can be found in the appropriate Incident Annex.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

FA 1. Emergency Services

- Emergency Management Service Provider Agreement (2005); City of Milwaukie and CCFD1. Agreement that CCFD1 continue to serve as the City of Milwaukie's Emergency Management Services Provider.

3 Situation and Assumptions

3.1 Situation

The City may encounter situations in which many, or all, of its emergency response agencies need to be activated. The three primary emergency service agencies are the City Police Department, City Public Works Department, and CCFD1. If additional response resources are needed, mutual aid is available from neighboring local governments and the County.

3.2 Assumptions

- A natural or human-caused emergency or disaster may occur at any time requiring response capabilities beyond those normally available to the City.
- Emergency personnel are trained in the Incident Command System (ICS)/National Incident Management System (NIMS).
- Utilization of the City Emergency Operations Plan (EOP) does not require activation of the EOC. The need to activate the EOC will be determined at the time by the Emergency Management Director (EMD) or Incident Commander (IC).
- In an emergency, the City may assume a Unified Command (UC) approach.
- Due to limited City resources, and depending on how widespread the emergency, the City may not be able to meet the requests for emergency response/recovery assistance from other units of local government in the County during a major emergency.
- The City is responsible for coordinating response and recovery activities for a major emergency/disaster in the City, even when its own resources may be exhausted.
- Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be degraded by a particular hazard occurrence.
- Equipment is available to provide the communications necessary for emergency operations. To the greatest extent possible, cellular and landline telephones, pagers, and email will be the primary system for notification of key officials and critical workers.

FA 1. Emergency Services

- Additional communications equipment required for emergency operations will be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies.
- Both the media and the public will expect and demand that information regarding an emergency be provided in a timely manner.
- The local media, particularly radio and television, can perform an essential role in providing emergency instructions and status information to the public, both through news bulletins and Emergency Alert System (EAS) broadcasts, web pages, and social media sites.
- Most of the public will receive and understand official information related to evacuation. Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by local government authorities. However, some individuals may refuse to evacuate. It is also assumed that most evacuees will use private transportation means; however, transportation may have to be provided for some.
- City staff/emergency responders will work to address the concerns of vulnerable populations who may have trouble understanding or accessing official emergency information.
- Time constraints, route limitations, and hosting facilities' capacities to accommodate evacuees could significantly stress and deplete local resources.
- The timely and accurate assessment of damage to public or private property will be of vital concern to local officials following a disaster and will have great bearing upon the manner in which recovery is conducted in the City.
- Damage assessments may need to be undertaken at different periods during a disaster event. A "windshield" survey may be conducted initially to obtain an overall general impression of the event's impact as part of preparing to issue the disaster declaration. A more detailed damage assessment will need to be performed to document the need for State and Federal aid.
- County, State, and Federal assistance will depend upon the adequate and timely documentation of the results of the disaster on the local community.

FA 1. Emergency Services

4 Roles and Responsibilities

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

4.1 Incident Commander

1. Activate the EOC, if necessary.
2. Report to the EOC to assume overall responsibility for City government activities.
3. Regularly brief the City Manager and City Council on developments in the situation.
4. Designate an alternative EOC location, if necessary.
5. Assign a representative of the City to the County EOC, if applicable.
6. Coordinate the flow of public information to ensure consistency and appropriateness.

4.2 Clackamas County Fire District #1

7. Provide qualified representative to the EOC to fill role of Fire Branch Director in the Operations Section.
8. If necessary, provide for the safety of personnel and their families before they report to their duty stations. Any firefighters who are unable to get to their home departments should report to the closest fire stations and offer to be part of the staffing pool.
9. Relocate equipment as necessary.
10. Assist in traffic/crowd control as necessary.
11. Coordinate activities through the City EOC.

4.3 Police Chief

12. Provide a qualified representative to the EOC to fill the role of Law Enforcement Branch Director in the Operations Section.
13. Provide for the safety of personnel and their families before they report to their duty stations. Any police department employees who are unable to get to their home departments should report to the closest police department and offer to be part of the staffing pool.
14. Relocate equipment as necessary.

FA 1. Emergency Services

15. Assist in traffic/crowd control as necessary.
16. Assume primary responsibility for closing and/or rerouting traffic on city streets to assist movement of people, to keep people out of danger, and/or to keep them from impeding emergency response activities.
17. Coordinate and assist the County Transportation and Development Department in closing County roads and/or rerouting traffic through the City, if applicable.
18. Coordinate and assist Oregon Department of Transportation (ODOT) and Oregon State Police (OSP) in closing State highways and/or rerouting traffic through the City, if applicable.

4.4 Public Works Director

19. Provide a qualified representative to report to the EOC to assume overall responsibility for Public Works activities under the direction of the Operations Chief.
20. Provide for the safety of personnel and their families before they report to their duty stations. Any public works employees who are unable to get to their home departments should report to the closest public works department and offer to be part of the staffing pool.
21. Relocate equipment as necessary.
22. Assist the City Police Department in closing streets and/or rerouting traffic, as applicable.
23. Provide damage assessment information to City EOC, as applicable.

4.5 Community Development Director/Building Official

24. Provide a qualified representative to report to the EOC to assume overall responsibility for planning activities.
25. Planning Department duties and responsibilities include compiling, analyzing, and coordinating overall planning activities in support of emergency operations.
26. Building Official duties and responsibilities involving seismic events require the application of systematic “rapid evaluation” techniques for assessing the condition of key structures. The priority application for structure assessment is as follows:
27. EOC

FA 1. Emergency Services

- 28. Public Works Staging Area
- 29. Emergency shelters
- 30. Other structures as directed by the EOC

4.6 Finance Director

- 31. Provide a qualified representative to report to the EOC and assume responsibility for all necessary fiscal activities.
- 32. Financial Department duties and responsibilities include tracking, analyzing, approving, and reporting fiscal activities in support of emergency operations.

4.7 Other City Departments

- 33. Provide support activities as outlined in the City EOP.

4.8 Other Organizations

- 34. Organizations such as ODOT, OSP, local ambulance service, and local hospitals may assign liaisons as points of contact within the City EOC for coordination and communication.

5 Concept of Operations**5.1 Emergency Management Organization**

The City has established this EOP in accordance with NIMS and designated a representative from the City Police Department as the Emergency Management Organization's Emergency Manager. The Emergency Manager is responsible for developing and training an Emergency Management Organization capable of managing the response and recovery of a major emergency in accordance with the provisions of this plan.

Oregon Revised Statutes (ORS) 401.305 and 401.335 give the City responsibility and authority to direct activities that will allow the City to mitigate, prepare for, respond to, and recover from emergencies or major disasters. The EOP may be implemented at the discretion of the City Manager, Emergency Manager, or IC.

Day-to-day supervision of the EOP is the responsibility of the Emergency Manager. If the EOC is activated, the EOC Manager (or designee) is responsible for organizing, supervising, and operating the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone service is interrupted, members of the Operations and General Staff should ensure the safety of their families and then report to the EOC.

FA 1. Emergency Services

The City Manager has the authority to involve any or all City personnel in the response to a disaster or other emergency incident. The declaration of an emergency nullifies leaves and vacations as deemed necessary by the Mayor or City Council.

Emergency contact information for the EOC staff is housed in the Emergency Manager's Office.

5.2 Emergency Operations Center

Response activities for localized incidents will be coordinated from a local EOC and will be activated upon notification of a possible or actual emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will become the seat of government for the duration of the crisis. The EOC will serve as a multiple agency coordination system, if needed.

5.2.1 Facilities and Equipment

The City's EOC is established at a location in which City officials can receive relevant information regarding the emergency and provide coordination and control of emergency operations.

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

Milwaukie Public Safety Building
3200 SE Harrison
Milwaukie, OR 97222

Facilities available at the EOC: Backup generator, one white board, earthquake resistant design, emergency food stores, four laptops, fax machine, eight phones, 12 tables, and 50 chairs.

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

Milwaukie City Hall
10722 SE Main
Milwaukie, OR 97222.

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

2200 Kaen Road
Oregon City, OR 97045

However, the location of the EOC can change, as dictated by the nature of the disaster and the resource requirements needed to adequately respond. Coordination and control for City emergency operations will be conducted from the EOC as long as environmental and incident conditions allow; however, the Emergency Manager will designate a facility should it be necessary to relocate.

FA 1. Emergency Services

The Emergency Manager (or designee) may request that County Emergency Management allow the City to utilize County facilities.

5.2.2 Emergency Operations Center Activation

The City Manager has primary authority to initiate activation of the EOC. If the City Manager is not available, and conditions warrant, the IC can order activation of the EOC. Upon activation of the EOC, the Emergency Manager, at his or her discretion, may assume the role of the EOC Manager.

As soon as practical, the Emergency Manager will notify County Emergency Management that the EOC has been activated. County Emergency Management will be briefed and a preliminary determination made regarding the likelihood of a disaster declaration.

5.2.3 Emergency Operations Center Activation Triggering Mechanism

The level of response required by an incident will provide guidelines for EOC activation.

LEVEL 1 Often referred to as “routine” crisis management or emergency situations, Level 1 situations can normally be handled using resources available at the incident location. It may not be necessary to implement an emergency plan for this level. Outside assistance is usually not required.

LEVEL 2 Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). The request often takes the form of a 911 call for police, fire, or medical assistance. Examples include hazardous materials spills and traffic incidents with multiple injuries. Portions of the City EOP may be activated.

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

5.2.4 Emergency Operations Center Access

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

FA 1. Emergency Services**5.2.5 Emergency Operations Center Staffing Pattern**

City departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make decisions associated with their Command and General Staff positions. Roles and Responsibilities for Command and General Staff are detailed in Section 5 of this EOP's Basic Plan.

5.2.6 De-Activation Guidelines

Each situation will need to be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the City Manager.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the City EOC during the day with limited staffing to facilitate the dissemination of information on disaster relief programs available for the public and local government. This alternative should be weighed against the option of immediately requiring the City Manager and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal.

The City Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, this information needs to be disseminated to the same agencies that were notified when it was activated.

6 Emergency Services Functions**6.1 Communications****6.1.1 Emergency Communications Systems**

Emergency communication systems for the City include various radio systems, cellular telephones, 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 the Law Enforcement Data System (LEDS) and will be distributed according to departmental procedures. Messages that affect the overall emergency preparedness of the City, such as information about the movement of hazardous materials or weather alerts will be distributed to the City Police Department and Emergency Manager. 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, LOCOM will use the emergency contact list to contact responding department representatives. Once contact with the responding department's representative is made, it is the responsibility of that employee to

FA 1. Emergency Services

determine and to activate the appropriate departmental response and further contacts that must be made.

6.1.2 Alert and Warning

The effectiveness of an alert and warning system depends largely upon the specificity and clarity of instructions and upon whether the public perceives the warning entity as credible at the time the warning is issued. In addition, messages must be geographically precise, repeated more than once, and broadcast in more than one medium.

The City's alert and warning system utilizes the local EAS, CodeRED, police and fire vehicle public address systems, and door-to-door contact. Police and fire vehicle public address systems and door-to-door contact are used either as a last resort or for highly localized hazards. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately or in combination to alert and warn the public of an emergency. In addition, special facilities such as schools, hospitals, utilities, and industrial facilities may need notification. Contact information for these facilities is housed in the Emergency Manager's Office.

6.1.2.1 General Guidelines

35. Upon detection of an emergency condition arising within the City, the IC will decide whether there is a need for immediate alert and shall attempt to notify the Emergency Manager and direct its implementation.
36. The City may also receive warning information from the County by telephone, the OSP, Fire Net, and Oregon Emergency Management through LEDS. When warning information is received by telephone, the information should be confirmed by a return telephone call.
37. If the emergency is localized, City law enforcement may alert residents in the area by telephone, mobile public address systems, and door-to-door contact.
38. The City will educate residents about the City's alert and warning system.
39. A log of warnings issued during the incident shall be maintained by the assigned Public Information Officer (PIO).

6.1.2.2 Emergency Alert System

The National EAS consists of linked broadcast stations and governmental communication systems to provide emergency alert and warning to the public. The City's primary public broadcast stations have been identified as KXL (750

FA 1. Emergency Services

kHz AM) and KGON (92.3 MHz FM). All participating television and radio stations rebroadcast the information given to the primary station.

Detailed instructions for the activation and use of the EAS are outlined in the Clackamas County EAS Plan. This plan can be activated by the City Manager or the IC. Sample EAS messages can be found in Appendix B-1, Emergency Alert System Templates.

6.1.2.3 Other Methods of Alert

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

Door-to-door alert may be necessary in the event of a rapidly emerging incident that poses a clear threat to public safety. Residents will be directed to temporary shelter depending upon the weather and the expected duration of the emergency.

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

See the Clackamas County EOP, ESF 2 – Communications for more detail.

6.2 Fire Services

The CCFD1 Chief is responsible for directing the City's fire and rescue response to a major emergency and coordinating response activities with the EOC. A designated representative shall serve as the EOC Fire Protection Branch Director, coordinating the flow of fire and rescue information and processing requests for allowing additional fire and rescue resources, as appropriate.

The Fire Department is responsible for the timely issuance of fire warnings and information to the public and for notifying appropriate City management. In the event of an evacuation, warning may be delegated to the City Police Department as part of the evacuation process. In the event of a natural or technological disaster that could increase the chances of fire, or during periods of extremely hot, dry, and windy weather, additional public information briefings may be conducted.

See the Clackamas County EOP, ESF 4 – Firefighting for more details.

6.3 Resource Management

The City EOC Staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources. The City will commit all its resources, if necessary, to protect life and property.

The City Manager has overall responsibility for establishing resource priorities. If there is dispute regarding resource allocations, the City Manager has the final allocation authority. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort.

FA 1. Emergency Services**6.3.1 General Guidelines**

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

- Deploy resources according to the following priorities:
 1. Protection of life
 2. Protection of responding resources
 3. Protection of public facilities.
 4. Protection of private property.
- Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- Coordinate citizen appeals for assistance through the PIO at the EOC. Local media will be used to provide citizens with information about where to make these requests.
- Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the City for County, State, and Federal resources.
- Activation of County, State, and/or Federal resources will be accomplished in a timely manner through a State of Emergency Declaration and request for assistance from the County.

6.3.2 Emergency Fiscal Management

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

If an incident in the City requires major redirection of the City's fiscal resources, the following general procedures will be employed:

- The City Council will meet in emergency session to decide how to respond to the emergency funding needs.
- The City Council will declare a State of Emergency and request assistance through the County.

FA 1. Emergency Services

- If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Manager (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

See the Clackamas County EOP, ESF 7 – Logistics Management and Resource Support for more details.

6.4 Emergency Medical Services

Ambulance services in the City are provided by AMR.

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

6.5 Search and Rescue

Search and rescue for the City will be conducted by the County Sheriff's Office. A Community Emergency Response Team (CERT) may be used in light search and rescue should the need arise.

See the Clackamas County EOP, ESF 9 – Search and Rescue for more details.

6.6 Hazardous Materials Response

CCFD1 has a limited capacity to address a hazardous materials incident. Additional resources need to be requested through the State Regional Hazardous Materials Teams.

See the Clackamas County EOP, ESF 10 – Oil and Hazardous Materials for more details.

6.7 Law Enforcement Services

The City Police Chief is responsible for directing the City's law enforcement response to a major emergency and coordinating response activities with the EOC. The Chief, or a designated representative, shall serve as the EOC Law Enforcement Branch Chief, coordinating the flow of law enforcement information and processing requests for and allocating additional law enforcement resources, as appropriate.

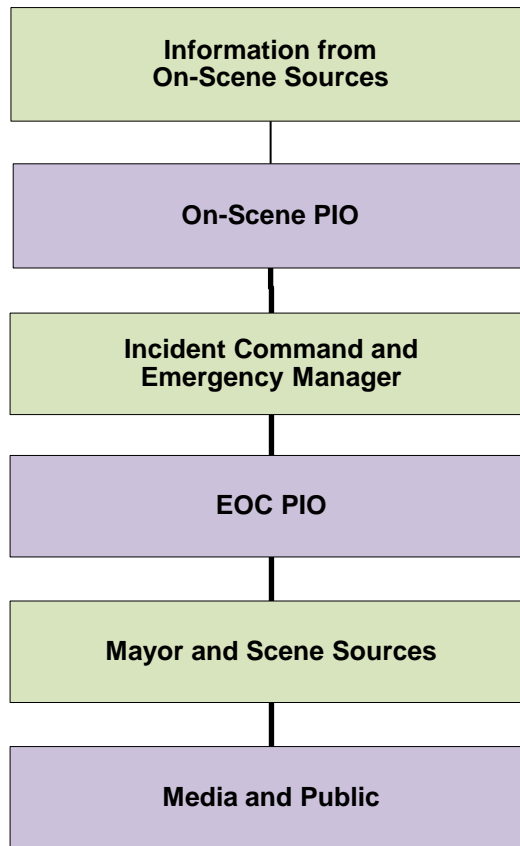
See the Clackamas County EOP, ESF 13 – Public Safety and Security for more details.

6.8 Emergency Public Information

Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the IC. Once the EOC is activated, PIO functions are directed from the EOC, with news releases approved by the EOC Manager and/or IC. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.

6.8.1 Information Flow

Incident information flow shall be routed as follows.



Appendix B-2 of this annex contains guidelines for the release of information to the media.

6.8.2 Joint Information System

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A joint information system will be implemented in conjunction with ICS, and a local and/or regional Joint Information Center (JIC) will be established under UC. During a regional or State-wide event, the City will ensure that procedures are coordinated with those implemented by State and regional PIOs.

FA 1. Emergency Services

Depending on the size and nature of the incident, the JIC may be co-located with an existing EOC/command post or could be designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the general public and media partners.
- Implement information clearance processes set by the IC.
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

6.8.3 Media Briefing Facilities

During an emergency, media briefing areas may be established in the closest available facility that is capable of handling the media briefings.

6.8.4 Media Access to the Scene

- In cooperation with the EOC and the Safety Officer, the IC may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration for the safety of media personnel, the impact on response, and the wishes and concerns of the victims.
- If it is not safe or practical to admit all media representatives to the scene, a media “pool” may be created, in which media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a “staged” photo opportunity to tape response vehicles or support activities may satisfy the media’s need for video footage.
- Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy.
- Victims and their families should be provided access to public officials without having to face media, as appropriate.
- The media may be allowed access to response personnel, at the discretion of the IC, only if such an interview does not interfere with the response effort.
- Response personnel will not comment on the incident without the consent of the IC. Inquiries should be directed to the designated PIO, with approval of the IC and the department of jurisdiction.

FA 1. Emergency Services**6.8.5 Community Assistance**

The Logistics Chief may establish a “Community Assistance” group as part of the public information staff. Community Assistance staff will receive inquiries and requests for non-emergency assistance from the general public. Community assistance telephone numbers may be publicized through the media.

City communication points must receive up-to-date information about the incident, including the telephone numbers for community assistance, since the public will attempt to contact the City through these familiar routes.

See the Clackamas County EOP, ESF 15 – External Affairs for more details.

6.9 Evacuation and Population Protection

The City Council, City Manager, or the IC may order an evacuation. The City Council must approve and sign the evacuation order after considering both the legal and social implications of this action. If, however, for the health and safety of citizens, time does not permit access to the City Council, the City Manager or IC may order an evacuation and notify the City Council as soon as practical. See Appendix C-1, Evacuation Order.

Overall, evacuation operations fall under the direction of the City Police Department. However, if the evacuation area is contaminated by hazardous materials, the evacuation will be conducted by CCFD1. See Appendix C, Evacuation. Alert and warning functions notify affected persons of impending evacuations.

6.9.1 Identification of Need

Not all emergencies requiring protective action on the part of the public necessitate evacuation. The City Manager and IC must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating. Before an evacuation can be implemented, the following activities must be performed:

- Identify high-hazard areas, including those that may be impacted if the incident escalates or conditions change.
- Identify potential evacuation routes, their capacities, and their vulnerability to the hazard (see Appendix C-4, Evacuation Traffic Policy).
- Alert and warn the public at risk. Include specific information about the risk, the protective actions that need to be taken, and the possible risks of non-compliance.

6.9.2 Determination of Time Needed for Evacuation

To determine evacuation time requirements, the following factors should be considered:

FA 1. Emergency Services

- Time from response to decision to evacuate.
- Time needed to alert and instruct the public, depending on the time of day and other factors.
- Time needed to mobilize the population once they have been warned.
- Time required to evacuate the hazard area.

6.9.3 Shelter-in-Place

If sufficient time is not available to evacuate, and/or the nature of the incident makes evacuation unsafe, Incident Command may choose to direct those in the affected area to shelter in place. Sheltering in place restricts affected people to their current locations. Other restrictions may also be necessary (see Appendix B-1, Emergency Alert System Templates).

7 Supporting Documents

The following documents support emergency services for the City:

- Clackamas County Emergency Operations Plan
 - ESF 2 – Communications
 - ESF 4 – Firefighting
 - ESF 5 – Emergency Management
 - ESF 7 – Resource Management
 - ESF 9 – Search and Rescue
 - ESF 10 – Oil and Hazardous Materials
 - ESF 13 – Public Safety and Security
 - ESF 15 – External Affairs
- Clackamas County Interoperable Communications Plan,
- State of Oregon Fire Services Mobilization Plan
- Northwest Area Contingency Plan
- Emergency Operations Center Guide
 - Organizational Chart
 - Floor Plan
 - EOC Equipment List

8 Appendices

- Appendix A Emergency Operations Center Operations
 - A-1 Incident Briefing Agenda
 - A-2 Situation Report
- Appendix B Emergency Public Information Templates
 - B-1 Emergency Alert System Templates
 - B-2 Guidelines for Release of Information to the Media
 - B-3 Sample Media Statement Format
- Appendix C Evacuation
 - C-1 Evacuation Order
 - C-2 Evacuation Routes
 - C-3 Evacuation Contact Form
 - C-4 Evacuation Checklist

Appendix A Emergency Operations Center Operations

A-1 Incident Briefing Agenda

A-2 Situation Report

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A-1 Incident Briefing Agenda

Briefing Date and Time: _____

SITUATION STATUS

1. Initial Assessment of Incident
 - a. Cause and extent of damage
 - b. Forecasts (including threat projection, cascading effects, hazardous materials footprint)
 - c. Casualty estimates
 - d. Helicopter/airplane fly-over with video
2. Assessment of damage (using Initial Damage Assessment Reports gathered by the Plans/Intelligence Section)
 - a. Government - county/cities
 - b. Residential
 - c. Business (including downtown, shopping malls, etc.)
 - d. Industrial
3. Critical infrastructure damage and restoration schedule
 - a. Critical transportation routes (Bridges [Milport Road across Johnson Creek and 17th Avenue across Johnson Creek], McLoughlin Blvd., Highway 224, Harrison St./42nd Ave./King Rd., Lake Road, Oatfield Road, Linwood Avenue, 17th Avenue, 32nd Avenue, River Road, and Johnson Creek Boulevard)
 - b. Utilities (power, water, natural gas, cable, phones)
 - c. Hospitals and mortuaries
 - d. Prisons and jails
 - e. Food and agriculture
4. Status of communications systems and restoration schedule
 - a. 911 centers and interagency radio systems
 - b. Telephones

FA 1. Emergency Services

- c. Commercial radio

RESOURCE STATUS

- 5. Outline EOC Management Structure Assignments (using ICS) for current and oncoming shifts: include date/time of EOC activation and when shift changes occur
 - a. Policy Group Liaison (Commissioner)
 - b. Incident Commander
 - c. Command Staff
 - 1) Liaison (Intergovernmental)
 - 2) Public Information Officer
 - d. General Staff
 - 1) Operations Section Chief
 - 2) Planning Section Chief
 - 3) Logistics Section Chief
 - 4) Finance Section Chief
- 6. Current public safety response, capability, and need for assistance beyond mutual assistance:
 - a. Transportation (emergency support)
 - b. Communications
 - 1) 911 centers and interagency radio systems
 - 2) Telephones
 - 3) Commercial radio and television
 - 4) CARES (Ham Radio Operators)
 - c. Public works/engineering (public assets and private construction companies)
 - d. Firefighting
 - e. Intelligence and planning
 - f. Mass care
 - g. Service and support

FA 1. Emergency Services

- h. Health and medical services
- i. Search and rescue
- j. Hazardous materials (public assets and private companies with hazardous materials teams)
- k. Food and water (delivery needs/resources)
 - 1) American Red Cross
 - 2) School cafeterias
 - 3) Forest Service trucks - State and Federal contract
 - 4) Jail cooking capability
 - 5) Grocery stores and restaurants
 - 6) For response workers
- l. Energy
- m. Public safety
- n. Damage assessment
- o. Evacuation
- p. Shelters (needs and supply)
 - 1) Number of established/locations
 - 2) Number of people sheltered by location/total
 - 3) Problems encountered
- q. Volunteers
- 7. Insurance claims procedures and response - establishment of Disaster Recovery Centers
- 8. Need for Declaration of Emergency Disaster by City Council
 - a. National Guard Assistance
 - b. Financial assistance (County/State/Federal)
 - c. Other State agency resources (people or equipment not available through mutual aid agreements)
- 9. Critical contacts established
 - a. City departments

FA 1. Emergency Services

- b. County and other cities
 - c. Oregon Emergency Management/Federal Emergency Management Agency
 - d. Oregon Department of Transportation
 - e. Elected officials (Governor, State, and Federal Representatives and Senators, mayors, adjacent county commissioners or city council members, board of commissioners)
 - f. Media (local newspapers, local radio, EAS station)
10. Documentation – video-taping, logs, photos, minutes and tapes of meetings

Proposed 12-hour STRATEGIC RESPONSE PLAN

11. Need for evacuation and action being taken by police, fire, public works and the EAS, provision for vandalism protection for evacuated areas
12. Summary
- a. Major actions to be taken and priorities established
 - b. Establish time lines and responsibilities
 - c. Schedule meetings for the next 8–12 hours (EOC, Policy Group, Department)
 - d. Schedule of news release and location (schedule for last one, next one)
13. Continuing concerns

Appendix A-2 Situation Report Form

Reporting Jurisdiction: _____

Date/Time: _____

1. Type of occurrence: _____

2. Where it occurred: _____

3. When it occurred: _____

4. Jurisdiction/area/facility affected: _____

5. Estimated number of persons:

 _____ Dead _____ Injured _____ Evacuated _____ Homeless

6. Major highways/roads closed: _____

7. Open adjacent airfields: _____

8. Actions by local officials:

 a. Proclamation of Local Emergency? ___ Yes ___ No

 b. Will a Governor's Proclamation be requested? ___ Yes ___ No

 When (estimated)? _____

9. EOC staffed? ___ Yes ___ No Location: _____

10. Communications available:

 Telephone: _____

 Radio: _____ Other: _____

11. Mutual aid assistance requested: ___ Yes ___ No

12. Special problems (such as fuel shortages, etc.): _____

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B Emergency Public Information Materials

- B-1 Emergency Alert System Templates
- B-2 Guidelines for Release of Information to the Media
- B-3 Sample Media Statement Format

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B-1 Emergency Alert System Templates**EVACUATION:**

At (time) today, Milwaukie public safety officials reported an incident involving (description of situation). The incident occurred at (location and time). The Incident Commander, City Manager, and the Chiefs of Police and Fire request all persons in (names of area) to evacuate the area in an orderly manner. Please take the following actions to secure your home before you leave (instructions may include shutting off gas and water, etc.). Drive or walk toward (evacuation route). Emergency personnel will pass along this route to direct you out of the area. Please observe normal traffic laws. Failure to leave the area may result in severe injury or death. This message will be repeated until conditions change.

PREPARE TO EVACUATE

At (time) today, Milwaukie public safety officials responded to a potentially serious condition involving (description of situation). The incident is occurring at (location). The Incident Commander, City Manager, and the Chiefs of Police and Fire request all persons in (affected area) to stay indoors and prepare to evacuate.

If you are in your home, gather all necessary medications and clothing. You do not need to evacuate at this time, but stay tuned to this station for further instructions. This message will be repeated at intervals until conditions change.

SHELTER IN PLACE:

At (time) today, Milwaukie public safety officials responded to an industrial accident involving hazardous materials. The accident occurred at (location and time) today. The Incident Commander, City Manager, and the Chiefs of Police and Fire request that all persons in (names of area) should remain inside their houses or other closed building until their radio, television, or public safety officials say they can leave safely. If you are in the affected area, turn off heat,

FA 1. Emergency Services

ventilation, and cooling systems and window or attic fans. Close all windows, doors, and vents, and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and experience difficulty breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building. Failure to follow these instructions may result in exposure to the hazardous materials. Listen to the radio or television for further information.

TERMINATION OF EMERGENCY TRANSMISSIONS

Milwaukie public safety officials have determined that the incident that occurred at (*__location and time__*) no longer represents a threat to public safety. All those who have been evacuated may now return home.

Those who have been directed to take shelter in their homes may now leave. The City of Milwaukie thanks this station for its assistance, and those impacted for their cooperation and patience. This station will now return to normal programming”

FA 1. Emergency Services

Appendix B-2 Guidelines for Release of Information to the Media

The following guidelines shall be used in evaluating and releasing information concerning the incident:

1. Accurate information will be provided to the media. Facts that can be confirmed should be released as soon as possible. If little information is available, the following statement should be issued:

“We are aware that an (incident/accident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location) and will alert the media at least 1/2 hour prior to the briefing. At this time, the briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.”

2. Emergency information dissemination should be restricted to approved, specific, and verified information concerning the incident and should include:
 - a. Nature and extent of emergency occurrence.
 - b. Impacted or potentially affected areas of the City.
 - c. Advice on emergency safety procedures, if any.
 - d. Activities being conducted by the City to combat the hazardous conditions or mitigate the effects.
 - e. Procedures for reporting emergency conditions to the EOC.
3. Information concerning the incident should be consistent for all members of the media.
4. Information should be presented in an objective manner.
5. Rumor control is vital during emergency operations. Sensitive or critical information must be authorized and verified before release. Unconfirmed rumors or information from unauthorized sources may be responded to in the following manner:

“We will not confirm _____ until we have been able to check out the information through authorized sources. Once we have confirmed information, we will release it to all members of the press at the same time.”

FA 1. Emergency Services

6. Information that media representatives often request includes:
 - a. Emergency: What is it?
 - b. Location: Where is it?
 - c. Time: When did it occur? How long will it last?
 - d. Fatalities: Are there any? How many?
 - e. Injuries: Are there any? How many? What is the nature of the injuries?
 - f. Injured: Where are they being treated? Where can family members call to get information?
 - g. Involved agencies: What agencies responded? How many? What level of involvement do they have?
7. Do not release information that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:
 - a. Personal conjecture about the course of the emergency or the conduct of response.
 - b. Opinions about evidence, or a suspect or defendant's character, guilt, or innocence.
 - c. Contents of statements used in alibis, admissions, or confessions.
 - d. References to the results of various tests and examinations.
 - e. Statements that might jeopardize the testimony of witnesses.
 - f. Demeaning information/statements.
 - g. Information that might compromise the effectiveness of response and recovery.
8. In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the District Attorney's and Medical Examiner's office.
9. Confidential information is not to be released. This includes home phone numbers of City personnel, volunteer emergency workers, and any unpublished fire stations and City telephone numbers.
10. Public information briefings, releases, interviews, and warnings shall be logged and tape-recorded. Copies shall become part of the final incident package.
11. Do not commit to firm briefing times unless it is certain that these times can be kept.

Appendix B-3 Sample Media Statement Format

MEDIA RELEASE

Date: _____

Time: _____

Press Release #: _____

TYPE OF INCIDENT: _____

Location: _____

Date: _____ Time: _____

Narrative details about incident: _____

For further information, please contact _____
at _____.

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix C Evacuation

C-1 Evacuation Order

C-2 Evacuation Routes

C-3 Evacuation Checklist

C-4 Evacuation Traffic Policy

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix C-1 Evacuation Order

1. An emergency condition, as a result of _____, exists in the City of Milwaukie, and the City has declared a State of Emergency.
2. The City has determined that there is a need to evacuate portions of the City.
3. Such evacuation is needed to ensure the safety of the public. Therefore:

4. The City of Milwaukie is requesting the immediate evacuation of:

5. The City of Milwaukie requests that those needing special assistance call _____ or place a white flag (towel, rag, paper, etc.) on the front door knob or in the front window. The above number has been established to respond to evacuation assistance requests.
6. The City of Milwaukie is restricting all entry into the hazard area. No one will be allowed to re-enter the area after _____am/pm.
7. Information and instructions from the City of Milwaukie will be transmitted by broadcast radio. Public information will also be available from American Red Cross representatives at shelters now being opened to the public for emergency housing.
8. As resources allow, a reception area or American Red Cross shelter is located at:

9. The City of Milwaukie will advise the public of the lifting of this order when public safety is assured.

Date _____ Signed _____
 Mayor

Date _____ Signed _____
 Incident Commander

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix C-2 Evacuation Routes

To be developed.

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix C-3 Evacuation Checklist

✓	Action Item	Assigned
	PLANNING:	
	1. Determine area(s) at risk: <ul style="list-style-type: none"> ▪ Determine population of risk area(s) ▪ Identify any special facilities and functional needs populations in risk area(s) 	
	2. Determine evacuation routes for risk area(s) and check the status of these routes.	
	3. Determine traffic control requirements for evacuation routes.	
	4. Estimate public transportation requirements and determine pickup points.	
	5. Determine temporary shelter requirements and select preferred shelter locations.	
	ADVANCE WARNING:	
	6. Provide advance warning to special facilities and advise them to activate evacuation, transportation and reception arrangements. Determine if requirements exist for additional support from local government.	
	7. Provide advance warning of possible need for evacuation to the public, clearly identifying areas at risk.	
	8. Develop traffic control plans and stage traffic control devices at required locations	
	9. Coordinate with special facilities regarding precautionary evacuation. Identify and alert functional needs populations.	
	10. Prepare temporary shelters selected for use.	
	11. Coordinate with transportation providers to ensure that vehicles and drivers will be available when and where needed.	
	12. Coordinate with school districts regarding closure of schools.	
	13. Advise neighboring jurisdictions that may be affected of evacuation plans.	
	EVACUATION:	
	14. Advise neighboring jurisdictions that evacuation recommendation or order will be issued.	
	15. Disseminate evacuation recommendation or order to special facilities and functional needs populations. Provide assistance in evacuating, if needed.	
	16. Disseminate evacuation recommendation or order to the public through available warning systems, clearly identifying areas to be evacuated.	

FA 1. Emergency Services

✓	Action Item	Assigned
	17. Provide amplifying information to the public through the media. Emergency public information should address: <ul style="list-style-type: none"> ▪ What should be done to secure buildings being evacuated ▪ What evacuees should take with them ▪ Where evacuees should go and how should they get there ▪ Provisions for functional needs population and those without transportation 	
	18. Staff and open temporary shelters	
	19. Provide traffic control along evacuation routes and establish procedures for dealing with vehicle breakdowns on such routes.	
	20. Provide transportation assistance to those who require it.	
	21. Provide security in or control access to evacuated areas.	
	22. Provide Situation Reports on evacuation to the County.	
RETURN OF EVACUEES		
	23. If evacuated areas have been damaged, reopen roads, eliminate significant health and safety hazards, and conduct damage assessments.	
	24. Determine requirements for traffic control for return of evacuees.	
	25. Determine requirements for and coordinate provision of transportation for return of evacuees.	
	26. Advise neighboring jurisdictions that return of evacuees will begin.	
	27. Advise evacuees through the media that they can return to their homes and businesses; indicate preferred travel routes.	
	28. Provide traffic control for return of evacuees.	
	29. Coordinate temporary housing for evacuees that are unable to return to their residences.	
	30. Coordinate with special facilities regarding return of evacuees to those facilities.	
	31. If evacuated areas have sustained damage, provide the public information that addresses: <ul style="list-style-type: none"> ▪ Documenting damage and making expedient repairs ▪ Caution in reactivating utilities and damaged appliances ▪ Cleanup and removal/disposal of debris ▪ Recovery programs 	
	32. Terminate temporary shelter and mass care operations.	
	33. Maintain access controls for areas that cannot be safely reoccupied.	

Appendix C-4 Evacuation Traffic Policy

In the event of an evacuation in the City of Milwaukie:

1. All City employees not directly involved in the incident shall be available for traffic control and direction.
2. The City has the authority to close local roads and to restrict access to and from all areas of the City.
3. Roads under the jurisdiction of ODOT (Highway 99 and I-5) would be authorized for closure by the ODOT District Manager, or, in the case of a crime or fire, the authority includes the OSP.
4. The City Police Department has the authority to remove stalled and parked vehicles that impede the flow of traffic.
5. Traffic flow direction may be altered, reversed, etc. at the direction of the Incident Commander when the situation warrants.
6. Changes in traffic flow will be coordinated with the County Sheriff, OSP, ODOT, and City of Milwaukie Public Works.

THIS PAGE LEFT BLANK INTENTIONALLY

2

FA 2 – Human Services

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Purpose and Scope FA 2-1**
- 2 Policies and Agreements FA 2-2**
- 3 Situation and Assumptions FA 2-2**
 - 3.1 Situation FA 2-2
 - 3.2 Assumptions FA 2-2
- 4 Roles and Responsibilities FA 2-3**
 - 4.1 Emergency Manager..... FA 2-3
 - 4.2 Community Emergency Response Team Coordinator FA 2-4
 - 4.3 American Red Cross FA 2-5
 - 4.4 Clackamas County Fire Department #1 FA 2-6
- 5 Concept of Operations FA 2-6**
 - 5.1 General FA 2-6
 - 5.2 Direction and Control FA 2-7
- 6 City of Milwaukie Human Services Functions FA 2-7**
 - 6.1 Mass Care..... FA 2-7
 - 6.1.1 Shelter..... FA 2-7
 - 6.1.2 Sheltering Service and Companion Animals FA 2-8
 - 6.1.3 Bulk Distribution FA 2-9
 - 6.2 Emergency Assistance..... FA 2-9
 - 6.2.1 Disaster Welfare Information FA 2-9
 - 6.2.2 Disaster Resource Center(s) FA 2-9
 - 6.3 Long-Term Housing FA 2-11
 - 6.4 Human Services..... FA 2-11
 - 6.4.1 Vulnerable Populations..... FA 2-11
 - 6.4.2 Behavioral Health FA 2-14
 - 6.5 Public Health Services FA 2-14
 - 6.5.1 Medical Reserve Corps FA 2-14
 - 6.6 Volunteer and Donations Management..... FA 2-14
 - 6.7 Care of Response Personnel and EOC Staff FA 2-15
- 7 Supporting Documents FA 2-15**

FA 2. Human Services

8 Appendices FA 2-15
Appendix A Shelter Materials..... FA 2-17
Appendix A-1 Shelter Survey Form..... FA 2-19
Appendix A-2 Sample Shelter Agreement..... FA 2-29

FA 2. Human Services

FA 2 Tasked Agencies	
Primary Agencies	City Administration
Supporting Agencies	American Red Cross (Oregon Trail Chapter) City Police Department Clackamas County Health, Housing and Human Services Clackamas County Emergency Management Clackamas County Sheriff’s Office Clackamas Medical Reserve Corps Community Emergency Response Team Emergency First Aid and Referral: American Medical Response (AMR) and Clackamas County Fire District No. 1 (CCFD1) Hospital, including Milwaukie Providence Hospital Salvation Army School District: North Clackamas School District No. 12 and Oregon City School District No. 62

1 Purpose and Scope

The Human Services Functional Annex provides information regarding the City of Milwaukie’s (City) response to the needs for **non-emergency medical** mass care/sheltering, human services, and public health support for victims of natural and technological emergencies and disasters.

This annex covers the following functions:

- Mass Care
- Emergency Assistance
- Housing
- Human Services
- Public Health Services
- Evacuation and Population Protection
- Volunteer and Donations Management
- Care of Emergency Response Personnel and Emergency Operations Center (EOC) Staff

For larger events that may require short- or long-term housing for disaster victims, County Emergency Management will coordinate this need with the City Emergency 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.

FA 2. Human Services

Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items, such as food, water, and ice is managed and coordinated via established sites within the City. Some situations may require coordination and management of volunteer services and donated goods is necessary to maximize benefits without hindering response activities.

Emergency response agencies for the City will also identify and coordinate assistance for individuals with Access and Functional Needs Populations (also called Special Needs and Vulnerable Populations) within the impacted area. Access and Functional Needs Populations describes members of the community who experience physical, mental, or medical care needs who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- Although a formal agreement has not been developed between the American Red Cross and the City, Human Services will be primarily implemented by American Red Cross when activated by County request. The agreement provides for shelter and mass care provisions if requested by the County.

3 Situation and Assumptions

3.1 Situation

Emergencies or disasters can necessitate evacuation of people from residences that are temporarily uninhabitable, damaged, or destroyed. Providing for these victims will consist of making facilities and services available and coordinating activities with government agencies and volunteer disaster assistance organizations. Emergency shelter or housing needs may be short or long term. When the need arises, it is the responsibility of the City to work with the various human service agencies to meet those needs.

3.2 Assumptions

- Although City government has primary responsibility for implementing and coordinating the resources and services included in this annex, the Community Emergency Response Team (CERT) Program and American Red Cross will manage and coordinate sheltering and mass care operations to the extent of their capabilities. The Salvation Army will support these operations, and other

FA 2. Human Services

professional and/or volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations will continue to do so.

- The CERT Program and American Red Cross will have agreements in place for use of specific shelters that could be activated by calling the local American Red Cross representative. These shelters may be used for specific events associated with the City and County as well as housing evacuees from neighboring counties if the need should arise.
- Permission to use American Red Cross–approved facilities for disaster operations and sheltering will be obtained and agreed upon in writing. Pre-identified facilities intended for shelter and mass care will be available and operational at the time of need.
- City government and other available response agencies will manage and coordinate all shelter and mass care activities until the American Red Cross has arrived on scene, assessed the situation, and activated procedures for preparing and operating shelters.
- Assistance will be available through mutual aid agreements 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, including crisis counseling, emergency assistance, and the care of access and functional needs groups. As a consequence, the clientele groups of both local and State human service organizations will increase.
- Under localized emergency conditions, a high percentage 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 Emergency Manager

- Coordinate emergency preparedness planning and exercise activities with the American Red Cross.

FA 2. Human Services

- Identify local government's authority, responsibility, and role in providing long-term temporary emergency housing for disaster victims.
- Assess the situation and issue appropriate notifications to activate and staff the EOC, including notification of the American Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.
- Establish a communications link with affected jurisdictions, volunteer agencies, and the public and ensure that they are kept informed of available shelters.
- Assist in coordinating logistics to support operations and ensure that the provisions of any memorandum of understanding (MOU) are implemented, as necessary.
- Coordinate with local, State, and Federal agencies in damage assessment and cost recovery activities, as well as identifying long-term temporary emergency housing options.
- Ensure that necessary communication activities are conducted to inform the public of disaster recovery activities, including information regarding long-term temporary emergency housing assistance.
- Continue to assist in restoration of normal services and operations, as appropriate.
- Conduct an after action debriefing/evaluation on the overall effectiveness of the City's efforts in providing emergency food and shelter.

4.2 Community Emergency Response Team Coordinator

- 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.
- Participate in the annual training exercises conducted by the City Emergency Management Organization to test the Emergency Operations Plan (EOP).
- Evaluate the direct or indirect effects of the hazard on available shelter resources.
- Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.

FA 2. Human Services

- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare a report on the condition of shelter facilities and make arrangements for returning them to normal use.
- Compile a record of emergency expenditures.
- Critique the provision of shelters for people displaced from their residences and institute reforms, as required.

4.3 American Red Cross

- Develop and maintain plans, procedures, and policies for establishing, managing, and operating a feeding and sheltering system to meet the needs created by a major disaster.
- Develop and maintain MOUs with local governments to define and clarify roles and responsibilities in preparing for and responding to disasters.
- Participate in the annual training exercises conducted by the City Emergency Management Organization to test the EOP.
- Implement the response actions outlined in the MOU with the City, as necessary.
- Evaluate the direct or indirect effects of the hazard on available shelter resources.
- Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.
- Coordinate activities with voluntary organizations active in disaster, faith-based organizations, other social service agencies, and local, State, and Federal government to provide emergency food and shelter.
- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare a report on the condition of shelter facilities and make arrangements for returning them to normal use.
- Compile a record of emergency expenditures.
- Critique the provision of shelters for people displaced from their residences and institute reforms, as required.

4.4 Clackamas County Fire Department #1

- Provide personnel, supplies, materials, and facilities as available in support of this function.
- Assist with medical care and treatment, as appropriate.
- Provide fire and line safety inspections, as appropriate.

5 Concept of Operations

5.1 General

The City Council has overall responsibility for ensuring the welfare of citizens and visitors within the City during an emergency or disaster. In cooperation with available volunteer disaster assistance organizations, the City Emergency Manager will ensure the provision of basic human services. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, the City will assist and coordinate the post-disaster housing needs of the homeless.

The City's CERT Team has predetermined several shelters around the City, and the City will initially contact the CERT Coordinator to open necessary shelters around the City. The City will contact the American Red Cross if necessary. While coordinated City/American Red Cross decision-making is desirable, the American Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) will provide additional support for disaster victims.

In the case of unmet needs, the Emergency Manager will submit requests for County assistance via the EOC to County Emergency Management. Some emergencies will not require mass care assistance but will still require a limited amount of emergency food and clothing to be provided.

Initial preparedness efforts will begin with identification of population groups requiring special assistance during an emergency (e.g., senior citizens and the handicapped). Needs should be matched to capabilities and resources, and any gaps should be addressed through planning, training, and exercises. When an incident occurs and evacuation is required, preparations will begin for receiving evacuees at selected facilities. Essential personnel, including volunteers, will be alerted; pre-positioned material resources (cots, blankets, food, etc.) will be made ready; and medical facilities will be alerted to the possibility of receiving evacuee patients. Participating agencies will provide food and clothing as needed, assist with registration of evacuees/victims, and provide information to assist victims needing additional services. Once the incident transitions to the recovery phase, the human needs of victims should be continually assessed and met as necessary via one or more Disaster Resource Center (DRC).

5.2 Direction and Control

The City will seek the assistance of its CERT and other similar agencies in implementing this section of the EOP. The CERT Coordinator will be requested to report to the City EOC to assist in coordinating emergency housing, sheltering, and feeding activities; however, depending upon the size and scope of the disaster, this coordination may occur at the County EOC through the City's EOC's liaison at that location. It is not the intent of the City to supplant the CERT or American Red Cross as the primary provider and coordinator of emergency housing, sheltering, and feeding services; however, the City is not relieved of its obligation to ensure the welfare of its citizens in times of emergencies, as outlined in Chapter 401 of the Oregon Revised Statutes.

Shelter/lodging facility managers will be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC will be landline and cellular 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 facilities to monitor prescribed communication sources for guidance and announcements.

6 City of Milwaukie Human Services Functions

6.1 Mass Care

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. The American Red Cross will assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in American Red Cross shelters.

6.1.1 Shelter

Protective shelters are life-preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations. The latter category of facilities is the focus of this annex and is designated as Reception and Care facilities in local American Red Cross sheltering plans.

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Pre-established shelter facilities will receive prime consideration for use as emergency mass care facilities; such use will be coordinated with school officials. Selected facilities will be located far enough from the hazard area to preclude the possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained by the American Red Cross. The City Manager will obtain permission from owners to use other facilities as required. When American Red

FA 2. Human Services

Cross facilities are opened, the American Red Cross will be responsible for maintaining all functions and staffing according to American Red Cross policy. The American Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to the City during the first 72 hours of an incident include:

- Predetermined sheltering sites through the City CERT Program.
- Predetermined sheltering sites and supplies available through the American Red Cross.
- General purpose tents available through the Oregon National Guard and requested by the County EOC to Oregon Emergency Management.
- If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the City EOC staff may serve as the City Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, the American Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support back-up communications, if needed.

Food will be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and, if possible, should include meeting the dietary requirements of victims with special dietary needs. The American Red Cross will be responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies. The American Red Cross will coordinate all mass feeding and other services needed at open shelters within the City's jurisdiction with City Emergency Management via the City EOC.

6.1.2 Sheltering Service and Companion Animals

The City, the American Red Cross, and other organizations or groups providing sheltering and mass care will comply with Americans with Disabilities Act (ADA) requirements for service animals, with the facility owners' limitations, and with County and State of Oregon Health Code requirements.

However, pets are not allowed in American Red Cross shelters. Depending on the emergency, evacuees may be requested to provide food and water for pets prior to leaving their homes, or they may take small animals to a pet care facility at their own direction and expense.

FA 2. Human Services**6.1.3 Bulk Distribution**

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice through Federal, State, and local governmental entities and non-governmental organizations is coordinated at these sites. The American Red Cross or the Oregon Food Bank will coordinate all bulk distribution activities needed within the City's jurisdiction with the City Emergency Manager via the City EOC.

Agencies and organizations involved in supporting and managing bulk distribution include:

- Community Services Department
- CCFD1
- American Red Cross
- Salvation Army
- Private sector partners
- Disaster assistance personnel, including both paid and volunteer staff
- Oregon Food Bank

6.2 Emergency Assistance**6.2.1 Disaster Welfare Information**

Disaster Welfare Information collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunifying family members within the affected area. The American Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing persons lists. County Amateur Radio Emergency Services provides support to the American Red Cross and City Emergency Management in gathering, disseminating, and managing disaster welfare information.

6.2.2 Disaster Resource Center(s)

Upon a Presidential disaster declaration, a DRC may be established. In addition to numerous grant and assistance programs available through the DRC, the Individual and Family Grant Program provides grants to meet disaster-related necessary expenses or serious needs for which assistance by other means is either unavailable or inadequate.

FA 2. Human Services

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 through the Joint Information Center (JIC), located in the Federal/State disaster field office. Federal, State, local, and volunteer agencies may provide or accept applications for the following services through the DRC:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, technical assistance, and Federal grants for the purchase or transportation of livestock.
- Information regarding the availability of and eligibility requirements for food stamps.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster-related benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.
- Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments.
- Veterans' assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration (VA) if a VA-insured home has been damaged.

FA 2. Human Services

- Other specific programs and services appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, etc. for State and Federal damage assessment teams.

If Federal mobile homes are to be supplied for use as emergency shelter, the Logistics section may assist in site choice and preparation consistent with the City's local comprehensive land use plan.

6.3 Long-Term Housing

All housing needs identified during and following emergency incidents or disasters impacting the City will be coordinated through the County Emergency Management Director via the County EOC. In some disaster situations, the Federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family or friends, or in commercial facilities. To the greatest extent possible, local and County government will coordinate post-disaster housing needs for the homeless population.

6.4 Human Services

6.4.1 Vulnerable Populations

The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and Federal regulations and guidance. The City will seek the assistance of the County Community Health and other human service agencies or organizations to assist in coordinating the emergency housing, sheltering, and feeding of Vulnerable Populations. The following is a detailed description of the types of support individuals within each functional need category may require:

- **Maintaining Independence.** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, ostomy supplies, etc.); durable medical equipment (wheelchairs, walkers, scooters, etc.); service animals; and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.
- **Communication.** Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.

FA 2. Human Services

- **Transportation.** Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation.
- **Supervision.** Before, during, and after an emergency individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's disease or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves; and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
- **Medical Care.** Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with: managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power dependent equipment to sustain life. These individuals require support of trained medical professionals.

6.4.2.1 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the City and whenever possible the City will consider preparedness, evacuation, shelter operations and public outreach and education activities that identify issues particular to children. Such issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of children. This includes involving members of the community who are familiar with children's issues.
- **Evacuation.** Identifying where children are located (e.g., schools and daycares) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula and food appropriate for all ages, portable cribs and playpens and staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

FA 2. Human Services

6.4.2.2 Household Pets and Service Animals

Whenever possible the City will consider preparedness, evacuation, shelter operations and public outreach and education activities that identify issues particular to household pets and service animals. Such issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community who are familiar with pet and service animal issues.
- **Shelter.** Identifying resources for food, crates, and staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

6.4.2.3 Managing, Transportation and Communicating

Agencies and organizations involved in managing, transporting, and communicating with Vulnerable Populations during an emergency and pertaining to mass care include:

- Area hospitals.
- Private clinics and care facilities.
- American Red Cross and other volunteer agencies.
- School districts.
- Local radio stations serving the City.

Nursing homes and residential care facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities.

4.4.2.4 Programs in Place

The City has the following programs in place for vulnerable populations:

- Interpreters are available at community meetings with 48 hours' notice.
- TTD/TTY contact for hearing-impaired persons is located at Lake Oswego Communications Center (LOCOM).
- Disabled access to City facilities and American Red Cross shelter facilities.
- Routine fire inspections of adult assisted living facilities, rest homes, nursing homes and hospitals through CCFD1.

FA 2. Human Services

- TriMet and Meals on Wheels provide transportation assistance for people who experience physical disabilities

To learn more about FEMA's Office of Disability Integration and Coordination and the Functional Needs Support Services Guidance, visit

<http://www.fema.gov/about/odic/>.

6.4.2 Behavioral Health

Agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and Access and Functional Needs Populations include:

- Area hospitals
- County and regional volunteer organizations
- Local nursing homes and care facilities

See the Clackamas County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more details.

6.5 Public Health Services

Available emergency medical resources for the City consist of CCFD1, AMR, and Providence Milwaukie Hospital (10150 SE 32nd Ave, Milwaukie, Oregon 97222).

The County Health, Housing and Human Services will direct the County response to medical and health emergency issues.

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

6.5.1 Medical Reserve Corps

The Medical Reserve Corps (MRC) is a community-based volunteer group of licensed health professionals who want to donate their time and expertise to prepare for and respond to emergencies and promote healthy living throughout the year. MRC volunteers include (but are not limited to) nurses, physicians, pharmacists, dentists, and epidemiologists, to serve in roles that supplement existing emergency and public health resources. The Clackamas County MRC program is housed under Clackamas County Health Services and Clackamas County Emergency Management. Daily functions of the MRC are overseen by the Clackamas County Health Services Emergency Preparedness Coordinator.

6.6 Volunteer and Donations Management

Citizens in the City who are willing to offer volunteer assistance following a disaster should first register on the Clackamas County volunteer database. Registration is completely voluntary. Unregistered volunteers will be directed to a

FA 2. Human Services

shelter location or City rally point where they may register with city employees/CERT team members as part of the spontaneous volunteer response and will be assigned tasks and responsibilities under the guidance of the City's Emergency Operations Manager and those under his supervision.

The City Emergency Manager will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City EOC, with support from the American Red Cross, Salvation Army, CERT 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 Incident Command System (ICS)/National Incident Management System (NIMS) standards.

6.7 Care of Response Personnel and EOC Staff

Arrangements for the feeding and sheltering of EOC staff is the responsibility of the Logistics Section. As space allows, EOC staff will sleep and eat at the EOC. Sleeping areas may also be set up in other facilities.

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 help maintain the morale of response personnel.

7 Supporting Documents

The following documents support human services for the City:

- County Emergency Operations Plan
 - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services
 - ESF 8 – Public Health and Medical Services
 - ESF 11 – Agriculture and Natural Resources
 - ESF 14 – Long-Term Community Recovery

8 Appendices

Appendix A Shelter Materials

A-1 Shelter Survey Form

A-2 Sample Shelter Agreement

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A Shelter Materials

- A-1 Shelter Survey Form
- A-2 Sample Shelter Agreement

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A-1 Shelter Survey Form

This form is intended to record information needed to make decisions when it becomes necessary to open a shelter.

Directions:

Please print all information. Complete one survey for each area within a facility that is to be used as a shelter or, if the entire facility is to be used as a shelter, for each facility. Complete all sections as thoroughly as possible, indicating numbers, space dimensions, etc.

This form is generic to many types of facilities; some of the questions on this form may not apply to every site. In such cases, answer “not applicable” (N/A).

General Facility Information

Facility Information

Facility Name:

Name/description of area in this facility being surveyed for use as a shelter (e.g. Gymnasium):

Are there other areas in this facility being surveyed? If yes, name them.

Governing Agency/Owner:

Street Address:

Town/City:

Zip Code:

Latitude:

Longitude:

Map Locator Information (Map name, page, grid):

Mailing Address (if different):

Business Phone Number: () -

Fax Number: () -

Email address (if applicable):

Primary Contact to Authorize Facility Use:

Name:

Day Phone: () -

After Hours/Emergency Phone: () -

Mobile Phone: () -

Email:

Alternate Contact to Authorize Facility Use:

Name:

Day Phone: () -

After Hours/Emergency Phone: () -

Mobile Phone: () -

Email:

<p>Primary Contact to Open Facility: Name: _____ Day Phone: (_____) _____ - _____ After Hours/Emergency Phone: (_____) _____ - _____ Mobile Phone: (_____) _____ - _____ Email: _____</p>	<p>Alternate Contact to Open Facility: Name: _____ Day Phone: (_____) _____ - _____ After Hours/Emergency Phone: (_____) _____ - _____ Mobile Phone: (_____) _____ - _____ Email: _____</p>
<p>Facility Physical Information ***Attach a sketch or copy of the facility floor plan.***</p>	
<p>Availability for Use/Use Restrictions</p>	
<p>Some facilities are only available during certain times due to other activities. Please indicate the periods that the facility is available.</p>	
<p><input type="checkbox"/> Facility available for use at any time of the year</p>	
<p><input type="checkbox"/> Facility only available for use during the following time periods: From: to From: to</p>	
<p><input type="checkbox"/> Facility is not available for use during the following time periods: From: to From: to</p>	
<p>Is the facility within 5 miles of an evacuation route? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>Are there trees, towers or other potential hazards that could impact the safety of the facility or block access to it after a disaster? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe:</p>	
<p>Is smoking allowed in the facility buildings? <input type="checkbox"/> Yes <input type="checkbox"/> No Is smoking allowed on the facility grounds? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>Capacity</p>	
<p>Shelter Capacity - How many persons can be accommodated for sleeping? Area available for shelter use: Length: _____ x Width: _____ = Total Area: _____ Record only useable space. For example, if a room is 600 square feet, but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.</p>	
<p>The area listed above <input type="checkbox"/> is <input type="checkbox"/> is not <input type="checkbox"/> is partially disabled accessible.</p>	
<p>Calculation of Shelter Capacity (Total Area ÷ Square feet per person = Capacity) Recommended range of square feet per person by shelter type: Evacuation shelter: 15 to 30 square feet per person General shelter: 40 to 60 square feet per person Special Needs Shelter: 80 square feet per person</p>	

FA 2. Human Services

Type of Shelter	Total Area	Square Feet/ per person	Capacity *
<input type="checkbox"/> Evacuation			
<input type="checkbox"/> General			
<input type="checkbox"/> Special Needs			
* Does the actual layout of the area being surveyed decrease the usable space and significantly impact the capacity of the area? If so, explain.			
Seating Capacity - How many persons can be accommodated in fixed (not pull-out) seating areas (bench and flip-up type seating)?			
<input type="checkbox"/> Bench	Measured linear feet of bench _____ ÷ 16 ft ² /person = Bench seating capacity _____		
<input type="checkbox"/> Chairs	Number of chairs counted = _____ = Seating Capacity _____		
<input type="checkbox"/> Not applicable			
Parking			
Number of on-site parking spaces (Do not include on-street parking in this figure):			
Number of handicapped parking spaces:			
Do curb cuts exist in and exiting the parking area that are at minimum 35 inches wide? <input type="checkbox"/> Yes <input type="checkbox"/> No			
When the facility is in normal use (i.e., school in session): <input type="checkbox"/> On-site parking is adequate for shelter residents <input type="checkbox"/> Off-site parking is available as noted below (e.g. on streets around the school): _____ _____ <input type="checkbox"/> There is not adequate on-site or off-site parking available		When the facility is not in normal use (i.e., school not in session): <input type="checkbox"/> On-site parking is adequate for shelter residents <input type="checkbox"/> Off-site parking is available as noted below (e.g. on streets around the school): _____ _____ <input type="checkbox"/> There is not adequate on-site or off-site parking available	
General Facility Construction			
Facility Construction <input type="checkbox"/> Wood frame <input type="checkbox"/> Prefabricated <input type="checkbox"/> Concrete <input type="checkbox"/> Trailer <input type="checkbox"/> Masonry <input type="checkbox"/> Bungalow <input type="checkbox"/> Metal <input type="checkbox"/> Pod <input type="checkbox"/> Portable Classroom <input type="checkbox"/> Other If "Other," describe:		Number of stories: Elevator: <input type="checkbox"/> Yes <input type="checkbox"/> No Where, in relation to shelter area?	Approximate year of construction: Chair Lift: <input type="checkbox"/> Yes <input type="checkbox"/> No Quantity:

FA 2. Human Services

<input type="checkbox"/> Accessible doorways (minimum 35 inches wide)	<input type="checkbox"/> Ramps (minimum 35 inches wide): <input type="checkbox"/> Fixed <input type="checkbox"/> Portable							
<input type="checkbox"/> Automatic doors or appropriate door handles	<input type="checkbox"/> Level landings							
Open Space: Indicate quantity and size (square feet)								
<input type="checkbox"/> Athletic field(s):								
<input type="checkbox"/> Fenced court(s):								
<input type="checkbox"/> Secured playground area								
<input type="checkbox"/> Other:								
Fire Safety								
<i>Some facilities are that appear to be suitable for sheltering might not meet local fire codes based on building capacity. It is recommended that local codes be examined to determine if the facility meets them.</i>								
Does the facility have inspected fire extinguishers?	<input type="checkbox"/> Yes <input type="checkbox"/> No							
Does the facility have functional fire sprinklers?	<input type="checkbox"/> Yes <input type="checkbox"/> No							
Does the facility have a fire alarm? If yes, choose one: Does the fire alarm directly alert the fire department?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Manual (pull down) <input type="checkbox"/> Automatic <input type="checkbox"/> Yes <input type="checkbox"/> No							
Does the facility have an internal fire hose system?	<input type="checkbox"/> Yes <input type="checkbox"/> No							
Does the facility have smoke detectors in/near the shelter area?	<input type="checkbox"/> Yes <input type="checkbox"/> No							
Sanitation Facilities								
Indicate the quantity of only those sanitation facilities that will be accessible to shelter staff and residents near the area being surveyed for use as a shelter. If more than one area within the facility is being surveyed, only describe the sanitation facilities that will be for the exclusive use of the shelter area described in this survey.								
Standards for ADA compliant accessible features for people with disabilities:								
<u>Toilets:</u> Bathroom stall (38 inches wide); Grab bars (33–36 inches wide)								
<u>Showers:</u> Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower heat (48 inches in height) or Hand-held spray unit with hose Accessible for people with disabilities:								
<u>Sinks:</u> Sink (34 inches in height); Towel dispenser (39 inches in height)								
	Urinals	Toilets	Showers	Sinks				
	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant
Men’s								
Women’s								
Unisex								
Total								
Are there any limitations on the availability of these facilities?					<input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, describe limitations (only during specific time blocks, etc.):								
Are there baby diaper changing tables in any of the restroom facilities?					<input type="checkbox"/> Yes <input type="checkbox"/> No			

Food Preparation Facilities		
<input type="checkbox"/> There are no food preparation or food service capabilities at this facility		
<input type="checkbox"/> Full-service kitchen: food is stored, prepared and served on site. If full-serviced, number of meals that can be produced: _____		
<input type="checkbox"/> Food is prepared off-site by a central kitchen and served on site Central Kitchen Contact: _____ Phone Number: ()		
<input type="checkbox"/> Warming oven kitchen		
Appliances/Equipment: Indicate quantity and size (square feet) as appropriate.		
Refrigerators:	Walk-in Refrigerators:	Industrial Refrigerators:
Freezers:	Walk-in Freezers:	Roasters:
Burners:	Griddles:	Warmers:
Ovens:	Convection ovens:	Microwaves:
Steamers:	Steam kettles:	Food processors:
Ice Machines:	Sinks:	Number of sink compartments:
Commercial dishwasher (<i>approved sanitation levels</i>):		Non-commercial dishwasher:
Location of equipment if in area other than kitchen:		
Dining Facilities		
Dining area on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Location:	
Snack Bar: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Cafeteria: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Other indoor seating: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, describe, include size and seating capacity:	
Total estimated seating capacity for eating:		
Standards for accessible for people with disabilities		
Tables (28–34inches in height); Serving line/counter (28–34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number:	Are serving line/counters accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are aisles accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No

Additional comments related to food preparation or dining areas:	
Health Service Facilities	
Number of private rooms available:	Access to locked refrigeration? <input type="checkbox"/> Yes <input type="checkbox"/> No
Total square footage of available space for health care needs:	
Location of health service area:	
Laundry Facilities	
Number of clothes washers:	Number of clothes dryers:
Availability to shelter operator	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are laundry facilities coin operated?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Special conditions or restrictions:	
<u>Facility Services Information</u>	
Electricity	
Emergency (generator power) on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Capacity in kilowatts:
Is facility staff required to operate emergency generator? <input type="checkbox"/> Yes <input type="checkbox"/> No	
This generator powers: <input type="checkbox"/> Throughout the shelter area. <input type="checkbox"/> Only emergency lights and other critical circuits in shelter area. <input type="checkbox"/> No generator serves the shelter area.	
Estimated run-time without refueling (in hours):	<input type="checkbox"/> Auto start <input type="checkbox"/> Manual start
Fuel type:	
Emergency fuel serve (fuel reserve) availability: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, quantity (in gallons):
Utility Company/vendor:	Emergency phone number: () -
Generator fuel vendor:	Emergency phone number: () -
Generator repair contact:	Emergency phone number: () -

FA 2. Human Services

Heating	
Source of heat: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane <input type="checkbox"/> Oil <input type="checkbox"/> Gasoline <input type="checkbox"/> Diesel	
Shelter area is heated: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -
Cooling	
Source of cooling: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane	
Shelter area is air conditioned: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -
Water	
Source of water: <input type="checkbox"/> Municipal <input type="checkbox"/> Well(s) <input type="checkbox"/> Trapped Water	
If trapped, potable (<i>drinkable</i>) storage capacity in gallons:	Non-potable (<i>undrinkable</i>) storage capacity in gallons:
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -
Cooking: *refer to Food Preparation Facilities for additional information on facility cooking capacities.	
Source of cooking energy: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane	
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -

<u>Communications Information</u>	
Radio:	
Is there a NOAA Weather Radio at this facility? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, where is it located?	
Is there an emergency communications (ham) radio at this facility? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, where is it located? Who is trained/authorized to operate it? Name: _____ Contact #: () _____	
Telephone/fax machines:	
Telephone service: <input type="checkbox"/> Traditional land-line <input type="checkbox"/> VOIP (internet line)	
Are there business telephone available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Business telephone available to shelter occupants: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Are there accessible (49 inches from floor) telephones? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number of accessible phones:	Is there Telecommunications Devise for the Deaf (TDD) availability? <input type="checkbox"/> Yes <input type="checkbox"/> No
Are there Earpiece telephones (volume adjustable)? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are there Fax machines available to shelter staff? <input type="checkbox"/> Yes <input type="checkbox"/> No
Is there speaker telephone/conference availability? <input type="checkbox"/> Yes <input type="checkbox"/> No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -
Computers:	
Type of internet service connection: <input type="checkbox"/> Dial-up <input type="checkbox"/> High-Speed <input type="checkbox"/> Cable <input type="checkbox"/> Wireless	
Computers available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	Is there public access to computers? <input type="checkbox"/> Yes <input type="checkbox"/> No
Number of computers:	
Location of computers for evacuee use:	
Utility/vendor:	Emergency phone number: () -

Repair company:	Emergency phone number: () -
Television:	
Is there a TV available for shelter use?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Location of cable TV drop for shelter area:	
<u>Shelter Management Information</u>	
This section is designed to identify shelter use capabilities of the facility for registration, management, and pet-care.	
Shelter Management	
Location of shelter registration:	Is there a computer network drop in this area? <input type="checkbox"/> Yes <input type="checkbox"/> No
Location of office for shelter management team:	Is there a computer network drop in this area? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Phone number in this office:
Shelter supply kit is located:	
Key for kit is located:	
Pet Care Capacity: if applicable	
Pets could be housed: <input type="checkbox"/> On-site in existing facility Capacity: _____ <input type="checkbox"/> On-site using additional resources (Tents/Trailers) Capacity: _____ <input type="checkbox"/> Combination of existing facility and additional resources <input type="checkbox"/> Off-Site	
Location of pet intake area:	Location of pet shelter area:
Is the space used for the pet shelter area near chemicals: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Location of outdoor pet walking area:	
Facility Staff	
Facility personnel required when using facility:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Facility kitchen staff required when using facility kitchen:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Voluntary organizations (<i>such as church or fire auxiliaries</i>) required when using the facility:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Sanitation/Maintenance staff required:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will any of the above groups be experienced or trained in shelter management?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Shelter Agreement Information	
Does the facility/owner have a current agreement for use as emergency shelter? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Date:	Updated:
Additional information about agreement, if applicable:	
Additional Notes (use additional page as needed):	
Survey completed/updated by:	
Date:	
<i>Printed name and title of authorized facility personnel:</i>	<i>Signature of authorized personnel:</i>
<i>Agency/Organization of authorized facility personnel:</i>	
<i>Printed name and title of shelter surveyor:</i>	<i>Signature of shelter surveyor</i>
<i>Agency/Organization of surveyor:</i>	
Shelter Determination: <input type="checkbox"/> Facility can be used as general emergency shelter. <input type="checkbox"/> Facility can be used as an evacuation shelter. <input type="checkbox"/> Facility can be used as a special needs shelter. <input type="checkbox"/> Facility can be used as a pet-friendly shelter <input type="checkbox"/> Facility will not be used as a shelter.	
Facility is ADA Compliant: <input type="checkbox"/> Partially <input type="checkbox"/> Fully <input type="checkbox"/> Not ADA Accessible	
Is this shelter entered in the National Shelter System (NSS)? <input type="checkbox"/> Yes <input type="checkbox"/> No NSS ID: _____	

Appendix A-2 Sample Shelter Agreement

The City of Milwaukie coordinates the provision of mass care services to individuals, families and communities impacted by a disaster. Certain disaster relief activities are supported by private facility owners who permit their buildings to be used as a temporary shelter for disaster victims and designated community organizations, like the American Red Cross or Salvation Army, who support relief activities. This agreement is between the City of Milwaukie Administration and a facility owner (“Owner”) so that the City can use the facility as an emergency shelter during a disaster that directly or indirectly impacts the City.

Parties and Facility

Owner:

Legal name: _____

Chapter: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

City of Milwaukie

City Department/Agency: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

Copies of legal notices must also be sent to: Milwaukie Finance Department

FA 2. Human Services

Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write “See attached facility list” and attach a facility list that includes the complete street address of each building that is part of this Agreement).

Terms and Conditions

- Use of Facility: Upon request and if feasible, the Owner will permit the City of Milwaukie to use the Facility on a temporary basis as an emergency public shelter.
- Shelter Management: The City of Milwaukie will have primary responsibility for the operation of the shelter and will designate a relief organization personnel member, the Shelter Manager, to manage the sheltering activities. The Owner will designate a Facility Coordinator to coordinate with the Shelter Manager regarding the use of the Facility by the City of Milwaukie.
- Condition of Facility: The Facility Coordinator and Shelter Manager (or designee) will jointly conduct a pre-occupancy survey of the Facility before it is turned over to the City of Milwaukie to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the City of Milwaukie should not use while sheltering in the Facility. The City of Milwaukie will exercise reasonable care while using the Facility as a shelter and will make no modifications to the Facility without the express written approval of the Owner.
- Food Services: Upon request by the City of Milwaukie, or Shelter Manager, and if such resources exist and are available, the Owner will make the food service resources of the Facility, including food, supplies, equipment, and food service workers, available to feed the shelter occupants. The Facility Coordinator will designate a Food Service Manager to coordinate the provision of meals at the direction of and in cooperation with the Shelter Manager. The Food Service Manager will establish a feeding schedule, determine food service inventory and needs, and supervise meal planning and preparation. The Food Service Manager and Shelter Manager will jointly conduct a pre-occupancy inventory of the food and food service supplies in the Facility before it is turned over to the City of Milwaukie.

FA 2. Human Services

- Custodial Services: Upon request by the City of Milwaukie, and if such resources exist and are available, the Owner will make its custodial resources, including supplies and custodial workers, available to provide cleaning and sanitation services at the shelter. The Facility Coordinator will designate a Facility Custodian to coordinate the provision of cleaning and sanitation services at the direction of and in cooperation with the Shelter Manager.
- Security: In coordination with the Facility Coordinator; the Shelter Manager, as he or she deems necessary and appropriate, will coordinate with law enforcement regarding any public safety issues at the Shelter.
- Signage and Publicity: The City of Milwaukie may post signs identifying the shelter as a City of Milwaukie emergency shelter in locations approved by the Facility Coordinator and will remove such signs when the shelter is closed. The Owner will not issue press releases or other publicity concerning the shelter without the express written consent of the Shelter Manager. The Owner will refer all media questions about the shelter to the Shelter Manager.
- Closing the Shelter: The City of Milwaukie will notify the Owner or Facility Coordinator of the closing date for the shelter. Before the County vacates the Facility, the Shelter Manager and Facility Coordinator will jointly conduct a post-occupancy survey, to record any damage or conditions. The Shelter Manager and Facility Coordinator or Food Service Manager will conduct a post-occupancy inventory of the food and supplies used during the shelter operation.
- Reimbursement: The City of Milwaukie will reimburse the Owner for the following:
 - *Damage to the Facility or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of the City of Milwaukie. Reimbursement for facility damage will be based on replacement at actual cash value. The City of Milwaukie will select from among bids from at least three reputable contractors. The City of Milwaukie is not responsible for storm damage or other damage caused by the disaster.
 - *Reasonable costs associated with custodial and food service personnel* which would not have been incurred but for the City of Milwaukie's use of the Facility for sheltering. The City of Milwaukie will reimburse at per-hour, straight-time rate for wages actually incurred but will not reimburse for (i) overtime or (ii) costs of salaried staff.
 - *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such

FA 2. Human Services

costs would not have been incurred but for the City of Milwaukie’s use of the Premises (both parties must initial all utilities to be reimbursed by the City of Milwaukie):

	Owner initials	County initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____
Waste Disposal	_____	_____

The Owner will submit any request for reimbursement to the County within 60 days after the shelter closes. Any request for reimbursement for food, supplies, or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel with the dates and hours worked at the shelter.

- **Insurance:** The City of Milwaukie, and designated relief organizations supporting mass care activities, shall carry insurance coverage in the amounts of at least \$1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The City of Milwaukie shall also carry Workers’ Compensation coverage with statutory limits for the jurisdiction within which the facility is located and \$1,000,000 in Employers’ Liability.
- **Indemnification:** The City of Milwaukie shall defend, hold harmless, and indemnify the Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the City of Milwaukie during the use of the premises.
- **Term:** The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

_____	_____
Owner (legal name)	
_____	_____
By (signature)	By (signature)
_____	_____
Name (printed)	Name:
_____	_____
Title	Title :
_____	_____
Date	Date

3

FA 3 – Infrastructure Services

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Purpose and Scope FA 3-1**
- 2 Policies and Agreements FA 3-1**
- 3 Situation and Assumptions FA 3-2**
 - 3.1 Situation FA 3-2
 - 3.2 Assumptions FA 3-2
- 4 Roles and Responsibilities FA 3-2**
 - 4.1 General Responsibilities FA 3-2
 - 4.1.1 Emergency Manager FA 3-2
 - 4.1.2 Public Works Department FA 3-3
 - 4.1.3 CCFD1 FA 3-4
 - 4.1.4 City Police Department FA 3-4
 - 4.1.5 Utilities FA 3-5
- 5 Concept of Operations FA 3-5**
- 6 City Infrastructure Services Functions FA 3-6**
 - 6.1 Transportation FA 3-6
 - 6.2 Infrastructure Repair and Restoration FA 3-6
 - 6.3 Energy and Utilities FA 3-7
 - 6.4 Debris Management FA 3-7
- 7 Supporting Documents FA 3-7**
- 8 Appendices FA 3-8**

THIS PAGE LEFT BLANK INTENTIONALLY

FA 3. Infrastructure Services

FA 3 Tasked Agencies	
Primary Agencies	City Public Works Department
Supporting Agencies	Clackamas County Department of Transportation and Development Clackamas County Fire District No. 1 (CCFD1) Electricity: Portland General Electric Garbage Service: Mel Deines, Waste Management, Deines Brothers, Pearl Deines, Wichita Sanitary, Oak Grove Disposal and Clackamas Garbage Gas: NW Natural Oregon Department of Transportation (ODOT) Sewer: City of Milwaukie Telephone and Internet Service: Verizon, Qwest and Comcast Water: City of Milwaukie

1 Purpose and Scope

This Infrastructure Services Functional Annex provides information regarding the coordination of infrastructure, public works, damage assessment, and engineering services during all phases of emergency management. Public works resources (personnel, equipment, facilities, materials, and supplies) will be coordinated through the City Public Works Department or the City Emergency Operations Center (EOC) (depending on the situation) following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers.

This annex covers the following functions:

- Transportation
- Infrastructure Repair and Restoration
- Energy and Utilities
- Damage Assessment
- Debris Management

2 Policies and Agreements

The following policies and agreements are currently in place to support infrastructure services for the City:

- **Oregon Public Works Emergency Response Cooperative Assistance Agreement;** Oregon Department of Transportation and Milwaukie (2005). Enables public works agencies to support each other during an emergency, provides the mechanism for immediate response to the requesting agency when the responding agency

FA 3. Infrastructure Services

determines it can provide the needed resources and expertise, and sets up the documentation needed to seek maximum reimbursement possible from appropriate Federal agencies.

- **Clackamas River Water Intergovernmental Agreement (2001);** Clackamas River Water and City of Milwaukie. Agreement to share resources in order to avoid unnecessary duplication of investment of public funds in assets which may be underutilized.

3 Situation and Assumptions

3.1 Situation

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

In addition, a utility failure would impact the availability of essential services such as the water supply, electrical power, natural gas, telephone, and sanitary sewer services. While a failure may occur due to natural or human causes, the severity of the incident must be measured by the duration of the disruption of the service and its impact on life and property.

3.2 Assumptions

- Response operations for the City Public Works Department will include assisting police and fire in traffic control and rescue operations, and clearing and maintaining critical lifeline routes.
- In a natural hazards event such as flood, windstorm, or earthquake response, the Public Works Department will generally be assigned or assume the lead agency role.

4 Roles and Responsibilities

4.1 General Responsibilities

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

4.1.1 Emergency Manager

- Regularly brief the Mayor and City Council on situational developments.

FA 3. Infrastructure Services

- Collect resource requirement information from all City departments and CCFD1.
- Evaluate the situation and determine whether the Emergency Operations Plan (EOP) needs to be implemented.
- Assess developing conditions, and evaluate their potential impact.
- Research sources of needed resources.
- Establish and maintain contact with the County; provide updates on conditions.
- Consider activating the EOC.
- Document actions taken and costs incurred.
- Facilitate post-incident analysis.

4.1.2 Public Works Department

Public Works is responsible for:

- Developing and maintaining an emergency notification list of department personnel.
- Opening emergency response routes for rescue and life-saving operations.
- Restoring streets and managing street traffic, including traffic control devices.
- Restoring wastewater (sanitary sewer) and storm water system capacities.
- Restoring and operating sanitary sewer pump stations and pressure mains.
- Interfacing with utility providers to ensure timely restoration of services.
- Removing and disposing of debris from public rights-of-way and City property that was a direct result of a disaster event.
- Maintaining storm water flow.
- Administering existing contracts and develop new ones to restore infrastructure and services.

FA 3. Infrastructure Services

- Keeping the City's fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well-being; this will be given top priority during an emergency.
- Keeping the City's emergency generators operational.
- Coordinating with the police to assist in traffic control.
- Developing and maintaining operating procedures for disaster response.
- Establishing contracts and relationships with contractors and vendors who may play key roles in repair and restoration of City infrastructure.
- Requesting assistance through the County, if necessary.
- Documenting incident actions and costs incurred.
- Notifying regulating agency(s), as appropriate.

4.1.3 Clackamas County Fire Department #1

CCFD1 is responsible for:

- Notifying appropriate personnel of the developing situation.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential safety issues and making recommendations to the Safety Officer.
- Providing communication resources and support as needed.
- Providing fire suppression personnel and equipment to support public works response and recovery activities.

4.1.4 City Police Department

The City Police Department is responsible for:

- Alerting personnel of developing conditions.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential security and safety issues, and making recommendations to the Safety Officer.

FA 3. Infrastructure Services

- Providing police personnel and equipment to support public works response and recovery activities.
- Providing communication resources and support as needed.

4.1.5 Utilities

- Coordinating response activities with the City Public Works Department regarding restoration of services.
- Making repairs and restoring services as soon as possible.
- Supporting the City with equipment, personnel, etc., as appropriate.

5 Concept of Operations

When the EOP is implemented, 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. The City Public Works Department is the lead agency for infrastructure operations and solid waste (debris) management.

Public Works will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public Works will also place emphasis on supporting law enforcement, fire, and search and rescue with evacuation and traffic control capabilities. Other operational priorities include:

- Damage assessment.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Identification and labeling of uninhabitable/unsafe structures.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).
- Coordination with utility restoration operations (power, gas, telecommunications).
- Prioritization of efforts to restore, repair, and mitigate infrastructure owned by the City and County.

Public Works will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

FA 3. Infrastructure Services

See the Clackamas County EOP, Support Annex C – Damage Assessment for more details.

The County Transportation and Development Department will address larger debris management issues for the County. If needed, the City will request the following infrastructure services from County Emergency Management:

- Identification and labeling of uninhabitable/unsafe structures.
- Establishment of priorities and processes for issuing demolition and building permits.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.

6 City Infrastructure Services Functions

6.1 Transportation

- Monitor and report on the status of and damage to the transportation system and infrastructure as a result of an emergency incident.
- Identify temporary alternative transportation solutions that can be implemented.
- Coordinate with County and State transportation agencies to implement the restoration and recovery of transportation systems and infrastructure.

See the Clackamas County EOP, ESF 1 – Transportation for more details.

6.2 Infrastructure Repair and Restoration

City Public Works actions may include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for life-saving and life-sustaining services.
- Coordinating technical assistance, including engineering expertise, construction management, and contracting and real estate services.
- Providing emergency repair of damaged public infrastructure and critical facilities.

FA 3. Infrastructure Services

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

6.3 Energy and Utilities

Energy- and utility-related actions may include:

- Collecting, evaluating, and sharing information regarding energy/utility system damage and estimations of the impact of outages/failures within affected areas.
- Coordinating restoration of service in impacted areas.
- Ensuring backup power and utility sources for critical facilities.

See the Clackamas County EOP, ESF12 – Energy for more details.

6.4 Debris Management

A Debris Management Plan defines the roles, responsibilities, and procedures and provides guidance for development and implementation of all elements involved in managing debris removal operations in the response and recovery phases of a disaster. The City has not developed a debris management plan at this time. Should one be developed in the future, it will be housed in the Emergency Manager's Office as well as in the Public Works Department. City debris management activities would be coordinated by the City Public Works Department in coordination with the County Department of Public Works.

See the Clackamas County EOP, Support Annex B – Debris Management for more detail.

7 Supporting Documents

The following documents support infrastructure services for the City:

- County Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 3 – Public Works and Engineering
 - ESF 12 – Energy
 - SA B – Debris Management
 - SA C – Damage Assessment
- City of Milwaukie Critical Facilities List (housed on the internal shared drive)
- City of Milwaukie Public Works Resource Inventory (housed within the Public Works Department)

8 Appendices

None at this time.

4

FA 4 – Recovery Strategy

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Purpose and Scope	FA 4-1
2	Policies and Agreements	FA 4-1
3	Situation and Assumptions	FA 4-1
4	Roles and Responsibilities	FA 4-2
4.1	Emergency Operations Center Staff	FA 4-2
4.1.1	Operations Section	FA 4-2
4.1.1	Planning Section.....	FA 4-2
4.1.2	Logistics Section.....	FA 4-2
4.1.3	Finance Section.....	FA 4-3
4.1.4	Public Information Officer	FA 4-3
4.2	City Departments	FA 4-3
4.2.1	Emergency Management	FA 4-3
4.2.2	Other City Agencies.....	FA 4-4
5	Concept of Operations	FA 4-4
5.1	Short-Term Recovery Activities.....	FA 4-4
5.2	Long-Term Recovery Activities	FA 4-4
5.3	Requests for State and Federal Assistance	FA 4-5
5.3.1	Local Emergency Declaration.....	FA 4-5
5.3.2	Local Request for State Assistance.....	FA 4-5
5.3.3	County and Federal Recovery Efforts.....	FA 4-6
6	City Recovery Functions.....	FA 4-6
6.1	Damage Assessment	FA 4-6
6.1.1	Windshield Surveys	FA 4-6
6.1.2	Initial Damage Assessment	FA 4-6
6.1.3	Secondary Damage Assessment	FA 4-7
6.2	Public Assistance	FA 4-8
6.2.1	Eligible Entities and Projects	FA 4-8
6.2.2	Request for Public Assistance.....	FA 4-8
6.3.3	Steps to Obtain Disaster Assistance	FA 4-9
6.3	Individual Assistance.....	FA 4-9
6.3.1	Insurance.....	FA 4-9
6.3.2	Voluntary Agency Assistance	FA 4-10
6.3.3	Disaster Recovery Centers.....	FA 4-10
7	Supporting Documents.....	FA 4-10

FA 4. Recovery Strategy

8 Appendices FA 4-11

Appendix A Damage Assessment Materials FA 4-13

Appendix A-1 Initial Damage Assessment Checklist..... FA 4-15

Appendix A-2 Preliminary Damage Assessment Checklist FA 4-19

Appendix A-3 Initial Damage Assessment Summary Report
Form FA 4-25

Appendix B Public Assistance Materials FA 4-51

Appendix C Individual Assistance Materials..... FA 4-89

Appendix C-1 Disaster Recovery Center Requirements
Checklist FA 4-91

Appendix C-2 FEMA DRC Site Requirements List FA 4-93

Appendix D Typical Individual Assistance Programs..... FA 4-95

FA 4 Tasked Agencies	
Primary Agencies	City Administration
Supporting Agencies	

1 Purpose and Scope

The Recovery Strategy Functional Annex outlines the basic City services and resources necessary to recover from a disaster.

This annex covers the following functions:

- Damage Assessment
- Public Assistance
- Individual Assistance

2 Policies and Agreements

The following policies and agreements are currently in place to support recovery for the City:

- None at this time

3 Situation and Assumptions

The recovery phase of an emergency is the period of time following the response period when actions are taken to help citizens return to a normal, or safer, life as soon as possible after an emergency.

Recovery is both a short- and long-term process. In the short term, emphasis is placed on restoring vital services to the community and identifying and providing basic needs to the public. Long-term recovery restores the community to its normal state, or better. It is at this point that knowledge gained by the incident is converted to mitigation measures for future hazard risks.

Local, County, and Federal government are responsible for assisting the public and private sectors in disaster recovery. A widespread disaster may affect the functionality of business, disrupt employment, interrupt government services, and impact tax revenue. Recovery is a function undertaken during and after an event, along with the response. Expeditious recovery will limit costs, damages, and long-term impacts on the community. The purpose of this Recovery Strategy annex is to provide a strategy for the City to coordinate its recovery efforts with its partners at the State and Federal levels.

In most cases, recovery begins during an event's response phase, when damage is identified and assessed. Damages are classified as being in the private or public sector. The extent of damages in dollars will determine what, if any, State or Federal assistance may be available during the recovery phase. To request this

FA 4. Recovery Strategy

assistance, a local proclamation of emergency must be made and communicated to the Governor. Good record keeping and mitigation planning will support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private nonprofit organizations support also 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 Emergency Operations Center Staff

During recovery, many of the Section Chiefs' responsibilities and activities continue, but sometimes with a change in focus. These responsibilities are described below.

4.1.1 Operations Section

- Coordinate restoration of roads, bridges, and essential services; essential service facilities; and long-term reconstruction.
- Coordinate temporary housing and long-term shelter operations for displaced individuals.
- Coordinate initial damage assessments.

4.1.1 Planning Section

- Demobilize resources.
- Document emergency activities.
- Create situation status reports.
- Coordinate resource management with the Logistics Section and Incident Commander.
- Create incident-specific maps to assist in damage assessment and recovery efforts.

4.1.2 Logistics Section

- Make arrangements for Disaster Recovery Centers (DRCs) for the Federal Emergency Management Agency (FEMA).

FA 4. Recovery Strategy

- Document emergency activities.
- Coordinate resource management with the Planning and Finance Sections.

4.1.3 Finance Section

- Keep records of all costs incurred.
- Document emergency activities.
- Prepare documents for submission to State and Federal government.
- Coordinate and document damage assessment.

4.1.4 Public Information Officer

- Disseminate public information.
- Document all emergency activities.

4.2 City Departments**4.2.1 Emergency Management**

- Activate the disaster assessment team or process. Ensure that damage information is received from private nonprofit organizations.
- Receive and compile disaster information to:
 - Share the information with the appropriate County and municipal agencies.
 - Prioritize response and recovery activities.
 - Determine whether additional resources are needed.
 - Submit forms to County Emergency Management as needed.
- Coordinate with appropriate agencies to address unmet needs.
- Receive and disseminate information to decision makers to prioritize recovery efforts and determine the need for State or Federal assistance.
- Coordinate the involvement of community response partners regarding the Preliminary Damage Assessment (PDA) and disaster declaration process.
- Assist County, State, and Federal agencies with conducting PDAs.
- Ensure completion of documentation of disaster-related response and recovery costs.

FA 4. Recovery Strategy

- Coordinate with local officials to identify and recommend mitigation projects.

4.2.2 Other City Agencies

- Assist with the damage assessment and disaster declaration process, as requested.
- Document disaster-related response and recovery costs.
- Coordinate with local officials to identify and recommend mitigation projects.

5 Concept of Operations**5.1 Short-Term Recovery Activities**

During the recovery phase of an emergency, the City Manager or Incident Commander has the final authority to establish priorities for recovery activities and the allocation of resources to support them. Some activities, such as damage assessment, will most likely begin during the response phase of the emergency once the incident is stabilized. Short-term recovery activities may include:

- Damage assessment and posting of unsafe and unusable buildings, roads, or bridges.
- Assessment of victims' needs.
- Removal of disaster debris.
- Removal of human and animal remains.
- Testing of drinking water and, if necessary, establishing new or additional drinking water supplies.
- Emergency repairs of sanitary, sewer, and storm drainage systems.
- Repair of utility lines, e.g., electricity and natural gas.
- Establishment of security in affected areas.

5.2 Long-Term Recovery Activities

Long-term recovery activities are generally conducted by the same resources used for similar activities during non-emergency times. These activities include:

- Restoration of non-vital government services.
- Demolition and reconstruction of damaged areas.
- Monitoring of restoration activities.

FA 4. Recovery Strategy

- Establishing a DRC if necessary, in coordination with the Federal government
(*See FA 2 – Human Services for more details*).
- Identifying areas to improve and implement changes (such as building codes, emergency plans, training deficiencies, etc.) that could mitigate damage in future emergencies.

5.3 Requests for State and Federal Assistance

5.3.1 Local Emergency Declaration

When the City is faced with an emergency or disaster condition that requires a coordinated response beyond that which occurs routinely, and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements, the Mayor (or designee) may decide to declare a local emergency.

A local emergency declaration provides City officials with the additional authority that may be needed to address emergency conditions; can facilitate large-scale evacuations; and, once the appropriate response is beyond the capability of the County, can set the stage for requesting state assistance.

See the Basic Plan, Chapter 1 for procedures for declaring a state of emergency.

5.3.2 Local Request for State Assistance

If an emergency has occurred wholly within the boundaries of the City, a request for assistance from the State must be submitted to the County for transmittal to Oregon Emergency Management (OEM) for consideration by the Governor. The State has a reasonable expectation that counties will endeavor to assist cities within their jurisdictions before turning to the State and/or Federal government for assistance.

Requests for assistance submitted to the County for transmittal to the State must include:

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

FA 4. Recovery Strategy

5.3.3 County and Federal Recovery Efforts

Community recovery assistance from the county and Federal levels comes in the form of activating Emergency Support Function (ESF) 14 – Long-Term Community Recovery. This support function provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments; nongovernmental organizations; and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF 14 accomplishes this by identifying and facilitating the 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 regarding local and state recovery processes is provided in the State Disaster Recovery Guidebook, Part I – Overview.

6 City Recovery Functions**6.1 Damage Assessment**

Damage assessment is conducted in two phases: initial damage assessment (IDA) and secondary damage assessment. The IDA, a Planning Section responsibility, provides supporting information for the disaster declaration and is the responsibility of the City. The secondary damage assessment is an in-depth analysis of the long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the American Red Cross.

6.1.1 Windshield Surveys

During the initial phase of an event with widespread property damage (such as windstorm, earthquake, etc.), normal communication links may not exist. It will be important to obtain an account of the damage as soon as possible in order to prioritize resource assignments.

As appropriate after an event, units from appropriate agencies may begin a process called “windshield surveys.” Windshield surveys consist of response agency units driving throughout the City in a systematic manner to survey predetermined high-priority facilities. When damage is discovered, a description of the situation is to be reported. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

6.1.2 Initial Damage Assessment

During an emergency or disaster, local governments conduct a quick initial assessment of damages and impacts, sometimes as part of a request for State or Federal resources to augment local ones. The Community Development Director

FA 4. Recovery Strategy

coordinates this assessment and usually assigns some IDA responsibilities to other local government departments.

The IDA evaluates the damages and costs related to a disaster, the impact of the disaster on the community, and which State, Federal, or volunteer agency programs might be able to provide needed assistance. With respect to Federal assistance, a determination during the IDA of the extent of affected homes, businesses, and public facilities assists State officials in determining whether they need to follow up with other damage or impact assessments, including perhaps a PDA for Individual Assistance, Public Assistance, or both.

As soon as it can safely be done during or following the event, local officials should complete the Initial Damage Assessment Summary Report Form and forward it to the County. Counties should forward the completed form to OEM.

Table RS-1 outlines the City’s priorities for damage assessment.

Table RS-1 – City of Milwaukie Damage Assessment Priorities

Priority #1	Public Safety and Restoration of Vital Services
Emergency Operations	EOC CCFD1 Stations City Police Department facilities
Hazardous Industries	Hazardous occupancy industry Natural gas pipelines Electrical power stations and other like facilities
Utilities & Transportation Infrastructure	Sanitary sewer Storm and water lines Bridges and overpasses
Medical Facilities	Mass care and shelter facilities Medical clinics
Other Vital Public Services	Schools and other public facilities Food suppliers Other major businesses
<i>Note: Each facility should be analyzed on structural integrity, safety, functional capability, and estimated costs to repair or replace.</i>	
Priority #2	Assessment of Damage to Support Emergency or Major State or Emergency Declaration
	Multi-family complexes Single-family residences Other businesses

6.1.3 Secondary Damage Assessment

The IDA should provide the basis for secondary assessment activities. Secondary damage assessments most often occur during the recovery phase after initial

FA 4. Recovery Strategy

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 Public Works Department 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.

6.2 Public Assistance

Requests for Public Assistance for the City will be coordinated with County Emergency Management.

6.2.1 Eligible Entities and Projects

Eligible applicants under the Public Assistance Program are units of local government, state agencies, organizations and agencies of native peoples, and private nonprofit organizations that meet certain criteria.

To be eligible for assistance, a project must result from a Presidentially declared emergency or major disaster, lie within the designated disaster area, be the responsibility of an eligible applicant, and not fall within the authority of another Federal agency.

6.2.2 Request for Public Assistance

Applicants notify FEMA of their intent to apply for public assistance by filing a Request for Public Assistance form. This form officially notifies FEMA of an applicant's intent to apply for Public Assistance. It outlines general information identifying the applicant, including the applicant's name, address, and primary and secondary contacts. If the applicant is unable to submit the request form to OEM at the Applicants' Briefing, the applicant must submit the form within 30 days of the date on which the county was designated 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 applicants' eligibility. Once a request has been submitted, project formulation can begin.

FA 4. Recovery Strategy

Project formulation is the process of documenting the eligible facility, the eligible work, and the eligible cost for damaged projects.

6.3.3 Steps to Obtain Disaster Assistance

There are five primary steps to obtaining public disaster assistance:

- A request is submitted by the applicant.
- A Public Assistance Coordinator (PAC) is assigned to each applicant.
- The applicant presents a list of damages to the PAC at the kickoff meeting. This list serves as the basis for completing Project Worksheets. The applicant then has 60 days from the date of the kickoff meeting to report or identify damages to FEMA.
- The PAC and State staff work with the applicant/subgrantee to identify any special considerations, ensure that all damage and emergency work costs are identified, and ensure that the scope-of-work on Project Worksheets is eligible and complete.
- Upon approval of Project Worksheets, the funds are obligated to OEM, who is the grantee and will disburse Public Assistance funds to the subgrantee. Federal funds for small projects will be disbursed after approval and Federal funds for large projects will be disbursed as work is accomplished.

See the State Disaster Recovery Guidebook, Part IV – Programs Which Assist Public Agencies for more detailed information on public assistance.

6.3 Individual Assistance

Individual Assistance programs strive to meet the disaster-related needs of individuals and families while utilizing disaster assistance resources as efficiently as possible. Disaster recovery officials especially strive to avoid duplication of benefits. Efficient use of recovery resources is also aided by providing assistance through a sequence of programs. Those with serious unmet disaster-related needs proceed through each step until all avenues, public and private, have been explored to meet those needs.

6.3.1 Insurance

Claims should be made in accordance with appropriate insurance policies in effect for the peril that caused the disaster. Disaster assistance programs are not a replacement for proper insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as good as that provided by insurance. Moreover, most natural disasters that affect an individual or family are not widespread enough to require 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.

6.3.2 Voluntary Agency Assistance

Many voluntary agencies provide disaster recovery assistance to individuals and families. Like insurance, voluntary agencies should be viewed as having resources that are utilized prior to governmental disaster assistance programs. In cases for which there is a Presidential declaration, access to some voluntary agency assistance may be gained at or through DRCs. Most voluntary agency assistance is intended to meet immediate disaster-related needs such as shelter, food, clothing, health and medical care (including counseling and mental health assistance), essential household furnishings, bedding, transportation, and sometimes temporary assistance to rent housing.

See Appendix D, Typical Individual Assistance for additional individual assistance programs.

6.3.3 Disaster Recovery Centers

Local, State, and Federal entities will:

- If individual assistance is authorized, establish a local disaster recovery 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.
- 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 coordinate with State and Federal agencies regarding a location for the Disaster Recovery Center.

See the State Disaster Recovery Guidebook, Part II – Programs Which Assist Families and Individuals for more detailed information on individual assessment.

7 Supporting Documents

The following documents support recovery for the City:

- County Emergency Operations Plan
 - ESF 14 – Long-Term Recovery
 - SA C – Damage Assessment

- State of Oregon Disaster Recovery Guidebook

8 Appendices

- Appendix A Damage Assessment Materials
 - A-1 Initial Damage Assessment Checklist
 - A-2 Preliminary Damage Assessment Checklist
 - A-3 Initial Damage Assessment Summary Report Form
- Appendix B Public Assistance Materials
- Appendix C Individual Assistance Materials
 - C-1 Disaster Recovery Center Requirements Checklist
 - C-2 FEMA DRC Requirements Worksheet
- Appendix D Typical Individual Assistance Programs

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A Damage Assessment Materials

- A-1 Initial Damage Assessment Checklist**
- A-2 Preliminary Damage Assessment Checklist**
- A-3 Initial Damage Assessment Summary Report Form**

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A-1 Initial Damage Assessment Checklist

As its name suggests, an IDA is meant to be an *initial* assessment of the damage and impacts caused by the disaster. Do not spend a great deal of time on details at this stage. The IDA only needs to outline enough damage and impacts to the community to bring in the right programs for a closer assessment.

All those using information obtained from an IDA should be cautioned concerning the limitations of the data and should expect variations between this initial assessment and the actual number of applications received should disaster assistance programs be offered.

General

The following guidelines should be followed when conducting an IDA:

- Examine and note areas of major damage and damage that is likely to be expensive to repair and mitigate.
- Although insured losses should be noted, do not spend a great deal of time trying to collect detailed insurance information during the IDA. Determining the details of insurance in place is time consuming and unnecessary at this stage. If detailed insurance information is needed, it can be collected during a second assessment, such as the joint PDA.

Note: An exception to this rule is “small disasters,” which require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead a Small Business Administration (SBA) “damage survey.”

- The Individual Assistance Initial Damage Assessment (IDA) Field Data Collection Form is designed to assist you in conducting the IDA for homes and businesses.
- The Infrastructure (Public Assistance) Initial Damage Assessment Data Collection Form may assist you in conducting the IDA for public sector damages.
- Analyze IDA data based on the following questions:
 - Is the damage primarily to the agricultural sector? If so, you may want to ask the State to look into U.S. Department of Agriculture assistance.
 - Are the impacts primarily to businesses that have suffered significant damage or other problems that would cause loss of revenue? If so, you may want to ask the state to look into SBA programs.

FA 4. Recovery Strategy

- Is the damage primarily to homes? If so, perhaps the State should request SBA assistance or request an Individual Assistance joint PDA.
- Is the damage primarily to publicly owned facilities? If so, perhaps the State should request a Public Assistance joint PDA.

Whom to Involve

Since speed and accuracy are essential in obtaining the maximum amount of information in the shortest amount of time, there should be more than one person involved in the IDA process. The Local Emergency Program Manager should assemble a team to assist, including members such as:

- American Red Cross officials: depending on the capabilities of the American Red Cross that serves your area, you may want to ask the American Red Cross to coordinate the IDA effort with respect to homes and to assess the number of persons significantly impacted by the disaster. In some cases, the American Red Cross will have already done so; you may be able to utilize information they have already gathered.
- Building inspectors and tax assessors from local governments, and appraisers from lending institutions or insurance companies, to evaluate buildings, manufactured homes, and businesses.
- City/County engineers, public works officials, utility officials, etc. for an assessment of damages to roads, bridges, other public facilities, and utility systems.
- Hospital and urgent care facility officials for information on injuries and fatalities.
- School district officials to provide school damage figures.
- County health officials for an assessment of disaster effects on community health.
- Officials in charge of levees, drainage systems, private nonprofit and recreational facilities, etc.
- County agent for farm and ranch damage assessment.

FA 4. Recovery Strategy

Collecting Initial Damage Assessment Data by Telephone Bank

Local jurisdictions may want to establish a telephone bank to collect IDA information on damage and impacts to homes and businesses. If you decide to utilize the telephone bank approach, work with local media to reach affected individuals, families, and businesses. For each, try to collect at least the following:

- Name of individual, family, or business.
- Address of the damaged or impacted structure.
- Mailing address if different.
- Telephone numbers where the person reporting the damage or impacts can be reached.
- If the damaged structure is a home, is it a primary home or a second home? Is it a rental? If so, count the home twice: once as a home, a second time as a business. Try to obtain the appropriate points of contact for both.
- Is the loss/damage insured?
- Obtain a brief description of, and, if possible, estimated cost associated with the damage or impact; collect only enough information to allow you to categorize the damage as minor, major, or destroyed. Also note homes and businesses that are not damaged but that are directly impacted, such as loss of potable water, loss of septic system, loss of driveway access, etc. Homes meeting this criteria should be noted as “affected habitable”; businesses as “interrupted.”

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A-2 Preliminary Damage Assessment Checklist

To prepare for the arrival of State and Federal joint PDA officials, local jurisdictions should do as much of the following as time permits.

General

- The Local Emergency Program Manager should coordinate the PDA or designate a PDA Coordinator. This person should have a working knowledge of the PDA process and forms, and thorough familiarity with local geography, government officials, and public facilities.
- Line-up appropriate officials who will become the local government representatives on the joint PDA Teams. For Individual Assistance consider assessors, building department inspectors, etc. For Public Assistance consider building department inspectors, road department engineers and technicians, bridge engineers, etc.
- Prepare maps which note the locations and nature of the damage.
 - Delineate any areas where the damage is primarily to homes,
 - businesses,
 - and agricultural land.
 - Indicate the location of each damaged public facility, and the government agency responsible for its care.
 - Mark the location of sites where disaster related costs were incurred.
 - If possible, all damage sites should be identified by local officials before state/federal inspectors arrive.
- On the same maps, indicate the best routes of travel accounting for roads and bridges which are out-of service due to the disaster, and methods for efficient routing such as travel "loops" likely to be taken by the joint PDA Teams.
- Also on the maps, indicate areas where major utilities are still out of service, areas with septic tanks or wells, areas that are still experiencing the effects of the disaster, and health and safety hazards such as hazardous materials spills, biological hazards, downed power lines, etc.
- If possible, provide photographs of damage sites to State and Federal inspectors.
- Assemble and briefly summarize information on the resources committed by the jurisdiction in responding to the disaster. Be sure to

FA 4. Recovery Strategy

include the time commitment, overtime, etc. of the City staff who have been involved.

- Ask everyone involved in the joint PDA to look for ways of rebuilding damaged structures to lessen damage and hardship next time; provide these ideas to the hazard mitigation PDA teams.
- Set up a joint PDA team support facility that includes:
 - Tables and chairs.
 - Displays, such as maps, chalk boards, dry erase boards, flip charts, bulletin boards, etc.
 - Telephones and telephone directories.
 - Copies of the Oregon Blue Book.
 - One or more photocopiers.
 - Availability of drinking water, coffee, etc.
 - Restrooms.
 - If available and appropriate, your EOC can serve as the joint PDA team support facility.
- Make arrangements for a facility to conduct the joint PDA public official and team briefings such as a courtroom, public auditorium, lecture hall, etc.
- Be prepared to provide high clearance vehicles for the use of the teams; these vehicles should be driven by the local representative and should comfortably seat up to five people.
- If necessary, assist State and Federal joint PDA team members to find lodging and meals during their stay in the disaster area.

Individual Assistance

- Develop a written summary of the impacts of the disaster that answers the following questions:
 - Have there been injuries or deaths? Are persons missing?
 - Are families isolated due to the disaster?
 - Are public health and safety significantly compromised?
 - Is debris on private property a health and safety hazard? Does it prevent access to homes?

FA 4. Recovery Strategy

- Are services such as medical care, schools, mail delivery, public transportation, communication, etc. significantly affected?
 - Are utilities out of service, e.g., electricity, gas, water, sewer, drainage systems, dikes, etc.? When will service be restored? Are outages widespread or concentrated in one area?
 - Were many private vehicles destroyed?
 - Is there increased unemployment due to the disaster?
- Gather and assemble the following information about the area(s) affected by the disaster:
- Which affected areas are urban, suburban, or rural? Commercial? Industrial? Delineate these areas on the teams' maps.
 - What was the area's economic base and condition prior to the disaster?
 - What was the pre-disaster market value of homes in the disaster area(s)? Be prepared to provide dollar ranges to fit "high," "medium," and "low" categories.
- Ask the American Red Cross to make available any information they have collected during their "windshield" and "on-site detailed" damage assessments.
- Work with OEM and FEMA to obtain information regarding insurance coverage in the disaster areas. FEMA will conduct some of this research from their regional office.
- What resources are available in the area to provide temporary housing for displaced persons? Vacant rental homes, mobile homes, or apartments?
- If flooding occurred, make estimates for the team about water depths and velocities and the duration of flooding. Was the water contaminated with chemicals? Sewage? Other?
- Assign local, State, Federal, and volunteer agency officials to each team; have each team cover both dwellings and businesses in a geographic area.
- Dispatch teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, you may

FA 4. Recovery Strategy

want to reassign one or more geographic areas to a team or teams likely to finish before others.

Public Assistance

- Develop a written description of the impacts of the disaster on local government, including:
 - Population served by the local government.
 - Budget balance before and after the disaster.
 - Capability of local government to deal with the interruption or loss of essential public services, continuing public health and safety problems, and the loss of public facilities, equipment, materials, etc.
 - Public service impacts that will continue without Federal assistance, including deferral of permanent repairs, reductions in ongoing services, delays in planned capital improvements, continued isolation of families or communities, etc.
- If the time the joint PDA will begin has been well established, go make appointments for the team at sites where the damage or the impact of the damage is greatest.
- In lieu of making appointments, develop a list of contacts for each damage site, including telephone numbers and times when they are easiest to reach.
- Ensure that local government representatives designated to serve on joint PDA teams have knowledge of repairs already made and repairs needing to be made, as well as a knowledge of the location of damage sites.
- Be prepared to provide State and Federal officials a detailed cost breakdown of labor, equipment, materials, and supplies for all completed work, including work completed through contracts with private-sector companies. While a variety of forms can be used to summarize these items, the format chosen must document “who, what, when, where, and how.”
- Be prepared to describe which sites will be repaired or reconstructed by contract, and those which will be repaired by local forces. If a contractor's estimate has been received, make it available to State and Federal inspectors.
- If damaged facilities are to be rebuilt to conform with new codes, specifications, or standards, be prepared to provide inspectors with

FA 4. Recovery Strategy

copies of the specifications, local resolutions, ordinances, etc., which require upgrading of the facilities.

- Time permitting: Using as many “Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Forms” as necessary, develop a list of work performed and facilities damaged as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include both work that has been completed and that which has not. Organize the information by category-of -work.
- Assign local, state, and federal officials to each team; have each team cover a geographic area.
- Dispatch the teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, you may want to reassign one or more geographic areas to a team or teams likely to finish before the others.

Hazard Mitigation

- Think of the joint PDA as an opportunity to quickly identify hazard mitigation opportunities before much of the permanent repair work has been accomplished.
- Talk with the people who helped you to accomplish the IDA about any hazard mitigation opportunities they discovered during the IDA; provide this information to the State and Federal inspectors (FEMA and SBA).
- Resources permitting, assign a local representative to join FEMA and OEM hazard mitigation staff assigned to accomplish the hazard mitigation portion of the joint PDA. Assemble as many teams as appropriate and as resources permit; often, there will be only one hazard mitigation PDA team per local jurisdiction.

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A-3 Initial Damage Assessment Summary Report Form

Electronic copies of the following damage assessment forms can be found at http://www.oregon.gov/OMD/OEM/fin_rec/section_b_form.shtml.

Electronic copies of the following damage assessment forms can be found at http://www.oregon.gov/OMD/OEM/fin_rec/section_b_form.shtml.

- Individual Assistance Initial Damage Assessment Field Data Collection Form
- Estimated Disaster Economic Injury Worksheet For Businesses
- Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Form - Instructions for form are attached (Excel Spreadsheet)
- Individual Assistance IDA and PDA Calculation and Summary Form
- Initial Damage Assessment Summary Report Form (Excel Spreadsheet)
- Individual Assistance Joint Preliminary Damage Assessment Team Assignments
- Joint Preliminary Damage Assessment Individual Assistance Field Form (Adapted from FEMA Form 76-39)
- Public Assistance Preliminary Damage Assessment Site Estimate (Joint FEMA-OEM Form adapted from a FEMA Form)
- Public Assistance Preliminary Damage Assessment Summary (FEMA Form 90-80)

THIS PAGE LEFT BLANK INTENTIONALLY

Oregon Emergency Management


INDIVIDUAL ASSISTANCE INITIAL DAMAGE ASSESSMENT (IDA) FIELD DATA COLLECTION FORM

For the purposes of this form, "Individual Assistance" may be thought of as potential assistance to individuals, families, and businesses which is tied to the structures they inhabit. This form is intended for use by local governments and their agents collecting IDA data on homes and businesses in the field. It may also be useful for collecting data being provided via "telephone-banks." The information collected on these forms should be summarized on the Initial Damage Assessment Summary Report Form.

JURISDICTION: _____ DATE: _____

AREA BOUNDARIES: North _____ East _____
 West _____ South _____

STREET NAME: _____

Place a mark for each unit, and a diagonal line for every fifth unit (i.e.: ). When assessing multi-family dwellings, and businesses co-located within one structure, make a mark for each individual unit within the appropriate category of damage. Where a dwelling or business is not damaged, but is significantly affected by the event (for example; no access, loss of potable water, anticipated long-term utility outage, etc.), place the mark for that unit in the affected row.

	Single Family Dwelling	Mobile Home	Multi-Family	Business	Total
Affected - Habitable					
Minor					
Major					
Destroyed					
Estimate % Insured					
Total					

INITIAL BY SUBMITTING OFFICIAL: _____

THIS PAGE LEFT BLANK INTENTIONALLY

**ESTIMATED DISASTER ECONOMIC INJURY WORKSHEET
FOR BUSINESSES**

Accurate responses to the questions below will assist in evaluating a request for an economic injury disaster declaration from the U. S. Small Business Administration.

1. Name of Business Owner: _____
Name of Property Owner: _____
Business/Property Address: _____
Mailing Address: _____
Telephone Numbers: Business: _____ Home: _____

2. **Estimated Adverse Economic Impact**

Did the disaster economically impact your business? If so, when did the impact start and end?

_____ to _____
(month/year) (month/year)

What were your business' revenues during that period? \$ _____

What were your business' revenues during the same period of the prior year? \$ _____

3. Amount of business interruption insurance received or anticipated, if any: \$ _____

4. Provide a brief explanation of what adverse economic effects the disaster had on your business:

5. How many people did you employ **prior** to the disaster? _____

How many people did you employ **after** the disaster? _____

If your business also suffered property damage, answer the following questions:

6. Estimated dollar loss to:

Real property (building), if owned: \$ _____

Contents (machinery and equipment, furniture and fixtures,
inventory, leasehold improvements, etc): \$ _____

7. Insurance recovery received or anticipated for **property** damages: \$ _____

Signature of Business Owner/Representative

Date

THIS PAGE LEFT BLANK INTENTIONALLY

**OREGON EMERGENCY MANAGEMENT
INFRASTRUCTURE (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM**

NAME OF PUBLIC (GOVERNMENT) OR PRIVATE NONPROFIT AGENCY: _____ COUNTY: _____

(List damage and emergency response costs for only one agency on each form. Use more than one form per agency if necessary. Only certain private nonprofits should be included on this form. Additional Instructions for this form on reverse side.)

Category	Brief Description of Damage or Cost	Location	Estimated Cost	Comments (Impacts)

Inspector's Name: _____ Contact Information: _____ Date: _____

This Page Total by Categ
 Total A \$0 Total E \$0
 Total B \$0 Total F \$0
 Total C \$0 Total G \$0
 Total D \$0 Total \$0

Total \$0.00

INSTRUCTIONS FOR THE INSTRUCTIONS (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM

This form is intended to be utilized by local government officials or their agent during the Initial Damage Assessment (IDA) to record estimates of damage, costs, and impacts of the disaster on public infrastructure. The following categories of work shall be utilized:

<u>Emergency Work Categories</u>	<u>Permanent Work Categories</u>
A = Debris Removal	C = Roads and bridges
B = Protective Measures	D = Water control facilities
	E = Public buildings and equipment
	F = Public utility systems
	G = Parks and other

List the work performed, and public facilities damaged, as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include both work that has been completed and which has not.

For Roads and bridges on the Federal Aid System, Enter "FAS" instead of "C" under the category of work; likewise for debris removal and protective measures related to FAS facilities. Alternatively, FAS damage and costs can be listed on separate field data collection forms if the local jurisdiction wishes. Although FAS costs will not be a factor in determining a request for a Presidential declaration, it may be useful to assess and summarize these damages for inclusion in any requests to the FHWA for assistance.

Only private nonprofits (PNPs) providing the following types of government-like services to the general public should be included on this form: education facilities, utilities, emergency or medical facilities, custodial care facilities, museums, zoos, community centers, libraries, homeless shelters, and senior citizen centers. All other PNPs should be treated as businesses for the purpose of damage assessment, and included on Individual Assistance damage assessment forms.

Local officials should be prepared to provide state and federal officials with a detailed cost breakdown of personnel, equipment, materials, and supplies for all completed work. While a variety of forms can be used to summarize these items, the format must document the type and location of work performed. Sample forms are available in the *Disaster Recovery Assistance Guidebook*. Be prepared to describe which sites will be repaired or reconstructed by estimates of potential threats and routine maintenance should not be listed on the forms.

Totals should be summarized on the Initial Damage Assessment Summary Report Form.

Excel Tips: To copy IDA DATA Form, highlight IS IDA DATA tab with cursor arrow + Ctrl, then drag.

Oregon Emergency Management

INDIVIDUAL ASSISTANCE IDA AND PDA CALCULATION AND SUMMARY FORM

Structure Categories	Degrees of Damage	Number of Structures	Dollar Estimate
Low-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Medium-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
High-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Low-cost apartments (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Medium-cost apartments (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
TOTALS	Destroyed	#	
	Major	#	
	Minor	#	
	Affected Habitable	#	
	Dollar Estimate Grand Total		\$

THIS PAGE LEFT BLANK INTENTIONALLY

**INITIAL DAMAGE ASSESSMENT (IDA)
SUMMARY REPORT FORM**

OERS INCIDENT #

Complete green areas of form

OERS 24 hr line 1-800-452-0311

JURISDICTION:
COUNTY:

NAME OF REPORTING OFFICIAL:

EMAIL:

TITLE:

TELEPHONE:

FAX:

DATE - TIME OF THIS REPORT:

DATE - TIME OF START OF EVENT:

EOC ACTIVATED: DATE: TIME:

TYPE OF EMERGENCY:

EOC CLOSED: DATE: TIME:

LOCAL EMERGENCY DECLARED: DATE: TIME:

DESCRIBE THE GEOGRAPHIC BOUNDARIES (and attach map, if possible):

DEATHS: INJURIES: POP.STILL AT RISK:

CURRENT SITUATION AND EXISTING CONDITIONS:

IMPACTS OF THE DISASTER TO THE JURISDICTION:

Oregon Emergency Management

IDENTIFY/DESCRIBE CONDITIONS THAT CONSTITUTE A HEALTH/SAFETY HAZARD TO THE GENERAL PUBLIC:
DESCRIBE THE POPULATION ADVERSELY AFFECTED DIRECTLY OR INDIRECTLY BY THE LOSS OF PUBLIC FACILITIES OR DAMAGES:
WHAT ECONOMIC ACTIVITIES ARE ADVERSELY AFFECTED BY THE LOSS OF PUBLIC FACILITIES OR DAMAGE?:
ACTIONS TAKEN / RESOURCES COMMITTED:
ASSISTANCE REQUESTED:

6/11/2009 13:08

IDA Impacts page 2/2

INITIAL DAMAGE ASSESSMENT (IDA) SUMMARY REPORT FORM		OERS INCIDENT # 0 OERS 24 hr line 1-800-452-0311
JURISDICTION: <input style="width: 100%;" type="text" value="0"/>	NAME OF REPORTING OFFICIAL: <input style="width: 100%;" type="text" value="0"/>	
COUNTY: <input style="width: 100%;" type="text" value="0"/>	TITLE: <input style="width: 100%;" type="text" value="0"/>	
EMAIL: <input style="width: 100%;" type="text" value="0"/>	FAX: <input style="width: 100%;" type="text" value="-"/>	
TELEPHONE: <input style="width: 100%;" type="text" value="-"/>		
<i>Complete green areas of form below</i>		
HOUSING COSTS & LOSS		
	#	\$\$s
COMMENTS		
Destroyed:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Major damage:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Minor damage:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Affected habitable:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
"Second" homes:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Personal property (not included above):	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Cost & loss estimate for housing:	0	\$0
BUSINESS COSTS & LOSS		
	#	\$\$s
COMMENTS		
Destroyed:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Major damage:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Minor damage:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Business interrupted:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Cost & loss estimate for business:	0	\$0
PRIVATE NONPROFIT COSTS & LOSS		
	#	\$\$s
COMMENTS		
Destroyed:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Major damage:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Minor damage:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Service interrupted:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Cost & loss estimate for PNPs:	0	\$0
AGRICULTURE COSTS & LOSS		
	#	\$\$s
COMMENTS		
Crop loss (acres/\$\$s):	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Equipment lost/damaged:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Livestock lost:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Out-buildings damaged:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Cost estimate for agriculture:		\$0
INFRASTRUCTURE		
CITY(IES) COSTS & LOSS		
	#	\$\$s
COMMENTS		
A. Debris removal:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
B. Protective measures:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
C. Transportation system damage:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Federal Aid System (FAS)	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
non-Federal Aid System	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
D. Water control facilities:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
E. Public buildings / equipment:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
insured	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
uninsured	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
F. Public utility systems:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
G. Parks and other:	<input style="width: 50%;" type="text"/>	<input style="width: 50%;" type="text"/>
Cost & loss estimate for city(ies):	0	\$0

SPECIAL DISTRICTS COSTS & LOSS	#	\$\$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
Cost & loss estimate for special district(s):	0	\$0	
STATE FACILITIES COSTS & LOSS	#	\$\$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
Cost & loss estimate for state facilities:	0	\$0	
COUNTY FACILITIES COSTS & LOSS	#	\$\$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
cost & loss estimate for county facilities:	0	\$0	
TOTALS - ALL GOVERNMENTS	#	\$\$s	COMMENTS
A. Debris removal:	0	\$0	
B. Protective measures:	0	\$0	
C. Transportation system damage:			
Federal Aid System (FAS)	0	\$0	
non-Federal Aid System	0	\$0	
D. Water control facilities:	0	\$0	
E. Public buildings / equipment:			
insured	0	\$0	
uninsured	0	\$0	
F. Public utility systems:	0	\$0	
G. Parks and other:	0	\$0	
Jurisdiction total for all infrastructure:	0	\$	-
Grand total of housing, business, pnp, agriculture, infrastructure:	Sites	0	\$0
COUNTY TRANSMITS TO: OREGON EMERGENCY MANAGEMENT			
EMAIL: opers.staff@state.or.us			
FAX: 503-588-1378 (24 hours)			
TELEPHONE: 1-800-452-0311 (24 hours)			
AMATEUR RADIO PACKET: W7OEM@W7OEM.or.us			
(call sign W7OEM) 3.993.5 & 7.228 (hf)			
6/11/09 13:08	IDA Cost Summary page 2/2		

INSTRUCTIONS FOR THE INITIAL DAMAGE ASSESSMENT SUMMARY REPORT FORM

GENERAL INFORMATION

Above all else, remember that the Initial Damage Assessment (IDA) Summary Report is an estimate. While accuracy is desirable, with this report *give an edge to speed over accuracy*.

Only those lines on the form which are not self-explanatory are further described in these instructions.

Counties should include in their IDA Summary Report to OEM damage and costs associated with the event throughout the county. Depending on how your county damage assessment method is established, this may include collecting IDA Summary Reports from the cities and special districts within the county, and summarizing their reports into one countywide report. State agency costs associated with the event, and the costs associated with repairs to damaged state facilities within your jurisdiction should also be included in the county report.

IMPACTS TAB

Name of reporting official is the name of the person filing the report. Her or his title goes on the line below. Next to "EOC activated:" note the date and time the EOC was first activated for this event. If the EOC has been closed, please note this as well on the next line. Next to the line "pop. still at risk," please estimate the number of people whose safety, health, and well-being are still at risk due to the emergency.

Please supplement this form, as needed, with additional information which further describes the situation, including maps, charts, field damage assessment forms, etc.

COST SUMMARY TAB**Housing**

To the extent that it is made known, or can be effectively assessed, include the total estimated costs associated with damage to housing, whether insured or not insured. In the "comments" column, estimate the percentage of insurance in place for the losses which have been experienced, but do not expend great effort in attempting to establish insurance coverage during an initial damage assessment. These details can be collected later, if needed.

[Note: There is an exception which may require an effort to more accurately estimate insurance coverage in-place; "small disasters" may require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead an SBA "damage survey."]

Determine the number of homes with minor and major damage, and the number destroyed. "Major" damage indicates those homes which are not habitable without costly or delayed repair. "Minor" damage refers to homes that are habitable with minor repair or clean-up. Include in the dollar cost estimates both repairs and clean-up. "Affected habitable" are homes which are not actually damaged and are habitable, but are affected in some way (for example: loss of potable water, loss of access road or bridge, etc.).

All "second" homes (vacation homes), no matter how affected, should be shown next to the line "second homes." Generally, potential disaster assistance programs do not apply to second homes.

Do not specifically seek personal property (contents) information, but where it is given, it may be included. If it is included with the dollar estimate assigned to "destroyed," "major," "minor," or "affected habitable," this is acceptable for the purposes of an initial damage assessment. If it is given as a separate amount, include this amount next to the line "personal property (not included above)," but try to avoid double-counting the house under the "#" column (i.e.: count the personal property under "#" only if not already included in an above category).

Include rental units in the assessment and note as such under "comments." Please note that rental homes should also be included as a "businesses" under that category.

The Local Emergency Program Manager may wish to solicit information about losses through appropriate press releases and telephone banks (see Collecting Initial Damage Assessment Data by Telephone Bank).

Keep a list of affected homeowners and how they can be reached.

Business

The process of collecting and analyzing information needed for businesses is different than that needed for housing, in large part because potential assistance programs have different criteria. Ideally, the IDA Summary Report should consider the total estimated disaster-related costs to businesses and whether or not these costs are insured.

Determine the number of businesses with minor and major damage, and the number destroyed. In the case of businesses, "destroyed" should be assigned to those businesses with 80% or greater uninsured losses, and "major" to businesses with greater than 40% uninsured losses due to physical damage. Businesses with lower percentages of uninsured physical damage should be shown as "minor." Include in the dollar cost estimates repairs, damage to or loss of inventory, and clean-up costs. In the "comments" column, report on your estimate of the overall percentage of insurance in place for the losses which have been experienced. Like the housing category, the smaller the disaster, the more critical having a good estimate of insurance coverage in-place will be.

Next to the line "business interrupted," show summary information on businesses which are not damaged, but are unable to operate because of the emergency conditions. If known, loss of business and increased operating expenses should be included under this category. Like above, in the "comments" column, estimate any insurance which is in place for interruption of business due to the disaster conditions. Make appropriate clarifying comments.

Consider trying to solicit information about losses through appropriate press releases and telephone banks (see Collecting Initial Damage Assessment Data by Telephone Bank). Assistance may also be obtained through local groups such as the chamber of commerce.

Keep a list of affected business people and how they can be reached.

Private nonprofits (PNPs)

Generally, for the purposes of initial damage assessment, private nonprofits (PNPs) should be treated similar to businesses because the potential assistance programs for the vast majority of PNPs are similar to those for businesses.

There are, however, a few exceptions. The most common ones are PNPs which offer their services to the general public, and meet the following categories: educational, utility, emergency service or facility including medical facilities, custodial care, museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, and rehabilitation facilities. PNPs meeting these specific categories should be shown under "infrastructure" on the IDA Summary Report (not under private nonprofit). This is due to the fact that they may be eligible for infrastructure assistance if there is a Presidential major disaster declaration.

Technically, PNPs are not special service districts, but PNPs meeting the specific categories listed in the previous paragraph should be included with the special districts for the purposes of the IDA Summary Report. For example, PNP utilities (usually called "co-ops") should be included under "infrastructure, special districts, category 'F.'"

For all other PNPs, determine the number with minor and major damage, and the number destroyed. In the case of PNPs, "destroyed" should be assigned to those PNPs with 80% or greater uninsured losses, and "major" to PNPs with greater than 40% uninsured losses due to physical damage. PNPs with lower percentages of uninsured physical damage should be shown as "minor." Include in the dollar cost estimates repairs, damage to or loss of inventory, and clean-up costs. In the "comments" column, estimate an overall percentage of insurance in place for the losses which have occurred. Like the housing and business categories, the smaller the disaster, the more critical having a good estimate of insurance coverage in-place will be.

Next to the line "service interrupted," show summary information on PNPs which are not damaged, but are unable to operate because of the emergency conditions. If known, loss of service and increased operating expenses should be included under this category. Make appropriate clarifying comments.

Like the previous categories, one may be able to obtain the needed information about losses through press releases and telephone banks. Keep a list of affected PNP points-of-contact and how they can be reached.

Agriculture

Assessment of agricultural losses is usually led by the USDA County Emergency Board (CEB), which is typically comprised of county extension agents, soil and water conservation district representatives, and representatives of the Natural Resources Conservation Service (NRCS) and Farm Service Agency (FSA).

Estimate the acres and dollars associated with crop loss; include with this figure the costs for replanting (if appropriate), reduced production due to the emergency, and the removal of debris from farm land. In the comments column next to crop loss, note the types of crops on those acres. When appropriate and factually defensible, projected crop losses may be included. Please do not include a dollar amount for soil lost to erosion; while loss of productive soil is tragic, and while dollar equivalents probably could be developed, they should not be reflected on the IDA Summary Report.

Where it is known that damages will be covered by insurance, do not include this amount under dollar loss estimate. Do not expend great effort in attempting to establish insurance coverage during an initial damage assessment; these details can be collected later, if needed.

Keep a list of affected farmers and how they can be reached.

Infrastructure

Note the number of sites and cost associated with the jurisdiction's efforts at debris clearance, and with measures taken to protect lives and property.

Note the number of sites and dollar estimates associated with transportation system damage (roads, bridges, etc.). Separate this information into those sites on the Federal Aid System (FAS), and those off the System (non-FAS).

Note the number of sites and estimated dollar costs associated with damage to water control facilities, public buildings and equipment, public utility systems, parks, etc. For public buildings and equipment, divide losses into insured/uninsured categories.

Please include the costs for special service districts and state facilities located within your jurisdiction, but do not include damage to federal facilities under infrastructure. The category "county facilities costs & loss" refers only to county facilities and county costs. The cumulative totals for all infrastructure within a county should be calculated under "totals - all governments," and a grand total estimate for the infrastructure category shown just above the double line.

Estimated total cost & loss

Add the estimated total dollar cost and loss figures from housing, business, PNP, agriculture, and infrastructure. Put the sum to the right of "Estimated Total Cost & Loss." Do not include the "#" fields under agriculture in this total.

Transmittal

The IDA Summary Report should be submitted to Oregon Emergency Management in the format shown via fax, email, or PACKET amateur radio. Please call OEM by telephone or radio prior to sending the form.

Maintain a copy of the report for your files.

Updates

Updates should be provided to OEM as they become available. Updates should show *cumulative* figures.

Oregon Emergency Management

INDIVIDUAL ASSISTANCE JOINT PDA TEAM ASSIGNMENTS FORM

JURISDICTION: _____ DATE: _____

Teams	Names	Geographic Area
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		

PREPARED BY : _____

THIS PAGE LEFT BLANK INTENTIONALLY

THIS PAGE LEFT BLANK INTENTIONALLY

FEMA – OEM Public Assistance
Joint Preliminary Damage Assessment Site Estimate Form

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

THIS PAGE LEFT BLANK INTENTIONALLY

FEDERAL EMERGENCY MANAGEMENT AGENCY PRELIMINARY DAMAGE ASSESSMENT SUMMARY				DATE	
PART 1 - APPLICANT INFORMATION					
COUNTY	NAME OF APPLICANT		NAME OF LOCAL CONTACT		PHONE NO.
POPULATION	TOTAL BUDGET Approved _____ Balance _____		MAINTENANCE BUDGET Approved _____ Balance _____		Date FY Begins
PART II - COST ESTIMATE - SUMMARY (COMPLETE SITE ESTIMATE BEFORE SUMMARIZING BELOW)					
CATE- GORY	NO. OF SITES	TYPES OF DAMAGE	COST ESTIMATE	Potential Local Funds for Recovery	
				FUND/ACCOUNT	Available Balance
A		Debris Removal			
B		Emergency Protective Measures			
C		Roads & Bridges			
D		Water Control Facilities			
E		Public Buildings			
F		Public Utilities			
G		Recreational or Other			
			TOTAL	0	TOTAL
PART III - DISASTER IMPACTS (USE SEPARATE SHEETS IF NECESSARY)					
<p>A. GENERAL IMPACT</p> <p>1. Identify and describe damages which constitute a health and/or safety hazard to the general public.</p> <p>2. Population adversely affected directly or indirectly by the loss of public facilities or damages.</p> <p>3. What economic activities are adversely affected by the loss of public facilities or damage?</p>					
<p>B. RESPONSE CAPABILITY: Can the applicant respond and recover from the damages quickly and without degradation of public services? Describe.</p>					
<p>C. IMPACT ON PUBLIC SERVICES IF DECLARATION IS NOT MADE: e.g. Deferral of permanent repairs, impact on ongoing services and capital improvements, etc. Describe.</p>					
NAME OF INSPECTOR			AGENCY		PHONE NO.

PDA SUMMARY OF DAMAGES FOR POTENTIAL SUBGRANTEE

Public Entity/Potential Subgrantee Information

Public Entity/Potential Subgrantee	Total Operating Budget	County	Team Leader/Date of PDA
Population	Maintenance Budget		
Contact and Telephone Number	Additional Contacts and Telephone Numbers		

Site Estimated Summary

Category	Critical Facilities and Other Damages	Inspected		Projected		Total	
		# of Sites	Cost	# of Sites	Cost	# of Sites	Cost
Emergency Work							
A.	Debris						
B.	Emer. Pro. Meas.						
Emergency Work sub-total		0	0	0	0	0	0
Permanent Work							
C.	Roads & Bridges						
Sub-total		0	0	0	0	0	0
D.	Water Control & Facilities						
Sub-total		0	0	0	0	0	0
E.	Building & Equipment						
Sub-total		0	0	0	0	0	0
F.	Utilities						
Sub-total		0	0	0	0	0	0
G.	Parks & Other						
Sub-total		0	0	0	0	0	0
Permanent Work Sub-total		0	0	0	0	0	0
Emergency and Permanent Work Total		0	0	0	0	0	0

Appendix B Public Assistance Materials

Electronic copies of the following public assistance materials can be found at <http://www.fema.gov/government/grant/pa/forms.shtm>.

- Request for Public Assistance (FF90-49)
- Hazard Mitigation Proposal (FF90-61)
- Project Worksheet (FF90-91)
- PW-Damage Description and Scope of Work Continuation Sheet (FF90-91A)
- PW-Cost Estimate Continuation sheet (FF90-91B)
- PW-Maps and Sketches Sheet (FF90-91C)
- PW-Photo Sheet (FF90-91D)
- Validation Worksheet (FF90-118)
- Project Validation Form (FF90-119)
- Special Considerations Questionnaire (FF90-120)
- PNP Facility Questionnaire (FF90-121)
- Historic Review For Determination of Adverse Effect (FF90-122)
- Force Account Labor Summary Record (FF90-123)
- Materials Summary Record (FF90-124)
- Rented Equipment Summary Record (FF90-125)
- Contract Work Summary Record (FF90-126)
- Force Account Equipment Summary Record (FF90-127)
- Applicant's Benefit Calculation (FF90-128)

THIS PAGE LEFT BLANK INTENTIONALLY

DEPARTMENT OF HOMELAND SECURITY
 FEDERAL EMERGENCY MANAGEMENT AGENCY
REQUEST FOR PUBLIC ASSISTANCE

O.M.B. NO. 1660-0017
Expires April 30, 2013

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 10 minutes. Burden means the time, effort and financial resources expended by persons to generate, maintain, disclose, or to provide information to us. You may send comments regarding the burden estimate or any aspect of the collection, including suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472, Paperwork Reduction Project (OMB Control Number 1660-0017). You are not required to respond to this collection of information unless it displays a valid OMB number. **NOTE: Do not send your completed questionnaire to this address.**

APPLICANT (Political subdivision or eligible applicant)		DATE SUBMITTED
COUNTY (Location of Damages. If located in multiple counties, please indicate)	DUNS NUMBER	<input type="text"/>

APPLICANT PHYSICAL LOCATION

STREET ADDRESS

CITY	COUNTY	STATE	ZIP CODE
------	--------	-------	----------

MAILING ADDRESS (If different from Physical Location)

STREET ADDRESS

POST OFFICE BOX	CITY	STATE	ZIP CODE
-----------------	------	-------	----------

Primary Contact/Applicant's Authorized Agent

Alternate Contact

NAME	NAME
TITLE	TITLE
BUSINESS PHONE	BUSINESS PHONE
FAX NUMBER	FAX NUMBER
HOME PHONE (Optional)	HOME PHONE (Optional)
CELL PHONE	CELL PHONE
E-MAIL ADDRESS	E-MAIL ADDRESS
PAGER & PIN NUMBER	PAGER & PIN NUMBER

Did you participate in the Federal/State Preliminary Damage Assessment (PDA)? YES NO

Private Non-Profit Organization? YES NO

If yes, which of the facilities identified below best describe your organization? _____

Title 44 CFR, part 206.221(e) defines an eligible private non-profit facility as: "... any private non-profit educational, utility, emergency, medical or custodial care facility, including a facility for the aged or disabled, and other facility providing essential governmental type services to the general public, and such facilities on Indian reservations." "Other essential governmental service facility means museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, shelter workshops and facilities which provide health and safety safety services of a governmental nature. All such facilities must be open to the general public."

Private Non-Profit Organizations must attach copies of their Tax Exemption Certificate and Organization Charter or By-Laws. If your organization is a school or educational facility, please attach information on accreditation or certification.

OFFICIAL USE ONLY: FEMA - _____ **-DR-** _____ **-** _____ **FIPS#** _____ **DATE RECEIVED** _____

THIS PAGE LEFT BLANK INTENTIONALLY

THIS PAGE LEFT BLANK INTENTIONALLY

PROJECT WORKSHEET INSTRUCTIONS

The Project Worksheet must be completed for each identified damaged project. A project may include damages more than one site.

After completing all Project Worksheets, submit the worksheets to your Public Assistance Coordinator.

Identifying Information

Disaster: Indicate the disaster declaration number as established by FEMA (i.e. "FEMA 1136-DR-TN", etc.).

Project No.: Indicate the project designation number you established to track the project in your system (i.e. 1,2,3, etc.).

PA ID No.: Indicate your Public Assistance identification number on this space. This is optional.

Date: Indicate the date the worksheet was prepared in MM/DD/YY format.

Category: Indicate the category of the project according to FEMA specified work categories (i.e., A,B,C,D,E,F,G). This is optional.

Applicant: Name of the government or other legal entity to which the funds will be awarded.

County: Name of the county where the damaged facility is located. If located in multiple counties, indicate "Multi-County."

Damage facility: Identify the facility and describe its basic function and pre-disaster condition.

Work Complete as of: Indicate the date the work was assessed in the format of MM/DD/YY and the percentage of work completed to that date.

Location: This item can range anywhere from an "address," "intersection of...," "1 mile south of...on..." to "county wide." If damages are in different locations or different counties please list each location. Include latitude and longitude of the project if known.

Damage Description and Dimensions: Describe the disaster-related damage to the facility, including the cause of the damage and the area or components affected.

Scope of Work: List work that has been completed, and work to be completed, which, is necessary to repair disaster-related damage.

Does the Scope of Work change the pre-disaster conditions of the site: If the work described under the Scope of Work changes the site conditions (i.e. increases/decreases the size or function of the facility or does not replace damage components in kind with like materials), check (x) yes. If the Scope of Work returns the site to its pre-disaster configuration, capacity and dimensions check (x) no.

Special Considerations: If the project includes insurable work, and/or is affected by environmental (NEPA) or historic concerns, check (x) either the Yes or No box so that appropriate action can be initiated to avoid delays in funding. Refer to *Applicant Handbook* for further information.

Hazard Mitigation: If the pre-disaster conditions at the site can be changed to prevent or reduce the disaster-related damage, check (x) Yes. If no opportunities for hazard mitigation exist check (x) no. Appropriate action will be initiated and avoid delays in funding. Refer to *Applicant Handbook* for further information.

Is there insurance coverage on this facility: Federal law requires that FEMA be notified of any entitlement for proceeds to repair disaster-related damages from insurance or any other source. Check (x) yes if any funding or proceeds can be received for the work within the Scope of Work from any source besides FEMA.

Project Cost

Item: Indicate the item number on the column (i.e. 1, 2, 3, etc.). Use additional forms as necessary to include all items.

Code: If using the FEMA cost codes, place the appropriate number here.

Narrative: Indicate the work, material or service that best describes the work (i.e. "force account labor overtime", "42 in. RCP", "sheet rock replacement", etc.).

Quantity/Unit: List the amount of units and the unit of measure ("48/cy", "32/lf", "6/ea", etc.).

Unit Price: Indicate the price per unit.

Cost: This item can be developed from cost to date, contracts, bids, applicant's experience in that particular repair work, books which lend themselves to work estimates, such as RS Means, or by using cost codes supplied by FEMA.

Total Cost: Record total cost of the project.

Prepared By: Record the name, title, and signature of the person completing the Project Worksheet.

Applicant Rep.: Record the name, title, and signature of Applicant's representative.

Records Requirements

Please review the *Applicant Handbook, FEMA 323* for detailed instructions and examples.

For all completed work, the applicant must keep the following records:

- *Force account labor documentation sheets identifying the employee, hours worked, date and location;
- *Force account equipment documentation sheets identifying specific equipment, operator, usage by hour/mile and cost used;
- *Material documentation sheets identifying the type of material, quantity used and cost;
- *Copies of all contracts for work and any lease/rental equipment costs.

For all estimated work, keep calculations, quantity estimates, pricing information, etc. as part of the records to document the "cost/estimate" for which funding is being requested.

U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Damage Description and Scope of Work Continuation Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER FEMA-_____ -DR-_____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

PREPARED BY:

TITLE:

THIS PAGE LEFT BLANK INTENTIONALLY

THIS PAGE LEFT BLANK INTENTIONALLY

U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Maps and Sketches Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER FEMA-_____ -DR-_____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

Large empty rectangular area for project details, maps, and sketches.

THIS PAGE LEFT BLANK INTENTIONALLY

U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Photo Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER FEMA-_____ -DR-_____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

PHOTO

PHOTO

DESCRIPTION

DESCRIPTION

THIS PAGE LEFT BLANK INTENTIONALLY

DEPARTMENT OF HOMELAND SECURITY
 FEDERAL EMERGENCY MANAGEMENT AGENCY
VALIDATION WORKSHEET

DISASTER:
 FEMA- _____ -DR- _____

APPLICANT	PA ID NO.	PROJECT WORKSHEET NO.
-----------	-----------	-----------------------

SPECIALIST	AGENCY	TELEPHONE NO.
------------	--------	---------------

I- GENERAL- ALL PROJECTS

VALIDATION ITEM	REMARKS
<input type="checkbox"/> Review projects <input type="checkbox"/> Visit site <input type="checkbox"/> Statement of work <ul style="list-style-type: none"> <input type="checkbox"/> Accurate <input type="checkbox"/> Complete <input type="checkbox"/> Eligible <input type="checkbox"/> Pictures <input type="checkbox"/> Sketches/drawings	

II- COMPLETED WORK

<input type="checkbox"/> Forced Account Labor <ul style="list-style-type: none"> <input type="checkbox"/> Eligible employee <input type="checkbox"/> Hours <ul style="list-style-type: none"> <input type="checkbox"/> Regular <input type="checkbox"/> Overtime <input type="checkbox"/> Fringe benefits <ul style="list-style-type: none"> <input type="checkbox"/> Regular <input type="checkbox"/> Overtime <input type="checkbox"/> Calculations	
--	--

III- FORCE ACCOUNT EQUIPMENT

<input type="checkbox"/> Labor hours exceeds or match Equipment hours <input type="checkbox"/> FEMA rates used <input type="checkbox"/> PAC approved rates used <input type="checkbox"/> Mileage used for automobiles, busses, pickups, and ambulances <input type="checkbox"/> Calculations	
--	--

IV- LEASED/RENTAL EQUIPMENT

<input type="checkbox"/> Invoice <input type="checkbox"/> Price reasonable <input type="checkbox"/> Operation/labor cost <input type="checkbox"/> Gasoline/oil/lubricants <input type="checkbox"/> Eligible repairs/parts <input type="checkbox"/> Calculations	
--	--

V- MATERIALS

<input type="checkbox"/> Purchase orders/invoices <input type="checkbox"/> Inventory records/stock tickets <input type="checkbox"/> Calculations	
--	--

VI- CONTRACT

VALIDATION ITEM	REMARKS
<input type="checkbox"/> Price reasonable <input type="checkbox"/> Competitive bids <input type="checkbox"/> Exception <input type="checkbox"/> Follow procurement procedures <input type="checkbox"/> Calculations	

VII- WORK TO BE COMPLETED

<input type="checkbox"/> Cost estimating method approved by PAC <input type="checkbox"/> Calculations	
--	--

VIII- SPECIAL CONSIDERATIONS

<input type="checkbox"/> Insurance <input type="checkbox"/> Mitigation <input type="checkbox"/> Environmental <input type="checkbox"/> Historic	
--	--

ADDITIONAL REMARKS

DEPARTMENT OF HOMELAND SECURITY
 FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT VALIDATION FORM

DISASTER:
 FEMA- _____ -DR- _____

APPLICANT	DATE	PA ID NO.
SPECIALIST	AGENCY	
CONTACT PERSON	TELEPHONE NO.	

The projects listed below were validated from:
 Sample 1 C.V. Sample 1 and 2 C.V.

VALIDATION

A	B	C	D	E
Project Worksheet No.	Applicant Estimate	Eligibility Variance	Cost Estimate Variance	Comments
	\$	\$	\$	
SUBTOTAL	B \$	C \$	D \$	PERCENT OF VARIANCE % <i>(F divided by B)</i>
TOTAL VARIANCE	(COL. C + D) = F		F \$	

II-VALADIATION RESULTS

VARIANCE WITHIN 20% 1st VALIDATION VARIANCE WITHIN 20% 2nd VALIDATION
 VARIANCE WITHIN 20% 1st & 2nd VALIDATION

III-RECOMMENDATION

APPROVE FUNDING, VARIANCE WITHIN 20% PROVIDE TECHNICAL ASSISTANCE, VARIANCE EXCEEDS 20%

THIS PAGE LEFT BLANK INTENTIONALLY

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
SPECIAL CONSIDERATION QUESTIONS

O.M.B. NO. 1660-0017
Expires October 31, 2008

APPLICANT		PA ID NO.	DATE
PROJECT NAME	PROJECT NO.	LOCATION	

Form must be filledout - for each project.

1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.)
 Yes No Unsure
Comments

2. Is the damaged facility located within a floodplain or coastal high hazard area/or does ti have an impact on a floodplain or wetland?
 Yes No Unsure
Comments

3. Is the damaged facility or item of work located within or adjacent to a Coastal Barrier Resource System Unit or an Otherwise Protected rea?
 Yes No Unsure
Comments

4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)
 Yes No Unsure
Comments

5. Dose the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?
 Yes No Unsure
Comments

6. Is the damaged facility on the National Register of Historic Places or the state historic listing? Is it older than 50 years? Are there other, sililar buildings near the site? Yes No Unsure
Comments

7. Are there any pristine or undisturbed areas on, or near, the project site? Are there large tracts of forestland?
 Yes No Unsure
Comments

8. Are there any hazardous materials at or adjacnt to the damaged facility and/or item of work?
 Yes No Unsure
Comments

9. Are there any other environmental or controversial issues associated with the damaged facility and/or item of work?
 Yes No Unsure
Comments

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 30 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless a valid OMB control number appears in the upper right corner of this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, Paperwork Reduction Project (1660-0017). **Please do not send your completed survey to the above address.**

THIS PAGE LEFT BLANK INTENTIONALLY

DEPARTMENT OF HOMELAND SECURITY
 FEDERAL EMERGENCY MANAGEMENT AGENCY
HISTORIC REVIEW ASSESSMENT FOR DETERMINATION OF ADVERSE EFFECT

PA ID NO.	PROJECT NO.	LATITUDE/LONGITUDE
-----------	-------------	--------------------

ADDRESS/LOCATION OF FACILITY/SITE	HISTORIC NAME AND ID #
-----------------------------------	------------------------

HISTORIC STATUS NHL NR/NR eligible State Register or other Contributing to Historic District

1. Describe disaster damage, particularly as it relates to character-defining features:

2. The proposed scope of work will (check all that apply):

Repair or replace non character-defining features Repair and or/replace historic features/elements in kind to return facility to pre-disaster condition.
 Alter or remove historic features/elements. Add non-historic features/elements to a historic facility, setting or
 Disturb, destroy or make archeological resources Include mitigation, an alternate project or an improved project.
 Other _____

3. Describe measures to prevent or minimize loss or impairment of character-defining features:

4. Attachments:

Maps Field Notes Scope of Work Site Plan Nation Register Nomination Form
 Drawings Research Material Project Worksheet Specifications Summary Views of Interested Parties
 Photographs Archeological Other

5. Conclusions:

5a. No Character-defining features will be affected.
 5b. The above action(s) meets the conditions for a Programmatic Exclusion # _____ of the Programmatic Agreement governing historic review.
 5c. The above action(s) substantially conforms with the applicable parts of the Secretary of Interior's Standards and Guidelines for Archeology and Historic Preservation.
 5d. Further consultation with the SHPO and applicant in accordance with the Programmatic Agreement is required.
 5e. Development of STMA or Memorandum of Agreement is required to treat the adverse effect.

6. Assessment of Adverse Effect (check one) No Adverse Effect Adverse Effect

7. Specialist: Your signature shows that you have reviewed this form and related material for conformity with requirements in FEMA's Programmatic Agreement governing compliance with the National Historic Preservation Act; applicable parts of the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings 1992 (Standards), the Secretary of the Interior's Guidelines for Archeological Documentation (Guidelines), or any other applicable Secretary of the Interior's Standards, CR 44 CFR Part 206, and FEMA Management Policies, and have provided your best professional opinion.

COMMENTS

NAME	FIELD OF EXPERTISE	DATE
------	--------------------	------

8. Action Taken and Date

THIS PAGE LEFT BLANK INTENTIONALLY

**DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
FORCE ACCOUNT LABOR SUMMARY RECORD**

O.M.B. No. 1660-0017
Expires December 31, 2011

PAGE _____ OF _____

APPLICANT	PROJECT NO.	DISASTER	PERIOD COVERING
LOCATION/SITE	CATEGORY		

DESCRIPTION OF WORK PERFORMED

NAME	JOB TITLE	DATES AND HOURS WORKED EACH WEEK							COSTS					
		DATE	REG.	O.T.	REG.	O.T.	REG.	O.T.	TOTAL HOURS	HOURLY RATE	BENEFIT RATE/HR	TOTAL HOURLY RATE	TOTAL COSTS	
NAME														
JOB TITLE														
NAME														
JOB TITLE														
NAME														
JOB TITLE														
NAME														
JOB TITLE														

TOTAL COSTS FOR FORCE ACCOUNT LABOR REGULAR TIME _____ \$

TOTAL COST FOR FORCE ACCOUNT LABOR OVERTIME _____ \$

I CERTIFY THAT THE INFORMATION ABOVE WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED _____ TITLE _____ DATE _____

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 30 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, Paperwork Reduction Project (1660-0017). Submission of the form is required to obtain or retain benefits under the Public Assistance Program. **Please do not send your completed form to the above address.**

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 15 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, Paperwork Reduction Project (1660-0017). Submission of the forms is required to obtain or retain benefits under the Public Assistance Program. **Please do not send your completed form to the above address.**

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 30 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, Paperwork Reduction Project (1660-0017). Submission of the form is required to obtain or retain benefit under the Public Assistance Program. **Please do not send your completed form to the above address.**

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 30 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, Paperwork Reduction Project (1660-0017). **Please do not send your completed form to the above address.**

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 15 minutes response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472; Paperwork Reduction Project (1660-0017). **Please do not send your completed form to the above address.**

DEPARTMENT OF HOMELAND SECURITY
 FEDERAL EMERGENCY MANAGEMENT AGENCY
APPLICANT'S BENEFITS CALCULATION WORKSHEET

PAGE _____ OF _____

O.M.B. No. 1660-0017
Expires December 31, 2011

APPLICANT

PA ID NO.

DISASTER

PROJECT NO.

FRINGE BENEFITS (by %)	REGULAR TIME	OVERTIME
HOLIDAYS		
VACATION LEAVE		
SICK LEAVE		
SOCIAL SECURITY		
MEDICARE		
UNEMPLOYMENT		
WORKER'S COMP.		
RETIREMENT		
HEALTH BENEFITS		
LIFE INS. BENEFITS		
OTHER		
TOTAL in % annual salary		

COMMENTS

I CERTIFY THAT THE INFORMATION ABOVE WAS TRANSCRIBED FROM PAYROLL RECORDS OR OTHER DOCUMENTS WHICH ARE AVAILABLE

Name	TITLE	DATE
------	-------	------

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 30 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing, reviewing, and submitting the form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, Paperwork Reduction Project (1660-0017). **Please do not send your completed form to the above address.**

Appendix C Individual Assistance Materials

C-1 Disaster Recovery Center Requirements Checklist

C-2 FEMA DRC Requirements Worksheet

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix C-1 Disaster Recovery Center Requirements Checklist

DRCs are sited only in jurisdictions where the need exists and local officials request them. There is no State or Federal reimbursement for costs associated with use of the building selected (e.g., rent and utility costs).

Local officials must be willing to provide security at the facility during daily operations. DRCs may be open for as short as a few days and as long as a few weeks. Site selection for DRCs is a joint local, State, and Federal responsibility. This process is facilitated when local officials have prepared ahead of time and identified buildings that could serve as DRCs.

Required

The following should be considered in identifying possible facilities to serve as DRCs:

- The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the DRC). This may vary from as few as 1200 square feet to more than 4500 square feet. Consequently, it is advisable to identify a variety of buildings of different sizes in different locations within your jurisdiction.
- Sufficient tables and chairs for the needs of the situation should be readily available (in the facility, or easily moved to the facility). Each agency working at the facility will need at least one table and five chairs.
- The building must have heat, electricity, good lighting, potable water, rest rooms, and adequate parking.
- Appropriate emergency medical support should be quickly available to the building.
- Appropriate fire protection should be readily available.
- Access to and through the building must be barrier-free for disabled persons. (DRCs must meet Americans with Disabilities Act requirements and have a certification to that effect from the local building official on file prior to the disaster.)
- The building owner must be willing to allow FEMA and the SBA to install telephone lines.

Preferred

- The public should generally be familiar with the building.
- The building should be proximate to most of the affected population. Travel time should be reasonable for most of the people affected by the disaster. Public transportation should be available, if possible.
- Custodial support should be available at the facility.
- An indoor waiting area near the entrance to the building is helpful.
- Bilingual support should be available, if appropriate.
- Child care is a useful addition if it can be provided at the facility.
- Local officials should be prepared to help provide supplies, such as trash cans, writing pads, pencils, local telephone directories, maps of the disaster area(s), string, masking tape, etc.

Appendix C-2 FEMA DRC Site Requirements List

FEMA DRC SITE REQUIREMENTS WORKSHEET

The following is the worksheet that FEMA uses to evaluate potential DRC facilities:

Date site evaluated:	Primary or secondary site (circle one)	
Site address:	County name:	
Site contact/telephone number:	City name:	
After hours contact/telephone:	County E.M. Director/telephone:	
Site accessible hrs: days:	Site keys: location and who has them?	
DRC SITE REQUIREMENTS	YES/NO	COMMENTS
Proximate to affected area(s)?		
Parking adequate? (preferably 40 spaces or more, but no fewer than 20 spaces)		
Electricity, water, lighting adequate? <ul style="list-style-type: none"> - adequate power available for fax machines and computers? - water system functioning? - emergency lighting system available? - exterior lighting available? 		
Secure, safe, and sanitary facility? <ul style="list-style-type: none"> - building sound, of good construction, and non-leaking condition? - electric wiring in sound condition or sealed off from contact with staff and clients? (no exposed wiring - no missing receptacle cover plates or damaged receptacles) - sprinkler system operating or fire extinguishers available? - dry floors with no holes or other obstructions? - heating and/or cooling system(s) verified as inspected and functioning properly? - restrooms functional or portable units available? - adequate ventilation of working area? - can doors be locked? - are windows secure? - parking lot lighted/safe for staff and clients to walk to their cars? 		
Lease or use agreement?		
Agreement between county/city officials?		
Building is handicap accessible? <ul style="list-style-type: none"> - adequate handicap parking? - ramp for wheelchair (if necessary)? - doorways wide enough to accommodate wheelchair? - restrooms handicapped accessible, including wheelchair? 		
Space required: (1,200 sq. ft. minimum)		
Existing telephones available to FEMA? Number?		
Incoming telephone cable capacity? <ul style="list-style-type: none"> - number of pairs feeding the facility and cable type? - pre-existing service and telephone or circuit numbers? - contact local telephone company to verify availability of circuits to support minimum of 16 phone lines - Verify that inside wiring can be easily accomplished. Existing cabling may not be reliable. Insure that access to areas including ceilings, telephone rooms, and crawl spaces is available. 		
Tables and chairs available to FEMA? Number? (minimum 15 tables, 60-75 chairs)		
Fax available to FEMA? <ul style="list-style-type: none"> - number of faxes: _____ - make/model #: _____ (identify for each in comments) 		
Janitorial and trash pickup services? Frequency?		
Crowd control devices such as ropes, cones, etc.?		

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix D Typical Individual Assistance Programs

Typical Individual Assistance Programs

HUMANITARIAN SERVICE GROUPS

(e.g., American Red Cross, Church Groups, Voluntary Organizations, Community Service Groups)

Funded by: Agency or group

Administered by: Agency or group at temporary or permanent locations

Details: These services can be requested by individuals or by local or state officials. Services provided include immediate emergency aid, such as clothing, food, medical assistance, shelter, cleanup help, transportation, furniture, and medical supplies

EMERGENCY FOOD STAMP PROGRAM

Funded by: Food and Nutrition Services (U.S. Department of Agriculture [USDA])

Administered by: State Department of Social and Health Services (DSHS)

Details: Provides food coupons to qualified disaster victims. Requires a request to the USDA by the Department of Social and Health Services, based on request to DSHS by State Emergency Management in coordination with local Emergency Management.

INSURANCE ASSISTANCE

Administered by: American Insurance Association, FEMA, and National Flood Insurance Program

Details: Provide counseling regarding insurance problems or questions.

CONSUMER PROTECTION

Administered by: State Attorney General’s Office

Details: Provides counseling regarding consumer problems, such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. May involve coordination with the Insurance Commissioner and/or legal counsel.

Typical Individual Assistance Programs

CRISIS COUNSELING

Administered by: Clackamas County Health, Housing and Human Services

Details: Available only after a special request by the Governor and approved by FEMA. Provides referral services and short-term counseling for mental health problems caused or aggravated by a disaster.

INDIVIDUAL AND FAMILY GRANT PROGRAM

Funded by: 75% Federal, 25% State

Administered by: State Emergency Management

Intended to provide assistance to individuals and families to permit them to meet disaster-related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement for an insurance program.

TEMPORARY HOUSING PROGRAM

Funded by: 100% Federal

Administered by: Federal Emergency Management Agency

Details: Provides financial assistance or government-owned dwellings, if available, for those whose primary residences are uninhabitable due to a disaster.

DISASTER LOANS

Funded by: U.S. Small Business Administration

Administered by: U.S. Small Business Administration

Physical Disaster Loans - Low-interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters.

Business Loans (Physical Disaster Loans) - Low-interest loans to businesses for repair, replacement, or rehabilitation of disaster-damaged property.

Economic Injury Disaster Loans - For businesses suffering economic loss as a result of a single sudden physical event of catastrophic nature. The Small Business Administration's maximum loan is up to \$500,000. Funds can be used for indebtedness and operating expenses.

Typical Individual Assistance Programs

EMERGENCY LOANS, FARMERS HOME ADMINISTRATION

Administered by: U.S. Department of Agriculture

Details: Low-interest loans to farmers, ranchers, and agricultural operators (either tenant-operator or owner-operator) for physical and production losses. Loans may also be used to repair or replace farm property and supplies or for repayment of farm operating debts incurred during the disaster year. Loans may also be available if approved by the USDA, following a governor's request

DISASTER UNEMPLOYMENT ASSISTANCE

Funded by: Federal Emergency Management Agency

Administered by: U.S. Department of Labor through the State Employment Security Department

Details: Provides weekly benefit payments to those out of work due to a disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.

TAX ASSISTANCE

Administered by: Internal Revenue Service and Tax Information for Indian Tribal Governments

Details: Provides counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses, or farming/ranching operations. Benefits may also result from filing amended state income tax returns.

SOCIAL SECURITY BENEFITS

Funded by: Social Security Administration

Administered by: Social Security Administration

Details: Assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and Social Security Insurance payments.

Typical Individual Assistance Programs

VETERAN’S BENEFITS

Funded by: Veterans Administration (VA)

Administered by: Veterans Administration

Details: Assistance in applying for VA death benefits, pensions, insurance settlements, and adjustments to VA-insured home mortgages. VA representatives will also record address changes, if necessary.

LEGAL SERVICES

Administered by: Federal Emergency Management Agency

Details: Free legal counseling to low-income persons for disaster-related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

Support Annexes

A

SA A – Continuity of Service

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Description..... SA A-1**
- 2 Continuity of Service Planning..... SA A-1**
- 3 General Guidelines SA A-1**
 - 3.1 Service Priorities SA A-1
 - 3.2 Coordination..... SA A-1
- 4 Levels of Activation..... SA A-2**
- 5 Incident Command Staff Responsibilities SA A-2**
 - 5.1 Command/Command Staff..... SA A-2
 - 5.1.1 Public Information Officer SA A-3
 - 5.1.2 Liaison Officer..... SA A-3
 - 5.1.3 Safety Officer..... SA A-3
 - 5.2 Operations Section..... SA A-4
 - 5.3 Planning Section SA A-4
 - 5.4 Logistics Section SA A-4
 - 5.5 Finance Section SA A-5
- 6 Department Responsibilities SA A-5**
 - 6.1 Office of the City Manager SA A-5
 - 6.2 Finance/Personnel SA A-5
 - 6.3 Finance Department..... SA A-6
 - 6.4 Clackamas Co. Fire Dist. #1 SA A-7
 - 6.5 Police Department/CCSO SA A-7
 - 6.6 Community Development Department/County SA A-8
 - 6.7 City Engineer/Public Works/County SA A-9
 - 6.8 Parks and Recreation Department/County..... SA A-10
 - 6.9 City Attorney..... SA A-10
 - 6.10 Municipal Court SA A-10
 - 6.11 Library SA A-11

THIS PAGE LEFT BLANK INTENTIONALLY

SA A. Continuity of Service**1 Description**

A continuity of service emergency is defined as any situation in which the loss or reassignment of personnel resources threatens the City's ability to provide mandated services. Any number of scenarios may require major reorganization of City personnel resources. Strikes may result in large numbers of employees being absent from the workplace; the long-term recovery demands of a major disaster may require that personnel be assigned to the incident management team, leaving them unable to perform their day-to-day duties; a pandemic may incapacitate a large percentage of the staff with illness. Some services are required by law, others by City policy and internal priorities. It is the City's policy that normal services be continued as long as possible under all circumstances.

The loss or reassignment of a major portion of the City's personnel resources is considered an emergency under the City's Emergency Operations Plan (EOP). This plan is designed to assist City departments in meeting their service commitments while allowing maximum flexibility to meet the needs of the emergency.

2 Continuity of Service Planning

The Office of the City Manager is the lead agency for continuity of service emergencies. This office may assume Command of the emergency in the event of a strike, or form part of a Unified Command structure if continuity of service issues arise as the result of a technological or natural disaster. Other departments will provide support to the response effort as directed by Command.

3 General Guidelines**3.1 Service Priorities**

- Tier I Services - Services that must be performed to maintain public health and safety.
- Tier II Services - Services that should be performed to avoid major inconvenience or financial loss to the City or its citizens, and/or that are critical to the function of an individual department.
- Tier III Services - Routine services that can be delayed for a short time (one month or less) without serious consequences.

3.2 Coordination

The Incident Command System (ICS) may be activated to respond to the loss or reassignment of personnel resources. The ICS organization may be activated to manage the reorganization process as its only strategic goal (such as for a strike), or as part of the overall response to a major emergency (such as would follow an earthquake).

SA A. Continuity of Service**4 Levels of Activation**

Continuity of service issues may arise with a long warning period, such as for a strike or epidemic, or as an immediate critical need. The following levels may be used as a guideline for initiating planning efforts.

- Level I - City activities that require continuity of service planning for a single department. Continuity planning at this level is the responsibility of the affected department, with assistance as needed from the Office of the City Manager, and will not require implementation of this plan.
- Level II - City activities that require continuity of service planning for two or more departments. Implementation of this plan at Level II is at the discretion of the affected departments and the City Manager.
- Level III - City activities that involve the loss or immediate reassignment of a major portion of the workforce. Implementation of this plan shall take place under the direction of the City Manager and/or Unified Command organization.

5 Incident Command Staff Responsibilities

Because the issues related to continuity of service differ significantly from normal emergency response activities, the following checklist is provided in addition to the checklists found in the EOP.

5.1 Command/Command Staff

For more information on the responsibilities of Command, see the Basic Plan.

- _____ Assess the impact of the emergency on the department or City's ability to continue normal services.
- _____ Reassign department or City resources as necessary to meet the needs of the emergency.
- _____ Activate ICS organizational elements as needed to manage the incident.
- _____ Prioritize service delivery by department.
- _____ Identify resource shortfalls; determine sources for additional assistance.
- _____ Authorize procurement of personnel resources as needed to maintain priority services.
- _____ Establish and maintain cost accounting mechanisms.
- _____ Confirm public information policy and process.

SA A. Continuity of Service**5.1.1 Public Information Officer**

For more information on the responsibilities of the Public Information Officer, see the Basic Plan.

- _____ Receive briefing from Command.
- _____ Determine responsibilities of the Information function regarding:
 - _____ Recruitment.
 - _____ Discussion of contract negotiations.
- _____ Obtain approval from Command for press releases.
- _____ Staff the function appropriately.

5.1.2 Liaison Officer

For more information on the responsibilities of the Liaison Officer, see the Basic Plan.

- _____ Obtain briefing from Command.
- _____ Determine responsibility for continuity of service analysis (in the event of a strike, Operations may be responsible for this activity).
- _____ Establish and maintain contact with the directors of impacted departments.
- _____ Conduct continuity of service analysis as assigned. Determine as needed:
 - _____ Status of priority service delivery by department.
 - _____ Availability of additional resources.
 - _____ Special resource needs.
 - _____ Special resource qualifications.
- _____ Contract issues that may affect the use of department resources.
- _____ Determine resource ordering process.
- _____ Staff function appropriately (this may require a representative from each impacted department).

5.1.3 Safety Officer

Continuity of service emergencies are not likely to require the use of the Safety Officer position. For information on the responsibilities of the Safety Officer, see the Basic Plan.

SA A. Continuity of Service**5.2 Operations Section**

For more information on the responsibilities of the Operations Section, see the Basic Plan.

The description below includes all department Directors in the Operations organization, and each will complete the tasks described below.

- _____ Determine those services required by law, City policy, or department priorities.
- _____ Assess the impact of the emergency on department priority service delivery.
- _____ Determine any resource shortfalls.
- _____ Perform an emergency callback of City personnel as needed (police records may assist in this task).
- _____ Activate mutual aid assistance as necessary.
- _____ Identify the need for temporary hires or reassignment of personnel from other departments. Consider:
 - _____ Task assignments.
 - _____ Personnel class required.
 - _____ Special qualifications needed.
 - _____ Approximate duration of assignment (if known).
 - _____ Potential source (if known).
 - _____ Date/time/reporting location.
 - _____ Person to whom the resource should report.
- _____ Obtain approval for temporary hires from Command.
- _____ Place requests for temporary hires with Logistics.
- _____ Monitor the use of reassigned or temporary hire personnel. Release as soon as possible.

5.3 Planning Section

Planning Section responsibilities would continue as described in the Basic Plan.

5.4 Logistics Section

Logistics Section responsibilities would continue as described in the Basic Plan.

SA A. Continuity of Service

5.5 Finance Section

Finance Section responsibilities would include coordination with the City's insurance carriers, assisting the Safety Officer as requested and other duties as described in the Basic Plan.

6 Department Responsibilities**6.1 Office of the City Manager**

- _____ Assume Command.
- _____ Establish and maintain contact with Mayor and Commission.
- _____ If a strike is anticipated, request the Office of City Attorney to develop a City Strike Policy.
- _____ Direct and organize continuity of service analysis. Include:
 - _____ Time lines.
 - _____ Format.
- _____ Determine those services required by law, City policy, or department priorities (Tier I and II Services). These may include:
 - _____ Support to Mayor and Commission.
 - _____ Recording services.
 - _____ Emergency documentation.
 - _____ Mediation services.
- _____ Liaison between emergency organization and Mayor and Commission.
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all department employees.
- _____ Request additional resources according to established procedure.

6.2 Finance/Personnel

- _____ Staff the incident management organization as needed.
- _____ Assign personnel to negotiation process as needed.
- _____ Determine those services required by law, City policy or department priorities (Tier I and II Services). These may include:
 - _____ Recruitment.

SA A. Continuity of Service

- _____ Compensation and benefits administration.
- _____ Labor relations.
- _____ Conduct department continuity of service analysis.
- _____ Establish/confirm resource ordering process.
- _____ Assign personnel to Logistics (Supply Unit) as needed.
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all department employees.
 - _____ Request additional resources according to established procedure.
 - _____ Assist the Office of City Manager and/or lead agency as requested.

6.3 Finance Department

- _____ Staff Incident Command organization as needed.
- _____ Determine those services required by law, City policy, or department priorities (Tier I and II Services). These may include:
 - _____ Risk management.
 - _____ Time/Payroll processing.
 - _____ Liquor licensing.
 - _____ Service billings (includes installment financing).
 - _____ Process payments (includes rents, bond/tax payments).
 - _____ Customer service—Open/close accounts.
 - _____ City lien processing.
 - _____ Sewer collection.
 - _____ City banking and deposit functions.
 - _____ Staff Finance Section as required.
 - _____ Operations-related purchasing.
- _____ Review City insurance policies for covered losses. Assist in collection of funds from policies.
- _____ Conduct department continuity of service analysis.
- _____ Establish/confirm resource ordering process.

SA A. Continuity of Service

- _____ Assign personnel to Logistics (Supply Unit) as needed.
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all department employees.
- _____ Request additional resources according to established procedure.
- _____ Assist Office of City Manager and/or lead agency as requested.

6.4 Clackamas Co. Fire Dist. #1

- _____ Determine those services required by law, City policy, or department priorities (Tier I and II Services). These may include:
 - _____ Fire suppression.
 - _____ High hazard/public occupancy inspections.
 - _____ Fire code enforcement.
 - _____ Arson investigation.
 - _____ Hazardous materials response.
 - _____ Emergency medical services.
 - _____ Plan review.
 - _____ Emergency response.
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Activation of volunteers.
 - _____ Emergency callback of all department employees.
 - _____ Activation of mutual aid resources.
- _____ Request additional resources according to established procedure.
- _____ Assist Office of the City Manager and/or lead agency as requested.

6.5 Police Department/CCSO

- _____ Determine those services required by law, City policy or department priorities (Tier I and II Services). These may include:
 - _____ Confirmation of out of County warrants.
 - _____ Entry of stolen/recovered vehicles.

SA A. Continuity of Service

- _____ Entry of missing/returned persons.
- _____ Assignment of case numbers.
- _____ Validate computer entries.
- _____ Entry of part 1, Uniform Crime Reports crime data.
- _____ Street patrol.
- _____ Criminal investigation.
- _____ Operations related support services.
- _____ Emergency response.
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Activation of reserves.
 - _____ Emergency callback of all department employees.
 - _____ Activation of mutual aid resources.
- _____ Request additional resources according to established procedure.
- _____ Assist the Office of the City Manager and/or lead agency as requested.

6.6 Community Development Department/County

- _____ Determine those services required by law, City policy, or department priorities (Tier I and II Services). These may include:
 - _____ Building safety inspections.
 - _____ Emergency or critical facility permit review.
 - _____ General building permit review and inspection.
 - _____ Public notices.
 - _____ Development permits.
 - _____ Construction plan review (public facilities).
 - _____ Commercial building permit review (public facilities).
 - _____ Public facility permit issuance.
 - _____ State revolving loan requests.
 - _____ Map services.

SA A. Continuity of Service

- _____ Open space purchases.
- _____ Capital improvements.
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Activation of volunteers.
 - _____ Emergency callback of all department employees.
 - _____ Activation of mutual aid resources.
 - _____ Existing consulting contracts.
- _____ Request additional resources according to established procedure.
- _____ Assist Office of the City Manager and/or lead agency as requested.

6.7 City Engineer/Public Works/County

- _____ Determine those services required by law, City policy or department priorities (Tier I and II Services). These may include:
 - _____ Water quality sampling (state and federal mandates).
 - _____ Back/flow cross connection.
 - _____ Underground utility line locates.
 - _____ Water/sewer line and service repairs.
 - _____ Reservoir and pump station repairs.
 - _____ Park equipment repair.
 - _____ Garbage/litter pickup.
 - _____ Mowing.
 - _____ Street signing/stripping.
 - _____ Catch basin maintenance.
 - _____ Flood response.
 - _____ Snow removal/sanding.
- _____ Conduct department continuity of service analysis.
- _____ Determine the need for additional resources. Consider:
 - _____ Activation of volunteers.

SA A. Continuity of Service

- _____ Emergency callback of all department employees.
- _____ Activation of mutual aid resources.
- _____ Request additional resources according to established procedure.
- _____ Assist Office of the City Manager and/or lead agency as requested.

6.8 Parks and Recreation Department/County

- _____ Determine those services required by law, City policy or department priorities (Tier I and II Services).
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all department employees.
 - _____ Request additional resources according to established procedure.
 - _____ Assist Office of the City Manager and/or lead agency as requested.

6.9 City Attorney

Milwaukie contracts its legal services. Because this service is critical to the operation of the City during a continuity of service emergency, actions the company may want to consider are included in this plan.

- _____ Determine those services required by law, City policy, or company priorities (Tier I and II Services). These may include:
 - _____ Legal support to Mayor and Council.
 - _____ Legal support to incident management organization.
 - _____ Ongoing litigation.
- _____ Conduct continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all employees.
 - _____ Request additional resources according to established procedure.
 - _____ Assist as requested.

6.10 Municipal Court

- _____ Determine those services required by law, City policy or department priorities (Tier I and II Services).
- _____ Conduct department continuity of service analysis.

SA A. Continuity of Service

- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all department employees.
 - _____ Request additional resources according to established procedure.
 - _____ Assist Office of the City Manager and/or lead agency as requested.

6.11 Library

- _____ Determine those services required by law, City policy, or department priorities (Tier I and II Services).
- _____ Conduct department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all department employees.
 - _____ Request additional resources according to established procedure.
 - _____ Assist Office of the City Manager and/or lead agency as requested.

THIS PAGE LEFT BLANK INTENTIONALLY

Incident Annexes

1

IA 1 – Severe Weather (including Landslides)

IA 1. Severe Weather (including Landslides)

THIS PAGE LEFT BLANK INTENTIONALLY

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the City EOP and supporting procedures/plans.	
	<input type="checkbox"/> Monitor weather and flood reports.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
	<ul style="list-style-type: none"> ▪ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions. 	
	<ul style="list-style-type: none"> ▪ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions. 	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by City Emergency Management in coordination with lead agencies and coordinators.	
	<input type="checkbox"/> Participate in City and County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	<input type="checkbox"/> Ensure that landslide and flood response equipment and personnel inventories are current for the City. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform City and County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Work with the County planning department to establish appropriate infrastructure protection measures in landslide/flood-prone areas.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<input type="checkbox"/> Activate the City EOP when severe weather and/or landslide incidents pose threats to the City.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	<input type="checkbox"/> Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies as well as the Mayor and City Council.	
	<ul style="list-style-type: none"> <input type="checkbox"/> Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing. 	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the City.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes. 	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<ul style="list-style-type: none"> <input type="checkbox"/> Dedicate time during each shift to preparing for shift change briefings. 	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs and other Agency Operations Centers. Confirm operable phone numbers and verify the functionality of alternate communications resources.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.	<i>Established emergency contact lists maintained at the EOC</i>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.		

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	<i>Local, agency, and facility-specific SOPs</i>
	<input type="checkbox"/> Obtain current and forecasted weather conditions to project potential damage and determine the affected area (recurring).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (recurring).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Determine the need for additional resources, and request them as necessary through appropriate channels (recurring).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Section 1 of the City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; FA 1 of the City EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the City.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	<input type="checkbox"/> Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and Lead PIO before dissemination to the public.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and update the IAP (recurring). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (recurring).	
	<input type="checkbox"/> Coordinate with private sector partners as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	<input type="checkbox"/> Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the EOCs, Agency Operations Centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)		

2

IA 2 – Flood (including Dam Failure)

THIS PAGE LEFT BLANK INTENTIONALLY

IA 2. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relative to flood events.	
	<input type="checkbox"/> Coordinate the City’s preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	<input type="checkbox"/> Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Annually review and update the EOP and SOPs, as needed.	<i>City EOP, Annexes, and agency-specific SOPs</i>
	<input type="checkbox"/> Review flood-prone areas.	
	<input type="checkbox"/> Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, FEMA guidance, and Oregon EMP</i>
	<input type="checkbox"/> Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Identify and review local contractor lists to see who may provide support specific to flood response.	
	<input type="checkbox"/> Review, revise, and, where necessary, establish mutual aid agreements with other City agencies and private contractors relative to multiple agency response to floods.	
RESPONSE PHASE	<input type="checkbox"/> The City Manager will provide overall guidance for the deployment of resources.	
	<input type="checkbox"/> Activate mutual aid agreements.	
	<input type="checkbox"/> Activate the City EOC and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities.	<i>City Basic Plan, agency and company-specific plans</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>SOPs and command structure for City EOC, Incident Action Plan</i>
	<input type="checkbox"/> Submit request for disaster/emergency declaration, as applicable.	<i>City Basic Plan</i>
	<input type="checkbox"/> Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the City EOC, as the situation requires.	<i>FA 1 of the City EOP</i>

IA 2. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Support search and rescue operations by coordinating resource requests outside of the jurisdiction.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> The Emergency Manager will request the CERT Coordinator to activate sheltering plans and open/staff shelters, if needed.	
	<input type="checkbox"/> If CERT Program resources have been expended, request the American Red Cross to activate sheltering plans and open/staff shelters.	<i>American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Establish a JIC. <input type="checkbox"/> Formulate emergency public information messages and media responses using “one voice, one message” concepts.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Record all EOC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. <input type="checkbox"/> These should be documented in EOC logbooks.	<i>Existing ICS and EOC forms, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Begin damage assessments in coordination with the Public Works Department and County/local government.	<i>FA 3 of the City EOP</i>
	<input type="checkbox"/> Assist with in coordinating Public Works activities, such as debris removal from: <ul style="list-style-type: none"> ▪ Storm drains ▪ Bridge viaducts ▪ Main arterial routes ▪ Public rights-of-way ▪ Dams (via established liaisons at the City EOC) ▪ Other structures, as needed 	<i>FA 3 of the City EOP</i>
	<input type="checkbox"/> Contact local contractors for support, if necessary. Establish contact with private sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	<i>Existing contact lists at EOC</i>
	<input type="checkbox"/> Coordinate with 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.).	<i>FA 1 of the City EOP</i>
	Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	

IA 2. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RECOVERY PHASE	<input type="checkbox"/> Monitor secondary hazards associated with floods (landslides, contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards.	
	<input type="checkbox"/> Deactivate/demobilize the City EOC. Deactivate mutual aid resources as soon as possible.	<i>FA 1 of the City EOP, ICS Form 221 – Demobilization Plan</i>
	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>FA 1 of the City EOP and agency-specific recovery plans</i>
	<input type="checkbox"/> Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.	
	<input type="checkbox"/> Participate in After Action Reports and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

THIS PAGE LEFT BLANK INTENTIONALLY

3

IA 3 – Major Fire

THIS PAGE LEFT BLANK INTENTIONALLY

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Management and Fire District.	
	<input type="checkbox"/> Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	<input type="checkbox"/> Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	<input type="checkbox"/> Activate the City EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will be included.	<i>Section 5 of the City EOP, agency and company-specific plans</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203-Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting fire services agencies.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	<input type="checkbox"/> Determine the scope and extent of the fire (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209-Incident Status Summary</i>
	<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among City EOC, County EOC, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify the functionality of alternative communication equipment/channels.	<i>FA 1 of the City EOP</i>
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	<i>FA 1 of the City EOP; Established emergency contact lists at the City EOC</i>	

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> The Fire Chief directs resources for fires within the City. In the event of multiple fire agencies responding to an incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if scope of response increases.	
	<input type="checkbox"/> Implement local plans and procedures for fire operations.	<i>Agency-specific SOPs</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the fire (<i>recurring</i>).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Submit a request for a local or countywide disaster/emergency declaration, as applicable.	<i>Section 1.4.2 of City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; FA 1 of the City EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	<input type="checkbox"/> Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief (or designee). Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular intervals, the EOC Director and staff will assemble a Situation Report.	

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with the private sector partners as needed.	
RECOVERY/ DEMOBILIZATION	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>FA 1 of the City EOP; Agency recovery plans</i>
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the City EOC.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)		

THIS PAGE LEFT BLANK INTENTIONALLY

4

IA 4 – Earthquake/ Seismic Activity

THIS PAGE LEFT BLANK INTENTIONALLY

IA 4. Earthquakes/Seismic Activity

NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activating the EOC to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Police Department and the Fire Service. 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 service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Road Department may be expected to assume the role of lead department in the ICS/Operations section for the City’s earthquake response. The Road Department efforts in this response and early recovery phase of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity, including the EOP and supporting procedures and plans.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to earthquakes.	
	- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as needed.	
	<input type="checkbox"/> Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated, and establish a pre-event duty roster allowing for 24/7 operational support for the County and City EOCs.	
	<input type="checkbox"/> Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform the Emergency Management Director of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Work with the planning department and local planning commissions to establish appropriate infrastructure protection measures in landslide-prone areas.	
	<ul style="list-style-type: none"> - Implement seismic inspection procedures on a regular basis and incorporate improvements to structures, while also updating appropriate mitigation plans. 	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	<input type="checkbox"/> Activate the EOP when earthquake and/or seismic incidents pose threats.	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, remaining cognizant of aftershocks.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies.	
	<ul style="list-style-type: none"> - Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing. 	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
	<ul style="list-style-type: none"> - Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes. 	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<ul style="list-style-type: none"> - Dedicate time during each shift to preparing for shift change briefings. 	<i>Incident Action Plan</i>

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs, other Agency Operations Centers, and the state ECC. Confirm operable phone numbers and verify the functionality of alternate communications resources.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, tribal, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.	<i>Established emergency contact lists maintained at the EOC</i>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	<input type="checkbox"/> Implement local plans and procedures for earthquake operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
	<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area (<i>recurring</i>).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (<i>recurring</i>). Evacuation activities will be coordinated among County ESF 1 – Transportation; ESF 5 – Emergency Management; ESF 6 – Mass Care, Housing, and Human Services; and ESF 15 – Public Information and External Affairs.	
	<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels (<i>recurring</i>).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the jurisdiction.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	- Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and lead PIO prior to dissemination to the public.	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the IC/EOC Manager and staff will assemble a situation report.	
	<input type="checkbox"/> Develop and update the IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private sector partners, as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 – Demobilization Plan</i>
	<input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize EOCs, Agency Operations Centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

THIS PAGE LEFT BLANK INTENTIONALLY

5

IA 5 – Volcano/Volcanic Activity

THIS PAGE LEFT BLANK INTENTIONALLY

IA 5. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relative to volcanic events.	
	<input type="checkbox"/> Provide information and training on volcano hazard response to emergency workers and the public. <ul style="list-style-type: none"> ▪ Implement a public outreach program on volcano hazards. ▪ Review public education and awareness requirements. 	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
	<input type="checkbox"/> Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	<input type="checkbox"/> Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, FEMA guidance, and Oregon EMP</i>
	<input type="checkbox"/> Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	<input type="checkbox"/> Activate the City EOC and establish Incident 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.	<i>FA 1 of the City EOP, agency and company-specific plans</i>
	<input type="checkbox"/> Activate and implement the City EOP.	
	<input type="checkbox"/> Notify supporting agencies. <ul style="list-style-type: none"> ▪ Identify local, regional, and State agencies that may be able to mobilize resources and staff to the City EOC for support 	
	<input type="checkbox"/> Provide local warnings and information and activate appropriate warning/alert systems.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Support a Regional Coordination Center, if necessary. <input type="checkbox"/> Establish a JIC. <ul style="list-style-type: none"> ▪ Provide a PIO for the JIC. ▪ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>

IA 5. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, County, State, and/or Federal resources. If applicable, submit a request for a local disaster/emergency declaration following established County procedures.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203-Organization Assignment List</i>
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>ICS Form 209-Incident Status Summary</i>
	<ul style="list-style-type: none"> ▪ Dedicate time during each shift to prepare for shift change briefings. 	
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	<i>Established emergency contact lists maintained at the City EOC</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (<i>recurring</i>).	
	<input type="checkbox"/> Determine need to conduct evacuations and sheltering activities (<i>recurring</i>). Emergency Manager will request that the CERT Coordinator activate and implement local sheltering plans.	<i>FA 2 Annex of the City EOP and</i>
	<input type="checkbox"/> If CERT Program resources have been expended, request that the American Red Cross activate and implement local sheltering plans.	<i>American Red Cross Shelter Plans</i>
	<input type="checkbox"/> 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: <ul style="list-style-type: none"> ▪ ESF 1 - Transportation ▪ ESF 2 - Emergency Telecommunications and Warning ▪ ESF 13 - Public Safety and Security ▪ ESF 15 - Emergency Public Information 	<i>FA 1 of the City EOP</i>

IA 5. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through the City EOC (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
	<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>ICS Resource Tracking forms and EOC forms</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending /receiving, them should be documented as part of the EOC log.	<i>Existing EOC forms/templates</i>
	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular intervals, the EOC Director and staff will assemble a situation report.	<i>EOC Planning Section job action guide, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement elements of the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private sector partners as needed.	<i>ICS Form 202 – Incident Objectives</i>
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the IC and/or Safety Officer.	

IA 5. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored. Deactivate/demobilize the City EOC.	<i>FA 1 of the City EOP and agency-specific recovery</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Monitor secondary hazards associated with volcano eruption and/or significant activity (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.	
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

6

IA 6 – Hazardous Materials (Accidental Release)

IA 6. Hazardous Materials (Accidental Release)

THIS PAGE LEFT BLANK INTENTIONALLY

IA 6. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by City Emergency Management, the Fire Protection District, and the County ESF 10 Lead.	
	<input type="checkbox"/> Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenarios.	
	<input type="checkbox"/> Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	<input type="checkbox"/> Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	<input type="checkbox"/> In most incidents, the local fire district will initially respond, assume initial IC responsibilities, and request activation/deployment of the HazMat Team.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Determine the type, scope, and extent of the HazMat incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> ▪ Notify 911 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation. 	
	<ul style="list-style-type: none"> ▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements. 	
	<ul style="list-style-type: none"> ▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance. 	
	<input type="checkbox"/> Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.	<i>Northwest Area Contingency Plan (NWACP)</i>
	<input type="checkbox"/> Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	<input type="checkbox"/> Establish access control to the incident site through local law enforcement agencies.	
	<input type="checkbox"/> If the situation warrants, request activation of the City or County EOCs via the IC through the City Manager.	<i>FA 1 of the City EOP</i>

IA 6. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Activate the City EOC, coordinate response activities among Agency Operations Centers and Incident Command Posts, and establish IC or UC as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> If applicable, establish immediate gross decontamination capability for victims.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify HazMat supporting agencies.	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support. 	
	<input type="checkbox"/> Contact the Oregon Emergency Response System at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team. <i>Note: The primary regional HazMat response team is located in Salem.</i>	<i>OERS is available 24 hours a day.</i>
	<input type="checkbox"/> Assign liaisons to the City EOC representing government agencies, private entities (e.g., railroad companies, chemical manufacturers, etc.), and other stakeholders.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<ul style="list-style-type: none"> ▪ Dedicate time during each shift to prepare for shift change briefings. 	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, and the State ECC. Confirm operable phone numbers and backup communication links.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, State, and Federal agencies that may be affected by the incident. Notify them of the status.	<i>FA 1 of the City EOP; Established emergency contact lists maintained at the City EOC</i>
	<ul style="list-style-type: none"> ▪ For incidents occurring on State highways, ensure that ODOT has been notified. 	
	<ul style="list-style-type: none"> ▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas. 	

IA 6. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> ■ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian. 	<i>ESF 11 Annex of the County EOP</i>
	<ul style="list-style-type: none"> ❑ A lead PIO will be designated by the City Manager. The PIO will issue information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure as dictated by incident. 	
	<ul style="list-style-type: none"> ❑ Implement local plans and procedures for HazMat operations. Implement agency-specific protocols and SOPs. Ensure that copies of all documents are available to response personnel. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ■ For responses requiring assistance from the Oregon Department of Environmental Quality Regional Response Team, refer to the Geographic Response Plan applicable to the incident site and support procedures according to the Northwest Area Contingency Plan. 	
	<ul style="list-style-type: none"> ❑ Obtain current and forecasted weather to project potential spread of the plume (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Based upon the incident’s size, type of chemical/substance, and weather projections, establish a safe zone and determine a location for an on-site staging and decontamination. Re-evaluate as the situation changes. 	
	<ul style="list-style-type: none"> ❑ Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Establish a victim decontamination and treatment area(s). 	
	<ul style="list-style-type: none"> ❑ Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Submit a request for emergency/disaster declaration, as applicable. 	<i>Section 1.4.2 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs. 	
	<ul style="list-style-type: none"> ❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used. 	<i>ICS Resource Tracking Forms FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> ❑ Develop plans and procedures for registering regional HazMat teams as they arrive on the scene and receive deployment orders. 	
	<ul style="list-style-type: none"> ❑ Establish the JIC, as needed. 	<i>FA 1 of the City EOP</i>

IA 6. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Formulate emergency public information messages and media responses using “one message, many voices” concepts (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Public information will be reviewed and approved for release by the IC and the lead PIO before dissemination to the public and/or media partners. 	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages and names of those sending and receiving them should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals the IC/EOC Director and staff will assemble a Situation Report.	
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private sector partners, as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the IC and/or Safety Officer.	
	<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City EOC, the responsible party (if known), and the Oregon Department of Environmental Quality.	

IA 6. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private sector partners.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the City EOC.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

IA 6. Hazardous Materials (Accidental Release)

THIS PAGE LEFT BLANK INTENTIONALLY

7

IA 7 – Transportation Accidents

THIS PAGE LEFT BLANK INTENTIONALLY

IA 7. Transportation Accidents

Two major types of transportation accidents are considered in this incident annex: air and rail. Motor vehicle accidents that occur on roadways within the City would not normally constitute a major emergency under the Emergency Operations Plan (EOP), unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes. The Fire District and City Police Department will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to arrive at the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Manager.	
	<input type="checkbox"/> Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	<i>Existing emergency contact lists.</i>
	<input type="checkbox"/> Inform City Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Manager and Fire District.	
	<input type="checkbox"/> Assess the City’s transportation infrastructure (e.g., roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
	<input type="checkbox"/> Develop alternate routes based on assessment of hazard threats to transportation infrastructure and based on input from the County EOC, ODOT, and other road owners.	
RESPONSE PHASE	<input type="checkbox"/> Notification of the occurrence of a transportation incident will come through LOCOM or observance by field personnel.	
	<input type="checkbox"/> Conduct a scene assessment to determine the appropriate level of emergency medical, transportation, and HazMat response. Based on the location of the accident, mass casualty and/or evacuation procedures may be required.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Determine the type, scope, and extent of the HazMat incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>IA 4. Hazardous Material Incident Annex</i>

IA 7. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <input type="checkbox"/> Develop alternate routes based on assessment of damages to city transportation infrastructure and based on input from the City EOC, ODOT, and other road owners. Estimate emergency staffing levels and request personnel support. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> City personnel should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> The Police Department has the authority to secure the crash site to maintain the integrity of the accident site (after fire suppression and victim rescue operations are complete). 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hours) 	
	<ul style="list-style-type: none"> <input type="checkbox"/> For railroad accidents, the IC should contact the railroad company’s emergency response center, as well as the NTSB prior to removing any victims or wreckage. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Activate the City EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> If appropriate, the IC (or designee) will activate the EAS by contacting the National Weather Service (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>). 	<p><i>ICS Form 203: Organization Assignment List</i></p>
	<ul style="list-style-type: none"> <input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Notify supporting emergency response agencies, ODOT, NTSB, and FAA if the accident involves an aircraft. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes. 	

IA 7. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <input type="checkbox"/> Confirm or establish communications links among the City EOC, the County EOC, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status. <ul style="list-style-type: none"> <input type="checkbox"/> For incidents occurring on State highways, ensure that ODOT has been notified. <input type="checkbox"/> Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas. <input type="checkbox"/> If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian. 	<i>Existing emergency contact lists.</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Appoint a PIO to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>). 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Public information focusing on transit access points, control, and traffic control will be reviewed by the Chief of Police (or designee). Information will be approved for release by the IC and Lead PIO prior to dissemination to the public. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> If necessary, establish a JIC staffed by PIOs from various agencies. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Advise the County EOC and ODOT of road restrictions and resource/support needs. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate provision of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the Transportation Security Administration, NTSB, and FBI. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable. 	<i>Chapter 1 of the City EOP</i>

IA 7. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> If necessary, determine the need to conduct evacuations and sheltering activities.	
	<input type="checkbox"/> Coordinate with the CERT Coordinator to provide Shelter and Family Referral Services through the EOC.	
	<input type="checkbox"/> If CERT Program resources have been expended, coordinate with the American Red Cross to provide Shelter and Family Referral Services through the EOC.	
	<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels.	
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular intervals, the EOC Director and staff will assemble a Situation Report.	<i>ICS Form 209: Incident Status Summary</i>
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	<input type="checkbox"/> Coordinate with the American Red Cross to assist families affected by the transportation incident	
	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> If necessary, provide critical incident stress management to first responders.	
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the City EOC.	

IA 7. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

THIS PAGE LEFT BLANK INTENTIONALLY